

BUILDING BLOCKS OF  
AN INSPIRED EMPLOYEE  
VOLUNTEER PROGRAM:

# Recruitment and Retention



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# Introduction to the Research

LBG Associates has been studying volunteerism for nearly 15 years, and we have observed that many of the challenges that perplexed volunteer managers 15 years ago persist today.

Volunteer managers continue to struggle with some basic building blocks of an employee volunteer program:

- How to recruit/retain employee volunteers
- How to motivate volunteers through recognition and other activities
- Determining the value of a Dollars for Doers program, and
- How to track and report volunteer hours efficiently.

To find out how volunteer managers are dealing with these age-old questions, LBG Associates fielded a survey in September 2011 that covered recruitment and retention; recognition, including Dollars for Doers and tracking and reporting. Forty-eight companies participated in the research.

The result is a series of white papers, one on each of the three topics researched, that enlighten and inform volunteer managers on what their peers are doing today to strengthen each building block of their employee volunteer programs (EVPs).

## STUDY PARTICIPANTS

AMD	Green Mountain Coffee Roasters	Pacific Gas & Electric
Amway	HSBC	Pitney Bowes
Best Buy	IBM	Portland General Electric
Blue Shield of California	IMA Financial Group	Prologis
Brown Brothers Harriman	ING	Royal Bank of Canada (RBC)
Capital One	JPMorgan Chase	Salesforce.com
CH2M Hill	Kaiser Permanente	Siemens
Chevron	KPMG	Southern California Edison
CoBiz Financial	Kraft Foods	State Street Bank
Colgate-Palmolive	Marsh & McLennan	Timberland
CSX	MasterCard	UBS
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Estee Lauder	Morgan Stanley	Verizon
Farm Credit Canada	Motorola	Walmart
Google	New York Life Insurance Co.	Zurich Insurance

BUILDING BLOCKS OF AN INSPIRED  
EMPLOYEE VOLUNTEER PROGRAM:

# Recruitment & Retention

Recruitment is a function of excellent communication as well as compelling volunteer events and opportunities.

Retention is a function of the volunteer's experience with the overall program, from beginning to end.

At the heart of any employee volunteer program (EVP) are the volunteers themselves. They are the life of the program and are responsible for creating the positive impact on the nonprofits they help.

Getting the volunteers to the events is just one of a volunteer manager's many jobs. Keeping them coming back is just as important as getting them there in the first place. Recruitment is a function of excellent communication as well as compelling volunteer events and opportunities. Retention is a function of the volunteer's experience with the overall program, from beginning to end.

According to the survey, volunteer managers are doing

quite well getting employees to volunteer. Managers rate their recruiting efforts as "effective" overall, scoring their efforts an average of 3.12 on a scale of 1 to 5, where 1 is ineffective and 5 is extremely effective. About 69%, in fact, said their efforts are effective or very effective. One company rated its efforts as extremely effective. Fortunately, no company rated itself ineffective, but more than one-quarter said their efforts were only somewhat effective. (See Table 1 on page 11.)

For the manager, one measure of success is filling all the volunteer spots, whether the event is large or small. It seems that happens frequently for the respondents, according to the comments. At the most popular events, some companies even have waiting lists.

## Effectiveness of Recruiting Methods

Of the many ways a volunteer manager can entice employees to volunteer at company-sponsored events, a few methods popped to the top as most effective. (See Table 2 on page 11.) At the very top were emails about the events and opportunities, which were rated as very effective. Emails are a great communication tactic because they are so easily forwarded with a personal message from colleague to colleague. If the email sparks an interest in one employee, it is easy and convenient for him or her to forward the email to a colleague saying, “Want to do this with me?”

It’s not surprising, then, that word of mouth—hearing about an event from colleagues at work—is the second most effective way to get employees to volunteer. Department and company

meetings ranked third and fourth, respectively. In these cases, employees hear about the event personally from their managers or the volunteer managers themselves in a presentation where their attendance is required.

The least effective communication tactics, according to the volunteer managers, are social media like Facebook and Twitter, employee blogs and the company website. All were rated as just somewhat effective. What these tactics have in common is that the employees have to go to them proactively to get the information. The more effective tactics are where the information is sent directly to the employee. Of course, emails can be deleted without being read and verbal messages can be ignored, but by being a “push” medium, these tactics have a better chance of provoking action.

### Top Five Most Effective Ways to Get Employees to Volunteer at Company Events

1. Emails
2. Word of Mouth
3. Department Meetings
4. Company Meetings
5. Voicemail Messages/Broadcasts

## Are Gen Y Employees Really That Different From Others?

Anecdotally, LBG Associates has heard that recruiting Generation Y employees (born in the mid-1980s) is quite different from recruiting older workers. Respondents were asked to rate the effectiveness of the same set of recruiting methods in relationship to Gen Y employees to see if there is really a difference.

The answer: Yes and no. Emails and word of mouth are still top ways to reach Gen Y employees, but now social media is in the top three. This is not unexpected. Gen Y employees are more active in social media than many older counterparts, so it makes sense that volunteer managers can reach them that way. In fact, the two methods in which the effectiveness scores were very different from all employees to Gen Y employees are the “new media”: social media and employee blogs.

