

CAN CORPORATE VOLUNTEERING SUPPORT THE BOTTOM LINE? The Challenge. The Opportunity. The Case for Investment.

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September 2005

LBG ASSOCIATES

LBG Associates is a woman-owned consulting firm specializing in the design, implementation and management of strategic corporate citizenship and community involvement programs and initiatives, such as: corporate governance; philanthropy; volunteerism; signature programs; strategic partnerships; measurement and evaluation; training and staff development. With offices in New York and Washington, DC, LBG Associates prides itself on providing clients with creative and innovative solutions in a personal, professional, cost-effective and timely manner. For more information, visit www.lbg-associates.com or call (203) 325-3154.

THE CASE FOUNDATION

The Case Foundation is a family foundation with a mission to achieve sustainable solutions to complex social problems by investing in collaboration, leadership, and entrepreneurship. The foundation and its partners are currently focused on expanding civic engagement and volunteerism; meeting the needs of families and children in poverty; creating thriving and sustainable economic development for communities; bridging cultural and religious divides; and accelerating innovative approaches to health care. Jean and Steve Case created the foundation in 1997, and today its work stretches across the nation and around the world. For more information, visit www.casefoundation.org.

HANDS ON NETWORK

Hands On Network is leading a national civic movement bringing people together to tackle tough community problems. The organizing force behind the movement is our growing network of 52 local nonprofit organizations that act as civic action centers. The Hands On approach inspires volunteers, creates leaders, and changes lives and communities through effective volunteer action. For more information about Hands On Network, visit www.HandsOnNetwork.org or call (404) 979-2925.

TABLE OF CONTENTS

I. Introduction	4
A. Background and Summary	4
B. Defining Corporate Volunteerism	5
C. The State of Volunteerism	5
D. Why Companies Support Volunteerism	6
II. The Business Case Explored	9
A. Benefits to the Company	9
B. Benefits to Employees	14
C. Benefits to the Community	16
III. The Case for Measurement	18
A. The Need to Measure	18
B. Obstacles to Measurement	20
C. Recommendations and Next Steps	24
D. Conclusion	29
IV. Profiles of Corporate Volunteer Programs	30
A. Accenture	30
B. Albertsons, Inc.	31
C. Cisco Systems, Inc.	32
D. Dell, Inc.	33
E. Deloitte & Touche USA LLP	34
F. Hitachi America, Ltd.	35
G. The Home Depot	36
H. IBM Corporation	37
I. SAP, Inc.	38
J. Starwood Hotels & Resorts Worldwide, Inc.	39
K. Target Corporation	40
L. The Timberland Company	41
M. Wells Fargo	42
V. Volunteer-Related Organizations and Resources	43
VI. References	47

I. INTRODUCTION

BACKGROUND AND SUMMARY

The spirit, belief and commitment on the part of U.S. companies to actively maintain the health and well-being of the communities in which they do business has formally existed in the United States since the early 1950s. Since then, as more and more companies have begun giving back to the communities where they operate, they have also begun leveraging their financial contributions with the contribution of their employees' time and talent. Today, not only are corporate or employee volunteer programs an essential part of any company's community relations program, but for some, volunteerism is the cornerstone of their commitment to giving back.

Originally, companies believed giving back to their communities, whether through contributions or volunteerism, was simply "the right thing to do." Many business leaders still hold on to this belief today. Over the past two decades, however, a growing number of business leaders have also come to view philanthropy, and volunteerism in particular, as a key business imperative that, if done strategically, will generate a certain benefits for the company, its employees and the community. During this same time, many of these same business leaders never asked that these perceived business, employee and community benefits be proven.

In today's world, corporate leaders are finding that it is not enough to believe in the perceived benefits of corporate volunteer programs. Rather, it is increasingly important and valuable to be able to demonstrate how, and to what extent, these programs make a difference and have an impact. In short, companies are beginning to look beyond attitudes, beliefs and perceptions and examine stakeholder behavior and how their condition/status changes as a result of corporate volunteer programs. Do employees actually develop and use new professional and leadership skills? Do they stay with employers longer? Do companies become more productive and profitable? Do communities become better place to live and work? And, if the answer to these questions is yes, to what extent do corporate volunteer programs impact these results?

In seeking answers to these and other questions, the Case Foundation and Hands On Network commissioned LBG Associates to review existing research and talk directly to business leaders on the issue of corporate volunteerism and its impact on communities, employees and corporate bottom lines. After a thorough exploration of current and existing studies, as well as conversations with numerous corporate leaders, the findings are mixed, but promising. While very little is known on how, much less to what degree, corporate volunteerism impacts communities, employees and companies, there is a wealth of evidence suggesting it does. Furthermore, not only is there a need for stronger investment by the public, private and nonprofit sectors in measuring the impact of corporate volunteerism, but a number of corporate leaders have demonstrated a genuine interest in doing so.

DEFINING CORPORATE VOLUNTEERISM

The term “corporate volunteerism,” also referred to as “employee volunteerism” or “workplace volunteerism,” for the purposes of this paper, is defined as *those community service initiatives planned, organized and executed by employees and endorsed by management, which generate specific benefits for the corporation, employees and the community.*¹

THE STATE OF VOLUNTEERISM

In the United States, volunteerism, as a fundamental pillar of society, dates back to the country’s founding. As early as 1843, Alex de Tocqueville wrote, “Americans, through their voluntary associations, know how to get things done.”²

Today, the spirit of volunteerism, community service and civic participation is still going strong:

- According to the U.S. Bureau of Labor Statistics, from September 2003 to September 2004, approximately 64.5 million Americans over the age of 16, or 28.8 percent of this portion of the U.S. population, volunteered at least once.³
- According to Independent Sector, a DC-based nonprofit advocacy group, 44 percent of adults over 21 volunteered, at least once, with a formal organization in 2000. Nearly two-thirds of these people reported volunteering on a regular basis. This equates to roughly 83.9 million adults who contributed 15.5 million hours of service.⁴

For 2004, Independent Sector estimates the value of one hour of volunteer service to be worth \$17.55. That said, taking the U.S. Bureau of Labor Statistics findings into consideration, specifically that the median annual hours of individual service was 52 hours per person, the amount of time Americans spent serving their communities in 2004 may be valued in excess \$58 trillion.⁵

Based on other research, volunteerism is not just thriving in the U.S., but in other parts of the world, as well:

- A Home Office Citizenship Survey reports that 42 percent of England’s and Wales’ population over 16 years of age volunteered formally in 2003, up from 39 percent in 2001.⁶

In the U.S. and abroad, companies and corporations are taking ever-increasing strides to encourage, promote and support their employees to get involved in the communities where they live and work:

- Approximately 90 percent of surveyed corporate executives encourage their employees to become involved in community service.⁷
- 85 percent of surveyed companies allow employees to volunteer during the workday, up from 75 percent in 2001.⁸

- 64 percent of companies provide some sort of volunteer-related education and/or training to employees and/or management, up from 35 percent in 2001.⁹
- The percentage of companies having a formal time-off policy for volunteer time increased from 40 percent in 2002 to 47 percent in 2003.¹⁰
- Between 20 percent¹¹ and 51 percent¹² of companies offer employees paid time-off to volunteer.

In terms of formal corporate volunteer program, statistics are fairly consistent for mid- and large-sized companies:

- In its *2005 Business Member Survey*, the Points of Light Foundation found that 90 percent of its members host an employee volunteer program, 62 percent of which have done so for at least five years.¹³
- Similarly, LBG Associates also reported that 90 percent of companies supported formal corporate volunteer programs in 2004, up from 68 percent in 2001.¹⁴
- In 2002, both Vera Works, Inc.¹⁵ and the Center for Corporate Citizenship at Boston College¹⁶ reported that 85 percent of companies maintain corporate volunteer programs.

For 2003, the U.S. Bureau on Labor Statistics estimates that 25 million Americans worked for an employer that offered an employee volunteer program, and that 9.62 million, or 38 percent, of U.S. workers participated in these programs.¹⁷ These findings are reaffirmed by Indianapolis-based consultancy Walker Information, which also estimates that in 2003:¹⁸

- 36 percent of all U.S. workers surveyed said their employers provided a formal volunteerism program, up from 29 percent in 2001.
- Despite more companies offering formal programs, the percentage of surveyed employees participating in company-sponsored volunteer programs remained virtually unchanged from 2001 to 2004 at 24 percent.

WHY COMPANIES SUPPORT VOLUNTEERISM

While varied and diverse, there are typically five reasons why companies choose to encourage and support their employees to give back to the communities in which they live and work:

It's Part of Being a "Good Corporate Citizen." Far and away, companies choose to support volunteerism because they value it both as an effective tool to fulfill a larger commitment to corporate citizenship, and as a way of giving back to the communities in which they operate.

- Nearly 60 percent of executives and 50 percent of CR managers interviewed believe that if their companies are truly committed to operating responsibly and bettering their communities, then they have no other choice but to support volunteer programs – they have an obligation to give back.¹⁹

“Starwood supports employee volunteerism because as a member of every community in which we do business, we have an obligation to give something back and get involved. By giving back, our communities not only become better places to live, work and do business, but it helps enhance our corporate reputation, as well as attract guests to our properties, associates and shareholders.”

Ana Mollinedo
VP – Diversity, Communications and Community Affairs
Starwood Hotels & Resorts Worldwide

It’s Part of the Corporate Culture/DNA. For many companies, a commitment to volunteerism, either directly or indirectly as part of a greater commitment to being a corporate citizen, is valued just as much as returning shareholder value, operating ethically, providing excellent customer service, valuing diversity, etc. In this context, corporate leaders and CR managers view volunteerism as a distinguishing characteristic of what the company values and believes in, and for some, a means to differentiate themselves from other companies, particularly their competition.

- Nearly 50 percent of executives and 40 percent of CR managers surveyed value and support volunteerism because it is a vital part of their corporate cultures.²⁰

“As a service company, we place a high priority on contributing and giving back to the communities we do business in. Community service is a core value for us and involving our associates directly in those efforts through volunteerism is a key strategy for delivering on that value.”

David Norton
EVP, Human Resources
Starwood Hotels & Resorts Worldwide

It’s the “Right Thing to Do.” Many companies engage in volunteerism not out of an obligation to give back, but due to a realization, a “gut feeling,” that since they have the ability and resources to make a difference, they ought to at least try.

