

CEV General Assembly Conference
**'Developing Employee Volunteering
A joint venture between volunteer organisations and companies
Strategies | Success Stories | Challenges'**

Prague | 15 May 2009

FINAL REPORT



EUROPEAN VOLUNTEER CENTRE

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Abbreviations

AACC	American Association of Community Colleges
BTCV	British Trust for Conservation Volunteers
CDF	Czech Donors Forum
CEE	Central and Eastern European
CeMBA	Czech Mountain bike Association
CEV	European Volunteer Centre
CGCD	Citi Global Community Day
COM	Commission Communication
CPC	Community Partnership Consultants
CRM	Customer-Relationship Management
CSR	Corporate Social Responsibility
EC	European Commission
E.ON	Energy Corporation based in Germany
EP	European Parliament
EU	European Union
EVP	Employee Volunteer Programme
FFN	Fortis Foundation Nederland
GA	General Assembly
GDP	Gross Domestic Product
G-CVC	Global Corporate Volunteer Council
HR	Human Resources
IAVE	International Association for Volunteer Effort
NGO	Non-Governmental Organisation
ÖKA	Hungarian National Volunteer Centre
PC	Personal Computer
PR	Public Relations
UNV	United Nations Volunteers
VCI	Volunteer Centres Ireland
VIP	Volunteer Incentive Programme
WVM	Wellventured Monitor
ZZE	Zentrum für Zivilgesellschaftliche Entwicklung

Executive summary

What do both the private and voluntary sector need to do to make CSR and employee volunteer programmes valuable? Why introduce employee volunteer programmes and how to support them so they make a real difference? Is collaboration between companies, volunteer centres and volunteer development agencies a key to making the programmes successful and beneficial to all the stakeholders – companies, employees and the community?

Who and Where?

More than 120 participants from 22 countries, representing local, regional and national volunteer centres and organisations, small, medium and big companies, United Nations Volunteers, Czech universities, several research institutes, local authorities and the Czech Presidency of the EU were trying to provide answers to those questions during the European Volunteer Centre (CEV) General Assembly conference 'Developing employee volunteering – a joint venture between volunteer organisations and companies? Strategies – Success Stories – Challenges'. The conference was organised by CEV in cooperation with its members - HESTIA National Volunteer Centre and Dobrovolnické Centrum Ústí nad Labem, in collaboration with IAVE and the Metropolitan University Prague - under the patronage of the Lord Mayor of Prague and the Czech Presidency of the EU. The conference was supported by the European Commission, the Czech Donors Forum and T-Mobile and it took place on the 15th May 2009 in Prague, Czech Republic.

Why?

The concept of CSR has made a steady leap in recent years. It has become fashionable or even indispensable at least for big companies to be able to demonstrate to the wider public that they are good 'corporate citizens' and do business 'responsibly'. The topic has also reached the European policy agenda with the European Commission's communications on a 'business contribution to sustainable development'¹ and 'making Europe a pole of excellence on CSR'². Big businesses have created the CSR Europe³ alliance. However, there is some scepticism that the concept of CSR remains an empty shell and merely consists of a public relations exercise for the sake of business reputation. In this framework it is legitimate to address questions such as what can the private and voluntary sector do to make CSR and employee volunteer programmes valuable, what are

¹ Official Journal of the European Union, Communication from the Commission COM(2002) 347 final.

² Official Journal of the European Union, Communication from the Commission to the European Parliament, the Council and the European Economic and Social Committee COM(2006) 136 final.

³ See: <http://www.csreurope.org/>

the reasons for introducing employee volunteer programmes and how best to support them.

How?

The conference was made up of different sessions during which representatives of volunteer centres and volunteer organisations, as well as businesses, universities, local authorities and international organizations had the chance to discuss and share ideas on the topic of the conference. Through the panel debates, workshop sessions and interactive employee volunteering partnership fair, the participants exchanged views on the added value for companies and volunteer organisations in getting involved in partnerships and reflected upon policies, which can promote employer supported volunteering; they also explored good and bad practices concerning collaboration between the corporate sector and volunteer organisations.

Conclusions

During the course of the conference, the speakers, workshop presenters and participants voiced their views on the topic of the conference: 'Developing employee volunteering – a joint venture between volunteer organisations and companies? Strategies – Success Stories – Challenges' by providing possible answers and approaches to the questions of the conference. These are some of the issues that were considered most important for all stakeholders:

Employee volunteer programmes should be created in partnership between the private, voluntary and public sector.