The bottom three methods for Gen Y recruitment are different, as well. Coming as the least effective methods were bulletin board postings, posters and print newsletter articles—all old-fashioned, paper-based methods.

METHOD	RATING: ALL EMPLOYEES	RATING: GEN Y EMPLOYEES	RATING DIFFERENCE
E-mails	3.63	3.75	.12
Word of mouth	3.55	3.87	.32
Department meetings	3.38	3.54	.16
Company meetings	3.25	3.20	-.05
Voicemail messages/ broadcasts	3.20	3.31	.11
Newsletter articles (electronic)	3.18	3.26	.08
The company intranet	3.14	3.23	.09
Desk drops	2.94	2.75	-.19
Posters	2.89	2.59	-.30
Volunteer fairs or special presentations by community organizations	2.69	2.79	.10
Bulletin board postings in common areas	2.63	2.65	.02
Newsletter articles (print)	2.62	2.59	-.03
Social Media (Facebook, Twitter)	2.56	3.79	1.23
Employee blogs	2.53	3.27	.74
The company Website	2.48	2.75	.27

# Recruiting & Retaining Volunteers

## Initial Volunteering Motivators that Scored “Very Effective” or Better

- 1 Senior managers are participating in the event
- 2 Senior managers endorse the event and encourage participation
- 3 Coworkers are participating in the event
- 4 Coworkers solicited the employee to volunteer
- 5 The employee is given paid time off during the workday to volunteer
- 6 The cause/charity is important to him/her personally
- 7 Volunteering is noted in the employee’s performance review

Perhaps the hardest task is getting employees to volunteer, either at a company event or on their own, for the very first time. Unless the employee is predisposed to volunteer (he or she volunteers already or did so at a previous employer), the manager is competing with a myriad of things for the employee’s time. Volunteer managers who can offer volunteering on company time have a huge advantage. If the workload allows, why not join colleagues at a volunteer event? That is an easier decision than giving up evening or weekend time.

What gets employees away from their desk or family to volunteer? It turns out that when senior management is endorsing the event and participating themselves, employees are right behind them. (See Table 4 on page 13–14.) This survey can’t tell if that effect is because employees are impressed by the effort made by senior management or if they want to impress senior management. But does it matter? Not really.

Nearly as powerful a motivator is when co-workers participate and solicit their colleagues. Volunteering is often a great team-building experience, whether it is designed that way or not. Employees get a chance to know each other outside the office as well as feel good about the contribution they make together. Volunteering can have personal benefits to employees that influence whether they volunteer. Paid time off, which means that employees do not have to sacrifice pay or make up time missed, is a very effective motivator. In fact, 60% of the

companies in the survey offer paid time off, and most of those don’t restrict it to company-sponsored events. (See Chart 1 on page 16.) Employees who have a keen interest in the charity are more motivated to volunteer for that event, according to the research. It also helps if volunteering is noted in the employee’s performance review.

Once employees volunteer once, what motivates them to return? The research says that the motivators aren’t that much different from what convinces them to volunteer in the first place—except for one thing: whether they had a positive experience the first time. (See Table 5 on page 14–15.) That’s human nature. A positive experience means the employee is more likely to return. Creating that positive experience is a topic for another paper.

Senior management support and participation remains at the top of the motivator list, as does paid time off. Having the employee’s manager support and participation has moved up in importance, though, surpassing a mention in a performance review or the employee’s interest in the charity.

As important as what motivates employees is what does not motivate employees. Whether recruiting or retaining volunteers, there are a few things volunteer managers should not rely on to get employees volunteering. According to the research, employees are not necessarily motivated to volunteer if they themselves cannot afford to give money to charity. Nor are they influenced by individual recognition from the charity. And they aren’t strongly influenced by the ability to use their job skills in the volunteer opportunity.

## How Volunteer Managers Try To Increase Participation

About 42% of respondents have special incentives to encourage employees to volunteer for a second time or more.

Respondents were asked to name the top three things that they believe would increase employee participation in company-sponsored volunteer activities. Their answers tended to reflect their beliefs about top motivators, but also offer insight into incentives that can be effective.

Half of respondents named senior management endorsement or participation as one of the three top motivators. This shows that managers are recognizing what LBG Associates' research has shown in the past, that senior management support is a key indicator of a successful EVP. This result also meshes with the managers' belief that senior management support and participation are highly motivating factors.

About 45% of respondents said that an employee's manager support and participation would go a long way to get employees volunteering. Although manager support did not rank in the top five motivators, it was still considered very effective at getting participation. Rounding out the top three things that managers believe would increase participation is paid time off.

A number of volunteer managers suggested that volunteering had to be made easier for the employees. Having an event during the workday is one way to make volunteering easier. Eighty-one percent of respondents said they sometimes schedule events during the workday, while 16% said they always schedule events on company time. (See Chart 2 on page 16.) Providing lunch and transportation is another way companies make volunteering easy.