- 28 percent of CR managers and 21 percent of executives surveyed believe in and support volunteerism because it’s the “right thing to do.”²¹

“Put simply, (volunteerism) is the right thing to do. Particularly in the supermarket industry, where the local grocery store for decades has been the heart of the community, it is important for us to connect with our customers by supporting the causes that touch their lives. Connecting deeply with our communities not only makes us better retailers, it also makes us better leaders and better people.”

Lawrence R. Johnston
Chairman, President and CEO
Albertsons, Inc.

It Meets Stakeholder Expectations. For some companies, the value and importance of supporting volunteerism is defined and validated in the value, worth and importance others, namely stakeholders, place on it. In short, these companies value and support volunteerism because their employees, shareholders and other key stakeholders value and support volunteerism and expect companies to do the same.

“We volunteer because it’s the right thing to do, not because it drives business. Certainly, our stakeholders – our customers, employees, shareholders and community neighbors – expect us to serve our communities and to set an example for other businesses. So meeting and exceeding those expectations is part of why we support a large-scale volunteerism program. But those expectations are driven by values, not by sales.”

Brad Shaw
SVP, Corporate Communications and External Affairs
The Home Depot

Programs Benefit Companies, Employees and Communities. In recent years, many companies have begun encouraging and supporting volunteerism partly because doing so is good for business. Executives and CR managers from these companies believe that their corporate volunteer programs not only help communities become better places to live and work, but that these programs can be leveraged to generate benefits for their employees, as well as their bottom lines. This is known as the business case in support of volunteerism

“IBM sees benefits to the individual, to the community and to the company. It provides employees with opportunities to grow their skills, connect with the IBM team and to feel good about contributing to their communities. The community will benefit from the skills, expertise and leading edge technology and know how that will be applied by IBMers to assist in solving their problems. The company will benefit from enhancing its corporate citizenship and image, and increased visibility of the IBM brand and our ‘On Demand Technology’ approach that is being employed to support volunteerism.”

Diane Melley
On Demand Community Project Director
IBM Corporation

II. THE BUSINESS CASE EXPLORED

The business case in support of volunteerism states that corporate employee volunteer programs may benefit corporate bottom lines both directly and indirectly. By supporting volunteerism, it has been argued that companies can project images as “good corporate citizens” and strengthen their ties with the communities and their respective leaders. Volunteerism may also impact employee pride and morale, and help companies to recruit and retain a highly qualified workforce. It also can increase brand recognition and subsequent sales, secure and protect long-term interests, and generate positive economic benefits for companies.

As for employees, it is widely cited that volunteerism provides skills enhancement and energizes employees. It teaches them how to handle multiple tasks, as well as how to work in a team setting. It also helps develop and refine skills in conflict resolution, decision-making, communications and financial management, while at the same time reducing stress – all at little cost to the company.

In addition to the benefits for companies and employees, the business case also suggests that corporate volunteer programs generate benefits for the communities where businesses operate. By encouraging, promoting and supporting volunteerism, corporations have the opportunity to share their success and to give something back to their communities.

“Volunteerism is one of the investments corporations can make in civil society to ensure their own long-term vitality. This investment supports not only their long-term success, but in the short-term can enhance their public image, strengthen employee skills, improve morale and increase their recruitment and retention of talent.”

Greg Baldwin
Group Director, Marketing and Communications
VolunteerMatch

The following pages outline some of the most commonly *perceived* benefits that corporate executives, CR managers and nonprofit leaders believe corporate volunteer programs generate for businesses, employees and the communities in which they live and work.

BENEFITS TO THE COMPANY

Builds/Enhances Image as “Good Corporate Citizen.” Companies encourage and support volunteerism not only because it’s part of being a “good corporate citizen,” but also because it’s an effective way to demonstrate this commitment to others.

- More than four out of five CR managers and over 70 percent of corporate executives surveyed believe the greatest benefit their companies enjoy as a result of supporting volunteerism are enhanced images as “good corporate citizens.”²²
- 100 percent of companies surveyed believe employee volunteering provides a way for companies to improve their images.²³

- A 1998 survey by Hill & Knowlton and Yankelovich Partners found that 37 percent of Americans said employee volunteering was the “most impressive” corporate philanthropic activity.²⁴

“Volunteerism allows SAP to demonstrate our commitment to giving back to the communities in which we live and work, enhancing our reputation as a good corporate citizen. Our commitment to volunteerism, combined with our vision to enable every customer to become a best-run business, makes SAP a very attractive partner of choice. Internally, we rally our employees around our core values of success, accountability, professionalism, teamwork and passion. In turn, employees are motivated by a spirit of passion to give back to their communities.”

Bill McDermott
President and CEO
SAP America, Inc.

Helps Implement/Address Strategic Business Objectives and Positively Impacts Profitability. Many executives and CR managers believe that corporate volunteer programs lower operating costs, increase sales, create shareholder value and ultimately lead to greater profitability.

- 82 percent of companies surveyed use their volunteer programs to address strategic business goals, an increase from 51 percent in 1992.²⁵
- 55 percent of companies surveyed believe volunteerism has a positive impact on profitability.²⁶

Aids in Employee Recruitment and Retention/Enhances Image as “Employer of Choice.” Overwhelmingly, executives and CR managers both believe that one of the greatest perceived corporate benefits of volunteerism is an elevated ability to recruit and retain top talent.

- Nearly three out of four executives and CR managers interviewed believe that a corporate volunteer program significantly impacts a company’s ability to recruit and retain talented employees and enhance the company’s image as an “employer of choice.”²⁷
- In its 2001 national employee benchmark survey, Walker Information found that 70 percent of employees with a favorable perception of their companies community commitments planned to stay at that company for the next two years, compared with 50 percent of those with a less favorable perception.²⁸
- 85 percent corporations surveyed purposefully choose causes that can enhance employee loyalty, with nearly the same number (82 percent) doing so with the aim of being regarded as an “employer of choice.”²⁹
- Nearly 90 percent of companies surveyed said corporate volunteer programs improve employee retention and morale, and aid in recruitment.³⁰

“Based on the questions we ask new hirers and veteran employees, our commitment to community involvement, of which volunteerism is a vital part, is, unequivocally, helping The Home Depot recruit and retain top talent, which impacts our bottom line.”

Kevin Martinez
Director, Community Affairs
The Home Depot

“Accenture’s volunteer program is one of the primary reasons I stay here. Friendships are created out of volunteerism, there are team-building opportunities that cannot be replicated in the workplace – and more importantly it shows that the company cares about something other than the bottom line. With Americans spending, on average, more than a month extra a year working than the rest of the world, it is critical that companies provide a warm and caring environment for their employees – and volunteerism is a great way to do that.”

Accenture Employee

Enhances External Relations and Generates Goodwill. Stemming from enhanced images as “good corporate citizens,” many executives and CR managers alike believe corporate volunteer programs may help build and/or strengthen relations with key external stakeholders (e.g., community groups/leaders, government agencies, political leaders, media, the public, etc.). These strengthened relations may generate goodwill toward the company that may be tapped during times of crisis, and help manage and mitigate risks generated by opposition groups that threaten both project success and the value of key assets.

Builds Employee Morale, Loyalty and Productivity. Executives and CR managers alike believe happier employees are more productive employees. When employees feel good about volunteering, they feel good/better about the company they work for and are more likely to come to work and perform better at their jobs.

- 94 percent of companies surveyed believe employee volunteering provides a way to raise employee morale.³¹
- A 1996 study by the Council on Foundations and Walker Information found that employees involved in employer-sponsored community events are 30 percent more likely to want to continue working for that company and help it be a success.³²

“Corporate citizenship is good business. By making contributions in our communities, we can strengthen the communities we serve, build our company’s reputation and raise employee morale. People have a great deal of pride in working for good companies that give back to the community. This enhances morale and productivity, which helps produce positive business results.”

Lawrence R. Johnston
Chairman, President and CEO
Albertsons, Inc.

Promotes Teamwork/Builds Cohesion Among Co-Workers. Another perceived benefit of corporate volunteer programs is that they provide employees with opportunities to interact with one another outside the workplace in situations that may enhance professional relationships, bring employee teams closer together and teach them how better to work together to complete a common goal or task.

- 97 percent of responding companies believe employee volunteering provides a way to build teamwork.³³

“I think it’s absolutely essential for our firm to be involved in the community anywhere and everywhere we live and work. [First] we have an obligation to give back to the communities that give to us, everyday, in the context of our business. Second, (volunteering) is good for us. It gives our people an opportunity to experience life beyond the desk . . . or the client. It connects them with each other on volunteer projects. When people see us working in communities, hand-in-hand, with them to solve common problems, they (the community) have a higher regard for who we are as a firm and for our people.”

Jim Wall
Managing Director, Global Human Resources
Deloitte Touche Tohmatsu

Provides Networking Opportunities for Employees. Corporate-sponsored volunteer events and activities not only bring co-workers closer together, but also provide opportunities for employees to network with manage, with workers from other departments/business they might not normally work with, and potentially with key stakeholders such as customers, clients and community leaders.

“It (the volunteer program) allows folks at all levels to step up to the plate and put their program management skills to the test. It provides a level playing field so that all of our employees – regardless of role – have the opportunity to interact with one another. It allows our people to see the more personal side of our leaders – working together with their peers and family members. It allows us to give back to the community in an organized and impactful manner and provides an unparalleled environment for networking.”

Accenture Employee

Enhances Brand Recognition/Generates Good PR for Company. Companies see corporate citizenship in general, and volunteerism in particular, as a way to increase awareness for the company and its products, increase customer loyalty and potentially impact sales.

- Nearly 60 percent of corporate executives and 50 percent of CR managers interviewed believe their support for volunteerism generates good public relations for their companies and enhances brand recognition.³⁴
- 59 percent of executives believe corporate citizenship improves the image and reputation of the company.³⁵

- 83 percent of companies use their corporate volunteer programs in public relations activities.³⁶

“We view volunteerism as one of the primary catalysts for increasing both employee morale and customer satisfaction. Highly engaged and passionate employees drive productivity, which ultimately translates to higher levels of customer satisfaction. The employee engagement model continues to bring to life our core values – success, accountability, professionalism, teamwork and passion – in our communities and with our customers.”

