Corporate **Volunteering**

Helping to Build Business and Community Sustainability

A handbook for corporations and business

Volunteer South West

Bunbury, Western Australia

in conjunction with

Edith Cowan University
The Centre for Regional Development and Research

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Foreword

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Corporate volunteering recognises the value of business engaging with people in the community. The benefits for business are many. It improves their reputation, internal culture, productivity and long-term sustainable future in the community. For employees, it improves their professional development, leadership opportunities and morale.

Corporate volunteering is an integral part of what is called the social coalition – a coalition where business, communities and government work together to respond to entrenched problems for people in the community, improving corporate sustainability and allowing flexible, innovative solutions to develop at the local level. The social coalition is a serious attempt to advance a more integrated society where individuals won't be left behind and emerging corporate social responsibility trends are progressed.

I congratulate Volunteer South West for this contribution to volunteering, especially in the International Year of the Volunteer and I congratulate the many organisations who have built strategic corporate volunteering programs into their core operations. For those organisations who are considering corporate volunteering, I encourage you to take up this challenge as part of your strategic plan for success and prosperity.

Tony Howarth
Prime Minister's Community Business Partnership and
CEO, Challenge Bank Ltd Western Australia

Volunteer South West

Volunteer South West, is a not for profit community organisation in Bunbury, Western Australia. The agency promotes volunteering in building the spirit of South West regional communities through the provision of efficient and effective volunteer referral and resource services.

Recognising the opportunities presented under the 2001 United Nations International Year of the Volunteer to further enhance the relationship between the voluntary and corporate sectors in the South West region, Volunteer South West in collaboration with Edith Cowan University undertook to research and develop a handbook on Corporate Volunteering. The objective of the research was to assist corporate and business organisations develop and implement effective partnership models of volunteering and community development. The need for the handbook was driven largely from local corporations and businesses wanting to extend their level of community involvement through the implementation of volunteer programs.

I certainly believe this handbook will provide a sound basis for exploration of partnership models between regional business, local government and community organisations. Volunteer South West is very pleased to have participated in a project that supports the development and recognition of corporate volunteering in Western Australia.
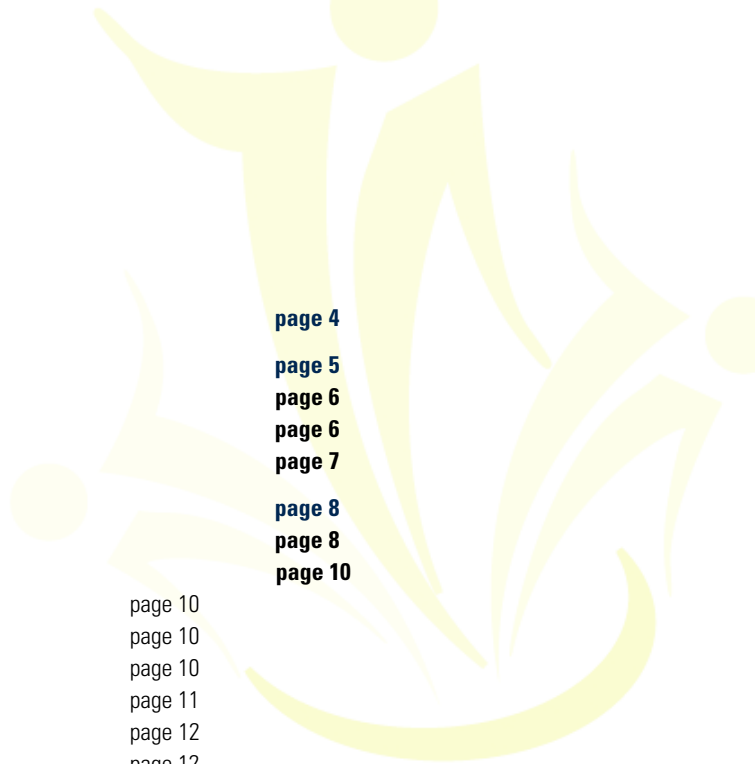
Nadine Carter
Coordinator, Volunteer South West

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1.0 Introduction

The 2001 United Nations International Year of the Volunteer has highlighted volunteer activities worldwide. Along with traditional areas of volunteering such as the non-profit sector, community services and welfare providers, business has emerged as significant contributor to volunteerism.

Volunteering has arrived as a major focus in the way business and community form and view their relationships. Employee volunteering programs and community partnering run within corporations as part of normal business operations are gaining in momentum and are now seen by some corporations as central to their corporate vision.

In Australia the non-profit sector has been the main, and most visible, area of volunteer activity from the formation of the first private charity in 1813 up until the present day. These non-government organisations have traditionally relied on government funding and partnering to provide a broad range of community services, increasingly in the welfare sector.[1] Most of these non-profit organisations rely heavily on volunteers to maintain and run their day-to-day operations.

Recently there has been a shift in focus on the latter arrangement with the 2001 Liberal Governments' 'social coalition' statement and particularly the emphasis on "corporate community involvement" through "The Prime Minister's Community Business Partnership"[2] initiative. This calls for greater corporate involvement and working partnerships with non-profit and community based organisations and is a 'top-down' approach to implementing corporate/community programs. Along with this there has been an increase in employee driven or 'bottom-up' corporate volunteering programs initiated by employees wanting to 'give something back' to their communities.

Corporations are increasingly seen to be operating within the community rather than apart from it. The opportunity in Australia for corporations and business to benefit from direct community activity is rapidly increasing along with the call from the community sector for corporations and businesses to be more accountable and transparent within their business operations.

This handbook is designed primarily as a guide and is aimed at translating ideas into action. It is written so that organisations and their employees can read and use the document in a number of ways. Firstly, as an introductory guide to the principles of partnerships and employee volunteer programs secondly, to raise awareness of volunteering in general, and thirdly, the handbook is designed as a systematic reference to volunteer program implementation. Also included is a resource kit including web sites, bibliography and a guide to local volunteer referral centres and other groups involved in volunteering.

In line with the above, this handbook is intended to act as an introduction, guide and resource for those corporations and businesses wishing to investigate models of community/business partnering or implement employee-volunteering programs (EVPs).

[1] Oppenheimer (2000, p.161)
[2] The Prime Minister's Business Community Partnership (2000)

2.0 Why Be Involved?

The motivational factors that drive stakeholders in a volunteer program or partnership are the key to successful process and outcomes. Motivating factors for companies, communities and employees may be varied and should be considered from each individual stakeholder's point of view. The benefits of implementing a volunteer program may be highlighted to stakeholders, helping to motivate them towards an intended project.

Volunteer partnerships allow the company to direct their labour force to mutually beneficial projects in the community. Indicators point to volunteer community placements as a valuable training ground with workers gaining in skills and communication development. This has a corresponding gain in positive company image.

Figure A highlights the flow on effects that occur from community interaction through volunteer programs and the possible benefits that may result. Benefits are more likely to occur if company, community and employee goals and values are respected and ensured to be of central importance to any project initiated. Values relate to concurrent corporate policies and community ideals. Goals are those intentions of both corporation and community that aim to achieve a directed outcome.

Figure A   Company/Community/Employee Interaction and Flow on Effects

Regional focus

Increased productivity

Positive community profile & image

Increased product awareness

Increased staff satisfaction & retention

Company

Community

Values & Goals

Employee

Regional focus

Increased access to resources

Community health & welfare

Community economic development

Directly address needs in the community

Skills development

Increased employee satisfaction

Family community involvement

Community awareness & involvement

Attitudinal change

2.1 Organisational Benefits

The benefits to companies are attributed to the primary areas of Human Resource Development, Marketing, Productivity and Social Awareness/Acceptance. Companies may benefit from the charitable act of volunteer programs run in their local community by attracting future community investment. This is in addition to the commercial incentives through positive public exposure, plus gaining a more skilled and fulfilled workforce. The company may have a 'social agenda' within its corporate vision that is beneficial to the community. However, it is reasonable to say that the company must also derive benefits that make the ongoing motivation and support of programs possible. Tabulated below are the possible benefits to companies.