Not every employee can leave his/her work station for a volunteer project, though. About 77% of companies said they have certain groups of employees in that category. To accommodate these employees, 79% hold special service projects that can be done during lunch, break, or right after work. Some of the projects the respondents reported were:

- Filling backpacks with school supplies
- Knitting groups that make hats, scarves, etc. for various groups
- Stuffing mailers for nonprofits
- Sandwich making
- Food and clothing drive logistical help
- Wrapping gifts
- Writing letters to troops
- Making fleece blankets for hospice patients
- Creating kits for hospital patients
- Sorting donations

About 42% of respondents have special incentives to encourage employees to volunteer for a second time or more, which helps increase participation rates.

Some incentives are:

- Dollars for Doers or volunteer grants. By its very nature, this program rewards continual volunteering by requiring a certain number of hours for a grant.
- Raffles for gift cards, iPads, and other personal rewards, drawn from among the pool of repeat volunteers.
- Matching gifts for employee teams of volunteers or team fundraising.
- Special recognition for top volunteers, such as attendance at special events, tickets, days off, merchandise gifts, or eligibility for Volunteer of the Year Award.
- Rewards programs, in which volunteers get points for their service and can redeem the points for merchandise or gift cards.
- Grants to charities that employee teams support for three or more years.



## Actionable Ideas From Volunteer Managers

Survey respondents were asked to tell us more about their programs, advice for managers, reasons for success, new ideas they have tried—whatever they wished to share. Here is a list of things that are working for managers today:

- Start employees thinking about volunteerism from the day they join the company. A volunteer project is a great first-day orientation and training exercise.
- Borrow the best of social media. One company created a website for volunteerism and giving that looks and feels like social media and has community connectivity tools. It uses a vendor called Your Cause for the tool.
- Send targeted emails to previous participants, donors and employees in the zip codes where the project is located. For one company, these emails generate a few volunteers and are a more personal way of asking for support.
- Let your different locations compete. If you hold a day or days of service, have locations compete for best participation rate, most hours contributed, greatest total number of volunteers—or even how many square feet of wall painted! Be creative and get their competitive juices flowing.
- The more choice you give employees, the better. Anecdotally, the companies that give employees opportunities to serve either the company's choice of charity or their own get better participation.
- Recruit “star” employee volunteers as spokespeople and recruiters for the EVP.
- Partner with employee resource groups on projects in their interest area.
- Don't be afraid of incentives. It may feel awkward to win over employees with T-shirts, lunches or other freebies, but it works.
- Send targeted messages on company smartphones.

## Engagement vs. Participation

The word “engagement” means more than getting employees to show up for events. It means getting employees involved in and hopefully invested in the volunteer program so that they not only volunteer repeatedly, but become champions of the EVP internally and externally (remember the importance of word of mouth!).

The survey respondents have come up with great ideas to encourage employees to move from participants to champions. Many of these ideas have in common that they give the employees a voice in the project and a leadership role. In some ways, it's classic good management: enable input and you get more buy-in.

- Many companies have Employee Volunteer Councils that allow employees to work with their department colleagues to discover opportunities and then lead the events as captains.
- A company reported that any employee or employee team can create a team volunteer or fundraising event and the company supports them with a company match for funds raised and time to volunteer.
- A number of companies let their employees speak with their vote: a vote for the core charity to be served, a vote for a charity or charities to receive special grants, or a vote for a volunteer project already completed to receive a higher award.

# Conclusions

Where volunteer managers continually get in trouble is when they assume they know what motivates their employees.

The research points to a number of ways to boost recruitment and retention efforts—and participation rates as a result. The most important learnings are:

1. Push information to your employees; don't expect them to go and get it themselves. Creating a buzz with emails, text messages, voicemails and in meetings will create the word of mouth you need to fill all your event slots.
2. If senior management isn't out there talking up and participating in your events, get them on board. Find an advocate in senior management and use that person to communicate to the CEO. It may be your boss's boss, or someone on your Foundation board, or someone who sits on the board of the nonprofit involved in the project. If your CEO can't come out and paint or clean or plant with the group, he or she can still talk about the value of volunteering and can recognize the good work of the company's volunteers.
3. Make it easy for employees to say "yes." Schedule at least some events during the workday, entice them with freebies, give them lunch-time or break-time opportunities, feed them and let them invite family and friends.

4. Let employees get involved in the choice of charity and as team leaders. Your star volunteers are great spokespeople for the program.

5. Make sure they have a great experience. This will keep them coming back again and again.

Every company is different, and what works for one company may not work for another. This study crosses many, many industries, so its results point to tactics and motivators that work across companies. A word of warning, however. LBG Associates has done many volunteer studies for clients and for the public. Where volunteer managers continually get in trouble is when they assume they know what motivates employees.

For example, in this study and many others we have conducted, volunteer managers believe that having senior management endorsement and participation is a powerful motivator. But in the study "Motivating Volunteering in Tough Times," LBG Associates discovered that employees were far more motivated by an interest in the charity or a donation tied to their involvement than by senior management. We encourage you to ask your employees via surveys or in department meetings and see if your assumptions are correct. This will lead to the very best results.