Rick Knowles
SVP, N.A. Communications and Operations
SAP America, Inc.

Helps Attract Customers, Clients and Business Partners. Simply put, many executives believe that by actively encouraging and supporting employee volunteerism, that they are better able to attract and retain customers, clients and business partners. In short, people want to do business with “good corporate citizens.”

“We are confident that consumers want to do business with socially responsible companies and that demonstrating our commitment to community service through volunteerism impacts the choices people make when choosing a product, or in our case, a hotel.”

David Norton
EVP, Human Resources
Starwood Hotels & Resorts Worldwide

Leverages Corporate Community Relations and Philanthropic Activities. Not only are corporate volunteer programs an effective way for companies to give back to the communities where they operate, but they enable companies to “put a face” on their community relations and philanthropic activities.

- 94 percent of companies believe volunteering helps leverage the impact of corporate contributions.³⁷

BENEFITS TO EMPLOYEES

The business case in support of corporate volunteerism also argues that corporate volunteer programs have the ability and potential to positively impact employees in a myriad of ways.

“The benefits from an employee perspective alone are many; we feel that volunteer programs build key leadership and project management skills, provide team-building opportunities, increase loyalty and morale and can be the backbone of local connectivity for our mobile and often virtual workforce. For Accenture, (these) benefits . . . are probably the most important . . . as our people are the heart of this initiative. Without their support and participation, we wouldn’t even have a program.”

Tiffany Brott
Senior Manager, Marketing and Communications
Accenture

The following represent some of the most commonly cited benefits on how corporate volunteer *may* benefit employees.

Makes Employees Feel Good/Increases Employee Morale. Corporate volunteer programs provide employees with opportunities to contribute to issues and/or organizations they care about. By volunteering in support of these issues and/or organizations, employees gain a sense of accomplishment – a feeling that they made a difference. As a result, employees’ levels of pride and self-worth are elevated. In short, volunteering makes employees feel good, which may help to raise employee morale in the workplace.

- 94 percent of U.S. corporate employee volunteer managers who responded to a survey thought employee volunteering provided a way to raise employee morale.³⁸

“At The Home Depot, we pride ourselves on the sophisticated culture we’ve built around service: service to our customers, clients and the community. By supporting our employees’ efforts of giving back, not only are we able to fulfill our commitment of service to our communities, but we help build teamwork, enhance skills and leadership development and raise overall employee morale.”

Kevin Martinez
Director, Community Affairs
The Home Depot

Builds/Enhances Professional and Leadership Skills. One of the greatest perceived employee benefits of corporate volunteer programs is the ability to provide a cost-effective means for employees to build and/or enhance a number of transferable professional and leadership skills, such as: planning, organization, communications, time management, project management, budgeting, problem-solving, decision-making, people/social skills, etc.

- Over 50 percent of corporate executives and CR managers interviewed believe volunteer programs help employees build and/or enhance professional and leadership skills and abilities.³⁹
- 60 percent of responding companies use employee volunteering in developing employee skills.⁴⁰
- According to the 2005 Deloitte & Touche Volunteer IMPACT Survey:⁴¹
 - 86 percent of employed Americans surveyed believe volunteering can have a positive impact on their careers.
 - 93 percent of those surveyed agreed that volunteering offers the opportunity to enhance leadership skills.
 - 89 percent of those surveyed agreed that volunteering helps enhance problem-solving skills.
 - 88 percent of the respondents agreed that volunteering helps enhance decision-making skills.
 - 82 percent of respondents agreed that volunteering helps enhance negotiating skills.

Educates Employees About Community Needs and Issues. Corporate volunteer programs have the potential to expose/educate employees on community needs, issues and organizations they may not be familiar with or have otherwise learned about.

“[Volunteering] is a passion of mine; I like helping others. [Since] I’m new to the company, (volunteering) helps me learn about the community and meet new people. [I am] very proud to be working for a company that supports our communities. I enjoy being affiliated with Albertsons because they are doing something I feel strongly about.”

Albertsons Employee

Elevates Employees’ Sense of Community, Citizenship and Civic Pride. Many corporate leaders believe that volunteer programs not only raises employees’ awareness for community needs, issues and organizations, but also that corporate volunteer programs have the potential to help energize employees’ levels of citizenship and civic pride, and motivate them to “get involved” in their communities beyond volunteering.

“At The Home Depot, we are committed to building community, both within our company and in the communities we serve. By supporting a volunteerism program, we’re able to bring our associates together around a shared purpose to improve their community. This connects them with the local needs of the community and connects them with each other. Our program also helps promote service as a value we all should embrace. Each time we give back with our time, we know we will drive others to do the same.”

Brad Shaw
SVP, Corporate Communications and External Affairs
The Home Depot

BENEFITS TO THE COMMUNITY

When companies and corporations encourage and support employees to get involved and volunteer, they have the potential to impact both their nonprofit partners and the larger community as a whole. The following represent some of the most commonly *perceived* community benefits from corporate volunteerism:

Helps Communities Become Healthier, Better Places to Live and Work. Overwhelmingly, executives and CR managers believe their volunteer programs have the ability to raise the condition/standard of living of the residents in the communities where they operate, and help solve/alleviate societal problems and concerns.

- 100 percent of companies surveyed believe corporate volunteerism helps create healthier communities.⁴²

“Supporting the volunteer efforts of our team members (employees) is not only the right thing to do, but a means to help build our business and improve the communities where we operate. By bringing to bear our expertise and resources through volunteerism, Target is able to support those issues and organizations that are important to our employees, while making our communities stronger and healthier. Stronger, healthier communities contribute to a stronger, healthier business by providing us (Target) with future guests (shoppers) and team members (employees).”

Cheryl Thompson
Volunteer and United Way Project Leader
Target Corporation

Brings Communities Closer Together. In addition to, but separate from, making communities better places to live, research shows that executives and CR managers believe their volunteer programs not only help bring businesses and communities closer together, but also help bring diverse groups, ethnicities and populations within communities closer together.

Raises Awareness of Issues, Needs and Organizations. Corporate and community leaders both agree that one of the greatest perceived community benefits of corporate volunteer programs is their ability/potential to legitimize, and bring attention to, vital community needs and the organizations active in addressing those needs.

- Nearly 70 percent of corporate and nonprofit leaders interviewed believe the efforts of volunteer programs both legitimize and raise awareness of vital community needs and issues, as well as the organizations addressing them.⁴³

Generates a Renewed Spirit of Citizenship and Civic Pride. Many corporate and nonprofit leaders also believe that, in addition to employees, corporate volunteer programs help generate a greater sense of citizenship and civic pride in all members of society. In short, corporate volunteer programs help motivate others to get involved.

“Corporations are significant community stakeholders, and their viability is dependent upon strong communities. One of their most important assets is their human capital. A strong corporate volunteer engagement strategy helps build vibrant communities and ensure the strong democratic fabric that allows businesses to thrive.”

Michelle Nunn
Co-founder and CEO
Hands On Network

Provides Nonprofit Organizations with Access to Sweat Equity. Corporate volunteer programs are perceived to provide nonprofits specifically, but the community as a whole, access to free, organized and talented labor that allows organizations to “get more done.”

- Nearly three out of four corporate executives and two out of five nonprofit leaders interviewed believe corporate volunteerism benefits nonprofit organizations by providing them with access to a pool of highly talented labor – “sweat equity.”⁴⁴

Provides Financial and In-Kind Support to Nonprofits via Corporate and Employee Giving. In addition to the vast amount of manpower that can potentially be provided, both corporate and nonprofit leaders value corporate volunteer programs as a means to raise vital financial and in-kind support (e.g., corporate grants, product/in-kind donations, Dollar for Doers and Matching Gift programs, employee/workplace giving campaigns, etc.).

- Over 60 percent of corporate executives, CR managers and nonprofit leaders interviewed believe one of the greatest benefits generated by corporate volunteer programs are the contributions and in-kind support provide by companies and employees.⁴⁵

Builds Nonprofit Capacity. By providing nonprofits with sweat equity, as well as cash and in-kind support through corporate and employee giving, corporate and nonprofit leaders see volunteer programs as a way to help lower operating costs, increase efficiencies and allow community groups and nonprofit organizations to “get more done.”

- 59 percent of corporate executives and 24 percent of nonprofit leaders interviewed believe that one of the greatest benefits of volunteer programs is their abilities to help expand a nonprofit’s capacity to deliver services.⁴⁶

“Through industry-leading initiatives such as On Demand Community, we have brought together the skills of more than 50,000 IBM employee and retiree volunteers and IBM’s unique technology and solutions portfolio. The results have been extraordinary. Throughout the world, we are seeing systemic improvements in the way nonprofit organizations and schools serve their constituencies. On Demand Community has literally touched the lives of tens of millions children and families, as well as caregivers, administrators and teachers.”

Diane Melley
On Demand Community Project Director
IBM Corporation

III. THE CASE FOR MEASUREMENT

Measurement and evaluation of corporate volunteer programs, while widely recognized as important and necessary, has also become a point of contention among some corporate community relations professionals. While many recognize the numerous benefits that can be derived from tracking, measuring and evaluating employee volunteerism, many are often hesitant to do so, claiming that it violates both the “spirit” of volunteerism and employees’ right to privacy.

The purpose of this section is to lay out the reasons why companies should measure volunteerism, the challenges and obstacles associated with measurement, and solutions to overcome those hurdles.

THE NEED TO MEASURE

Measurement and evaluation, which incorporates a myriad of formal (e.g., focus groups, surveys, questionnaires, etc.) and informal (e.g., anecdotal stories) tools and techniques, has stirred much interest and debate among corporate community relations professionals in recent years.

- In a 2004 study by LBG Associates, nearly 40 percent of CR/volunteer managers viewed measurement and evaluation as a “key component” to the success of their volunteer programs.⁴⁷

The following represent some of the strongest arguments why companies should measure and evaluate their volunteer programs:

Helps Determine What Impact/Difference Programs Make. Measurement and evaluation (which also incorporates tracking program “inputs” and “outputs”) is the only way in which the “true” success and impact of corporate volunteer programs may be determined. Tracking, measuring and evaluating the results of volunteer projects against pre-determined goals and objectives is the only means by which companies will be able to determine if, how, and to what degree their programs are impacting bottom lines and making a difference in their communities, as well as in the lives of their employees.