Organisational Benefits through Community Involvement

- Improved community perception/marketing potential through contact, positive image
- Creation of culture of caring and community service by promoting how the company cares through community involvement (higher, positive profile in the community)
- Improved communications as people from different sites, departments and levels of seniority work together on social community initiatives
- A licence to operate through the approval of local community by the demonstration of good social policy practice
- Improved relationships with customers who increasingly demand information about companies 'corporate-citizenship' activities
- Greater networking through community links
- Improved morale and motivation
- Bridging the gap between company and community

Benefits for Organisational Operation

- Lower staff turnover, attracts and maintains good employees
- Better company relations
- Positive effect on productivity
- Greater employee fulfilment
- Skill and ability increase for employees
- Reduced absenteeism and fewer labour stoppages
- Lower error rates
- Encourages personal and professional growth that can strengthen the workforce

TABLE 1
(Adapted from Heidrich, 1990)

2.2 Employee Benefits

There are three main areas of advantage for participants whose employer encourages self-involvement in volunteer programs. The principal areas are skill development, overcoming job insecurity and helping to combat social exclusion.[3] Many participants develop their 'people skills', such as ability to collaborate and communicate effectively, whilst involved in voluntary community work. Beyond skills development, employees are seen to gain increased self-worth and gain greater awareness of community activity and how to access community services.

Employee Benefits gained from Community Volunteering Activities

Skills Gain

- Planning skills
- Budgeting skills
- Communication skills
- Accountability and assessment reporting
- Organisational and time management skills
- People skills - caring, negotiating, listening
- Survival skills – stress management & prioritisation
- Skills for working with others - greater collaboration, influencing and teamwork

Perspective and Attitudinal Changes

- Increased social contact, awareness and interest
- Personal fulfilment & job satisfaction
- More innovative response to difficulties
- Enhancement of calculated risk taking
- Enlarged sense of community and social obligation
- Heightened appreciation of the benefits of team work
- Affirmation of personal capability and worth
- Positive resistance to feelings of isolation and alienation

TABLE 2
(Adapted from Heidrich, 1990)

[3]Lukka, P. (2000); Heidrich, K. W. (1990); Suggett, Goodsir, & Pryor (2000); Points of Light Foundation and Volunteer Centre National Network (2001) & Institute for Volunteer Research UK (2001).

2.3 Community Benefits

Communities will benefit beyond the successful implementation and completion of a program. Below are listed some benefits that may be gained which help link community and business.

Benefits to the Community

- New talent & energy interacting in the community
- New resource access complementing community needs
- Fresh perspective of company operations and company community involvement
- Low-cost solution to addressing community problems & needs
- Direct targeting of community needs
- More open & inclusive involvement & interaction
- Building trust & reciprocity amongst stakeholders
- Improving community health & development

TABLE 3
(Adapted from Heidrich, 1990)

3.0 Models of Community Involvement

This chapter gives an overview of models and best practice guidelines when considering the type of partnering/volunteer project to become involved with. The ideas have been compiled from a number of sources listed in the reference and resource sections of this handbook.

The Centre for Corporate Public Affairs and The Business Council of Australia[4] have defined five vehicles of Australian community corporate involvement. These are:

1. Corporate Partnership/Alliance
2. Employee Centred or Employee Volunteer Programs
3. Donations – direct or via intermediaries
4. Cause Related Marketing (CRM); sponsorship
5. Community access forums

This guidebook is concerned with vehicles 1, 2 and 3, which are directly aligned with the principles of volunteerism. Their characteristics and status are tabulated below.

Defining vehicles of Corporate Community Involvement

Vehicle	Characteristics	Status
Partnership/Alliance	Relationship is frequently with issues-focussed stakeholders in order to build trust, etc; formal commitment of resources to achieve stated social outcomes; control over use of company resources; involvement of employees and line managers; long term focus; social reporting.	Suits large companies with management capability. Initiated in resource sector. Now applied elsewhere.
Employee Centered	Employees values seen to reflect community values; management plays a coordinating role; benefits accrue to company through employees.	Popular for many years, particularly with US companies. Emerging now in others, often as centerpiece.
Donations - direct or via intermediaries	Arms-length; less control of resources, funds; more philanthropic in nature.	Donations continue to be a component of community involvement; emerging trend is the use of intermediaries and increased focus on employee giving.

TABLE 4
(Adapted from Suggett, et al. 2000, p.77)

3.1 Corporate Partnership/Alliance

Corporate community partnerships have been defined as "any relationship where a corporation and non-profit organization share resources for mutual benefit and the benefit of the community".[5] Corporate/community-based partnership/alliance vehicles vary in scope, orientation and aims.

Some programs are loosely structured allowing for flexibility and change as the project develops; others are highly structured with well-developed objectives, program implementation and evaluation guidelines. There is no one definitive partnering model. Local requirements along with the company's values and strategic plan will determine largely the type of partnership model for a corporation/business to develop. Partnering can include Employee Centered Programs, hitherto known as Employee Volunteer Programs or EVPs, or Donation programs. An outline of the possible vehicles of community involvement, and the program models, are listed in Figure B.

Australian companies tend to choose models of community involvement that have specific required outcomes. The more complex and formal partnerships are increasingly incorporated in community involvement programs for the mining and financial sectors of business.[6] Formally stated objectives and goals, commitment on a financial or in-kind basis from both sides, coupled with the joint running of the volunteer program, are the main features of a formal partnership/alliance.[7]

Usually a partnership/alliance is formed with the intention of a long-term relationship between stakeholders that mutually benefits all parties involved whilst managing the process in an objective and business-like manner. This includes a continuous evaluation process of the voluntary efforts and program outcomes.[8] Other kinds of partnerships being initiated are one-to-one, between the company and the community group, or between multiple stakeholders, such as company, community groups and local government. Case studies 1 to 9 in Appendix B give examples of successful partnerships/alliances that have operated within Australia.

For companies, partnerships offer greater input into the application of funding or resources they have contributed, whilst offering the possibility of direct participation in a program. In these relationships the partnered stakeholder provides the mechanism for the company's community involvement. Direct participation in a program by the company enables immediate input into the objectives and process of the program, including directing resources to the most needed areas. Table 5 contains a checklist to use when considering forming a partnership/alliance.

Action Checklist for Strategic Partnership Development

1. Undertake an analysis (eg. SWOT - Strengths Weaknesses Opportunities & Threats) to ascertain your internal and external operating environment
2. Determine parameters of proposed partnership: what is it you are looking for? What do you need?
3. Involve your stakeholders. Find out what they want
4. Brainstorm potential types of partners
5. Identify specific organisations that fit this type
6. Develop a shortlist of potential partners
7. Do some research on each of these
8. Using the collected information, identify possible synergies of interest
9. Determine the best person to approach in the organisation
10. Follow up
11. Negotiate
12. Decide on evaluation methods
13. Set milestones
14. Pre-empt possible issues
15. Develop an appropriate arrangement
16. Revisit and incorporate developments

TABLE 5
(Developed by the Prime Minister's Community Business Partnership)

Being involved in a partnership benefits the company by allowing more direct community feedback. Forming an alliance may also allow for greater networking between company and community. The formation may also increase the competitive edge for a company through the sustained relationship with stakeholders. The following figure lists the possible vehicles of partnership/alliance and program model areas that may be implemented.

Partnership/Alliance Vehicles

- Local Government
- Welfare Providers
- Voluntary Organisations
- Non-profit Organisations
- Schools
- Non-government Organisations
- Community Groups
- Service Clubs
- Other Corporations
- Not-for-profit Foundations
- Volunteer Agenices
- Community Service Providers
- Youth Organisations
- Sporting Organisations
- Health Services
- Arts Organisations
- Universities and TAFE

Company
- Values
- Objectives
- Accountability
- Stakeholders
- Image
- Product

Employee
- Values
- Skills
- Career
- Interests
- Development

Community
- Values
- Needs
- Outcomes
- Development
- Health
- Resources

Other Stakeholders
- Values
- Accountability
- Interests

Employee Volunteer Program Models

- Matching
- Released Time / Time Banks
- Targeted Programs
- Group / Team Projects
- One-off Local Community Events
- Loaned Personnel
  - Development Assignment
  - Team Development Assignment
- Mentoring
- Retiree Programs

Donation Models

- Matched Giving and Financial Support
- In-kind Donations
  - Products / Services
  - Equipment
  - Premises
- Pro Bono

Figure B   Partnership/Alliance Vehicles & Volunteer Program Models

3.2 Employee Volunteer Programs (EVPs)

Employee Volunteer Programs[9] have been defined as "those mechanisms used by companies that support and facilitate employee volunteer activities in community based non-profit organisations and groups, charitable groups and groups identified in need of services and assistance".[10]

Employees are members of both the company and the community. Therefore, if the company wishes to be more prominent and integrated within the community, employees must play a leading role in program implementation and development. This view is well supported by a report that identified Australia's top two preferred corporate stakeholders when considering projects as: 1) The Local Community and 2) Employees.[11] It is important to realise that any partnering or volunteer undertaking by the company is essentially about building positive working relationships between all stakeholders. Success relies to a great extent on these relationships. Listed below are seven of the most common models used to implement Employee Volunteer Programs.