- CSR and employee volunteer programmes should contribute to creating societies in which all sectors are complementary – working together to answer the needs arising from new social and economic conditions and cooperating for the benefit of society, building trust between the public, private and voluntary sector(s);
- Employee volunteering is about creating shared values;
- The cooperation between the two sectors requires an open-minded approach. Essential to a fruitful collaboration is open-mindedness on both sides (NGOs and companies). The connecting link must always be the target group and its welfare, or the target activity and its success.

Employee volunteering programmes must be based on needs assessment.

- All involved stakeholders must have something to gain from EVPs: (1) in the case that a project in which a company is willing to participate does not match the aims of the NGO, this project should not be carried out by said company; 2) the project should also be abandoned, if there is no positive effect for all sides – business, NGO, employee and the community;
- Companies are not meant, set nor equipped to tackle all social problems or challenges. They have, however, their own special resources, skills and competences, which the other sectors do not necessarily possess and which they can employ for the benefit of local communities and the society as a whole in the cultural and geographical context of the area they operate in.

The most important element and common denominator is the employee. The employee volunteer programmes must be employee-owned.

- All stakeholders involved in the definition of EVPs should ensure the maximum ownership by employees of these programmes. They should be involved in planning and implementing programmes, choosing activities, liaising with the local NGOs etc;
- The employee is the tie that binds all sectors - as a worker they improve their skills to the benefit of the company, as a volunteer both for the benefit of community and as an active citizen engaging in society. The amazing potential of the employee volunteer programmes is the range of opportunity existing at an individual level. Thanks to such programmes people change perspective and often start to engage as volunteers outside the companies' programmes.

CSR must be an element of a company's overall business strategy and vision.

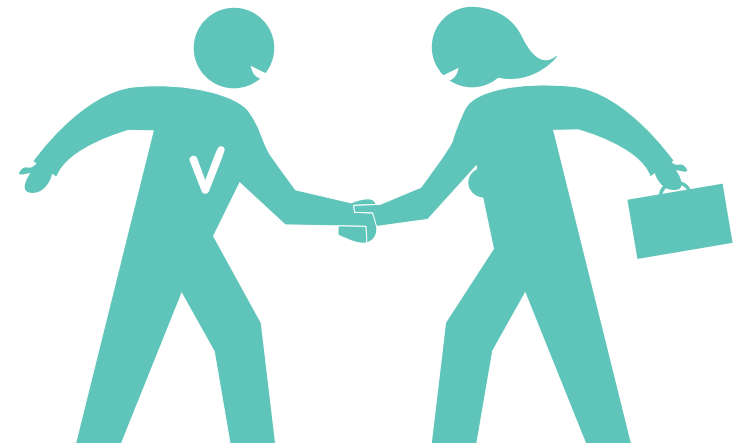
- Companies should work on strategic and cohesive plans involving all parts of the company and different sectors. An EVP is a greater commitment to community and is one of the components of a successful CSR approach;
- An EVP is one of the strategies for implementing responsible business solutions – a long-term and effective initiative, engaging employees at all levels, public institutions, NGOs, local communities and customers. The consistency and focus on effectiveness are important particularly in times of crisis, when community work and dedication to solving community issues gain higher importance.

Research is important.

- Research is certainly an element that supports the development and meaningfulness of employee volunteer programmes for different sets of reasons: (1) companies sometimes come up with an idea for community service that they want a specific NGO to carry out with company staff and financial support, which raises the question for the company as to whether this is just for their team building goals or whether it is good for the community or the target group; (2) company mapping will be easier if based on in-depth research. Unnecessary structural changes or the modification of objectives can be avoided if concrete research forms the basis of a business- NGO cooperation; (3) the benefits arising from employee volunteering to all the involved stakeholders (community, employee, business and NGOs) should also be surveyed and used as a tool to convince businesses, public authorities NGOs to embark on EVPs.

To sum up: What are the main aspects of successful employee volunteering?

- A perception of balance of power between the company and the NGO;
- Adjusting to the language of businesses can help NGOs in their search for companies that fit the projects that NGOs would like businesses to get involved with;
- NGOs should develop a toolkit on how to approach businesses;
- NGOs should become more professional and open to cooperation with businesses on the development of employee volunteering opportunities;
- Cooperation between NGOs and companies should match the particular interest of the employee volunteer with the community need;
- Well organised internal communication between all employees and the CSR/volunteering unit within the company and the provision of simple schemes without barriers to the employee.