“While many companies may say volunteerism or community involvement is impacting their bottom lines, unless they track what’s being done and measure the impact, they’ll never be able to quantify and demonstrate the return on investment (ROI) to the community, employees or the company. That said, in principle, yes, volunteerism should impact our bottom line, but we’re not going to stop volunteering or giving back just because we can’t accurately measure the ROI.”

Ana Mollinedo
VP – Diversity, Communications and Community Affairs
Starwood Hotels & Resorts Worldwide

Improves Programs and Enhances Benefits. Measuring the impact of the volunteer program not only lets a company know how well the program works – is it successful and is it making an impact? – but also provides CR managers with the knowledge and insight on how to improve the program, thus potentially generating greater benefits for the company, its employees and communities in which they live and work.

“As a ‘best-run’ company, we encourage and expect high engagement rates with our clients. This translates to our employees being highly motivated and passionate to invest their time, energy and talents in the communities in which they live. So, where is the disconnect between being motivated to help others and not engaging in volunteerism or community service?”

Rick Knowles
SVP, N.A. Communications and Operations
SAP America, Inc.

Fulfills Responsibilities to Stakeholders. Publicly traded companies have a fiduciary obligation to explain, justify and defend all expenditures to investors, including those spent running the volunteer programs and activities. If a company cannot demonstrate the value of its volunteer program, that it provides a return on investment – that it is bettering communities, improving employee morale, impacting recruitment/retention rates – then it will be difficult to justify or defend program expenditures to investors.

If a company states that it supports volunteerism in an effort to better the communities where it operates, then it has an obligation, especially to the nonprofit organizations it works with and to the employees who agree to volunteer, to demonstrate how, and to what degree, it has bettered the community. Similarly, if CR managers sell volunteerism to employees, managers and executives on its ability to enhance skills, build teamwork, raise morale, lower absenteeism and increase productivity, then CR managers must demonstrate that volunteer programs and activities achieve these objectives.

“We would be hard pressed to show a direct correlation, such as with our marketing program. However, as a publicly traded company, we have, without a doubt, a fiduciary responsibility to our shareholders to at least try to measure volunteerism’s impact on the company’s bottom line.”

Rick Knowles
SVP, N.A. Communications and Operations
SAP America, Inc.

Secures Resources, Especially During Rough Economic Times. Sometimes, corporate volunteer programs are scaled back or cut completely when companies undergo economic downturns or poor financial performance. By demonstrating the true impact volunteerism has on communities, employees and corporate bottom lines through measurement and evaluation, CR managers will be able to not only secure vital resources needed to maintain and grow programs, but better preserve them during rough economic times.

“Demonstrating volunteerism’s impact on the bottom line is certainly important, as it helps justify the resources necessary to run the program. Timberland’s commitment to service and giving back, however, does not depend on our bottom line. Even during periods of poor economic performance, Timberland has maintained a high level of involvement in volunteer and community service activities.”

Atlanta McIlwraith
Social Enterprise Manager
The Timberland Company

OBSTACLES TO MEASUREMENT

If measurement and evaluation were easy, every company would be doing it. The fact is, however, that measuring the long-term impact volunteerism has on companies, employees and communities, much less accurately tracking program “inputs” and “outputs,” is difficult. Even then, for the handful of companies who have attempted to evaluate their volunteer programs, the findings/data generated to date are primarily anecdotal and qualitative, at best.

- In 2004, LBG Associates estimated that less than 47 percent of mid- to large-sized companies measure/evaluate the effectiveness of their volunteer programs.⁴⁸
- Similarly, in 2003, the Center for Corporate Citizenship at Boston College found that only 42 percent of companies attempted to formally evaluate their volunteer programs.⁴⁹

“Aside from simply being the ‘right thing to do,’ I believe, as many of my colleagues do, that volunteer programs and activities should and do impact corporate bottom lines – whether via reputation, teambuilding, morale, skills/leadership development. I’m not sure we (corporate America) always know how, or to what extent our corporate citizenship efforts are impacting our business. But we all want to build strong, safe and healthy communities where we live and work. That just makes good business sense. At Wells Fargo, earning consistent profits and investing in our communities go hand-in-hand. You can do well by doing good.”

Joan McDade
VP and Manager, Community Support Programs
Wells Fargo

The following represent the major hurdles preventing companies from engaging in measurement and evaluation:

An Inability to Track Volunteerism. Before companies can ask themselves, “How are we doing?” or “What difference are we making?” they need to be able to answer the question, “What are we doing?” To effectively measure the impact or ROI volunteerism has on communities, employees and corporate bottom lines (i.e., “outcomes”), companies need to be able to first track the time, money and resources invested in running their programs (i.e., “inputs”), as well as the results those efforts generated (i.e., “outputs”), such as which employees volunteer; the number of hours served by each employees; the total number of hours served by all volunteers; the number and type of organizations employees volunteer with; types of volunteer services performed; number and type of projects completed/help assisted; etc. Unfortunately, many companies are struggling to track inputs and outputs, and are therefore ill prepared to take their programs to the next level and measure/evaluate outcomes.

- In 2004, while 87 percent of mid- to large-sized companies attempted to track employee participation/volunteerism, less than one in four were able to do so accurately.⁵⁰
- In 2001, less than 48 percent of mid- to large-sized companies attempted to track employee participation/volunteerism.⁵¹

“At this point, we do not capture individual volunteer information. Therefore, the number of hours we volunteer each year could be due to the fact that we have thousands of different associates volunteering or it could be the same associates volunteering several different times. It would be helpful if we could capture this information, as well as what motivates associates to participate or not participate in our volunteer activities.”

Dee Mooney
Director, Charitable Contributions
Albertsons, Inc.

Lack of Resources. Some companies lack adequate staffing and resources to effectively manage their volunteer programs.

- According to LBG Associates’ 2004 study, *Measuring Corporate Volunteerism*, to run a successful volunteer program, companies should budget \$12.34 per employee and maintain one full-time volunteer coordinator per approximately every 5,800 employees.

Lack of Expertise. Most community relations professionals lack the proper knowledge, skills and training to effectively, efficiently and accurately measure the impact their volunteer programs are having on their communities, employees and corporate bottom lines.

- In 2004, nearly two-thirds of community relations managers interviewed reported having adequate resources and staffing to measure the impact of their volunteer programs, but avoided doing so due to a lack of knowledge and expertise.⁵²

Lack of Research, Tools and “Best Practices.” To date, several groups have conducted research, developed standards and/or created tools related to measuring corporate volunteerism:

- **LBG Associates.** In 2005, LBG Associates produced the first-ever, industry-wide *Standards of Excellence for Corporate Volunteer Programs*, as well as its *Self-Diagnostic Tool for Corporate Volunteer Program Managers* and a study titled *Measuring Corporate Volunteerism*. Comprehensive, yet flexible, the standards serve as a framework that enable companies to build highly successful volunteer programs, while the diagnostic tool allows CR managers to evaluate their programs against the standards.
- **Center for Corporate Citizenship at Boston College and Points of Light Foundation.** In 2005, the center and Points of Light jointly released a study titled *Measuring Employee Volunteer Programs: The Human Resource Model*, which presents a conceptual framework to aid companies in the facilitation and development of measures to evaluate volunteerism’s impact on various human resource functions.
- **VeraWorks.** In 2002, VeraWorks released its *Quality Factors for Superior Employee Volunteer Programs*, a set of prescriptive measures that allow CR managers to self-evaluate the effectiveness of their employee volunteer programs.
- **Points of Light Foundation.** In 1992, Points of Light published its *Principles of Excellence for Workplace Volunteer Programs*, a loose-knit framework of concepts companies can follow to build “excellent” volunteer programs.

Other than the efforts of the above groups, there has been little else done by academics, consultants and the volunteer sector on measuring volunteer programs, much less measuring the long-term impacts. As such, there are a lack of tools and “best practices” that CR managers may draw upon to examine the long-term impacts on the company, communities and employees.

“What I’d like to know is how we can develop and implement turnkey systems to measure the impact of our volunteer and community service activities; particularly, to understand the impact we’re having in the community beyond just outputs, like time served and number of volunteers participating.”

Kevin Martinez
Director, Community Affairs
The Home Depot

Difficult to Show Causation. Probably one of the largest challenges to measuring the impact of volunteerism is having to account for the myriad of variables that also impact the health and well-being of communities; the morale, development, pride, loyalty and productivity of workers; and the financial wherewithal of the corporate bottom line. In short, due to a number of externalities, it is unclear whether or not the voluntary sector, much less corporate America, will ever be able to perform a true cost-benefit analysis on volunteer programs – how one additional dollar spent on a volunteer program, or how one additional hour of volunteer service will impact corporate bottom lines, much less employees and the communities where they live and work.

“It is difficult to pinpoint one specific item and to measure the impact that volunteerism has on our bottom line. Our 11 consecutive quarters of growth and market share gains, a near-zero turnover rate, customer satisfaction at an all-time high and an employee satisfaction rate over 90 percent, all contribute to generating results and contributing to the bottom line. However, I firmly believe that the number one factor that will make or break any company is its culture. Volunteerism has a significant impact on the culture of any company. Certain intangibles, like volunteerism, should and do impact the bottom line, but there is not necessarily a one-to-one correlation.”

Bill McDermott
President and CEO
SAP America, Inc.

Time and Expense. The point of measuring is not simply tracking outputs – the number of volunteers, the number of hours served, the type and number of projects completed/people helped. The goal of measurement is to determine outcomes – changes in attitudes, behaviors and conditions. These changes do not happen overnight, they take time to develop, and can require substantial amounts of money to keep tabs on, especially if companies lack the expertise and staffing to handle this in house.

“It takes time to induce ‘systemic change.’ In reality, the ‘easy’ part is donating technology and recruiting volunteers for immediate needs. The continuous work of developing technology plans and other long-term initiatives requires long-term thinking and execution. However, we are seeing many examples of measurable improvements in the business processes of nonprofits and schools.

“We are undertaking a ‘business transformation’ review of many of the organizations supported by IBM. We are seeing clear and definable improvements in areas such as web site generation and traffic, fund-raising and grant application successes, overall business process efficiencies due to technology and solutions.”