## Tables and Charts

**TABLE 1: OVERALL, HOW EFFECTIVE ARE YOUR VOLUNTEER RECRUITING EFFORTS?**

	INEFFECTIVE	SOMEWHAT EFFECTIVE	EFFECTIVE	VERY EFFECTIVE	EXTREMELY EFFECTIVE	RATING AVERAGE
<b>RATING</b>	0.0% (0)	28.6% (12)	33.3% (14)	35.7% (15)	2.4% (1)	3.12

**TABLE 2: WHAT ARE MOST EFFECTIVE WAYS TO GET EMPLOYEES TO VOLUNTEER AT COMPANY EVENTS?**

METHOD	INEFFECTIVE	SOMEWHAT EFFECTIVE	EFFECTIVE	VERY EFFECTIVE	EXTREMELY EFFECTIVE	N/A	RATING AVERAGE
E-mails	2.4%	7.1%	35.7%	31.0%	21.4%	2.4%	3.63
Word of mouth (hearing about it from other colleagues)	2.4%	21.4%	21.4%	28.6%	26.2%	0.0%	3.55
Department meetings	2.4%	7.1%	40.5%	31.0%	7.1%	11.9%	3.38
Company meetings	2.4%	14.3%	26.2%	28.6%	4.8%	23.8%	3.25
Voicemail messages/ broadcasts	4.9%	4.9%	9.8%	12.2%	4.9%	63.4%	3.20
Newsletter articles (electronic)	0.0%	26.8%	22.0%	22.0%	9.8%	19.5%	3.18
The company intranet	7.1%	14.3%	52.4%	9.5%	16.7%	0.0%	3.14
Desk drops (printed announcements delivered to employee desks)	2.4%	16.7%	4.8%	9.5%	4.8%	61.9%	2.94
Posters	0.0%	34.1%	31.7%	19.5%	2.4%	12.2%	2.89
Volunteer fairs or special presentations by community organizations	4.8%	28.6%	21.4%	11.9%	2.4%	31.0%	2.69
Bulletin board postings (in the common areas or cafeteria, etc.)	2.4%	42.9%	31.0%	14.3%	0.0%	9.5%	2.63
Newsletter articles (print)	2.4%	9.5%	16.7%	2.4%	0.0%	69.0%	2.62
Social Media (Facebook, Twitter, etc.)	4.8%	16.7%	14.3%	7.1%	0.0%	57.1%	2.56
Employee blogs	2.4%	19.0%	14.3%	4.8%	0.0%	59.5%	2.53
The company website	14.3%	11.9%	21.4%	2.4%	4.8%	45.2%	2.48

**TABLE 3: HOW EFFECTIVE ARE YOUR METHODS IN RECRUITING GEN Y VOLUNTEERS?**

In the next two questions, please select the top five methods that are most effective in recruiting Gen Y (born in the mid-80s or later) employees.

<b>ANSWER OPTIONS</b>	<b>INEFFECTIVE</b>	<b>SOMEWHAT EFFECTIVE</b>	<b>EFFECTIVE</b>	<b>VERY EFFECTIVE</b>	<b>EXTREMELY EFFECTIVE</b>	<b>N/A</b>	<b>RATING AVERAGE</b>
Word of mouth (hearing about it from other colleagues)	0.0%	8.6%	11.4%	51.4%	17.1%	11.4%	3.87
Social Media (Facebook, Twitter, etc.)	2.8%	2.8%	8.3%	11.1%	13.9%	61.1%	3.79
E-mails	0.0%	5.6%	25.0%	44.4%	13.9%	11.1%	3.75
Department meetings	2.8%	2.8%	33.3%	27.8%	11.1%	22.2%	3.54
Voicemail messages/ broadcasts	0.0%	11.1%	13.9%	13.9%	5.6%	55.6%	3.31
Employee blogs	0.0%	9.1%	12.1%	6.1%	6.1%	66.7%	3.27
Newsletter articles (electronic)	0.0%	15.2%	27.3%	21.2%	6.1%	30.3%	3.26
The company intranet	0.0%	25.7%	25.7%	22.9%	11.4%	14.3%	3.23
Company meetings	2.9%	8.6%	37.1%	17.1%	5.7%	28.6%	3.20
Volunteer fairs or special presentations by community organizations	8.3%	22.2%	13.9%	19.4%	2.8%	33.3%	2.79
The company Website	3.0%	9.1%	18.2%	6.1%	0.0%	63.6%	2.75
Desk drops (printed announcements delivered to employee desks)	6.1%	6.1%	15.2%	9.1%	0.0%	63.6%	2.75
Bulletin board postings (in the common areas or cafeteria, etc.)	5.9%	23.5%	38.2%	8.8%	0.0%	23.5%	2.65
Posters	5.9%	29.4%	35.3%	8.8%	0.0%	20.6%	2.59
Newsletter articles (print)	6.1%	6.1%	9.1%	0.0%	0.0%	78.8%	2.14