Programme of the conference

During the whole day in the atrium: Employee Volunteering Partnership Fair

08.30 – Registration

09:00 – **Opening of conference and inauguration of Employee Volunteering Partnership Building Fair**

- **Dr Olga Sozanská**, Hestia Czech National Volunteer Centre
- **Pavel Bem**, Lord Mayor of Prague
- **Dr Kang-Hyun Lee**, President of the International Association of Volunteer Effort
- **Jakub Dürr**, Vice Minister for European Affairs, Ministry of Education, Youth and Sports, Czech Republic

09:30 – **Opening panel: Is CSR more than PR?**

Chair: Markus Held, Director CEV

- **Táňa Chudáčková**, Donors Forum Czech Republic
- **Dr Torsten G. Christen**, DG Employment and Social Affairs, European Commission
- **Dr Frank Heuberger**, State Chancellery Rhineland-Pfalz / BBE, Germany
- **Andras F. Tóth**, Director, ÖKA National Volunteer Centre Hungary
- **Sarah Hayes**, Global Corporate Volunteer Council, USA
- **Přemysl Filip**, Corporate Responsibility, Vodafone Czech Republic

11:00 – Coffee Break

11:30 – **Employee Volunteering Partnership Fair**

12:30 – Lunch

13:45 – **Good practice session I – Parallel Workshops and Debate**

Workshop I

Double pleasure countrywide project: employee and student volunteering

- *Gwen van Roekel, Unive Insurance company (NL)*
- *Facilitator: Eva Hambach, Vlaams Steunpunt Vrijwilligerswerk (BE)*

Workshop II

Measuring the impact of employee volunteering on the company and the local community

- *Margot van Sluis-Barten, Fortis Foundation (NL)*
- *Prof Lucas Meijs, University of Rotterdam (NL)*

Workshop III

Employee volunteering in the public sector: Tel Aviv Jaffo Municipality – case study

- *Uri Jaffe, Volunteer Unit, Tel-Aviv Yaffo Municipality (IL)*
- *Facilitator: Cristina Rigman, Provobis (RO)*

Debate I

Volunteer organisations and business – two worlds apart?

Chair: George Thomson, CEO, Volunteering Development Scotland

- *Henk Kinds, Community Partnership Consultants, CPC (NL)*
- *Darek Pietrowski, Polish National Volunteer Centre*
- *Toyah Hunting, CSRPlus, Denmark*
- *Michaela Macova, SODEXO Czech Republic*

16:00 – Coffee Break

15:45 – **Employee Volunteering Partnership Fair**

16:30 – **Good practice session II – Parallel Workshops and Debate**

Workshop IV

Successful employee volunteering schemes – the business case

- *Jaroslav Lepka, Leopold Kronenberg Foundation at Citi Handlowy (PL)*
 - *Darek Pietrowski, Polish National Volunteer Centre*
 - *Přemysl Filip, Vodafone (CZ)*
- Facilitator: Karl Monsen-Elvik, Volunteer Development Scotland (UK)*

Workshop V

Volunteer organisations working with corporations – what does it take?

- *Eva Early, Volunteer Centres Ireland (EIR)*
 - *Anita Prosser, BTCV (UK)*
- Facilitator: Nwadi Okereke, Volunteering England (UK)*

Workshop VI

The “Marketplace” and other innovative models of public-private partnership

- *Stefanie Lap, Movisie (NL)*
- *Henk Kinds, CPC (NL)*

Debate II

Policies to promote employee volunteering – Should the public sector get involved?

Chair: Emira Mesanovic, CSRPlus and SEEYN, BiH

- *Kirsten Koht, Municipality of Baerum, Norway*
- *Sophie Chapman, Policy Advisor, Office for Third Sector, UK*
- *Dr Martina Wegner, Executive Director, Centre for Civil Society Development ZZE, Germany*
- *Pavel Vlcek, Citibank Europe, Czech Republic*

18:15 – **Closing plenary**

19:00 – **Reception with the Lord Mayor of Prague**

Introduction

The General Assembly conference 'Developing employee volunteering – a joint venture between volunteer organisations and companies? Strategies – Success Stories – Challenges' was organised by the European Volunteer Centre together with its members HESTIA National Volunteer Centre and Dobrovolnické Centrum Ústí nad Labem, in collaboration with IAVE and the Metropolitan University Prague under the patronage of the Lord Mayor of Prague and the Czech Presidency of the EU. The conference was supported by the European Commission, the Czech Donors Forum and T-Mobile and it took place on 15th May 2009 in Prague, Czech Republic.