Diane Melley
On Demand Community Project Director
IBM Corporation

Lack of Interest. For some companies, measurement simply isn’t a priority. Some know and understand that measurement, aside from being difficult, takes time, money and resources to accomplish -- time, money and resources they feel could be better spent on other things, such as running their programs and recognizing volunteers. Others, while finding measurement interesting, would still continue to support and encourage their employees to volunteer either because “it’s the right thing to do,” or “it’s part of their corporate culture,” or because their stakeholders “expect them to.”

Fear of/Disbelief in Measuring. Finally, some companies choose not to engage in measurement, simply because they believe it goes against the “spirit” of volunteerism – that volunteering is not undertaken to benefit employees, much less the company. Others do not measure the impact of their volunteer programs out of concern, or fear, of what they may learn and the reaction of senior management. If it can be demonstrated that volunteerism has a tremendous impact on employees and/or the bottom line, senior management may “mandate” that more volunteering be done, thus “violating” spirit of volunteerism. Conversely, if it is found that the volunteer program has little impact on communities, employees and/or the corporate bottom line, then senior management may eliminate programs altogether.

RECOMMENDATIONS AND NEXT STEPS

Clearly, there are a number of obstacles and challenges when it comes to measuring the long-term impact and benefit volunteerism has on communities, employees and corporate bottom lines. However, there are a number of steps, both large and small, that corporate America, collectively and as individual organizations, can and should take to ensure that their volunteer programs are truly making a difference. Specifically, companies need to:

- *Commit to Measuring Programs*
- *Commit to Investing in Needed Resources*
- *Commit to Collaborating with Others*

“In order to yield the full benefits from corporate volunteer strategies, they must be incorporated into what a company measures. This entails a holistic approach and a commitment to measurement. In building an effective and compelling corporate volunteer strategy - a focused and targeted approach can help ensure that there are real outcomes, as well as outputs.”

Michelle Nunn
Co-founder and CEO
Hands On Network

Commit to Measuring Programs. If companies are genuinely interested in, and concerned with, understanding what impact their volunteer programs are truly having on their bottom lines, employees and communities, then they must make a serious commitment to measuring their programs. This involves accurately tracking inputs and outputs; soliciting feedback; leveraging existing resources; setting goals and objectives; developing appropriate measures; and measuring results/outcomes.

Accurately Track Inputs and Outputs. Part of measurement requires that companies figure out who is involved, what people are doing and who they are helping. This involves accurately tracking inputs (e.g., hours served, activities performed, projects completed, organizations helped, etc.) – both in terms of individual and organizational participation – outputs (e.g., number/amount of students mentored, parks built/cleaned, schools/buildings painted, nonprofits wired with Internet access, etc.) and the resources

invested to accomplish the outputs (e.g., costs associated with supplies, equipment, transportation, logistics, communications, staffing, etc.). To aid them in this process, a number of companies have implemented sophisticated electronic/on-line tracking systems that accurately record the various inputs and outputs associated with their programs. While some companies have developed these programs in house, others have turned to outside groups for help.

Solicit Feedback. In addition to tracking inputs and outputs, companies also need to understand why volunteers get involved and what they, and other beneficiaries, think about the program. Through the solicitation of employee feedback, companies learn about employees' views on volunteering, what issues/causes they feel are important, what types of organizations or initiatives they currently support or would like to support, and how they would like to see the company get involved. Knowing what employees value is key to planning volunteer events and activities, choosing appropriate nonprofit partners, and developing a strategic program. Companies can also learn what employees specifically like or dislike about a particular event or activity, or about the overall program, what prevents employees from volunteering or volunteering more, and what the company can do to increase or entice more employees to volunteer, particularly in company-sponsored events and activities.

“Through our annual U.S. Employee Giving and Volunteerism survey and our Global People Satisfaction survey, we are able to measure and track how employees feel about our programs and Accenture’s role in being a ‘good corporate citizen.’ Because our people are our most valued asset, their participation, motivations, perceptions and support of our programs are vital, and we look for ways to build and strengthen our initiatives based on their feedback. In our 2005 Global People Satisfaction results, 82 percent of our U.S. people said they felt Accenture acts as a responsible corporate citizen, a three percent increase over the previous year. Additionally, 91 percent reported being very satisfied/satisfied with their Accenture volunteer experiences.”

Tiffany Brott
Senior Manager, Marketing and Communications
Accenture

Similarly, by soliciting community feedback, companies learn what issues/causes are important to various community groups and how they feel the company can help. Knowing what the community values is key in determining how, and to what degree, the company should respond, and what role volunteers can play. Through community attitude assessments and other methods, companies also learn how various groups view them, what these groups feel they can and/or should do differently, and whether or not the companies' efforts actually make a difference.

“IBM conducts a global branding study every year of customers, clients, community leaders and others which includes asking them how our volunteerism and community involvement impacts/influences their views on the IBM brand. We also interviewed, in-person, 100 executive directors and community leaders about the effectiveness of our community involvement activities. The results indicate innovative applications of IBM technology and solutions in the community are not only helping to solve some of the world’s most pressing societal issues, it is generating additional business opportunities for IBM.”

Diane Melley
On Demand Community Project Director
IBM Corporation

Leverage Existing Resources. Companies not only need to take inventory of their programs, but they also need to evaluate the effectiveness and efficiency of current operations. In other words, in addition to measuring “long-term” impacts, companies also need to evaluate how their programs perform over the “short-term.” Currently, there exist a handful of tools and research studies geared toward helping companies evaluate the short-term effectiveness of their program which companies may find useful, from the Points of Light Foundation, the Center for Corporate Citizenship at Boston College, VeraWorks, LBG Associates, and other organizations.

Set Goals and Objectives. Companies need to set both short- and long-term goals and objectives for their volunteer programs, which include identifying who the beneficiaries of their programs are/will be, as well how, and to what degree, their programs will benefit/impact them. Goals and objectives must be specific to each company’s program and corporate culture, and take into account the obstacles and challenges unique to each company.

Develop Appropriate Measures. Once in place, companies then need to determine how their long-term goals and objectives will be measured. In general, this involves developing criteria to objectively evaluate goals and objectives; creating tools/mechanisms to synthesize data and information; and establishing processes to collect data and information. Like goals and objectives, each company needs to develop criteria, create tools and establish collection processes specific to its own program, events, activities and corporate culture.

“We conduct employee surveys, maintain data on all aspects of the program including volunteer efforts, and capture trend lines over time. We have just developed a new tool that clarifies expectations, quality practice and results. This tool – which is a self-assessment mechanism – is being refined and will be in use in 2006.”

Barbara Dyer
President and CEO
The Hitachi Foundation

Go Out and Measure. A true commitment to measurement requires that companies actually try and measure the impact of their volunteer programs.

Commit to Investing in Needed Resources. While there is overall recognition by corporate America as to the value of measurement, companies need to commit to investing in the tools, knowledge and expertise necessary for their staffs to accurately and effectively measure the impact of their programs.

Provide Adequate Staffs and Funding. Many CR managers claim they do not have the time, money and resources necessary to track, measure and evaluate volunteer programs. Therefore, companies need to ensure that their volunteer programs are adequately staffed and funded. This may include, among other things, that companies assign a specific employee, or group of employees, the sole responsibility of measuring volunteerism, and allocating/earmarking funds specifically for measurement purposes.

Invest in Intellectual Capital. To ensure that their organizations have the necessary skills, knowledge and expertise – or “intellectual capital” – to accurately track, measure and evaluate the perceived benefits their programs, companies need to consider one or more of the following: training/educating existing volunteer program managers; hiring new/additional staff members who possess a background in measurement and evaluation; bringing in outside help, such as academics or consultants, who have expertise in measurement and evaluation; and increasing the capacity of nonprofits to track, measure and evaluate their own programs and activities.

Invest in Research. While there are a number of groups undertaking research with respect to corporate volunteerism and measurement, much of it is focused on evaluating short-term operations and not long-term impacts. As a result, there is currently both a need and an opportunity for companies to commit to sponsoring, as well as participating in, research focused on exploring if, how and to what degree corporate volunteer programs benefit companies, employees and communities. The results of such research would be invaluable to companies, as well as the beneficiaries of their volunteer programs.

Commit to Collaborating with Others. As the age-old adage goes, “there is strength in numbers,” and companies serious about measurement should commit to collaborating with others – networking with peers, partners and stakeholders, and sharing results.

Network with Peers. By collaborating with one another, companies of all sizes will be better positioned to overcome the obstacles to measurement by sharing costs, sponsoring research and developing measures, tools, standards and “best practices.”

“In all ventures, companies should be concerned about how their efforts impact their company, as well as the communities in which they do business. The Corporate Service Council initiative is driving to create long-term action, innovation and impact. Each participating company has the opportunity to apply their core competencies to the complex logistics of volunteerism and community impact by setting annual goals, marshalling resources, motivating participation and performance, sharing best practices and measuring results.”

Michelle Nunn
Co-founder and CEO
Hands On Network

Network with Nonprofit and Community Partners. A goal of many corporate volunteer programs is to “better the communities in which employees live and work.” As such, companies should consider reaching out to, and networking with, the nonprofit groups within their communities, especially those with which employees volunteer, as these groups may be extremely well suited to aid in the tracking, measurement and evaluation process.

“Every company that I know of wants to be perceived as a ‘good corporate citizen’ by their employees, customers, clients, business partners and by the community. As a global company, The Home Depot’s community involvement initiatives, including our volunteer and community service activities, need to reflect the needs and issues important to each community. As a result, while it is important that volunteerism impact Home Depot’s bottom line, it is also important that the events and activities we support make a difference in the lives of our employees and a positive impact in the communities where we operate. Unfortunately, measurement tools are not consistent nor do they measure the same types of qualitative impact of volunteerism, so we try to partner with nonprofits such as Hands On Network, which is working to build consistent impact measures throughout the entire volunteer sector.”

Kevin Martinez
Director, Community Affairs
The Home Depot

Network with the Public Sector. In addition to the private and nonprofit sectors, government, at all levels, has an inherent interest in promoting, supporting and demonstrating the real, lasting benefits of volunteerism. Businesses should consider reaching out to local, state and federal government agencies and organizations to discuss ways they can work together to, among other things, identify measurement goals and objectives, identify and conduct appropriate research, collect data and analyze and decipher the results.

Share Results. In the end, companies need to share what they learn with one another. Only by sharing what works, especially what works really well, as well as what doesn’t work, will companies be able to fine tune and perfect the measurement process.