**TABLE 4: WHAT MOTIVATES EMPLOYEES TO VOLUNTEER FOR THE FIRST TIME?**

MOTIVATOR	UNIMPORTANT	SOMEWHAT IMPORTANT	IMPORTANT	VERY IMPORTANT	EXTREMELY IMPORTANT	N/A	RATING AVERAGE
Senior managers are participating in the event	0.0%	0.0%	9.8%	31.7%	56.1%	2.4%	4.48
Senior managers endorse the event and encourage participation	0.0%	2.4%	17.1%	26.8%	51.2%	2.4%	4.30
Coworkers are participating in the event	0.0%	2.4%	9.8%	43.9%	39.0%	4.9%	4.26
Coworkers solicited the employee to volunteer	0.0%	2.4%	7.3%	51.2%	36.6%	2.4%	4.25
The employee is given paid time off during the workday to volunteer	0.0%	9.8%	7.3%	24.4%	36.6%	22.0%	4.13
The cause/charity is important to him/her personally	0.0%	0.0%	36.6%	24.4%	36.6%	2.4%	4.00
His/her manager is participating in the event	0.0%	7.3%	24.4%	34.1%	31.7%	2.4%	3.93
Volunteering is noted in the employee's performance review	2.5%	7.5%	12.5%	22.5%	17.5%	37.5%	3.72
Family and friends are participating in the event	2.4%	7.3%	26.8%	24.4%	24.4%	14.6%	3.71
It will increase the employee's networking opportunities within the company	0.0%	4.9%	36.6%	43.9%	14.6%	0.0%	3.68
The company recognizes employee participation in the event	4.9%	4.9%	31.7%	31.7%	19.5%	7.3%	3.61
It will enhance the employee's visibility at the company	2.4%	12.2%	39.0%	29.3%	17.1%	0.0%	3.46
The employee's volunteering results in a donation of money for the organization from the company	0.0%	22.0%	22.0%	36.6%	12.2%	7.3%	3.42
The cause/charity is important to the company	2.4%	9.8%	58.5%	22.0%	4.9%	2.4%	3.18
The cause/charity came to the company to talk about what they do in the community	2.5%	27.5%	30.0%	25.0%	5.0%	10.0%	3.03
It will increase the employee's networking opportunities outside the company	2.4%	34.1%	34.1%	17.1%	12.2%	0.0%	3.02

*(Table continues on next page)*

(Continued)

**TABLE 4: WHAT MOTIVATES EMPLOYEES TO VOLUNTEER FOR THE FIRST TIME?**

MOTIVATOR	UNIMPORTANT	SOMEWHAT IMPORTANT	IMPORTANT	VERY IMPORTANT	EXTREMELY IMPORTANT	N/A	RATING AVERAGE
Volunteering will help the employee's job performance or improve job skills	7.3%	12.2%	56.1%	24.4%	0.0%	0.0%	2.98
The volunteering involves using the employee's existing job skills to help others	0.0%	34.1%	43.9%	19.5%	0.0%	2.4%	2.85
The community organizations are experiencing economic hardship	2.4%	36.6%	39.0%	19.5%	2.4%	0.0%	2.83
The charity/cause recognizes individual participation after the event	9.8%	29.3%	29.3%	17.1%	2.4%	12.2%	2.69
The employee cannot personally afford to donate money to causes	9.8%	43.9%	29.3%	9.8%	0.0%	7.3%	2.42

**TABLE 5: WHAT MOTIVATES EMPLOYEES TO VOLUNTEER AGAIN?**

MOTIVATOR	INEFFECTIVE	SOMEWHAT EFFECTIVE	EFFECTIVE	VERY EFFECTIVE	EXTREMELY EFFECTIVE	N/A	RATING AVERAGE
The employee had a positive experience volunteering at another company event	0.0%	0.0%	10.0%	42.5%	47.5%	0.0%	4.38
Senior managers are participating in the event	0.0%	2.5%	20.0%	27.5%	50.0%	0.0%	4.25
Senior managers endorse the event and encourage participation	0.0%	5.0%	17.5%	37.5%	40.0%	0.0%	4.13
The employee is given paid time off during the workday to volunteer	0.0%	5.1%	10.3%	30.8%	30.8%	23.1%	4.13
His/her manager is participating in the event	0.0%	2.5%	30.0%	37.5%	30.0%	0.0%	3.95
Coworkers are participating in the event	0.0%	2.5%	25.0%	52.5%	20.0%	0.0%	3.90
The cause/charity is important to him/her personally	0.0%	0.0%	32.5%	47.5%	20.0%	0.0%	3.88
Volunteering is noted in the employee's performance review	2.6%	0.0%	23.1%	17.9%	20.5%	35.9%	3.84
The employee's volunteering results in a donation of money for the organization from the company	0.0%	7.7%	17.9%	48.7%	17.9%	7.7%	3.83