3.2.1 Matching

Matching provides a way for corporations to match individuals with specific jobs that need doing in the community. The organisation collects jobs from various agencies and community groups and then matches these to interested employees. This is an excellent way to encourage individuals to combine their skills and personal interests. Programs can be either employee or management driven and are a good vehicle for companies to begin volunteering assignments.

Matched jobs can be of the variety described below in Table 6 or take on a more specific role in line with the employee's skills and interests. For example, matching an employee with information technology skills to a community organisation that requires systems assistance.

Initiating Matching Programs

- Invite your local volunteer centre to come and recruit within the company
- Collaborate with a community organisation that provides a list of jobs that need doing
- List your company's interest with other organisations, agencies etc. that need and use volunteers, and refer employees to these agencies
- Start a skills and interest database of interested employees. Record the time that employees are willing to spend volunteering
- Conduct community needs assessments

TABLE 6

3.2.2 Local One-off Events

Through these programs an organisation may respond to specific requests or needs from the community. The program may be of short time frame that can include part or all of the workforce plus families, friends, service clubs etc. Sometimes this may be organised through an intermediary organisation/agency. Organisations may also choose events to align with their own operational objectives and goals. This approach brings practical resource to community problems, is a good team-building exercise and motivator and provides hands-on employee experience.

Suggestions for Local One-off Events

- Waterways and rivers maintenance
- Parks & gardens clean-up
- Gardening for elderly citizens
- Participating in state and national fund raising efforts such as Red Nose day
- Organising company fundraising event for a particular charity/community group

TABLE 7

3.2.3 Targeted Programs

These are programs with a specific, singular focus that have been identified as having priority in the community, or the organisation, agency or charity of choice. Employees place their entire volunteer efforts and activities in the chosen area for a determined length of time. It can either be employee or company driven and can be adapted to a variety of models. Examples of this are given in Appendix B, Case Study 5; The Ernst/Young United Way Partnership and Case Study 9, The Body Shop. Appendix D contains a pro forma entitled Checklist for Choosing a Community Partner, which was developed by The Body Shop.

3.2.4 Loaned Personnel

Loaned Personnel is a mechanism whereby the company can make employees available to community/volunteer organisations for a specific period of time or a specific event. One variation is the Development Assignment.
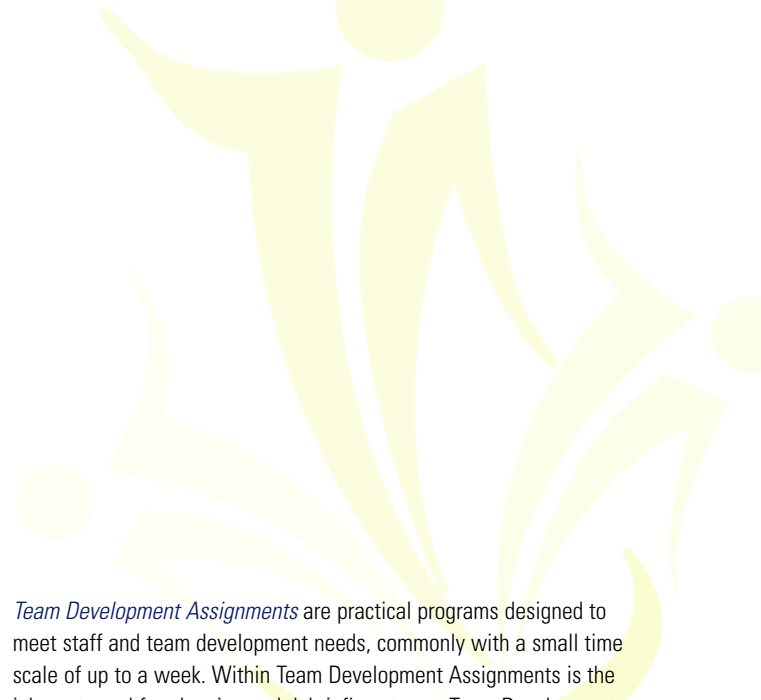
Development Assignments involve working with community/voluntary organisations on a project that is clearly defined. This enables the host organisation to benefit from the employee's skills whilst meeting the development needs of the employee. Assignments typically take around 100 hours either over block placements or one day a week over a 3-month period. Development Assignments create enormous potential for employees to gain personally and professionally. Employees may exercise their initiative and creativity and develop time management, project management, evaluation and assessment skills. This increased exposure to change may increase an employee's confidence whilst developing negotiation and communication skills. Development Assignments may be highly demanding and are suitable for participants who are self-motivated, committed to their personal development and able to make use of both professional and personal skills. These programs are ideal training grounds suited to those employees seeking promotion to managerial or professional roles or those already employed in these areas.

Suggestions for Development Assignments

Assist partner organisation in:

- Preparing a comprehensive long-range business plan
- Designing advertising and promotional material
- Defining objectives and aims
- Strengthening the organisational structure
- Implementing accounting and auditing procedures

TABLE 8

Team Development Assignments are practical programs designed to meet staff and team development needs, commonly with a small time scale of up to a week. Within Team Development Assignments is the inherent need for planning and debriefing stages. Team Development Assignments have the potential to build strong workplace relationships, whilst placing emphasis on individual and team professional development.

Team Development Assignments, like Developed Assignments, allow employees to develop initiative and creativity, time and project management, evaluation and assessment skills. In addition, skills specific to the assignment may be acquired. These programs also provide a safe environment for new/young team members to practice people management. An example of a Team Development Assignment is given in Case Study 7, Appendix B, Lend Lease 's Community Day.

Initiating Team Developed Assignments

- Clearly define project in terms of training needs
- Choose an evaluative tool
- Locate appropriate organisation/agency/community group or partner
- Decide on time-frame and outcomes
- Ensure the involvement and commitment of all team members

TABLE 9

3.2.5 Released Time and Time Banks

Released Time and Time Banks allow a company to invest in employee development through corporate volunteering programs. These are the programs of choice for a growing number of businesses. Released Time Banks are relatively easy to implement and may provide 'hands-on' experience and direct community action.

Released Time is a concept whereby the company offers the employee the opportunity to pursue their community interests on company time. There are three critical elements to Released Time Programs; ensure that the program operates within the framework of a stated policy; develop operational guidelines that indicate who may be involved and the extent of their involvement; and, finally, the program must be supported by top managers and understood and accepted by middle managers.

Time Banks are similar to above where the company and employee agree to an allocation of company time for community volunteering matched by the employee volunteering equal hours of their own time.

Initiating Programs of Released Time and Time Banks

- Identify community needs
- Identify employee needs; ensure a close match between these two
- Negotiate volunteers' responsibilities
- Try to parallel skills used with skills' development
- Ensure an exit date and/or periodic review and reporting procedure

TABLE 10

Suggested Released Time and Time Bank Programs

- Paid time off – a fixed number of hours for each employee to volunteer (e.g. The Body Shop provides staff with 16 hrs Full-time, 8 hrs Part-time and 4 hrs Casual. Ernst & Young, Perth office, allow 8 hrs per employee per year). Some programs allow a number of hours per month
- Additional day off – after a fixed number of hours volunteering, usually 16 or more, employee is given one day per year off.
- Matched time –- company matches hours employee spends in own time volunteering with paid time volunteering.

    Note: All of the above can be recorded and monitored via employee time cards/sheets.

TABLE 11

3.2.6 Mentoring

Mentoring offers employees a wide range of activities that utilise and strengthen skill levels. It allows the development of interpersonal, instructional, organisational and communication skills through one-to-one relationships. Mentoring can embrace specific topics such as career planning, English or maths tuition and workplace skills, or can be more general. Mentees can come from a wide community base including students, volunteer organisation staff and management, the unemployed and disadvantaged groups. Mentoring can be effectively linked with state and national programs, particularly in literacy and numeracy development. These programs are also highly visible and have tangible results, which can, in turn, encourage more volunteering involvement.

Initiating Mentoring Programs

- Contact schools, TAFES, Universities and youth groups to determine needs
- Identify and address unmet needs/gaps in the community
- Search for established programs to join
- Determine employee skills to utilise and develop
- Clearly outline scope, time, purpose and venue
- Match Mentor with Mentee for skills, interests or compatibility
- Review Mentor-Mentee relationship regularly

TABLE 12

3.2.7 Retiree Programs

Many companies expand existing programs or develop new ones to include their retirees. This can facilitate the transition to retirement and help maintain the retiree's friendships and relationships developed within the workplace, as well as encouraging the retiree to remain active. Retirees take with them a wealth of experience and skills. Retiree Volunteer Programs encourage the continued use of this experience and skill.

