

CEV
WORKBOOK
EVEN

“a toolkit to help volunteer-involving organisations develop employee volunteering”

Making Things More EVEN

Employee Volunteering European Network EVEN

Established by the **European Volunteer Centre (CEV)** in 2013, EVEN aims to increase the number of employers and volunteer-involving organisations with the capacity and willingness to implement good quality employee volunteering and give greater visibility to these initiatives.

Capacity building events both online and face-to-face enable affiliate members to increase their competencies and knowledge about Employee Volunteering. EVEN events also give members the opportunity to share experiences and have access to reliable and competent partners for employee volunteering projects.

Employee Volunteering European Network Objectives:

- **Increase the numbers** of employers and volunteer involving organisations with the capacity and willingness to implement good quality employee volunteering.
- Give **recognition and credibility** to entities from all sectors that are able to implement good quality employee volunteering projects.
- Share experiences and new developments on a regular basis and have access to **reliable and competent partners** for employee volunteering.
- Enable affiliate members to **increase their competencies** in employee volunteering by participating in EVEN training courses.

Golden Rules for Employee Volunteering

1. The current economic climate is an ideal opportunity to bring sectors together in sharing resources skills funds and creativity. Seize it
2. Use an internal CSR framework to maximise impact.
3. The benefits of specialist skill-based volunteering are greater than generic volunteering.
4. Stakeholders from across the different sectors need to work together.
5. HR + CSR = much more than PR.
6. To manage volunteering impacts they must first be measured.
7. Communication plans are critical.

P.A.V.E- The Policy Agenda for Volunteering in Europe (2011)



This publication is supported by the European Commission in the framework of the Europe for Citizens Programme. Sole responsibility for the publication lies with CEV.

Contents:

How to use this workbook / 4

Step1: Why Employee Volunteering? / 5

Step2: Get in touch! / 6

Step3: Compatibility? / 8

Step4: What can we do? / 9

Step5: Getting Started! / 10

5.1 Who needs to be involved? / 10

5.2 Managing the action/project / 11

5.3 Training / 12

5.4 Evaluation / 13

5.5 Communication / 14

5.6 Measuring Impact / 15

5.7 Resources / 16

Step6: We agree! / 17

Step7: Next steps? / 18



Publisher:

© CEV- European Volunteer Centre
Rue de la Science, 10
1000 Brussels, Belgium

Tel: +32 2 511 75 01

cev@cev.be / www.cev.be
f: www.facebook.com/CEV.volunteer
t: @VolunteeringCEV

**Insert your logo
here**

How to use this workbook

This Workbook is designed to **help volunteer-involving organisations implement employee volunteering (EV) projects**. It will be useful for organisations that are ready to start their first projects and have already agreed internally that EV has the potential to help them to meet their objectives and bring added value to their work.

The Workbook guides the user through a process that emphasises the importance of ensuring a common understanding in the organisation about the purpose and added value of EV projects before decisions towards implementation are made.

The user is also assisted in **understanding the different possible models of EV** in order to select the most appropriate for the agreed objectives and specific circumstances of the organisation and project. Getting in contact with employers as possible partners is another focus. The Workbook **contains two exercises (Steps 3 & 4) that can be done together with employers** in order to establish an indication of possible compatibility for collaboration. The exercises will assist potential partners in reaching a closer understanding of each other's needs and motivation.

The steps needed to implement successful EV projects are described together with specially designed exercises and tools to assist organisations and their partner employers prepare, implement and follow up impactful EV activities.

For assistance in understanding if EV is appropriate for the desired objectives prior to using this Workbook please refer to:

http://issuu.com/european_volunteer_centre/docs/ga_report_prague_final
<http://www.cev.be/pave-translations-by-cev-members/>

STEP 1 Why Employee Volunteering?

Why the interest in Employee Volunteering?

- There is a lack of volunteers and collaboration with an employer will bring more badly needed human resources and skills to the volunteer organisation.
- An Employer approached the volunteer organisation either directly or through an intermediary to offer volunteer time.
- It will give access to new networks and partnerships.

Another reason:

Tick:

What legal frameworks exist that can impact on your EV activities ?

For what purpose would the Employee Volunteers dedicate their time?