CEV General Assemblies (GA) constitute a forum for CEV members and partners to meet and discuss the most important issues and challenges, as well as recent developments in volunteering in Europe and in the world. They bring together representatives of volunteer centres, volunteer development agencies, volunteer organisations and associations, governments and business, as well as of European institutions and international organisations, providing an opportunity to exchange policy, practice and information on volunteering.

There were more than 120 participants from 22 countries, representing local, regional and national volunteer centres and organisations, small, medium and big companies, the United Nations Volunteers, the Czech universities and research institutes, local authorities, and Czech Presidency of the EU. The meeting brought people together to discuss the concept of Corporate Social Responsibility (CSR) and employee volunteering.

The concept of CSR has made a steep career over the last years. It has become fashionable or even indispensable at least for big companies to be able to demonstrate to the wider public to be good 'corporate citizens' and to do business 'responsibly'. The topic has also reached the European policy agenda with the European Commission's communications on a 'business contribution to sustainable development'⁴ and 'making Europe a pole of excellence on CSR'⁵. Big businesses have created the CSR Europe⁶ alliance at European level. However, there is some scepticism that the concept of CSR remains an empty shell and merely consists of a public relation exercise for the sake of business reputation. What do both private and voluntary sector need to do to make CSR and employee volunteering programme valuable? Why introduce employee volunteering programmes and how are they to be supported so they make a real difference?

Undoubtedly employee volunteering is one way of making CSR concrete: employees engaging in their communities to mentor disadvantaged youth; to engage in environmental action; or to offer their skills to local organisations can give a face to CSR. Collaboration between companies and volunteer centres and volunteer development agencies is a key to make the programmes successful – benefiting all the stakeholders – companies, employees and the communities.

The main aims of the conference were thus to:

- Promote contact making between corporate and volunteer organisations from over 20 European countries;
- Discuss the added value for both companies and volunteer organisations to get involved in partnerships;
- Explore good and bad practices concerning collaboration between the corporate sector and volunteer organisations;
- Empower volunteer organisations and companies to speak the same language – or at least to be able to understand each other;
- Discuss policies that promote employer supported volunteering.

This report summarises the conference discussions. The panel speakers' presentations, debates, workshops, dialogue corners were complemented at some points by further research, helping to make certain points, raised during the discussions better understood.

The **first chapter** aims to answer the following question: **Why to introduce employee volunteering programmes?** It presents in brief the possible rationale for changing social paradigm and CSR, analyses the possible role of volunteering, describes different traditions of CSR and reasons why to embark on such programmes, taking into account potential benefits of such programmes for business, employees and the community.

The **second chapter** looks more closely at the question **How to make employee volunteering programmes valuable?** This chapter firstly summarises the 'essential tools for employee volunteering' that a company needs to possess. Secondly, it summarises findings from the good practice sessions on employee volunteering, including successful employee volunteering schemes of companies working with NGOs and with business, and the tools necessary to build the capacity and to measure the impact of such programmes. Thirdly it describes possible barriers to collaboration between private and voluntary sector listed by the participants and shows the possible ways to overcome them.

⁴ Official Journal of the European Union, Communication from the Commission COM(2002) 347 final

⁵ Official Journal of the European Union, Communication from the Commission to the European Parliament, the Council and the European Economic and Social Committee COM(2006) 136 final

⁶ <http://www.csreurope.org/>

The **third chapter** shows some examples on **How to support employee volunteering**. Firstly, this section provides brief information about the latest developments, support of employee volunteering and CSR concept at the EU level. Secondly it presents the possible support of employee volunteering at national level, regional and local level with the example of Germany. Finally, it gives a study case on employee volunteering implemented by a local administration - the Municipality of Tel-Aviv Yaffo in Israel.

Eventually, the **conclusions and recommendations** chapter sums up the main findings.

