

Building an Employee Volunteer Program

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Housekeeping

- Meeting teleconference: In North America: 1-888-300-0053, (Internationally: 1-647-427-3420) – use meeting code: 44141202
- Q&A Session: final 10 minutes of the webinar, please use the “chat” feature on the right side of your screen
- This webinar is being recorded; a link will be provided with a follow-up email to all those who registered for the event
- If you are experiencing technical difficulties with audio, please dial ‘0’ to reach an operator; for technical difficulties with the webinar platform, please dial 1-888-376-0105

Webinar speakers: who's talking

- **Blake Connoy**, CSR Advisor
Canadian Business for Social Responsibility
 - Leads CBSR's financial services and pharmaceutical member relationships
 - Specializes in corporate community involvement strategy and reporting
- **Chris Jarvis**, Co-Founder and Senior Consultant
Realized Worth / 3BL Media
 - Provides training and hands-on involvement in the design and implementation of outstanding and sustainable EVPs
- **Lisa Kimmel**, General Manager
Edelman Canada
 - Responsible for the recruitment and retention of talent, client servicing, new business development and reputation management
 - Led Edelman's "*The Little Give*" initiative

Today's agenda

- Today's learning objectives
- Describing employee volunteer programs and their benefits
- Approaches to employee volunteer programs
- The development phases of successful employee volunteer programs
- Quick tips for success
- Case in point: Edelman's *The Little Give* initiative
- Q&A session

Today's learning objectives

1. Learn about different structural approaches to Employee Volunteer Programs and their relationship to organizational CSR/sustainability performance
2. Gain information on the seven common phases for developing a successful Employee Volunteer Program
3. Hear corporate examples to illustrate each development phase

Describing an employee volunteer program

- EVPs are employer-driven, managed and led programs that seek to motivate and engage companies' employees in volunteerism
- EVPs can range dramatically from a company-sponsored “day of volunteering” around a specific cause, to a robust program where employees leverage their professional skills to support and build the capacity of non-profit organizations
- EVPs are an emerging area of corporate community involvement and they can be diverse in both their structures and the issues they address

The benefits of employee volunteer programs

- Numerous studies suggest that EVPs can result in significant positive impact for a company, its employees and its non-profit beneficiaries

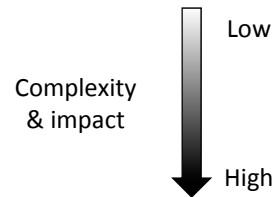
Company benefits	<ul style="list-style-type: none">• <i>Enhance reputation</i>• <i>Attract, retain and engage high quality employees</i>
Employee benefits	<ul style="list-style-type: none">• <i>Increase employee satisfaction</i>• <i>Provide unique networking and skills development opportunities to employees</i>
Non-profit beneficiary benefits	<ul style="list-style-type: none">• <i>Improve the quality of a social/environmental situation</i>• <i>Increase the knowledge and capacity of non-profit organizations</i>

How to attain and maximize those benefits

- Leveraging the internal capacity of the company, EVPs help shape organizational culture and reputation among employees and the communities in which companies operate
- Thus, it is essential to tailor programs to the needs of employees and key external stakeholders while anchoring the programs within the company's overall commitment to corporate responsibility
- The models and frameworks are many and ever evolving...
 - CBSR has created this synthesis of the leading thinking of experts and provides a roadmap for *Building an Employee Volunteer Program*

Approaches to employee volunteer programs

- Most corporations support some form of EVP...
 - The programs are as diverse as they are numerous and vary by size, implementation model, structure, resourcing, desired and actual impact on beneficiaries and employee volunteers
- The most common approaches to EVPs are:
 - Ad-hoc
 - Strategic
 - Innovative
- Complex, well-established and strategic programs generate the most impact, but not all corporations will develop strategic or innovative EVPs
 - Value exists when the core needs of the business, employees and the beneficiary are taken into account



Describing the ad-hoc approach

- Companies recognize that volunteering carries some value, but no business case or strategy has been developed
- Companies respond to volunteer requests as they emerge as no formal volunteering program exists
- Employees tend to volunteer independently of the business (though paid-time off may be supported by the business)

Describing the strategic approach

- The business case for a more robust and strategic EVP is developed with an understanding of the business context and the associated social, environmental and economic issues and the needs of stakeholders
- Leadership team is supportive and a senior champion is identified
- EVP is strategically integrated into the organization's corporate community involvement strategy and required resources are devoted to program planning, design and implementation
- Cross departmental engagement of employees
- Some measurement to assess the level of success of the program

Describing the innovative approach

- Significant investment in building unique, long term, multi-stakeholder partnerships with strategically aligned organizations and groups
- EVPs are integrated into a corporate *Signature Program*
 - Multiple layers of volunteer opportunities that leverage the skills and assets of the business and its employees
 - Volunteer opportunities are integrated into a larger professional development strategy for the business and used to attract and retain talent
- Continuously monitored and measured for impact

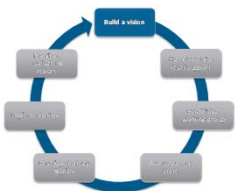
The development phases of successful employee volunteer programs