- Existing actions / projects
- New / yet to be developed actions / projects

What is the action/project?

STEP 2

Get in touch!

Possible partners: Who? Where to search?

Contacting potential partners is critical first step in preparing EV projects. Organisations have a variety of sources from which to identify potential partners. These include Chambers of Commerce, Corporate Social Responsibility networks, EV networks etc. The possibility to identify future partners for EV from internal databases of existing partners should not be overlooked and company CSR reports are a good resource from which to identify a company's past activity in EV. Paying attention to the skills sets of employees of different employers can also assist with identifying EVs who will, through their specific skills and competencies, bring the resources required for the objectives of the project. Template letter proposals are included in order to assist with contacts with employers.

(Page 7*)

Are there any ethical considerations? e.g. ethical guidelines for partnerships/fundraising

It is important to consider internal ethical guidelines or regulations before contacting employers for possible collaboration in the same way that it would be for financial donations. Issues such as whether the business interests or approach of an employer goes against the values of the organisation should be taken into account. It is recommended to include ethical perspectives and values on which collaboration should be based such as co-responsibility, dignity, transparency, respect, confidentiality etc into the Collaboration Agreement. (see Step 6)

Letter to companies looking for support

Attach leaflets / case studies / literature on who you are if available to minimise letter content

Dear (Insert name)

(Explain)

- Who** you are and your unique selling point– you are the largest / the only / a well-established charity/not-for-profit/ community group providing what to whom?
- Why** you have approached them in particular – e.g. you met them at a networking event / you read their Annual CSR report or activities online, you share the same demographic profile, community, organisational values etc.
- What** are you good at, your successes last year. (e.g. increased our services, client numbers, expanded our reach, were awarded for..)
- What do you need – e.g. Your most pressing organisational challenge currently is to
- What do you want? – e.g. You are looking for a meaningful and constructive partnership with a company to achieve our goals.
- What will the company get out of the collaboration? E.g. employee upskilling through volunteering opportunities, enhanced reputation, greater links with local community, employee satisfaction, improved morale, tangible CSR activity.
- Request a meeting** / call to discuss the many ways in which you can collaborate to mutually beneficial outcomes.

I look forward to hearing from you at your convenience.
Yours sincerely,

*Template Letters

Letter to companies saying YES

Dear (Insert name)

Thank you for contacting us recently on your offer of volunteering assistance. It is great to see companies willing to share their employees' time and skills with our organisation. We would be delighted to accept your assistance, we have a number of exciting opportunities coming up that would be suitable for your employees to be involved in.

(attach sample opportunities if already prepared). Please contact me on (insert number) or email me @ (insert mail address) and we can agree a suitable meeting time to discuss how we can progress this potential collaboration.

I look forward to hearing from you at your convenience.
Yours sincerely,

Letter to companies saying NO

Dear (Insert name)

Thank you for contacting us recently, offering your employees volunteering assistance. It is great to see (insert company name) willing to share their employees' time and skills with our organisation. We always welcome queries from supportive companies, it's only with the support of volunteers that we are able to provide the services that we do. Unfortunately, we are unable to accept your offer of assistance at this particular time. *Insert reason e.g.:*

1. You were seeking a team volunteering opportunity suitable for x number of staff. However we do not have the resources to coordinate a team project. We do however have a number of individual skilled volunteering roles that your employees may wish to consider instead. Please see attached for more details of our current volunteer roles / ways in which your company can support us.
2. You were seeking a team volunteering opportunity suitable for x number of staff. However we do not have the facility / space to accommodate a volunteer team comfortably. We do however have a number of individual skilled volunteering roles that your employees may wish to consider instead. Please see attached for more details of our current volunteer roles / ways in which your company can support us.
3. All of our volunteering opportunities are thankfully filled. However we do have some pressing challenges that your company may be able to support us with. (Attach or explain). If it's agreeable with you, I can include your details on our mailing list for our regular newsletter / bulletins to keep you informed of our developments, suitable volunteering opportunities and success stories.

Thank you again for your kind offer, and please do not hesitate to contact me on (insert number) if you have any queries on our volunteer opportunities or indeed any other way (insert NFP name) and (Insert Company name) could work together to our mutual benefit.

Yours sincerely,

STEP 3

Compatibility?