3.2.8 Keys to Success for EVPs

The Employee Volunteer Program success will be determined by addressing the needs of the following three areas. First the company priorities will have been met and Volunteer Programs will have produced demonstrable results. Second, the interests of employees must be expressed and their quality of life improved through the Volunteer Program. Third, the Volunteer Program will have targeted community needs. The figure below outlines the interaction between the principle stakeholders and the need to consider the core values to ensure successful program process.

Figure C Program Success
(Adapted from Heidrich)

Some programs are loosely structured allowing for flexibility and change as the project develops. Other forms may be highly structured with well-developed objectives, program implementation and evaluation guidelines from commencement. What is evident is that successful programs:

- Identify the programs purpose and the issues that need addressing
- Determine employee interest
- Establish the structure of volunteer efforts
- Define the corporate commitment
- Determine the communities needs
- Find an interest common to both parties
- Establish employee volunteer recognition activities
- Decide how to evaluate success

3.3 Donation Models

Donation models are perhaps the oldest and simplest vehicles for giving to the community. They are more aligned with philanthropic ideals than the emergent employee volunteer schemes or partnerships. Donations can be made directly from the company to the recipient organisation or charity or can be via an intermediary who determines where the donated items, money or resources go.

3.3.1 In-kind Donations

These can be in the form of skills contribution. For example a company who's employees have building skills could provide a building repairs service (this would then be a form of EVP). In-kind donation models may assist with the practical, tangible application of resources of the organisation to the needs of the community, or could take one of the following forms:

- Products/Services – donate products and services to bona fide community organisations, could include freight, machinery, technology and other resources the company uses.
- Equipment – surplus, new or used equipment, furniture, vehicles offered.
- Premises – meeting rooms, venues, canteen/catering, gym and sporting facilities.

3.3.2 Matched Giving and Financial Support

The employer makes a contribution to match employee funds raised through events or donations. Some companies support give-as-you-earn schemes whereby contributions are deducted at intervals from employee's pay. Matched Giving and Financial Support provides a visible and real resource to voluntary organisations, whilst being easily implemented and popular with employees. An example is to organise a fund raising event for a charitable cause and gain a commitment from the company to match each dollar raised with an equal or greater amount. Some event suggestions are walkathons, races, fêtes, car boot sales, quiz nights, darts, pool and other sporting competitions. Case Study 9, in Appendix B, gives an example of matched gift program supported by both staff and corporation.

3.3.3 Pro Bono Assistance

Pro Bono Assistance has been an accepted method of providing for the community for a number of years and is often incorporated into a company's charter. Essentially, Pro Bono Volunteering is where a company's specific skill base is applied to volunteer programs that cater for the public good. That is, companies match their market and professional strengths to provide free assistance to charitable and community organizations (for example, to provide free legal, tax and accounting advice for the setting up of non-profit community foundations, community businesses and ventures). A number of companies run their Pro Bono Program separately from their Corporate Volunteering Programs. Pro Bono is not always inclusive of the entire work force and is quite often limited to employees with professional skills in line with the corporation's major line of business. Pro Bono Assistance is highlighted in Case Study 10 in Appendix B.

4.0 Implementing a Program

When implementing a volunteer program it is important to note that from a company and employee perspective the flow is two way. This is to say that implementation is ultimately the responsibility of management and staff, although this is not to ignore the values and goals of other relevant stakeholders. What is important is that all staff understand how the intended volunteer program fits with company values and objectives. This contributes to the successful implementation and running of the program. The aim then is to involve employees in the whole process including design, implementation and the running of volunteer programs. Therefore it is necessary that CEOs and middle management share responsibility for program implementation and visibly show their support for volunteering efforts. Below are the basic steps that need to be followed when beginning a volunteer program.

1. **Identify Corporate Priorities.** Read the corporate mission statement, know the corporate values, and know the annual goals and objectives. Determine how a volunteer program would assist to meet company objectives, or be aligned to organisational values. Find the key people in the company that would make decisions about volunteer programs.

2. **Determine Employee Interests through Surveys.** Establish a databank of employee interest and skills. Search through the company for past volunteer programs/activities to help determine past employee interest and project outcome.

3. **Determine Community Needs** in such areas as education, health care, housing and special needs groups. Research local government planning and initiatives. Contact regional volunteer referral centre.

4. **Develop a Program Structure.** When preliminary investigations indicate an interest in a volunteer program, establish a working committee/group, or use an established one to develop proposals. Establish the framework/ground rules etc. and formalise these to ensure a solid foundation for the program has been laid. Design an appropriate program for both the business employees and the community; consider resources, finances, length of program, environmental factors and corporate culture. A cross-functional team of key stakeholders' eg regional volunteer centre, local government, community group etc could be formed at this stage to assist in the process.

5. **Develop Written Corporate Policies.** These could cover health and safety issues, insurance, exit clauses, conditions etc. If there is a board of directors or advisory committee in the company, then seek their assistance

6. **Select Volunteer Projects** relative to company interests and community needs. Also, find out if there is a volunteer referral centre in your region and establish a relationship. Find out what other companies in your region are involved in employee volunteering. Ensure the program has provisions for adequate resources of money and staff, management time, CEO/middle management support.

7. **Evaluate your Volunteer Program.** The outcomes must be relevant to company objectives. Evaluations must be carried out to gain important feedback to help direct future volunteer efforts. All stakeholders should be assessed during evaluation to ascertain if goals have been reached and values upheld.

8. **Publicise your Company's Volunteer Efforts.** This may be done through local media or through company initiated publications such as newsletters or company brochures.

9. **Reward and Recognise Participants.** Issue certificates; acknowledge efforts in newsletter or at events. This helps maintain motivation and enthusiasm for programs and is seen as a major contributor to program success.

10. **Work with Local Volunteer Centres.** These have a wealth of information and resource on which to draw. Forming an alliance could also be of benefit.

Note that Appendix C is an example pro forma entitled "Starting out, Keeping on", which may be utilised as a checklist for preparing voluntary community involvement programs.

4.1 Planning and Defining a Project

Planning and defining a project can, and currently does, vary considerably across companies. Many factors add to these variations, including the intended project, employee availability and company structure. To this end, it is recommended that companies develop their own guidelines to implementing a project. Ensure that employees are part of the entire defining and planning process. Seek assistance from local volunteer referral centres whose services can assist in the planning and defining of the project. Companies also need to consider the monetary, staff and logistical requirements required in the defining and planning process. Input from stakeholders, such as those who will receive the benefit of the project, can also be valuable in planning an effective project for all concerned.

4.2 Stakeholder Identification

Corporations need to be clear on who their stakeholders are and how they fit within the business's core values and operations. The following have been identified in order of preference, as stakeholders Australian companies prefer to recognise as part of their community involvement[12]

- Volunteer referral agencies
- Local community
- Employees
- Customers
- Government
- Non-government/community organisations
- Wider community
- Potential business alliance/partners
- Media
- Investors
- Competitors
- Others

Improved Relationships with Stakeholders: Companies that make an effort to be transparent and accountable for their actions and decisions are better able to build trust among their stakeholders. Such trust enables more open dialogue between companies and stakeholders, and can provide companies with valuable insight into what is going on in the communities in which they operate. This engagement helps companies understand how community groups and other stakeholders perceive them, and educates them about future issues and concerns that may affect their operations. The information gained can help companies better define their priorities and ensure their business activities: (1) align with their principles or ethical codes, and (2) identify where there may be gaps between the two.

4.3 Assigning a Coordinator, Staffing & Supervision

The overriding consideration for any staff involvement in a volunteer program is that the staff member wishes to participate and freely chooses to do so. Depending on the number of programs and their complexity, a number of administrative staff could be involved. Generally, either one volunteer administrator per program or a central company volunteer coordinator should be assigned. Ensure staff and management are clear about who reports to whom and who is responsible for what tasks. In a company with different departments or divisions, a horizontal method of communication is preferred.

Program coordinators can be employees from any part of the organisational structure.

This facilitates the even dissemination of information and ensures the involvement and inclusion of the entire personnel. It is also important that employees see that line managers, department heads and senior management support and encourage participation in volunteer programs. It should also be noted that a lot of volunteer programs start out as (and sometimes remain as) ad hoc programs.