- The development of a successful EVP generally includes the following seven phases:
 - Build a vision
 - Harness senior level support
 - Establish a working group
 - Assess current state
 - Develop strategy & plan
 - Implementation
 - Monitor, evaluate & report



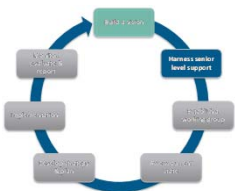
Build a vision

- The vision can be championed by passionate and enthusiastic employees from any department or level
- The vision becomes the foundation for galvanizing senior level support to move forward with scoping the possibility of developing an EVP



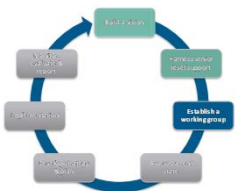
Harness senior level support

- Identify a senior champion and establish senior level support early in the process to build and sustain momentum to create maximum impact
- An executive sponsor can serve as a chair to an EVP working group once senior level management has approved the scoping, planning and implementation of an EVP



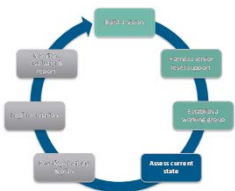
Establish a working group

- Establish a working group of employees, managers, and potentially, community members, to :
 - Generate excitement and energy about the EVP development
 - Provide capacity for the preparation work that is involved
 - Contribute unique and diverse perspectives on the best approaches and strategies in planning the organization's EVP
- Programs that are clearly employee-driven and employer-led have the most success



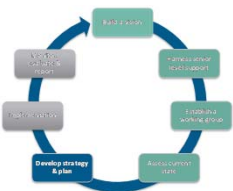
Assess current state

- A robust 'current state' assessment takes into account the organization's internal and external operating context and provides the basis for:
 - Building a solid business case to present to the senior executive
 - Making an informed decision about the type of program (ad-hoc, strategic or innovative) that is most appropriate
 - Determining how to leverage the company's competencies and assets to maximize impact
 - Establishing a baseline for monitoring the success of the program



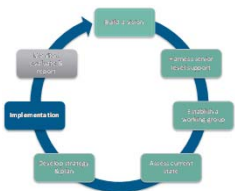
Develop strategy & plan

- A comprehensive strategic plan should include:
 - The business case as it relates to the operating context of the company
 - A clear vision, guiding principles, and cascading goals and objectives that are measurable and aligned with the overall corporate strategy
 - Identification of the issue(s) and intended beneficiary(ies) of the EVP along with clear rationale for how these were selected and prioritized
 - An articulated approach and implementation model (e.g., employee-led vs. company-led, general vs. skills-based, one-time vs. on-going, individual vs. team, single partner vs. multi-partner, and/or local vs. international)
 - An explanation of the resourcing needs and strategy for sustaining the program (e.g., financial, human resources/time, materials, and/or training)
 - Identification of potential partners along with an analysis of the associated opportunities and risks of engagement



Implementation

- *Recruitment process* - defining roles and responsibilities, job descriptions, and volunteer selection (i.e., applications/appointments)
- *Communication plan* - consistent messaging by the EVP working group and medium(s) of communication
- *Employee volunteer policy* - demonstrate senior management support, formalize procedures, provide guidelines and communicate goals
- *Volunteer engagement & program delivery* - employee training and monitoring employees', partners' and stakeholders' experiences
- *Volunteer recognition* - internal awards, recognition events, media articles, personal thanks you, partner recognition



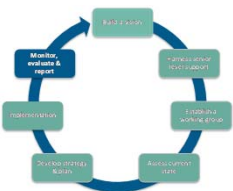
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Monitor, evaluate & report

- An EVP evaluation should always take into account three elements:
 - Business value and a return on investment
 - Employee volunteer experiences and the impact of their contributions
 - Stakeholder/beneficiary perceptions and actual impact on livelihoods and environments
- Key methods to achieving evaluation success include:
 - Setting objectives, indicators & targets early
 - Thinking long-term, monitoring continuously, allocating resources accordingly
 - Evaluating the partnering relationship(s)
- Analysis of the impacts of an EVP are only as important as how the results are communicated to key stakeholders and leveraged to improve programming



Quick tips for success

- *Plan strategically with the end in mind* - planning, short-term & long-term objectives, maximum impact
- *Align EVP with strategic corporate issues* - business priorities, stakeholder engagement, cross-functional
- *Create shared value and partner proactively* - position as a partner, not principal, communicate regularly
- *Create an EVP that is measurable and sustainable* - measure impact to the company, employees and beneficiaries

Case in point: Edelman Canada



Employees support companies with purpose

goodpurpose®

75% buy its products or services

74% recommend its products or services

71% share positive opinions and experiences



It all started with Oprah in 2008



Introducing Edelman's *The Little Give*

the
little
give



Toronto charitable partner recipients



JULIETTE'S PLACE



eva's initiatives



the REDWOOD



Delivering fresh surplus food to those in need



The results



- **90% participation rate** amongst employees
- More than **3,000 hours** of time and \$25,000 initial seed money turned into approximately **\$75,000 in cash and donated goods and time**
- Continued partner involvement through Living in Color days
- **A transformed employee culture**