This publication also aims to facilitate further exchange between different sectors and different countries of good practices on employee volunteering; therefore it provides the reader with three appendixes - an **address book** of the organisations involved, the **participants list** and a list of **resources and a bibliography**.

CEV would like to thank all speakers, presenters and participants at the Conference, as well as volunteer proofreaders Tom Fuller and Anne Maria Corbett for their valuable contribution to this publication.

Kamila Czerwińska
Aurélië Storme
Cândida Salgado Silva
Rebekka Opfermann
 CEV – the European Volunteer Centre
 Brussels, December 2009

Glossary of terms

Community relations Programmes

'Community relations refers to the various methods companies use to establish and maintain a mutually beneficial relationship with the communities in which they operate. The underlying principal of community relations is that when a company accepts its civic responsibility and takes an active interest in the well-being of its community, then it gains a number of long-term benefits in terms of community support, loyalty, and good will.'⁷

Community Service

Community Service is a voluntary service that is provided to local area business or service. The work is done without compensation for the services.⁸ It relates to work that people do to help other people without payment, sometimes as punishment for a crime.⁹

Corporate Citizenship

'A firm's sense of responsibility towards the community and environment (both ecological and social) in which it operates, and draws resources and sustenance from.'¹⁰

Corporate Philanthropy

'Corporate philanthropy is the act of corporations donating some of their profits, or their resources, to nonprofit organisations. Corporations most commonly donate cash, but they also donate the use of their facilities, property, services, or advertising support.'¹¹ Corporate philanthropy is also known as Corporate Giving.

Corporate Social Investment

Investment related to Corporate Philanthropy. See Corporate Philanthropy.

Corporate Social Responsibility (CSR)

The European Commission defines CSR as 'a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis'.¹²

⁷ Lisa Desatnik noted in Cincinnati Business Journal. <http://www.answers.com/topic/community-relations>

⁸ http://www.fayettevo-tech.org/DOCaps/pdf/docaps_09-b.pdf

⁹ <http://www.idoeonline.com/Welfare-topic/community-service>

¹⁰ <http://www.businessdictionary.com/definition/corporate-citizenship.html>

¹¹ <http://nonprofit.about.com/od/glossary/g/corpgiving.htm>

¹² http://europa.eu/legislation_summaries/employment_and_social_policy/employment_rights_and_work_organisation/n26034_en.htm



Corporate Volunteering

'Corporate, or employee volunteering is one way that organisations can become involved in "CSR Programmes". These have been growing in popularity since the 1990s, and can help to build a more committed, engaged, creative and energetic workplace.'¹³

Employee Volunteer Programmes (EVPs)

The programmes set up to support the community through employee volunteer activity and projects, as well as the employees through support of their charitable interests.¹⁴

Employer supported volunteering/Employee Volunteering

Employer supported volunteering describes all forms of volunteering carried out by employees and which their employer supports. This can take different forms: employers supporting ongoing volunteering activities by employees, during work hours or not; but also more formal employer supported volunteering formally organised by the company.

Marketplace

The Marketplace is an annual event in which societal/social welfare needs are addressed: the supply and demand of voluntary work in the broadest sense of the word. The objective is for companies, local authorities, service clubs, schools, social welfare organisations and voluntary work organisations meet together in an informal, dynamic atmosphere to see where the 'supply' offer of one party can be matched with the 'demand' request of another.

Municipal Volunteering

Municipal Volunteering refers to local volunteering in the municipality/in the township. The city encourages citizens to get involved and participate in the development and enhancement of the city and the community in which they live and work. Municipal volunteering will not only enhance the volunteer's knowledge about the city, but greatly benefit the municipal community.¹⁵

Social entrepreneurship

It is entrepreneurship with innovative solutions to society's most pressing social problems. Social Entrepreneurs seek to tackle major social issues and offering new ideas for wide-scale change.¹⁶

Please note that various terms in the glossary will be used interchangeably, e.g. employee volunteering/corporate volunteering, etc.

I. Why to introduce employee volunteering programmes?

This chapter summarises the discussions around 'The rationale for cooperation between private and voluntary sectors', 'The Role of Volunteering' and 'Different attitudes towards CSR and employee volunteering' in various countries, as well as the 'Reasons to embark on a CSR course', highlighting the benefits that companies, employees and the community can receive.