Companies wishing to supervise a large project or partnership arrangement in an official capacity need to carefully select the supervisors and ensure adequate training is provided for their role. The following have been identified as essential to supervision for volunteer programs.[13]

Three elements of maintaining successful supervision of a program are:

- Establishing criteria of success, standards of performance and program objectives, such as job description and annual plan of work
- Measuring actual volunteer performance with respect to these stated criteria of success through observation, conferences and evaluation
- Making corrections as needed through managerial action

4.4 Insurance and Occupational Safety & Health

Insuring employees for off-site duties will usually fall under the company's jurisdiction for other programs and may be a negotiated or two-way cover between the business and the partner organisation. The following areas need to be considered: **Public Liability Insurance, Personal Accident Insurance, Directors' and Officers' Liability, Professional Indemnity Insurance, Motor Vehicle Comprehensive Insurance and Income Protection Insurance.**

Occupational Safety & Health in Australia is governed by the *National Occupational Health And Safety Commission Act 1985* available at: www.nohsc.gov.au. Volunteer programs should comply with company rules and regulations in accordance with this act.
Information for Western Australia can be found at:
www.safetyline.wa.gov.au/pagebin/pg006842.htm

[12]Suggetti, et al. (2000)
[13]Heidrich, K.W. (1990)

4.5 Resources and Finances

From the outset it is important to ensure that sufficient resources to develop, maintain, and sustain volunteer efforts are available for the project. Tabulated below are the basic areas that need to be considered in assigning finances and resources to any volunteer project:

Costing Corporate Community Developments

Direct Financial Support

- cash donations, direct donations of community sponsorship
- loans – interest as per calculated in long term rates

Gifts in Kind

- short term facilities – direct costs (ie. food, venue rental)
- long term facilities – direct costs (ie. rental costs for accommodation/venues, power, water)
- in house facilities – cost of usage
- loan of fixed assets – depreciation and maintenance costs
- fixed assets – direct cost of supply
- loan of inventory assets - depreciation or reduction in inventory value
- inventory assets – cost of direct supply (ie. at cost or reasonable rate)

Staff Time

- secondments – direct cost of employment
- employee volunteering in company time - direct cost of employment

Management Cost

- staff – direct employment cost of community affairs, HR, outsourced suppliers
- research and evaluation costs
- communications – up to 5% of overall cost
- direct cost of use of company resources/materials by employees

TABLE 14
(Adapted from Benchmarking Template, www.percent.org.uk)

4.6 Recognising Volunteer Efforts

Successful volunteer programs almost always reward or recognise the volunteers for their efforts.

This contributes to the ongoing motivation of volunteers and helps maintain the momentum of programs. Recognition can be given in a number of ways and corporations and business are encouraged to design programs or awards that are suitable for their employees and aligned to existing reward and recognition programs in the organisation.

The following are some suggestions to recognise volunteer efforts:

- Certificates of appreciation
- Volunteer lapel pins
- Nomination for external volunteer awards
- An annual recognition event, dinner, reception – CEO or Guest Speaker
- Recognise the skills gained through experience by thanking employees for representing the company through publications and direct senior management contact

5.0 Evaluating a Program

To date there is no standardised method of evaluation for volunteer programs. Many companies have developed their own forms of evaluation.[14] With higher exposure and more involvement in volunteer programs by organisations, there is the increasing need and interest for accurate standardised procedures to gain insight into the degree that the values and program goals of stakeholder groups are achieved. This would enable 'benchmarking', to an extent, by analysing the diverse involvement and outcomes of other companies involved in volunteer programs. Measuring the value of a volunteer program sits firmly within the move to build sustainable businesses, communities and environments. Measurement is seen as a continuously evolving process to meet changing market demands such as demonstrating responsibility to shareholders, sound environmental practices and responding to local community requirements and needs.

The Centre for Corporate Public Affairs (CCPA) identifies three principal areas to delineating and evaluating volunteer programs. First is the use of performance indicators, which examine the efficiency and effectiveness in reaching project objectives. This encompasses stakeholder attitudinal surveys, cost/benefit analysis, employee participation rates, staff morale surveying, and image and perception surveys about the company to community/stakeholders groups. Secondly, reputation measures examine the perceived benefits that may occur from involvement in community activities. Finally, an increasing number of companies are also choosing to use the 'triple bottom line' form of reporting, incorporating a holistic use of methodologies of evaluation.[15] This approach to evaluation incorporates all stakeholders within the evaluation process, enveloping social accountability and environmental accountability whilst monitoring the enhancement of company operations. Involving all stakeholders in the assessment may add to expense of the exercise, but it has the benefit of increasing the depth and credibility of the reporting.

Evaluation measures are commonly gained by using surveys, thematic reporting or case studies. Surveys generally refer to performance indicators, which may include surveys/questionnaires, cost/benefit analysis and company operational record assessment. Thematic reporting, which normally incorporates closed format questions, is commonly used to gain the 'feel' of program processes and outcomes. However, thematic studies may be used to directly question areas of interest within process and outcome. Case studies are generally used to gain an overall insight into the process and outcome of a project or for focus on individual experience. It is recommended that companies develop their own guidelines to assessment that can be aligned to company goals and objectives.

5.1 Why Evaluate

CCPA[16] highlights four key intentions for evaluating volunteer programs: ensure accountability to stakeholders; measure and manage reputation of the company; manage the companies' part in community involvement programs and manage issues arising from the program.

Why Evaluate

Accountability
Companies are accountable to their shareholders, highlighting the need for benefit/cost measuring for both the company and the community

Performance Improvements
Assess the processes and impact of programs to allow for maximum efficiency (use of resource) and effectiveness (value of program to stakeholders)

Issues Management
Investigates issues that are raised by stakeholders in relation to the project, revealing stakeholder influences and views

Reputation
Examines economic, social and environmental performance as a factor of company image and reputation. Also reveals impact of new programs in community

TABLE 15
(Compiled from Suggett, et al. 2000, p.122)

5.2 What to Evaluate

Companies need to evaluate areas relevant to meeting company policies and project intentions. This may involve evaluating a variety of areas from cost/benefit analysis to employee satisfaction through to community reaction to the project outcome. Measures should be taken to clearly monitor the process and outcomes of the project, revealing program efficiency and effectiveness within the reporting. Evaluation also assists in directing future volunteer efforts. Drawing on the four areas outlined previously, the following tables suggest main areas of focus in considering evaluation procedures for volunteer programs.

Accountability in Evaluation

- Community involvement and return on assets and productivity
- Community involvement and business performance
- Community involvement and return on investment
- Cash value of community support as a percentage of pre-tax profit
- Productivity - work stoppages, cost/benefit, staff retention
- Project progress and achievement of milestones

TABLE 16
(Compiled from Suggett, et al. 2000, p.122)

General Performance Indicators in Evaluation
- Community involvement and return on assets and productivity
- Community involvement and business performance
- Community involvement and return on investment
- Estimated total of paid staff time, gifts in kind and management costs
- Individual value of staff time and gifts in kind
- Productivity through Key Indicators - work stoppages, staff retention, productivity/sales output, cost benefit
- Staff morale/satisfaction as influencing productivity
- Staff Development - communication skills, organisational and time-management skills, people skills (caring, negotiating, listening), accountability and assessment reporting, planning skills, budgeting skills, survival skills (stress management, prioritisation)
- Project progress and achievement of milestones

TABLE 17
(Compiled from Suggett, et al. 2000, p.122)

Issues Management in Evaluation
- Positive/negative media commentary on community activities
- Project progress and achievement of milestone as a social indicator
- Stakeholder feedback on project outcomes

TABLE 18
(Compiled from Suggett, et al. 2000, p.122)

Reputation and Perception in Evaluation
Company
- The creation of the culture of caring and community service - community involvement promotes clear and positive message that the company cares.
- "The creation of licence to operate" - community involvement can build trust for the company with the community and demonstrates good social policy practice
- Vision & Leadership – company seen to have vision & leadership in community focus

Community
- Company/employee community involvement - community involvement helps bridge the gap between company, community and employee
- Perception of company as good neighbour
- Environmental enhancement or conservation

Employee
- More innovative ways of responding to difficulties
- Heightened appreciation of benefits provided by the team
- Increased understanding of co-workers and respect for diversity
- Enlarged sense of community and social obligation
- Affirmation of personal capability and self worth
- Positive resistance to feelings of isolation and alienation.

TABLE 19
(Compiled from Suggett, et al. 2000, p.122)

5.3 Methods of Evaluation

Methods of evaluation are normally viewed in two forms, quantitative and qualitative measurement. Quantitative measurement describes the amounts of inputs and outcomes in numerical terms. Qualitative measurement captures the 'feel' from those affected by the process and outcomes of the project at hand. Commonly in surveys both qualitative and quantitative measures are combined to report numerically the occurrence of similar qualitative statements or concepts.

Three methodologies are recommended for use in gaining insight into the processes and impact of volunteer projects involved in partnerships. These are surveys, thematic reporting and case studies. It should be noted that there is no one particular method that best fits all company and project situations, and development of uniform procedures are still in their infancy. In addition, one or more of the methodologies may be applied to evaluate a single area of interest. For example, evaluating whether the perception of the company as a good neighbour is evident in the community may be accomplished through closed question surveys, thematic reporting or case studies.