“Part of being the best involves learning from others. As an executive, I constantly want to learn about best practices, what other excellent companies are doing in the community, and how to better leverage volunteerism to generate shareholder value. I believe our involvement in the Hands On Network will significantly help SAP achieve these goals.”

Bill McDermott
President and CEO
SAP America, Inc.

CONCLUSION

There has been a growing commitment by corporate America to give back to the communities where they operate by encouraging and supporting employee/workplace volunteerism. In addition to viewing corporate volunteerism as “the right thing to do,” many executives and CR managers have come to view corporate volunteer programs as effective tools to generate specific benefits for companies, employees and the communities in which they live and work. While evidence suggests that volunteer programs are having a positive impact, the time has come for corporate America to take the “next steps” and validate these *perceived* benefits.

Measurement can be a valuable and powerful tool for all companies regardless of size and industry. Through measurement and evaluation, corporate executives and CR managers will be able to determine the impact that volunteer programs truly make; sell/defend the merits of their programs to both shareholders and stakeholders; maintain volunteer programs during rough economic times; and improve/enhance the benefits to corporate bottom lines, employees and communities. The best thing about measurement is that all companies have the ability to do it. All that it takes is a commitment by corporate America to measure programs, invest in needed resources and collaborate with one another and with other sectors.

IV. PROFILES OF CORPORATE VOLUNTEER PROGRAMS

The profiles found on the following pages were compiled from phone conversations and e-mail exchanges with representatives from each of the companies, and information available on each company's website.

Accenture

Company Overview: Accenture is a global management consulting, technology services and outsourcing company. Committed to delivering innovation, Accenture collaborates with its clients to help them become high-performance businesses and governments. With deep industry and business process expertise, broad global resources and a proven track record, Accenture can mobilize the right people, skills and technologies to help clients improve their performance.

Headquarters: N/A

Employees: 115,000 globally, 25,000 U.S.

Name of U.S. Program: Employee Volunteer Program

Date Established: 1989 with founding of company

Program Overview: In its daily work, Accenture employees are all about collaboration and active engagement – pulling together, rolling up their sleeves and doing whatever it takes to get the job done. Throughout the year, Accenture supports a variety of volunteer opportunities – both national and local – that are available to employees in each of the company's 30 U.S. locations and are designed to be flexible in order to meet the needs of its diverse workforce. At the heart of Accenture's program are four national nonprofit partners – Hands On Network, Junior Achievement, NPower and Aidmatrix – as well as relationships with key agencies near local offices. Local marketing leads, who provide oversight for Accenture's programs, work with teams of volunteers in each city to coordinate the activities both during and after work hours. Events are posted and tracked on a U.S. volunteerism website. Accenture also encourages its employees to become actively involved in leadership roles in civic and nonprofit organizations. The company supports employees' efforts by offering nonprofit board and committee training at several of its U.S. locations. Accenture also offers matching and placement opportunities with nonprofit organizations.

Number of U.S. Volunteers: More than 8,100 employees, or 33 percent of Accenture's U.S. workforce, participated in company-sponsored volunteer programs in 2004.

2004 Hours Served: 105,000+ (approximated for U.S.)

Albertsons, Inc.

Company Overview: Albertsons is one of the largest retail food and drug chains in the world. The company operates 2,503 stores in 37 states across the country. Retail operations are supported by 19 major company-owned distribution centers. In addition to Albertsons, the company's brands also include: Shaw's, Jewel-Osco, Acme Markets, Sav-on and Osco Drug.

Headquarters: Boise, Idaho

Employees: 240,000

Name of Program: CORUS

Date Established: April 28, 2003

Program Overview: In April 2003, Albertsons launched an associate volunteer program, CORUS. Organized by 170 chapters across the country, associates gave back over 800,000 volunteer hours in the first year alone. During 2004, the CORUS goal was to contribute 1.2 million hours. Although this was an ambitious goal, the company and its employees exceeded the goal by contributing more than 1.4 million hours. Many of these hours were recorded during Albertsons' first annual Day of Caring. On October 23, 2004, thousands of Albertsons associates came together on one day to improve their communities. Almost 15,000 hours were recorded and more than 2,000 associates volunteered.

Number of Volunteers: Unknown

2004 Hours Served: 1.4 million

Cisco Systems, Inc.

Industry: Cisco was founded in 1984 by a small group of computer scientists from Stanford University. Since the company's inception, Cisco engineers have been leaders in the development of Internet Protocol (IP)-based networking technologies. This tradition of IP innovation continues with industry-leading products in the core areas of routing and switching, as well as advanced technologies in areas such as: home networking, optical, storage networking, IP telephony, network security and wireless LAN. Today, Cisco remains committed to creating networks that are smarter, thanks to built-in intelligent network services; faster, in their ability to perform at ever-increasing speeds; and more durable, with a generational approach to an evolutionary infrastructure.

Headquarters: San Jose, California

Employees: 34,000 globally

Name of Program: Cisco Citizens Volunteer Program

Date Established: 1998

Program Overview: Cisco's employee volunteer program is an important facet of the company's overall corporate citizenship program. Cisco looks for volunteer opportunities that provide individual Cisco Citizens the chance to make a positive and long-term impact in their communities. Done-in-a-day, team-building projects for large groups of volunteers are also very popular at Cisco. "Bridges to the Community" is an innovative part of its volunteer program which Cisco developed to educate, inspire and motivate its employees to become life-long volunteers and philanthropists. Bridges' goals are to increase employees' awareness about community issues and as a consequence, stimulate their passion for a cause and direct involvement with an agency. Through its partnership with boardnetUSA, Cisco empowers its employees to serve on Boards of Directors of nonprofit organizations. Cisco views board service as a way to help its employees find a wealth of opportunities to give back to the community while developing their professional skills, and helping nonprofits find the leadership they need to continue thriving. Cisco also maintains its Leadership Fellows Program – a program which gives high-potential, senior-level employees the opportunity to share their individual skills with nonprofit organizations while building valuable leadership experience. Leadership Fellows leverage their experience and resourcefulness to create solutions that demonstrate the value of Internet technology adoption and business innovation, as well as help to increase the productivity and sustainability of the entire nonprofit sector.

Number of Volunteers: 41% of the global workforce, or nearly 14,000 employees, participated in the company's 20 Years of Service initiative.

2004 Hours Served: 234,000 (April 2004 – April 2005)

Dell, Inc.

Company Overview: Dell is a diversified information-technology supplier and partner, and sells a comprehensive portfolio of products and services directly to customers worldwide. Dell has a persistent focus on delivering the best possible customer experience by directly selling standards-based computing products and services. Dell was founded in 1984 by Michael Dell on a simple concept: that by selling computer systems directly to customers, Dell could best understand their needs and efficiently provide the most effective computing solutions to meet those needs.

Headquarters: Round Rock, Texas

Employees: 61,400 globally, 30,658 U.S.

Name of Program: One Dell: One Community

Date Established: 2001

Program Overview: Through its One Dell: One Community initiative, Dell encourages, promotes and supports employees' volunteer service in a number of ways. Annually, Dell hosts community involvement fairs at its facilities around the world where nonprofit organizations are invited, on-site, to educate employees about local volunteer opportunities. The company also hosts a Global Community Involvement Month each September when employees, and teams of employees, are encourage to participate in numerous company-sponsored events during both work- and non-work hours. Dell supports employees' efforts via two grant programs – the Volunteers of Distinction Grant Program and Neighbor to Neighbor team building match grant program – by providing grants to the nonprofits where individual and groups of employees volunteer.

Number of Volunteers: 17,500 participated in Global Community Involvement Month 2004

2004 Hours Served: 78,000 (Global Community Involvement Month)

Deloitte & Touche USA LLP

Company Overview: Deloitte & Touche USA, whose subsidiaries are among the nation's leading professional services firms, provides audit, tax, consulting and financial advisory services. Known as an employer of choice for innovative human resources programs, Deloitte is dedicated to helping its clients and people excel. Deloitte & Touche USA is the U.S. member firm of Deloitte Touche Tohmatsu and services are provided by its subsidiaries, including Deloitte & Touche LLP, Deloitte Consulting LLP and Deloitte Tax LLP.

Headquarters: New York, New York

Employees: 30,000

Name of Program: Community Involvement Program

Date Established: 1999

Program Overview: Deloitte strongly encourages its people to volunteer their time and talent, recognizes them for doing so and rewards them for encouraging others to get involved. At the heart of its program is Impact Day, Deloitte's national day of volunteer service, when every employee is encouraged to set aside their work for the day to volunteer with nonprofit organizations to address social issues in their communities. The event, which provides employees with team building and networking opportunities, is held on a work day to underscore the company's commitment to corporate volunteering. Although Deloitte maintains partnerships with many organizations, such as Habitat for Humanity, Hands On Network and Boys and Girls Clubs of America, one of its largest is with Junior Achievement (JA). Annually, more than 900 employees volunteer in elementary, middle and high schools through JA, with nearly 40 others serving on local JA boards across the country and many more participating in JA's Groundhog Job Shadow Day. Deloitte also encourages its employees to voluntarily participate in the company's School to Work Day initiative, serve on the boards of nonprofit organizations and give to the United Way. In support of their efforts, Deloitte recognizes/rewards employees' service by providing grants to the nonprofits where they volunteer through its Community Impact Awards. The company is also piloting a formal paid-leave policy/program to support and recognize employee volunteerism.

Number of Volunteers: 20,000 – or two-thirds of all U.S. employees – participated in the company's 2005 Impact Day, alone.

2004 Hours Served:

Hitachi, Ltd.

Company Overview:

Hitachi, Ltd., headquartered in Tokyo, Japan, is a leading global electronics company with approximately 347,000 employees worldwide. The company offers a wide range of systems, products and services in market sectors including information systems, electronic devices, power and industrial systems, consumer products, materials and financial services. The Hitachi Group in North America encompasses 75 companies employing 18,000 people.

Headquarters: Tarrytown, New York

Employees: 18,000

Name of Program: Hitachi Community Action Partnership

Date Established: 1987

Program Overview: The Hitachi Foundation and Hitachi companies established the Hitachi Community Action Partnership (HCAP) program (formerly the Matching Funds Program or MFP) in 1987. Teams of Hitachi corporate employees, known as Community Action Committees (CACs), identify priority issues facing their communities and recommend actions the company and employees can take in response. Community Action Committees help to improve their communities through financial, volunteer and in-kind contributions. CACs can access grant funds from the Foundation to match the company's charitable contributions. An annual conference, training opportunities, and ongoing partnership between the companies and the Foundation support professional development and exchange for Hitachi employees involved in their communities.