1. The rationale for cooperation between private and voluntary sectors

In his opening speech, András F. Tóth raised the following theoretical questions: To what extent is it the role of companies to participate in redistribution of goods? How far do companies have to participate in social development? Several answers can be given and surely in different countries, people, organisations and companies have different views on this. There are different traditions and various solutions all over the world. The debate about what are the most important tasks and issues is probably the key concern in every society. Without getting much into political debates on how much intervention there should be, one can state that the main aim and task of the public sector is to deliver necessary and universal services and goods for the society.

However, the state cannot produce or deliver certain goods and services alone, thus its activities overlap and depend on other - private and volun-

tary - sectors. Each of them has different missions: the private sector is traditionally perceived and defined as run for private profit 'business of the business is business'. In the past, public and private sectors were central for the economy. With the democratization of the public sphere and globalisation, NGOs have taken up the services that were traditionally delivered by the state and thus the voluntary sector has gained a new role in this respect. Being composed of nonprofit organisations, this sector accounts for up to 7% of national Gross Domestic Product (GDPs) according to Johns Hopkins University.¹⁷

¹³ <http://www.cancervic.org.au/how-you-can-help/volunteer/corporate-volunteering>

¹⁴ Hayes, S.E., GA Prague, May 2009

¹⁵ [http://www.roanokeva.gov/WebMgmt/ywbase61b.nsf/DocName/\\$mvp](http://www.roanokeva.gov/WebMgmt/ywbase61b.nsf/DocName/$mvp)

¹⁶ http://www.ashoka.org/social_entrepreneur

¹⁷ Centre for Civil Society Studies, Johns Hopkins University, 18.12.09
<http://www.ccss.jhu.edu/index.php?section=content&view=9&sub=3>.



András F. Tóth, is Director of the Hungarian National Volunteer Centre (ÖKA). He worked at the Non-profit Information and Training Centre Foundation (NIOK) between 1996 and 2002 where he was responsible for the Volunteer Development Programme from 1998 onwards. Volunteer development in Hungary became the focus of his work from this point on. He was a member of the National Committee of the International Year of Volunteers (2001) and member of Youth Action for Peace (YAP) between 1995 and 2006 where he served as president between 2004 and 2006.

Cooperation as a way of building trust

According to András F. Tóth, the boundaries of the three main sectors have started to vanish in the last decades and it is more and more difficult to separate the actors of the different sectors. Nonetheless, all sectors have their own specific possibilities and limitations:

- Government financed services cannot tackle all problems and are often slow but have to provide services in areas that are essential, but not so 'popular';
- NGOs mainly work in areas where no one else would, but often lack the financial resources necessary for a long-term work;
- Companies have resources but often limit their availability and tend to choose issues that can be well communicated.

Thus, for many reasons, cooperation between different stakeholders can be the key for success. Proper cooperation is the best way to build trust. Especially in many post-communist or post-fascist countries, the biggest problem is the lack of trust vis-à-vis the

traditional state structures and within society in general. An important trend is also the breakdown of the traditional social infrastructure such as the church and traditional family/community networks. Building societies in which trust and cooperation are strong is maybe one of the biggest challenges of our times. Without these, it is impossible to build strong social capital and proper social and economic development is not achievable.

András F. Tóth also raised ethical questions. How can fairness and transparency be assured when representatives of the companies that engage in redistribution are not democratically elected? At the same time he pointed out that this question could also be raised for NGOs. Who elected or nominated them, or their volunteers, to participate in social development issues? We could claim that NGOs are more democratic than business, but is it really true and what about transparency of NGOs and companies? In Central and Eastern European (CEE) region, but also in other parts of the world, these are undoubtedly relevant questions.

2. The role of volunteering

What is the role of volunteering in this changing economic and social environment? An interesting perspective had been presented by Dr Kang-Hyun Lee.



Dr Kang-Hyun Lee is Secretary General (CEO) of the Korea Council of Volunteering, providing leadership in the field of volunteering in South Korea. He has taught on volunteerism and volunteer management in several Universities. Presently, he serves as a co-chair of the Civil Society Organisation Solidarity and Volunteer21. He also served as the Secretary General of the IYV2001 Korea Commission, and the regional director of Asia-Pacific and a board member of IAVE. He served many other advisory positions or board memberships including World Cup 2002 Volunteer Committee, the National Commission for Rebuilding Korea, Korean Association of Volunteer Centers, Korea Volunteer Forum, and Korean Association of Nonprofit Organisation Research. Since 2008 he serves as a President of IAVE.