Appendix C outlines the suggested areas of evaluation which are based on a broad variety of programs in which evaluation techniques have been developed. Companies may choose to adopt, or adapt, any part of the subject areas suggested, and are encouraged to adapt evaluation systems that are in accordance with their business values and objectives.

Where necessary and possible, demographic details should be surveyed as possible during any evaluations. The demographic details allow for greater representativeness and relevance in reporting any evaluation findings.

5.4 When to Evaluate

Evaluation of programs is generally carried out during the project to monitor progress, and after completion to investigate outcomes. Research before commencement of a project can determine community needs and employee interest. An example of testing before and after the process may be in an area such as employee satisfaction and morale. For instance, difference in employee satisfaction can be ascertained by measuring before, during and after the project.

This approach also applies to productivity, community perceptions and many other factors that are measured with the intention to identify change in the individual or group involved in programs.This is termed pre/post testing, and is aimed at measuring change. Evaluation during a project is generally undertaken to ensure that objectives are being reached, values are upheld and relevant stakeholders are satisfied with the process. Post project testing is only used to gain final perceptions of all stakeholders on the processes and outcomes of a project. This testing is also used to indicate to shareholders the cost/benefit of the Partnership or Employee Volunteer Program.

5.5 Interpreting and Reporting Results

The primary importance in interpreting results is to ensure that the findings of evaluations, relevant to each stakeholder, are in a form that is tangible to those concerned. Companies should aim at reporting results that are benchmarked against their principle operating goals and objectives.

Reporting of findings commonly takes the form of quantitative results for companies which may be easily reported to shareholders, although increasing importance is being placed upon the qualitative measures of evaluating social and environmental impact through monitoring changes in perceptions and attitudes of community members and employees. Understanding the social and environmental impact of a Partnership/EVP on community and employees helps to direct future volunteer efforts to areas where programs can be of most benefit.

Overall for all stakeholder groups, interpretation is aimed at reporting whether project goals have been achieved, whilst upholding the values of all stakeholders. Companies should ensure that the reporting of the results of evaluations are not just for internal management use. Reporting evaluations to all concerned can give added exposure to the project and the company's involvement, in addition to vital feedback that can be used in future projects.

6.0 Conclusion

The role of the corporate citizen is becoming more complex and accountable. Increasingly business is seen as an intrinsic contributor to community development. For business to thrive and contribute to a sense of cohesive community is seen as essential towards on-going success in the market place. An important and highly visible aspect of this is partnering and employee volunteering.

We hope that this handbook will encourage employees and companies alike to transform ideas into action, thought into deed and intention into a practical reality. As someone once said "if it is to be, then it is up to me". Partnering and employee volunteering can become a reality for your company and community. All that is required is your imagination and the will to proceed.

Appendix A – Definition of Terms

Volunteering

Formal volunteering is an activity which always takes place through a registered not for profit organisation and is:

- of benefit to the community and the volunteer
- undertaken of the volunteer's own free will and without coercion
- for no financial payment
- underpinned by a set of principles - (definition from Volunteering Australia Inc.)

Employee Volunteer Program (EVPs)

Usually bottom up employee led initiatives with the buy in of senior managers. Sometimes referred to as Employee Centered Programs.

Employee Volunteers

Paid employees of a company who are involved in some form of community-based volunteer activity. Employee volunteering can also occur within the company.

Community Partnerships

"A corporate community partnership is any relationship where a corporation and non-profit organisation share resources for mutual benefit and the benefit of the community".[18]

Community

Broadly used to define a single neighbourhood, a municipality, a region or a state. In other words, the locality where we live and work.

Appendix B – Case Studies

Case Study 1
Alcoa: partnership with Landcare

Alcoa believes that the underlying essence of the Alcoa Landcare program is about co-operation - between Alcoa and farmers, government agencies at all levels, and community groups.

By working with these groups, Alcoa aims to encourage and foster community involvement in landcare and ownership of the various land restoration projects. All activities demonstrate the practical results of various land management techniques and how co-operative initiatives within the community can arrest and even reverse the environmental damage of erosion and salinity.

Alcoa's landcare achievements are located in the areas in which its operations are based: South West Western Australia and South West Victoria.

(Reproduced with permission of the Centre for Corporate Public Affairs & Business Council of Australia for the Community Business Partnership)
Source: Suggett, et al. (2000, p.83)

Case Study 2
Western Mining Corporation (WMC): partnership with the Royal Geographical Society

WMC is an international minerals producer comprising of five core businesses: copper/uranium, alumina, nickel, fertilisers and gold. In 1995, WMC Resources formed a partnership with the Royal Geographical Society of South Australia and the South Australian Department of Environment, Heritage and Aboriginal Affairs. The partnership was formed to study the impacts of pastoral, tourism and mining activities around Lake Eyre South Australia, which is an area of high conservation value and cultural significance.

By systematically surveying the biological and landscape components of a large number of habitat patches, the study provides a scientific basis for effectively managing the area.

This partnership is an example of WMC 's Community Policy:

> "As an integral part of the community, we recognise and act on our responsibilities. We work with communities to develop and nurture positive relationships built on mutual understanding and respect. Building these relationships into long-term partnerships is essential for our business success."

(Reproduced with permission of the Centre for Corporate Public Affairs & Business Council of Australia for the Community Business Partnership)
Source: Suggett, et al. (2000, p.83 - WMC Limited Community Report 1999)

Case Study 3
Hamersley Iron and the Gumala Enterprises

The Gumala Enterprises in the Pilbara, Western Australia, are a business development enterprise, with partners from The Gumala Aboriginal Corporation, the Federal Government (ATSIC), and Hamersley Iron. Three joint venture enterprises now provide valuable services to the mine at Yandicoogina in earthmoving, equipment hire, and accommodation management and services. Each of the enterprises is owned and managed by indigenous people with help from experienced business managers.

The enterprises are underpinned by co-operation between business, government and community. They are an example of how programs can be generated when they are built on constructive interaction that targets specific outcomes.

(Reproduced with permission of the Centre for Corporate Public Affairs & Business Council of Australia for the Community Business Partnership)
Source: Suggett, et al. (2000, p.86)

[17]Petty & McGregor (1982)
[18]Conley-Tyler cited in Encel & Studencki (2000, p.37)

Case Study 4
Kwinana Industries Council

In 1995, the Minister for Education in WA officially launched the Excellence in Education Compact (EIEC) with the signing of the Memorandum of Understanding between representatives of local senior high schools, industry members of the Kwinana Industries Council (KIC) and the WA Chamber of Commerce. This agreement states that:

> "It is a commitment to work together to develop mutually beneficial long-term relationships in order to achieve excellence in education and broaden the learning experiences of students.
>
> Ultimately the goal is to encompass a better understanding of commerce and industry. It aims to help students gain a better understanding of the working world that is their future."

The Compact provides a vehicle for fostering a higher community profile between the community and industry and at the same time brings a number of benefits to the community. Those benefits already show significant impact on the school community, industrial community and the general community of the Rockingham and Kwinana region. The prime origins of the Compact are:

- it was set up by industry under the umbrella of the Community Relations Advisory Committee of the KIC;
- it would be a two-way partnership;
- it was set up for permanency;
- it was set up for need;
- it was designed to be self-perpetuating; and
- it would embrace both schools and a broader local community.

The ongoing commitments are:

- continue pro-active roles of both industry and education institutes;
- ensure financial sustainability;
- keep pace with the rapid growth of programs; and
- continue research and development of delivery systems, strategies and needs through consistent and strategic communication, collaboration and negotiation with:
  - schools;
  - industry;
  - local community;
  - executive management bodies of the EIEC;
  - principals ' Consultative Group';
  - universities and TAFE;
  - other agencies such as Coastal Area Consultative Committee, Bridging the Gap, W.A. Department of Training, and local Chambers of Commerce;
  - employment bodies;
  - training providers;
  - others as identified;
  - development of on-line communications; and
  - adaptation of programs and strategies to accommodate requirements of a rapid increase in population.

Case Study 5
Ernst & Young / United Way Partnership Targeted Program

This program was initiated by a managing partner in the Perth branch who thought that a 'hands-on' approach to community involvement would be worthwhile activity to encourage employees to 'give something back to the community'. Two employees within his department nominated themselves for the coordination and implementation of a program. United Way – Australia was approached for assistance and a partnership was agreed on.

The program proposed at that time was to involve staff devoting a day a year of their time to working with charities in Western Australia. The work was to be completed during working hours at the cost of Ernst & Young.