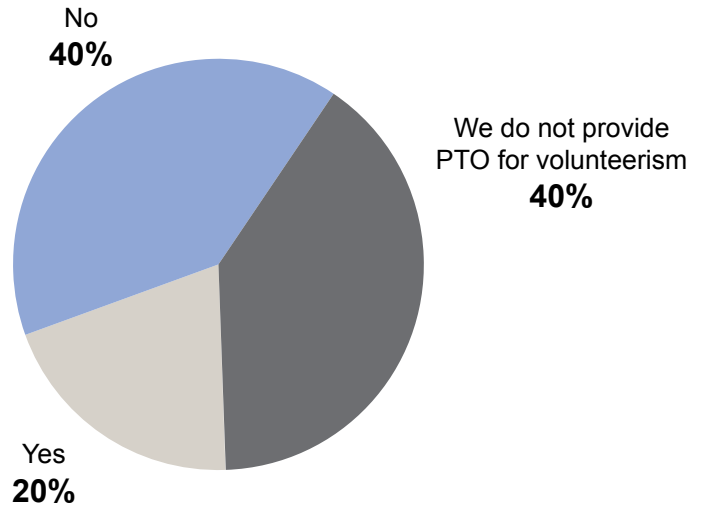
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*(Continued)***TABLE 5: WHAT MOTIVATES EMPLOYEES TO VOLUNTEER AGAIN?**

<b>MOTIVATOR</b>	<b>INEFFECTIVE</b>	<b>SOMEWHAT EFFECTIVE</b>	<b>EFFECTIVE</b>	<b>VERY EFFECTIVE</b>	<b>EXTREMELY EFFECTIVE</b>	<b>N/A</b>	<b>RATING AVERAGE</b>
It will increase the employee's networking opportunities within the company	0.0%	10.0%	40.0%	37.5%	12.5%	0.0%	3.53
It will enhance the employee's visibility at the company	2.5%	7.5%	47.5%	27.5%	15.0%	0.0%	3.45
The company recognizes employee participation in the event	2.5%	10.0%	42.5%	27.5%	15.0%	2.5%	3.44
There is a benefit to the employee to volunteer at multiple events	2.6%	20.5%	17.9%	23.1%	17.9%	17.9%	3.41
Family and friends are participating in the event	5.0%	7.5%	37.5%	22.5%	15.0%	12.5%	3.40
Volunteering will help the employee's job performance or improve job skills	2.5%	12.5%	50.0%	32.5%	0.0%	2.5%	3.15
It will increase the employee's networking opportunities outside the company	2.5%	27.5%	40.0%	17.5%	12.5%	0.0%	3.10
The cause/charity is important to the company	5.0%	12.5%	60.0%	20.0%	2.5%	0.0%	3.03
The charity/cause recognizes individual participation after the event	2.5%	25.0%	42.5%	15.0%	7.5%	7.5%	3.00
The community organizations are experiencing economic hardship	2.6%	25.6%	48.7%	23.1%	0.0%	0.0%	2.92
The volunteering involves using the employee's existing job skills to help others	0.0%	30.0%	50.0%	17.5%	0.0%	2.5%	2.87
The cause/charity came to the company to talk about what they do in the community	5.0%	30.0%	40.0%	12.5%	5.0%	7.5%	2.81
The employee cannot personally afford to donate money to causes	5.1%	48.7%	28.2%	7.7%	2.6%	7.7%	2.50

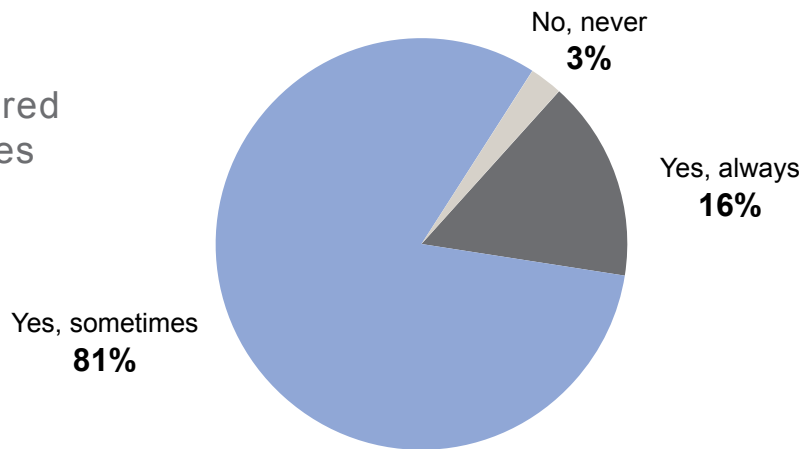
### CHART 1: PAID-TIME OFF FOR VOLUNTEERISM

If you provide paid-time-off (PTO) for volunteerism, is it only for company-sponsored events?



### CHART 2: WORKDAY VOLUNTEERING

Are company-sponsored volunteer opportunities scheduled during the workday?





# About LBG Associates

LBG Associates is a woman-owned consulting firm focused on designing, implementing, and managing corporate citizenship and community outreach programs and initiatives. Founded in 1993 by Dr. Linda Gornitsky, LBG Associates is committed to providing clients with creative and innovative solutions in a personal, professional, cost-effective, and timely manner.