Employee impact

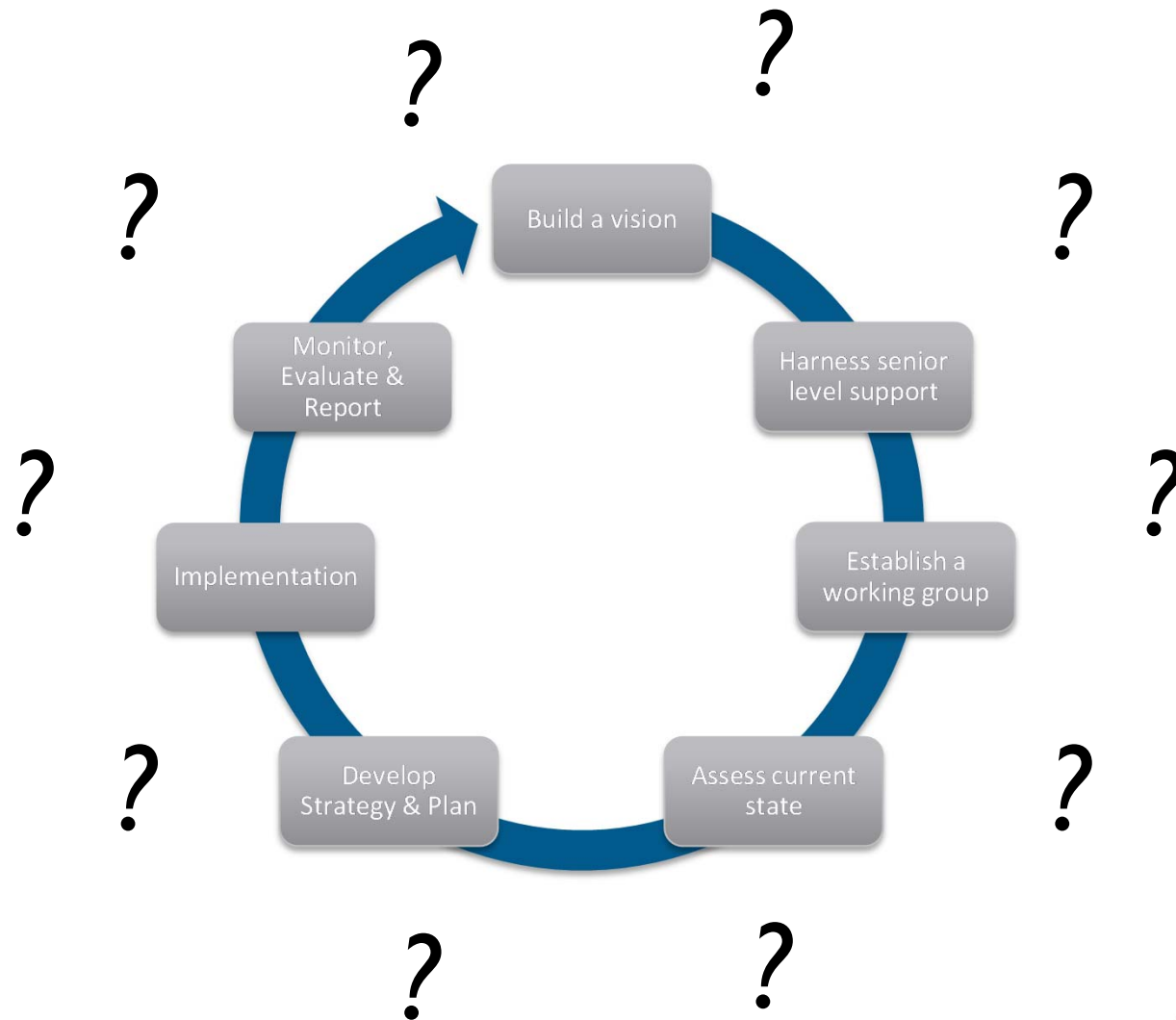


- **2010 Edelman Employee Survey**
 - **99 per cent** are proud to be employed by Edelman
 - **82 per cent** agree they are more likely to work for a company that supports causes they believe in
 - **The Little Give** was mentioned as the top initiative that Edelman should support

Why it works

- Built vision for the program, championed by both employees and senior management
- Provide executive sponsor oversight to local The Little Give committees
- Relevant and scalable to meet unique needs of each office/local market
- Match employee skills to beneficiaries' needs
- Empower local office committees to drive all program elements from strategy development to implementation

Q&A session



Upcoming CBSR Learning Events

- Webinar - *Mining in Panama: Lessons in CSR Best Practices*
May 12, 2011, 1:00 – 2:00 PM EST

- **CBSR Vancouver Signature Event - May 18, 2011**

Business in a Changing Climate: Adaptation & Opportunities

Morning features keynote address with Geoff Green and a leadership panel.

Optional afternoon workshops include sessions on:

- *Defining and Developing Employee Volunteer Programs*
- *Engaging Stakeholders to Improve Reclamation Success*
- *Sustainable Procurement: A Strategic Approach*

For more information visit: www.cbsr.ca