Some 200 charities were approached to determine their interest in being involved and the assistance that they believed the staff of Ernst & Young could best provide. Because of the work demands on Ernst & Young employees projects are selected on a 'can do now' basis. Projects that require special training are avoided. Following an assessment process, Ernst & Young selected six charities from around 100 respondents. These charities receive volunteer contributions for one year and will then be reassessed by Ernst & Young.

The program administration is handled by a central coordinator who receives a list of requests from the six charities via United Way. These are then sent to employees via e-mail and employees then choose which projects they will spend time on.

Six months after implementation, some 150 Ernst & Young staff have participated in this program, working with these six charities on a variety of activities including: gift wrapping, mural painting, assisting the elderly with putting up Christmas decorations, manning stalls and information booths, collecting money and putting a food hamper together.

The program has been of great benefit to the charities as well as to staff. As one staff member states, *"If the firm hadn't made this available I wouldn't have realised how easy it is to volunteer… It is something that the whole firm from executives and managers down can be involved in"*. Another states that *"it exposes people to community members who may be experiencing real hardship, people that employees may not have much previous contact with."* In this sense volunteering raises the social awareness of Ernst & Young's employees whilst providing them with a vehicle for action.

According to John Carlson, Vice Pres., United Way (WA) *"since the program was started, United Way has received a number of expressions of interest from other businesses wanting to establish similar volunteer programs. Hopefully, the Ernst & Young experience has set the stage for the growth of this type of program in Western Australia and indeed, throughout Australia."*

Case Study 6
Westpac: employee and company dollar contributions

Westpac Matching Gift is a program that supports the generosity of staff by matching dollar for dollar their contributions to any tax deductible charity of their choice. Staff may contribute to the tax-deductible charity of their choice through regular payroll deductions or one-off donations, or through team based internal fund raising. Westpac matches these contributions up to a limit of $5,000 per person per year. However, there is no limit to how much Westpac will match for team-based fund raising.

In short, this is another means for us to congratulate and celebrate our staff and their community involvement.

(Reproduced with permission of the Centre for Corporate Public Affairs & Business Council of Australia for the Community Business Partnership)
Source: Suggett, et al. (2000, p.117)

Case Study 7
Lend Lease: community day

The core activity related to community involvement is the 'Lend Lease Community Day ' - a global annual day where employees from all parts of the company and in all countries are encouraged to take a day out of the office to help with community projects. It has been operating since 1996 and now has around 70% employee involvement.

Conditions of involvement are that: it is team based and generated on work teams involving at least three people in an activity; the activity requires employees to be physically present and to use skills that they have; and that the activity matches the expectations of the charity nominated. The involvement does not involve fund raising. The key test is that 'you feel you have made a difference '. The concept is that the activity adds value to the work of a community group.

Themes that are evident over the years have been a focus on the elderly, the environment and children and youth.

(Reproduced with permission of the Centre for Corporate Public Affairs & Business Council of Australia for the Community Business Partnership)
Source: Suggett, et al. (2000, p.115)

Case Study 8
Freehill, Hollingdale and Page: Pro Bono services

Freehill Hollingdale and Page's pro bono work refers to free legal and related services to individuals, corporations or public interest groups who promote the public good or require assistance with matters that are related to the public good.

The firm considers it important to distinguish between motives and benefits of pro bono work. The main motive (driving force) is the firm's concern for the community (i.e. the genuine desire to provide selected recipients with free and open legal services). However they also recognise that commercial benefits are derived from (but do not drive) pro bono work, including:

■ improved culture within the firm;
■ ability to attract and maintain staff;
■ stronger client loyalty; and
■ improved profile in the legal and commercial community.

In the early 1990s a formal pro bono plan was established. Under this program services must be related to matters for the public good - the program is operated independently from the marketing program. Pro bono services are provided under two categories:

■ approved pro bono clients (organisations) for whom a range of all legal work is done on a pro bono basis (generally long term relationships/partnerships); and
■ legal work provided to individuals or organisations for a specific matter (generally shorter term relationships/partnerships).

The programs and clients vary across the Melbourne, Sydney, Perth and other offices reflecting the variation in each offices response to the individual needs of the community.

(Reproduced with permission of the Centre for Corporate Public Affairs & Business Council of Australia for the Community Business Partnership)
Source: Suggett, et al. (2000, p.118)

Case Study 9
The Body Shop: Manly Warfe, NSW

Employee volunteer efforts can manifest in a variety of ways as evidenced by the following case study where the motivation of one staff member enabled a targeted sum to be raised for the provision of a shelter for earthquake victims in India.

Shortly after a major earthquake in India in 2001, a fax was received by The Body Shop's head office from Medecins sans Frontiers (Doctors without Borders) requesting donations for earthquake relief. This fax was then forwarded on to retail outlets and branches. The fax explained how a donation as small as $81 could immunise 300 children, $588 could shelter 10 families or $1443 could provide shelter for 3000 displaced people for up to 3 months. The small amounts and what they could achieve motivated a Body Shop staff member from the Manly Warf branch to start asking for donations and explaining why and what it was for. A donation jar was placed on the counter and signs were posted in the shop explaining goals and objectives. Their goal was to raise $1443 for shelter for displaced people. The response from customers was so positive that staff members started to discuss other ways they could raise the money. Staff began offering hand massages and makeovers in return for a gold-coin donation.

The staff member who originally responded to the call for help knew that they could do more so they suggested a charity night in the store, which was readily accepted by all other staff who were keen to participate. The Body Shop donated some goods, and let staff open the store outside of normal trading times. The staff agreed to donate their pay for the time involved. The store was made up like an Indian bazaar, tables overflowing with bargains, lucky dips, Indian music and Ayurvedic fragrances filling the air. According to all involved "The night was a great success. The atmosphere was really buzzing and the customers and the staff left with a feeling that they had really been able to achieve something". In total $1049 was raised for the people in India.

The above is a good example of how one staff member's ideas were put into use to help people in need. The project was a target oriented, short-term, staff driven one, with essential support coming from The Body Shop management.

Appendix C –

Basic Characteristics, Evaluation Methods & Example Evaluation Areas

Surveys

- quantitative measures
- commonly incorporates directed question format with limited choice responses
- includes assessment of balance sheet fiscal data (inputs/outputs, productivity)
- reported numerically

  Examples of quantitative survey evaluation areas:
  - Balance sheet fiscal assessment of resources input - monetary, staff costing, other resources
  - Community involvement and business performance
  - Staff Productivity - work stoppages, staff retention, sick days, production/sales outputs
  - Workplace morale and motivation/satisfaction (also may be thematic reporting or case study)
  - Project progress and achievement of milestones (also may be thematic reporting)
  - Community attitude and perception of company that cares for its community and has positive, active social policies (also may be thematic reporting or case study)
  - Community perception of company as a good neighbour (also may be thematic reporting or case study)

Case Studies

- qualitative measurement
- commonly used to examine the entire project, or focal points
- comprises interviews of stakeholders or can be workshops
- reported as narrative or chronicle

  Examples of case study evaluation areas:
  - Stakeholder experience of project process
  - Stakeholder experience of project outcome
  - Community perception of environmental enhancement or conservation (also may be thematic reporting)

Thematic Reporting

- qualitative measurement
- may be directed or open question format with extended answers
- normally conducted through interview of individuals
- occurrence of similar themes and concepts

  Examples of thematic reporting evaluation areas:

  Positive/negative media commentary on community activities
  - Stakeholder feedback on project outcomes
  - Employee skill gains assessment – supervisor/personal opinion
  - Understanding of co-workers and respect for diversity
  - Heightened appreciation of benefits provided by the team
  - Feelings of affirmation of personal capability and self worth

Appendix D – Resources and Proformas

Corporate Assistance

Research Articles, Implementing Partnerships and Starting EVPs, Non-Profit Sector Information and Links

Points of Light Foundation and Volunteer Centre National Network
www.pointsoflight.org/

The Prime Minister's Community Business Partnership
www.partnership.zip.com.au/home.html

Institute for Volunteer Research UK
www.ivr.org.uk/

Business Impact
www.business-impact.org/bi2/front/index.cfm

Charity Village
www.charityvillage.com/research

Business for Social Responsibility
www.bsr.org/resourcecenter/content2.asp

Books, Publications and References on the Web

www.pointsoflight.org/assistance/assistance_corporate_books.html

www.avaintl.org/resources/bibliography.html

www.conference-board.org/products/research.cfm

www.partnership.zip.com.au/media/SortedBiblio.pdf

Volunteer Links

WESTERN AUSTRALIA

Volunteering Western Australia
City West Lotteries House
2 Delhi Street, West Perth WA 6000
Tel: (08) 9420-7288   Fax: (08) 9420-7289
Web Site: www.volunteer.org.au   E-mail: community@volunteer.org.au