NGOs and Employers should each rank this list of **10 possible outcomes** from the collaboration and discuss the differences and similarities of the positions of the rankings. This will lead to a better understanding as to whether there is a common basis for collaboration.

Outcomes	Not important	Important	Very Important
Opportunity for professional and personal skills development			
Increased employee morale, job satisfaction or engagement			
Enhanced leadership and team building skills			
Delivery of meaningful/measurable community engagement or projects			
Increased public perception of organisation or cause			
Stronger CSR profile or credentials			
Enhanced organisational capacity to improve service and reach			
Opportunity for long term partnership			
Expanded volunteer base			
Improved access to financial and other resources			

STEP 4

What can we do?

Gaining an understanding of the pros and cons of different models of EV projects is important in order to enable partners to select the most appropriate approach to reach the desired objectives. Use the SWOT analysis chart to assess the different models (as listed below) for alternative projects that are under consideration. For information on how to conduct a SWOT analysis: http://en.wikipedia.org/wiki/SWOT_analysis.

STRENGTHS	S	W	WEAKNESSES
OPPORTUNITIES	O	T	THREATS

POSSIBLE MODELS

- **Team challenge**
- **Individual Volunteering**
- **Solidarity holidays**
- **Volunteer days**
- **Volunteer chains**
- **Probono**
-
- **Ongoing partnerships/programmes**
- **Skills-based (individual/team)**
- **Virtual/ e-volunteering**
- **Fundraising activities**
- **Family days**
-

For explanation about some of the different models included please consult CEV-CODESPA study: Employee Volunteering and Employee Volunteering in Humanitarian Aid (http://www.cev.be/uploads/2012/06/EUAV_Employee-Volunteering_and_Annex.pdf).

STEP 5

Getting Started!

5.1 Who needs to be involved?

Involving the right actors is critical for the success of EV projects. Select from the list below who is needed for the project in question and include other people who will be key to ensuring successful project outcomes.



Who are the key players/actors?

Volunteer manager NGO

HR/CSR/EV Manager Employer

Communications team-NGO

Communications team-employer

NGO staff

Existing Volunteers

Employee Volunteers

Local community representatives

Trade Unions

Beneficiaries of the volunteer action

Others:

Three empty dashed boxes for additional input.

5.2 Managing the action/project

Good management of EV projects is as important to their success as it is for any volunteering project. It is essential to have clear understanding and agreement about how the project will be managed and who will be part of the management processes. The following elements are especially important:

Who will manage: (name)

...the overall EV action/project?

Empty dashed box for input.

...the relationships between the NGO staff and the EVs?

Empty dashed box for input.

...the relationships between the existing volunteers and the EVs?

Empty dashed box for input.

Who will line manage and/or support the EVs? (name)

Empty dashed box for input.

The line management process- how will it happen?

Four empty dashed lines for input.

The interaction between existing "regular" volunteers and the EVs and differences in time commitments and/or frequency and types of engagement can be a source of tension in organisations implementing EV projects. It is recommended to spend some time to consider these issues and identify the elements of these factors that might impact on the project and what procedures and processes can be put in place to prevent tension and misunderstanding.

Four empty dashed lines for input.

5.3 Training

Appropriate training should be provided for all EVs and a training plan should be included in any project plan. What is appropriate will vary according to the project but it should cover the skills and competencies needed for the activity and be delivered with a fitting methodology in a suitable location and time frame. Below are some ideas for elements that might need to be included as part of an EV training programme. The training requirements and how it will be funded should be stated in the collaboration agreement. The possibility for existing or previous EVs to train future ones can be effective and should be considered as a possibility.

What training is needed?



Orientation

Skills Based

Health and Safety

Child Protection

Other

Training Plan:

5.4 Evaluation

EV projects, as any others, should be evaluated. This is important for the developments of future projects and can also inform some aspects of impact studies. It is crucial that all the stated objectives of the project are evaluated as only in this way can the overall success of the project be analysed and understood. An example of an evaluation approach for EV projects that offers an integrated approach including the possibility for feedback from NGOs, beneficiaries, EVs and their employers is included as an annex.

How will the evaluation process happen?

Does the employer or intermediary have some specific evaluation requirements?

Are all the evaluation requirement compatible?