According to Dr Lee, volunteering has a new role to play in times where global economy is in deep recession. As more and more people lose their jobs and families are in danger, more burdens are put on the shoulders of low income populations, deepening the gap between 'haves' and 'have-nots'. The rising economic inequality should not be allowed to grow further, as it will definitely become an irreversible threat to social cohesion. However, the position of states and institutions is often perceived as being too distant in order to adequately address extreme poverty. Here is the special role for volunteers and volunteer organisations.

Volunteers are often at the forefront, delivering help at the grassroots level, comforting people that suffer from personal problems and social exclusion, such as job-loss, depression or problems with mobility, but volunteers are also amongst the first helping to relieve humanitarian problems, such as poverty, floods, drought, and diseases.

What distinguishes the current situation from the past is the way new social, political and environmental challenges are being looked and addressed. Traditional ways of responding to contemporary challenges may not deliver the same results as in the past. State intervention alone cannot reach all people in need, nor be fair in distributing resources. There is pressing demand not only for an increased number of volunteers, but also for improved effectiveness of responses and redresses.

'Richard Schubert, a former president of Points of Light Foundation, once said "a company pays the results of changes in community. But now I see that a company pays the results of changes of the whole world". Other person, Mr Park Won Soon, who received the Ramon Magsaysay Award and a self-claimed "social designer" has tried to do work that nobody wishes to do or no one does well, says "people who dream own the world." Likewise, volunteers are the dreamers who dream of better and sustainable world and hence are the true owners of this world. But to realize a dream, one must have a strategy. One of the best strategies is developing employee volunteering, partnership and joint ventures between the volunteer organisations and corporations.'

Dr Kang-Hyun Lee, the President of IAVE
during his opening speech

solving transnational issues. Civil society networks provide the space where useful information is shared, networks are built up and solidarity is put into practice. Volunteers are amongst the agents of this global civil society, adding value to achieve enhanced sustainability. More volunteers and better quality services are needed, serving as vital resources for sustainable living.

In this context the development of corporate social investment, including employee volunteering, can be a strong driver. Although social entrepreneurship originated in Europe and is well developed throughout the continent, there are successful ventures all over the world²¹.



IAVE and the Global Corporate Volunteer Council

International Association for Volunteer Effort (IAVE)

IAVE is a global network of volunteers, volunteer organisations and volunteer centres. It was created by a small group of women from throughout the world who shared a common vision of how volunteers can contribute to the solution of human and social problems and to the development of bridges of understanding among people of all nations. Its aim is to promote, celebrate and strengthen the development of volunteering worldwide. Most of IAVE's members are in developing countries, so IAVE has a particular interest in the possible connection between volunteering for development and the development of volunteering, and how to ensure that there is a continuing process between the two.

Global Corporate Volunteer Council (G-CVC)

IAVE's Global Corporate Volunteer Council is a network for leaders of international employee volunteer programmes. It aims to showcase good and promising practices in corporate volunteering, and raises awareness of the impact of employee engagement in communities around the world. Their goal includes helping companies to more effectively address world social needs, and additionally to raise awareness of corporate volunteering everywhere it occurs. The G-CVC provides resources and networking opportunities to inspire, support and encourage opportunities for collaboration between companies as well as partnerships between business, governments and NGOs.

The vision of the G-CVC is a world in which community needs are better met because of international companies releasing the energy, passion and talent of their employees in the communities where they do business.

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

Emergence of global civil society and global corporate social investment

This is why advocacy and service delivery are equally important tasks for volunteers, which is stressed in a joint project of CIVICUS¹⁸, United Nations Volunteers (UNV), and IAVE on Volunteering & Social Activism: Pathways for participation in human development¹⁹. The emergence of a global civil society as one of the many effects of globalisation has put topics, such as the environment, the climate, human rights, refugees, gender, on the global agenda, raising these issues regardless of borders. Innovations in information communication technology have decreased barriers between nations. The frequently debated concept of 'Global Governance' can be understood as 'set of codified rules and regulations of transnational scope, and the collection of authority relationships that manage, monitor or enforce said rules'²⁰. This concept builds on an underlying belief that global issues should be handled within a global consensus. This can only intensify the partnership between governments and NGOs and between business and NGOs. Although governments still do not allow international NGOs to get involved in core policy decisions, the reach of a global civil society is obviously broadening and will continue to grow in influence, due to its increasing role in

¹⁸ World Alliance for Citizen Participation [<http://www.civicus.org/>].