Number of Volunteers: 1,000 (2004)

2004 Hours Served: 3,100

The Home Depot, Inc.

Company Overview: Founded in 1978 in Atlanta, Ga., The Home Depot is the world's largest home improvement retailer. At the end of the second quarter of fiscal 2005, the company operated a total of 1,940 Home Depot stores, EXPO Design Centers, Home Depot Landscape Supply stores, Home Depot Floor stores, Home Depot Supply stores and Contractors' Warehouse stores throughout the United States, Canada and Mexico. The Home Depot is committed to offering the ultimate home improvement shopping experience. With about 40,000 different products, trademark customer service and guaranteed low prices, The Home Depot stores cater to do-it-yourselfers, as well as home improvement, construction and building maintenance professionals.

Headquarters: Atlanta, Georgia

Employees: 325,000 throughout North America

Name of Program: Team Depot

Date Established: 1992

Program Overview: Team Depot represents the company's commitment to corporate citizenship, bringing together all of its resources to empower associates with the knowledge, tools and support to meet critical needs and build better communities. Whether it's building a playground for children, repairing homes for the elderly, helping inner-city teens learn job skills, educating customers about energy usage or shoring up an overflowing river, volunteerism is embraced by Home Depot associates collectively and individually.

In 2004, The Home Depot celebrated its 25th anniversary with a Week of Service, giving back to the communities who helped build our company through the years. With Week of Service's inaugural year resulting in more than 260,000 hours of service donated, The Home Depot now hosts an annual celebration of service each year with every store and location in The Home Depot family of companies invited to participate. In conjunction with Hands On Network's Corporate Service Council -- a new alliance of 29 Fortune 500 companies and national organizations that is chaired by Home Depot President and CEO Bob Nardelli -- this event has now been expanded to an entire month devoted to service, called the Corporate Month of Service. The Home Depot and other Corporate Service Council member companies have pledged to contribute 500,000 hours of service in September 2005.

Number of Volunteers: 48,750 (approximate)

2004 Hours Served: 2 million (approximate)

IBM Corporation

Company Overview: IBM is the world's largest information technology company, with 80 years of leadership in helping businesses innovate. Drawing on resources from across IBM and IBM business partners, IBM offers a wide range of services, solutions and technologies that enable customers, large and small, to take full advantage of the new era of e-business.

Headquarters: Armonk, New York

Employees: 329,000 globally

Name of Program: On Demand Community

Date Established: November 15, 2003

Program Overview: Although IBM has actively encouraged and support employee volunteerism for decades, on November 15, 2003, the company introduced a first-of-its-kind initiative to encourage and sustain corporate philanthropy through volunteerism by arming employees with a rich set of IBM technology tools targeted for nonprofit community organizations and schools. Called IBM On Demand Community (ODC), the web-based program empowers employees worldwide with over 140 IBM technology assets and other innovative resources, strategies, programs and tutorials they can access on-line and share with the agencies where they volunteer. In addition, IBM increased the value of technology grants and cash awards to eligible organizations where employees utilize the new on demand tools.

ODC seeks to facilitate and encourage employee involvement in community service activities in their local communities by providing them with the tools and resources, on-line, necessary to craft solutions relevant to local needs. The initiative includes a rich portfolio of proven technology solutions for schools and not-for-profits, plus on-line training and support materials for IBM volunteers that enrich their community work and link IBM's spirit of volunteerism to its e-business on demand strategy. Resources on the ODC website also enable employees to assess their skills, and take on-line training to improve their volunteer ability. Employees can even tailor their volunteer choice depending on how much time they have to give, with solutions geared for those who wish to volunteer once a week or once a year.

Number of Volunteers: 43,000 employees and 6,000 retirees have signed-up for/joined IBM's On Demand Community since its inception (November 2003)

2004 Hours Served: 1.95 million hours since inception (November 2003)

SAP America, Inc.

Company Overview: SAP AG, headquartered in Walldorf, Germany, is the world's leading provider of business software solutions, ranging from enterprise resource planning to related software applications for creating adaptive supply chains, enhancing partner collaboration and improving customer relationships. Today, more than 27,000 customers in over 120 countries run more than 91,500 installations of SAP software – from distinct solutions for small and midsize businesses to suite solutions for global organizations. SAP America, Inc. is the U.S. and Canadian subsidiary of SAP AG.

Headquarters: Newtown Square, Pennsylvania

Employees: 32,205 globally, 5,000 U.S. and Canada

Name of Program: Employee Volunteer Program

Date Established: 2004

Program Overview: Although SAP America has had a formal community involvement program in place since 2002, in 2004 the company ramped up its efforts to encourage and support employee volunteerism both nationally and locally. Nationally, SAP partners with Hands on Network and its local affiliates to support community service throughout the United States. In particular, SAP works with Hands On to help run the company's Week of Service, a period during the first part of October when hundreds of SAP employees volunteer with nonprofits in the communities where they live and work. SAP also partners with the Knowledge is Power Program – a network of free open-enrollment college-preparatory public schools in under-resourced communities throughout the U.S. – where SAP employees mentor and provide job-training to disadvantaged youth. SAP encourages senior managers to lend their expertise to nonprofit organizations as board members. The Executive Community Leadership Program facilitates and supports the service of SAP executives on nonprofit boards. Furthermore, SAP supplements the contributions of SAP employees who volunteer their time to qualified 501(c)(3) organizations with monetary grants according to the following schedule: \$17/hour for nonprofit Board of Director service, \$33/hour for hands-on volunteer service and \$50/hour for emergency services.

Number of Volunteers: 200

2004 Hours Served: 7,000

Starwood Hotels & Resorts Worldwide, Inc.

Company Overview: Starwood is one of the leading hotel and leisure companies in the world with approximately 750 properties in more than 80 countries. With internationally renowned brands, Starwood corporation is a fully integrated owner, operator and franchisor of hotels and resorts including: St. Regis, The Luxury Collection, Sheraton, Westin, Four Points by Sheraton, and W, Hotels and Resorts, as well as Starwood Vacation Ownership, Inc., one of the premier developers and operators of high quality vacation interval ownership resorts.

Headquarters: White Plains, New York

Employees: 120,000 globally

Name of Program: StarCare

Date Established: 1999

Program Overview: Starwood's "StarCare" community involvement program supports associate charitable interests, as well as global community needs. Starwood associates, everywhere, make a difference in their communities by becoming mentors, volunteering in local clean-up days, building homes for low-income families, providing assistance to those in need and raising funds to support charitable organizations. In 2000, Starwood made a commitment to America's Promise - The Alliance for Youth to encourage every associate in the United States to volunteer at least eight hours a year in activities that benefit children. To support that commitment, Starwood and its associates partner with organizations such as City Cares, Habitat for Humanity, Junior Achievement and Juvenile Diabetes Research Foundation.

Number of Volunteers: Unknown

2004 Hours Served: Unknown

Target Corporation

Company Overview: Target serves guests at 1,351 stores in 47 states nationwide by delivering today's best retail trends at affordable prices. Target is committed to providing guests with great design through innovative products, in-store experiences and community partnerships. Whether visiting a Target store or shopping on-line at Target.com, guests enjoy a fun and convenient shopping experience with access to thousands of unique and highly differentiated items. Target gives back more than \$2 million a week to its local communities through grants and special programs. Since opening its first store in 1962, Target has partnered with nonprofit organizations, guests and team members to help meet community needs.

Headquarters: Minneapolis, Minnesota

Employees: 270,000

Name of Program: Target Volunteers (originally named Good Neighbor program)

Date Established: 1997

Program Overview: At Target, being involved in the community means much more than giving back over \$2 million a week to local and national nonprofit organizations. For Target team members, being involved means lending a helping hand with everything from cleaning up playgrounds and waterways, to mentoring students at a local school, rocking babies at a crisis nursery or delivering meals to homebound seniors. Over the years, team members, retirees, family and friends have gotten involved in their communities by volunteering with local nonprofits focused on education, children's health and welfare, neighborhood improvement and disaster relief. In 2005, Target teams are coming together to participate in local projects and in national Target volunteer events like Operation United Way, which links stores with United Way funded agencies for a day of service. Volunteers also working in partnership with the national Read Across America event by reading to children in stores and at neighborhood schools. Teams are hosting "reading kiosks" in Target stores, then went out and volunteered in local schools throughout the month.

Number of Volunteers: 7,500 employees and 1,000 retirees (2004)

2004 Hours Served: Unknown

The Timberland Company

Company Overview: Timberland is a global leader in the design, engineering and marketing of premium-quality footwear, apparel and accessories for consumers who value the outdoors and their time in it. Timberland products are sold worldwide through leading department and specialty stores, as well as Timberland retail stores. Timberland's dedication to making quality products is matched by the company's commitment to "doing well and doing good" – forging powerful partnerships among employees, consumers and service partners to transform the communities in which they live and work.

Headquarters: Stratham, New Hampshire

Employees: 5,400 globally

Name of Program: Path of Service

Date Established: 1992

Program Overview: Timberland's commitment to strengthening communities around the globe extends to its consumers, business colleagues and community partners. Timberland not only recognizes the vast potential that like-minded individuals united for the common good may generate, but embraces the opportunity to foster the ethic of service as the foundation of its most critical relationships. To promote and support this ethic of service, Timberland maintains a number of on-going and annual events, activities and partnerships, such as Community Builders Tour, Serv-a-palooza and Earth Day.

Community Builders Tour, a traveling service program of locally-tailored projects that partner select Timberland retailers with local nonprofit organizations and community members. Serv-a-palooza is Timberland's premiere showcase of employee leadership and civic entrepreneurship. In 27 countries, hundreds of team members dedicate time, passion and skills to serve as Site Directors and Project Coordinators. On Earth Day each year, Timberland employees engage in environmentally-friendly volunteer activities – pushing wheelbarrows, steering backhoes, building footbridges and clearing underbrush – to make the neighborhoods and communities better places to live and work. During Earth Day 2004 alone, Timberland employees, consumers, friends and neighbors generated over 22,000 hours of service in 104 communities across 16 countries.