Yes No

Can any differences or possible contradictions be resolved?

Yes No

How?

5.5 Communication

Communication can often be a priority aspect of an EV project and when done well can offer particular added value and increase the impact and outreach of the action. Joint external and internal communication plans should be developed by the partners in the project planning stages. Some suggestions for tools and approaches to include in the plans are offered here. Plans should reflect the different communication needs and objectives at the various project stages including: The launch of a new collaboration; Implementation; Post-Project celebration of success. In addition, communication guidelines that take them into account are recommended to ensure that communication influences the project in a positive way. The guidelines should cover some of the aspects listed here.

Internal Communication

Suggested tools

- Briefing Meetings
- Staff meetings
- Notice board
- Newsletters
- Intranet
- Email lists

- ! -Ensure that everyone connected to the project is informed about the aims & objectives and how the implementation might impact on them before, during and after the project.
- Establish clear processes where doubts, questions, and/or concerns about the project can be raised and answered.
- The contribution and impact made by the volunteers should be made visible and celebrated.

External Communication

Suggested tools

Traditional Media

- Press release
- Press Conference
- Articles (newspapers & Magazines)
- Interviews (Radio & TV)

Online media:

- Websites
- Blogs
- E-Newsletters
- Social Media tools (Facebook Twitter Youtube linkedIn, Google+ etc)

- ! -Consider your audience (adapt your content to your target group).
- Exercise good judgement in use of language and images.
- Ensure that published photographs have all the required permissions.
- Respect copyrights and fair use.
- Remember to protect confidential information.
- Include contact details.
- Be clear about the facts related to the project (e.g date, time, location, numbers of volunteers and expected impact of the project).
- Identify relevant journalists and bloggers that have already published on related matters. Contact them.
- Show appreciation for the impact the volunteers make giving them public thanks and recognition.

5.6 Measuring Impact

The measurement of the impact of projects is increasingly important for all stakeholders. Volunteers in particular should be assisted with understanding the impact they have made. When they do and it is deemed positive this is often a motivating factor in decisions to continue volunteering.

Tools to consider:

✓
**The London Benchmarking Group
Community investment Reporting Tool**
<http://www.lbg-online.net/>



Volunteer Impact Assessment Tool
<https://www.ncvo.org.uk/component/red-shop/1-publications/P78-volunteering-impact-assessment-toolkit>



<http://www.volunteerscotland.net/organisations/training/measuring-the-impact-of-volunteering/>



<http://www.thesroinetwork.org/>



Others:

5.7 Resources

What resources are needed?

Draft Budget

Item	Price/Unit	Quantity	NGO	Employer	Other	Total
Staff time						
Transport						
Catering						
Training						
Materials/ equipment						
Communication						
Evaluation						
Impact measurement						
Gadgets/ t-shirts						
?						
?						
?						
Total expenditure						

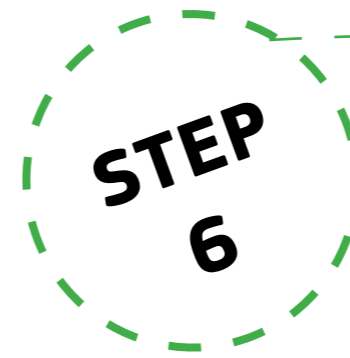
Where will the resources come from?

NGO

Employer

Other

Explain



Before starting the implementation phase of an EV project it is important that partners reach clear agreement on the terms of the collaboration. Important elements to be considered and included are:

Collaboration Agreement:

Organisations and Context

1. Profile and general aims of the involved organisations
2. Context
3. Ethical considerations

Project

4. Aims of the project/Project completion criteria
5. Description of the activities and EVs' training process
6. Estimated programme (time and place framework)
7. Responsibilities of the involved organisations

Resources and Communication

8. Resources and Budget*
9. Joint communication agreement
10. Corporate image uses

Management and Evaluation

11. Project change control procedure
12. Evaluation

Legal aspects

13. Insurance of EVs
14. Privacy policy (above all for images and personal data of people involved)
15. Legal framework considerations

*** Budget and/or other specific topics/agreements can be treated separately and attached to the Collaboration Agreement.**

**STEP
7**

Next steps?

What will be YOUR next actions related to creating/ running an EV action/ project?