Volunteer South West
Lotteries House
101 Victoria Street, Bunbury WA 6230
Tel: (08) 9791 3214   Fax: (08) 9791 3333
E-mail: volentsw@free2air.com.au

Esperance Volunteer Referral Centre
Recreation & Sports House
James Street, Esperance WA 6450
Tel: (08) 9072 0346   Fax: (08) 9072 0346
E-mail: evrc@emerge.net.au

Peel Volunteer Referral Centre
Lotteries House
7 Anzac Parade, Mandurah WA 6210
Tel: (08) 9581 1187   Fax: (08) 9586 1187
Website: www.peel.ecommunity.com.au/wiz/peelvolunteers
E-mail: pvrc@southwest.com.au

Geraldton Centacare Family Services
116 Durlacher Street
PO Box 2717, Geraldton WA 6531
Tel: (08) 9921 1433   Fax: (08) 9921 4358
E-mail: Karen.townrow@centacare.wn.com.au

OTHER AUSTRALIAN CENTRES

Volunteering Australia
4th Floor, Ross House
247-251 Flinders Lane, Melbourne Victoria 3000
Ph: (03) 9663 6994   Fax: (03) 9650 8868
Website: www.volunteeringaustralia.org
E-mail: volnsw@volunteering.com.au

Volunteering NSW
2nd Floor, 228 Pitt Street, Sydney NSW 2000
Ph: (02) 9261 3600 Fax (02) 9261 4033
Website: www.volunteering.com.au   E-mail: fxy@pegapc.org

Volunteering SA
1st Floor, 220 Victoria Square, Adelaide SA 5000
Ph: (08) 8221 7177   Fax: (08) 8221 7188
Website: www.volunteeringsa.org.au   E-mail: volsa@volunteeringsa.org.au

Volunteering Tasmania
18 Goulburn Street, Hobart Tasmania 7000
Ph: (03) 6231 5550   Fax: (03) 6234 4113
Website: www.volunteeringaustralia.org/tasmania
E-mail: volunteering.tasmania@tassie.net.au

Volunteering ACT
Cnr Chandler and Cameron Street, Belconnen ACT 2616
(PO Box 1067, Dickson ACT 2602)
Ph: (02) 2651 4060   Fax: (02) 6251 4161
Website: www.volunteeract.org.au   E-mail: volact@volunteeract.org.au

Volunteering Queensland
6th Floor, 333 Adelaide Street, Brisbane Qld 4000
(GPO Box 623, Brisbane Qld 4001)
Ph: (07) 3229 9700   Fax: (07) 3229 2392
Website: www.powerup.com.au/~volqld   E-mail: volqld@powerup.com.au

Volunteering Victoria
4th Floor, 247-251 Flinders Lane, Melbourne Vic 3000
Ph: (03) 9650 5541   Fax: (03) 9650 8868
Website: www.vicnet.net.au/vicnet/vcv/vcv.html
E-mail: volunteer@infoxchange.net.au

Volunteering NT
Level 4, Darwin Central
21 Knuckey Street, Darwin NT 0800
(GPO Box 4676, Darwin NT 0801)
Ph: (08) 8981 3405   Fax: (08) 8941 0279
E-mail: volunteering_nt@pcta4.net.au

Govolunteer
Suite 2, 33 Queens Road, Melbourne Vic 3004
Ph: (03) 9820 4100   Fax: (03) 99820 1206
Website: www.govolunteer.com.au
E-mail: govolunteer@infoxchange.net.au

Health & Safety

Volunteer Occupational Safety & Health in Western Australia
Safetyline on-line: www.safetyline.wa.gov.au/pagebin/pg006842.htm

World Wide

United Nations 2001 International Year of the Volunteer
Website: www.iyv2001.org

Volunteer Canada
Website: www.volunteer.ca

National Centre for Volunteering U.K.
Website: www.volunteering.org.uk

International Association for Volunteer Effort
Website: www.iave.org

NCVO UK
Website: www.ncvo-vol.org.uk

World Conference
Website: www.volunteer.nl

Business in The Community: Cause Related marketing
Website: www.crm.org.uk/

**Website for people concerned with improving the
social, environmental and economic performance of business**
Website: www.zadek.net/

The Volunteer Legal Handbook 6th Edition (USA)
Website: iciclesoftware.com/vlh/VLH6Intro.html

The PerCent Club
Website: www.percent.org.uk/welcome.htm

Corporate Citizenship

The Corporate Citizenship Company
Website: www.corporate-citizenship.co.uk/

Business Community Connections
Website: www.bcconnections.org.uk/

International Society for Third Sector Research
Website: www.jhu.edu/~istr/

Independent Sector USA
Website: www.indepsec.org/

The Prime Minister's Community Business Partnership
Website: www.partnership.zip.com.au/home.html

The Corporate Responsibility Group
Website: www.corporateresponsibilitygroup.com/

Coordinating Employee Community Involvement Links Europe
Website: www.cecile.net/

The Copenhagen Centre
Website: www.copenhagencentre.org

Corporate Social Responsibility Forum
Website: www.csrforum.org/

Corporate Citizen Research Unit: Deakin University
Website: arts.deakin.edu.au/ccr/

The Conference Board
Website: www.conference-board.org/

David Grayson – Corporate Social Responsibility
Website: www.davidgrayson.net/

Proforma – Starting Out, Keeping On

What do you have to offer?
- What are you offering a business/community partner?
- To what extent are you willing to offer this (are there any limitations)?

Potential partner profile
- What sort of field of business/work will a good potential partner be in? What size of organisation would suit you?
- What sort of values and culture will the partner have?

Finding and researching potential partners
- How will you gain knowledge and a relationship with potential partners?
- How will you get to know and assess the potential partner?

Making the approach
- Who is the most appropriate person to approach the organisation you are considering?
- How will you build a relationship with the person you are approaching?

Quick assessment of readiness

	Needs Work ✓	Yes ✓
Have you identified what you want from the partnership?	❏	❏
Have you determined what you have to offer?	❏	❏
Have you identified the profile of a potential partner?	❏	❏
Have you identified potential organisations?	❏	❏
Have you researched potential organisations?	❏	❏
Do you know how you will build your relationships with a potential partner?	❏	❏

Next Steps
What are the next steps and who will you get involved/talk to?

People to Involve/talk to

1. _____

2. _____

3. _____

Developed for the PRIME MINISTER'S COMMUNITY BUSINESS PARTNERSHIP by Andrew Donovan
(used with permission)

Proforma – Key Steps to Choosing a Community Project

1. Identify interests of staff

- Meet with all staff and brainstorm to find out what kind of projects interest everyone in the team.

2. Contact relevant organisations

- Call your local council for a directory of organisations in the area.
- Contact your state Volunteer Information Centre.
- Contact other Companies close by and think about doing a project together.

3. Research Organisation

- Ensure the project fits within the company guidelines.
- Use Checklist for Choosing a Community Partner.
- Make sure the organisation has a public liability insurance policy in place that covers volunteer workers, before commencing a project.

4. Decide on a Project

- Meet with all staff to discuss what was researched and choose a project.
- If all staff do not agree on a project, consider spending time with more than one organisation.
- Contact community organisation to arrange a starting date and complete the contract form.
- Organise a roster.

5. Starting the Project

- Ensure all staff attending the program are fully briefed.
- Make sure all forms are completed and sent off to Community Projects Coordinator by the due dates!
- Enjoy yourselves!

Example Checklist for Choosing a Community Project

1.	Is this organisation a not for profit organisation?	☐ YES	☐ NO
2.	Does this organisation genuinely need volunteer assistance?	☐ YES	☐ NO
3.	Does the purpose of this organisation match The Body Shop's social and environmental mission?	☐ YES	☐ NO
4.	Is it geographically suited to your store? (no more than 20 minutes away)	☐ YES	☐ NO
5.	Does this organisation have volunteer insurance to cover you for the volunteer work that you will be doing?	☐ YES	☐ NO
6.	Does this organisation have a written volunteer policy explaining your rights and what you can expect from the organisation?	☐ YES	☐ NO
7.	Does this organisation have a manager of volunteers or a contact person whose job is to support and supervise the volunteer program?	☐ YES	☐ NO
8.	Will you receive adequate training and orientation for you to perform your job?	☐ YES	☐ NO
9.	Is this a suitable community project for our company?	☐ YES	☐ NO

Source: THE BODY SHOP – Community Project Guide for Stores
(pro forma by permission)

Appendix E – Bibliography and References

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