LBG Associates drives social change through:

- Advice to help companies develop strategic, innovative programs that help communities become better places to live and work;
- Implementation of strategies, programs, policies, and procedures, especially for companies with limited time and/or expertise;

- Research on cutting-edge issues, groundbreaking trends, “best practices,” and pressing social needs and concerns;
- Training that equips practitioners with the knowledge and skills to become “strategic thinkers” and to grow and advance in the field of corporate community involvement.

Advice, implementation, research, and training represent LBG Associates’ philosophy about advancing socially responsible business practices. Although steeped in research and scientific methodologies, the firm’s approach to corporate community involvement is more of an art than science, more creative than formulaic.

## Specific Services Provided

In response to clients’ needs, LBG Associates’ services include the design, implementation, management, and evaluation of entire community outreach/citizenship programs. The firm helps clients establish and maintain images as good corporate citizens and socially responsible companies by offering custom-tailored services in the following areas:

- Foundation and corporate giving;
- Employee giving and volunteerism;
- Strategic relationship development;
- Strategic communications development;
- Special events planning and sponsorships;
- Research and benchmarking capabilities;
- Program evaluation; and
- Training and staff development.

# LBG Associates' Leadership

## **LINDA B. GORNITSKY, PH.D.,** *President*

Dr. Gornitsky is president and founder of LBG Associates, a consulting firm which specializes in the development of strategic corporate citizenship and community relations programs, benchmarking, community attitude and evaluation studies, image-building/communications campaigns and efficient management practices. Clients include: Altria, Aramark, BMW, Con Edison, FedEx, Moody's, Neutrogena, Nielsen Research Media, Pitney Bowes, State Street Corp, Timberland, Toyota and Verizon.

Prior to establishing LBG Associates in 1993, Dr. Gornitsky directed a variety of corporate communications programs, developed strategic contributions programs, managed contributions, public issues and public affairs departments and identified new management directions. She developed and managed strategic contributions programs for Citibank and Pfizer.

Dr. Gornitsky publishes on various aspects of corporate citizenship and has completed over 10 groundbreaking studies. The most recent one (2011) is on developing successful strategic partnerships. In 2010 she released a study that focuses on how to motivate employees to volunteer during tough economic times. In 2008, LBG published research on the environment titled *The Green Effect: How Community Involvement is Embracing Environmentalism*. She released *Trends and Best Practices in Corporate Community Involvement and Global Community Involvement* in the fall of 2007. She has also published a benchmarking study in conjunction

with the Conference Board on international contributions programs and authored a chapter on community involvement in a book on new models for socially responsible business. Furthermore, Dr. Gornitsky developed a self-diagnostic tool to determine how green a company is, as well as a self-diagnostic tool for volunteer program managers called the *Standards of Excellence for Corporate Volunteer Programs*.

Dr. Gornitsky has designed a certificate program for corporate grant makers at New York University and is teaching classes on strategic philanthropy/volunteerism. She was a faculty member at the Center for Corporate Citizenship at Boston College where she designed and taught courses on strategic contributions and developing signature programs, provided custom training and consulted with companies on social investing. She is a frequent speaker at Conference Board conferences and organized a conference on global corporate citizenship in 1999.

Dr. Gornitsky is on the board of advisors for AngelPoints, on the board of Autism360 and is president of LBG Research Institute.

Dr. Gornitsky earned her Ph.D. in Environmental Psychology at City University of New York. She also holds a Master of Philosophy, Master of Arts and Bachelor of Science degrees, all in psychology. Dr. Gornitsky is very involved in her local community. She currently sits on the board of three local nonprofit organizations and holds executive positions at two of them. She was honored in May 2007 for her commitment to the Stamford, CT community.

# LBG Associates' Leadership

*(continued)*

**DONNA DEVAUL, MPPM,**  
*Vice President of Research*

Donna Devaul is Vice President of Research for LBG Associates. In this role, Ms. Devaul has conducted research for clients on all aspects of corporate community involvement, including workplace giving, employee volunteerism, corporate giving and more. She is the author of numerous research studies, including "Corporate Giving in the New Economy" and "Workplace Giving Works! Make It Work for You." In addition to her position at LBG Associates, Ms. Devaul is Executive Director of LBG Research Institute, where she is responsible for membership, marketing, research and administration.

Previously, Ms. Devaul was director of marketing for Irving Levin Associates, Inc., a

privately held newsletter publisher in Norwalk, CT. There she was responsible for the marketing strategy and execution of all marketing programs, and the daily operations of the firm. Prior to joining Levin in 2001, she held marketing positions at Simba Information, a Primedia company, and Money magazine, a Time Inc. publication. Her editorial credits include managing editor of Catalog Age magazine, where she won regional and national editing awards. While at Levin, she won marketing awards from both The Newsletter on Newsletters and the Specialized Information Publishers Foundation. Ms. Devaul is a magna cum laude graduate of Hamilton College and holds a Masters in Public and Private Management from Yale University.