Timberland also provides employees 40 hours of paid volunteer service, annually, through its Path of Service program. Through this program, Timberland employees have invested more than 278,000 hours and partnered with nonprofit organizations in 27 countries around the world.

Number of Volunteers: 3,700

2004 Hours Served: 55,000

Wells Fargo

Company Overview: Wells Fargo is a diversified financial services company – providing banking, insurance, investments, mortgage and consumer finance – for more than 23 million customers through 6,160 stores, the internet and other distribution channels across North America and elsewhere internationally. Wells Fargo Bank, N.A. is the only bank in the United States to receive the highest possible credit rating, “Aaa,” from Moody’s Investors Service.

Headquarters: San Francisco, California

Employees: 150,000+ (mostly in the U.S.)

Name of Program: Volunteer Wells Fargo! (renamed in 2004)

Date Established: 1979

Program Overview: Wells Fargo has been formally encouraging, supporting and recognizing team members (employees) to help build strong, safe and healthy communities for over 25 years. From coaching youth sports, to participating in walk-a-thons, to building houses for Habitat for Humanity, to teaching Wells Fargo’s financial literacy curriculum Hands on Banking, Wells Fargo team members give over a million hours of volunteer time each year to improve the well-being and economic self-sufficiency of the communities where they live and work. To further its commit to volunteerism, Wells Fargo, in 2004, launched a new volunteer promotion and tracking system Volunteer Wells Fargo! This web-based product allows team leaders to initiate, promote, recruit for, manage and track volunteer events. It also helps Wells Fargo better track total employee volunteerism.

At Wells Fargo, commitment to community through voluntary service is not only important to the company, but to its team members, as well. Not only have 92,000 of Wells Fargo’s team members given 3.2 million hours to build 1,700 homes with Habitat for Humanity over the past 11 years, but in 2004, 84% of team members, in response to the Company’s annual Voice of the Team Survey, highly agreed with the statement, “Community involvement through volunteerism and charitable giving is important to Wells Fargo.”

To reward team members who give their time and service to causes that are important to them, Wells Fargo gives them the opportunity to take time off work, with pay – up to four months – to volunteer with a nonprofit organization or K-12 school of their choice. Wells Fargo also affords team members the chance to win up to \$50,000 for the nonprofit organization or K-12 school where they volunteer through the company’s Volunteer Service Awards program.

Number of Volunteers: Unknown

2004 Hours Served: 1.5 million (approximated)

V. VOLUNTEER-RELATED ORGANIZATIONS AND RESOURCES

AngelPoints

www.angelpoints.com

AngelPoints is a for-profit provider of web-based community relations and volunteer tracking/management software. The company offers a suite of tools that it can custom-tailored for corporate clients.

Boardnet USA

www.boardnetusa.org

BoardnetUSA allows interested individuals to search for opportunities to serve on the boards of directors with nonprofit organizations. The organization also offers fee-for-service tools for companies wishing to enhance employee volunteering in leadership roles on nonprofit boards of directors

Business for Social Responsibility

www.bsr.org

Business for Social Responsibility (BSR) is a business organization that equips its member companies with the expertise to design and implement successful, socially responsible business policies, practices and processes. Membership in BSR provides an extensive set of practical resources – including issue expertise, advisory services, training and timely insight on news, trends and innovations.

Business in the Community

www.bitc.org.uk

Business in the Community (BITC) is a U.K.-based nonprofit organization with approximately 700 business members. Its mission is to “inspire, challenge, engage and support business in continually improving its positive impact on society.” BITC established Cares, the main business led employee volunteering program in the U.K.

Business Strengthening America

www.bsanetwork.org

Business Strengthening America (BSA) is a business membership organization spearheading a “peer-to-peer campaign” to mobilize the business community to support volunteerism and civil engagement in the United States. BSA is working to develop a business case for corporate volunteerism, to establish a set of best practices, and to help nonprofits improve their capacity for effectively using volunteers.

Center for Corporate Citizenship at Boston College

www.bcccc.net

The Center for Corporate Citizenship is an international corporate membership organization that partners with businesses worldwide to strengthen their community relationships and volunteer programs through a combination of research, policy and education. The center works to educate its members about community responsibilities, and offers a certificate program in corporate community relations and global citizenship.

Changing Our World, Inc.
www.changingourworld.com

Changing Our World Inc. is a for-profit consulting firm that offers tailored fundraising and philanthropy solutions to nonprofits and companies that combine innovation with sound fundamentals. Its Internet arm, onPhilanthropy.com, is a leading information and fundraising hub for nonprofits.

The Conference Board
www.conference-board.org

The Conference Board is a business membership and research organization connecting senior executives from around the world to work on a variety of issues, including corporate community involvement and volunteerism. The board presents the annual Ron Brown Award for Corporate Leadership to companies that have demonstrated a commitment to innovative community initiatives.

Corporation for National and Community Service
www.cns.gov

The Corporation for National and Community Service (CNCS) is the parent government agency that oversees Senior Corps, AmeriCorps and Learn and Serve America. Members and volunteers serve with national and community nonprofit organizations, faith-based groups, schools and local agencies to help meet community needs in education, the environment, public safety, homeland security and other critical areas. CNCS is part of USA Freedom Corps, a White House initiative to foster a culture of citizenship, service and responsibility.

ENGAGE
www.iblf.org/engage

ENGAGE is an international business-led campaign that aims to increase the quality and extent of employee engagement in the development of healthy and sustainable communities. Led by The Prince of Wales International Business Leaders Forum and Business in the Community, ENGAGE is committed to helping business and civil society work together to maximize the effectiveness of employee engagement.

Hands On Network
www.handsonnetwork.org

Hands On Network, which provides volunteer programming, participation and technology support to nonprofits and companies alike, is the parent “company” of 42 local “Cares” or “Hands On” organizations which engage over 350,000 volunteers in direct service to their communities each year. Hands On Network also maintains the Corporate Service Council – a network of over 30 business leaders – who seek to extend and enhance volunteer and civic action through corporate participation.

Independent Sector
www.independentsector.org/

Independent Sector is a coalition of U.S. charitable, educational, religious, health and social welfare organizations. The group calculates an average monetary value that can be assigned to a volunteer hour in the United States for reporting purposes.

LBG Associates

www.lbg-associates.com

LBG Associates is a for-profit consulting firm which provides services related to corporate citizenship, community relations, strategic philanthropy, employee involvement and signature programs. In 2005, LBG Associates established *The Standards of Excellence for Corporate Volunteer Programs* and produced the *Self-Diagnostic Tool for Corporate Volunteer Program Managers*. The firm also has published two nationally renowned studies on corporate volunteerism: *Measuring Corporate Volunteerism* and *Corporate Volunteerism: Innovative Practices for the 21st Century*.

Points of Light Foundation

www.pointsoflight.org/

The Points of Light Foundation is a nonpartisan, national nonprofit devoted to promoting volunteer and community service. The Foundation works with a network of Volunteer Centers, corporations, nonprofit organizations and government agencies to develop and maximize volunteering efforts. The Foundation, which developed its *Principles of Excellence in Workplace Volunteer Programs* in 1992, also supports the National Council on Workplace Volunteer Programs – a network of over a hundred companies committed to advancing corporate volunteerism – and maintains an annual awards competition recognizing excellence in workplace volunteer programs.

Network for Good

www.networkforgood.org

Network for Good is a nonprofit, e-philanthropy site where individuals can donate, volunteer and get involved with the issues they care about. The organization's goal is to connect people to charities via the Internet. In addition to connecting the public with opportunities to give, Network for Good works to advance nonprofit adoption of the Internet as a tool for fundraising, volunteer recruitment and community engagement.

The Consulting Network

www.theconsultingnetwork.com

The Consulting Network (TCN) is a for-profit consulting firm that draws on an experienced team of professionals to provide clients with results-driven, cost-effective services in corporate citizenship, community relations, contributions and employee involvement. In addition, TCN offers services to nonprofit organizations based on its team's years of experience in corporate, foundation, human-service, health care, education, nonprofit and government relations work.

U.S. Chamber of Commerce Center for Corporate Citizenship

www.uschamber.com/CCC/default.htm

The U.S. Chamber of Commerce Center for Corporate Citizenship (CCC) is a nonprofit organization dedicated to improving the environment in which businesses operate. Through recognition, communications, research, issue analysis and coalition development activities, CCC supports businesses in their initiatives to achieve social goals. With access to businesses, government and community service organizations, CCC is also committed to advancing better public-private partnerships and communication.

USA Freedom Corps

www.usafreedomcorps.gov

In 2002, President George W. Bush issued a Call to Service for all Americans to volunteer two years or 4,000 hours over the course of their lifetime in service to others. President Bush created the USA Freedom Corps office at the White House to foster a culture of service, citizenship, and responsibility and to help every American answer his Call to Service.

United Way of America

<http://national.unitedway.org>

United Way of America has a National Corporate Leadership Program for large companies taking a leadership role in employee giving and volunteering. Companies in the program are eligible for recognition with United Way's annual Summit Awards. United Way International offers global employee volunteering and fundraising programs.

VeraWorks

www.veraworks.com

VeraWorks is a for-profit consulting firm which helps businesses align themselves with their key stakeholders – employees, customers and community – for an integrated corporate culture and long-term business success. VeraWorks helps businesses develop and manage strategies that, first, serve the business well and, second, make genuine and meaningful contribution to employees, customers and community. In 2002, it produced its *Quality Factors for Superior Employee Volunteer Programs*.

Volunteer Consulting Group

www.vcg.org

Volunteer Consulting Group (VCG) is a nonprofit organization that works to strengthen the governing and management capability of nonprofit boards of directors. VCG consults with boards on organizational and operational issues: structure, leadership succession and effective governance and oversight. VCG also helps nonprofits recruit effective and appropriate board members. In addition, VCG works with corporations to recruit, train and place executives on appropriate nonprofit boards.

VolunteerMatch

www.volunteermatch.org

VolunteerMatch is a nonprofit organization dedicated to helping everyone find a great place to volunteer. The organization offers a variety of on-line services to support a community of nonprofit, volunteer and business leaders committed to civic engagement. VolunteerMatch also offers professional business services to support corporations committed to managing successful community involvement programs.

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