Ms. Devaul can be reached at [donna@lbg-associates.com](mailto:donna@lbg-associates.com) or 203-240-5766.

# More LBG Associates Research Publications

To order, visit [lbg-associates.com/eshop/paypal.php](http://lbg-associates.com/eshop/paypal.php)



## SECRETS TO CREATING HIGH-IMPACT STRATEGIC PARTNERSHIPS

LBG Associates defines a strategic partnership as a mutually beneficial relationship and investment of resources between a nonprofit and a company that results in a community involvement program that aligned with the company's corporate citizenship strategy, brand, and business goals. This report lays out LBG Associates' recommendations for building a strategic partnerships, outlines the key steps to follow, and provides best practices

to enhance success. The report includes 24 case studies of successful partnerships with insight from both the corporations and their nonprofit partners. Learn from IBM, Moody's, American Express, AMD, Seventh Generation, Verizon, Western Union, Merck and 16 others about the challenges they faced and how they overcame them. The report includes the 13 Steps to Success and a checklist to guide you on the journey and help avoid missteps and mistakes.



## WORKPLACE GIVING WORKS! MAKE IT WORK FOR YOU

LBG Associates and LBG Research Institute surveyed more than 50 companies to find out what makes a workplace giving campaign work. Work for your employees, work for your company, and work for your community. This research report from LBG will guide you in making your workplace giving program best in class. Find out:

- The type of program that sends participation through the roof;
- If your donor rates are above or below average;

- How companies like yours measure success;
- What matching workplace gifts can do to results;
- The impact of the economy on workplace giving;
- PLUS a special section on what nonprofits think about workplace giving campaigns;
- And much more!



**MOTIVATING VOLUNTEERING IN TOUGH TIMEST**

In these tighter times, many companies are viewing employee volunteerism as a cost-effective way to continue to make an impact in their communities. **But what is motivating employees to volunteer right now?** If you don't know, or haven't checked in with your employees to find out, you may have some surprises in store.

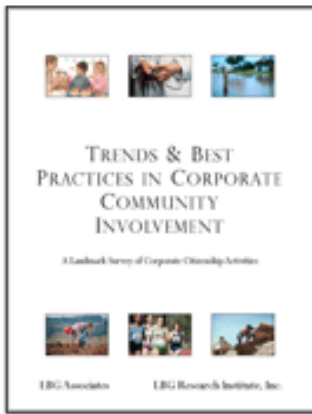
This research report is unique in that it includes both the voice of the employee volunteer manager AND the employee. By comparing research from both groups, this study provides a much-needed and robust view of today's volunteering landscape.



**THE GREEN EFFECT: HOW COMMUNITY INVOLVEMENT IS EMBRACING ENVIRONMENTALISM**

LBG Associates' research report, **The Green Effect: How Community Involvement is Embracing Environmentalism**, reveals the top environmental trends and practices among 51 of today's leading corporations—and includes a unique self-diagnostic tool that helps determine if a company is a Peridot (becoming green); a Jade (green in many business and community involvement practices); or an Emerald (extremely green). It also

includes eye-opening findings on perceptions of for-profit/nonprofit partnerships, based on in-depth discussions with nine green NGOs. The Green Effect also includes more than 25 case studies showing how research participants are "walking the talk" and executing their environmental commitments—in both operations and community involvement activities.



## TRENDS & BEST PRACTICES IN CORPORATE COMMUNITY INVOLVEMENT

Trends & Best Practices in Corporate Community Involvement presents the extensive findings of a comprehensive survey of the community involvement programs of 35 major U.S. corporations. This landmark community involvement study goes well beyond the previous reports and is unprecedented in its scope, detail, and analysis.

The report examines the following topics in detail:

- The business case for corporate citizenship;
- Structure and governance of the CI department and the foundation;
- Charitable giving program types and budgets;

- Employee-directed giving;
- Employee volunteerism;
- Sponsorships, memberships, and signature programs;
- Disaster relief;
- Measurement and evaluation; and
- Communication.

With its 130-plus pages of benchmarking data, trend analysis, and best practice guidelines, this report is more than a reflection of the state of community relations: It is a tool for companies looking to gauge their CI performance, and a reference that can help elevate community involvement/community relations activities to an even higher level.



## GLOBAL COMMUNITY INVOLVEMENT

As Corporate America becomes more international in scope and the focus on philanthropy and corporate citizenship grows, many companies are seeking assistance in developing a global community involvement program or enhancing/modifying their U.S. program for expansion overseas. This research report is designed to provide that assistance.

Global Community Involvement examines the global CI practices of more than 20 U.S. multinationals (MNCs), 40 of their overseas locations in 15 countries, and the practices of foreign companies. In addition,

more than 20 pages are devoted to detailing the current tax legislation and the philanthropic and volunteer activities in a number of countries—including Australia, China, India, Poland, and many others.

Global Community Involvement is an invaluable resource for anyone interested in building or sustaining a global CI program. The findings of this study have resulted in the development of a best-in-class paradigm for global giving that will help companies deal with the complex challenges involved in developing a global CI program.