¹⁹ World Volunteer Web, 18.12.09 <http://www.worldvolunteerweb.org/resources/research-reports/global/doc/volunteerism-and-social-activism.html>.

²⁰ Drezner, D.W. (2003) Global Governance, under <http://209.85.229.132/search?q=cache:ZQihKEQ9yhwJ:www.danieldrezner.com/teaching/PSCI38310.doc+global+governance+definition&cd=6&hl=en&ct=clnk&gl=be>.

²¹ In Korea for example Samsung initiated the 'HOPE NETWORK for OUR CHILDREN' in which children from low-income families are taken care of holistically. Also, Kyobo Life Insurance Company runs a program named 'Nursing Aid Delivery Project', and SK Telecom operates 'Happy Lunch Box Delivery Project'.

3. Different attitudes towards CSR and employee volunteering

Models of CSR and attitudes towards it significantly differ from country to country. The differences reflect each country's history, tradition, system, religion, perception and understanding of volunteering. Therefore it is important to take the national context into account when addressing the issue of CSR. Hereafter we present various examples of different perceptions and attitudes towards CSR.

France

Dominique Thierry, Vice-president of France Bénévolat, suggested that the differences between countries stem from the fact that cultures of capitalism differ, depending on the Protestant or Catholic influence and depending on the traditional attitude towards wealth and money.²² In France, the concept of employee volunteering and the support of companies for civil associations are quite recent, due to the specific French culture and the traditional division of roles between the private and the public sphere. The latter has long been perceived as the sole responsible agent for the general public's interest. This started to change in the 80's, as a new idea emerged among some company directors, according to which companies have not only responsibility towards their employees but also vis-à-vis the society. Expressions like 'Entreprise Citoyenne' or 'Entreprise

Socialement Responsable' circulated, but the conception was still very individualistic and limited.

At the beginning of the 2000's, three main factors significantly increased enterprises' involvement in community activities: the foreign influences deriving from the internationalisation of big companies; the development of company foundations; and the specific 'Alliagon' law, which implies tax relief for companies that engage in community activities or financially contribute to civil society organisations.

Two main forms of community engagement of employees can be distinguished today:

- Competency sponsorship (mécénat de compétences), which implies that employees volunteer during working hours;

- Competency volunteering (bénévolat de compétences) is more frequent and occurs through the encouragement of employers, but takes place outside working hours.

Company associations such as l'Institut du Mécénat Social²³, l'Admical²⁴ and Le RAMEAU²⁵ have been created to disseminate best practices and facilitate exchanges and partnerships between companies and associations. According to these institutes, a growing dialogue and cooperation between these actors takes place, but mutual recognition of the respective added values is still lacking, which

makes it difficult to build relationships of trust. The respective objectives are also too blurred and the modalities for the implementation of partnerships are not clearly established. An increased mutual recognition is thus needed, as

well as improved cooperation in order to allow efficient and sustainable employee volunteering schemes.

Czech Republic

The Czech perspective was presented in the conference by Táňa Chudáčková from the Czech Donors Forum²⁶. In the Czech Republic, the recognition of CSR in society has been on the rise recently. According to a recent research

among the general public, CSR activities constitute an important criterion when buying goods and services and in terms of the overall reputation of a company.



Czech Donors Forum

The mission of the Czech Donors Forum (CDF) is to support philanthropy in the Czech Republic. This objective has been put into practice in various programmes, one of which is employee volunteering. In the area of corporate volunteering, CDF functions as a mediator: it monitors and interconnects the needs and the potential of both companies and NGOs with the aim to achieve a synergy effect. CDF offers consultations in designing and developing corporate volunteering programmes, develops effective ways for mutual collaboration (e.g. special website) and provides support in carrying out volunteering activities in NGOs.

CDF started the programme of corporate volunteering in 2004. By the end of 2008 CDF had organised about 4000 volunteering days. In 2008 the total number of corporate volunteer days organised by CDF increased by 74% compared to 2007. In the companies involved in the project, the total number of volunteers rose on average by 20%. In addition, the number of NGOs engaged in the project has been rising rapidly: it increased by about 50% in 2008. When CDF launched the programme, most volunteering days involved manual work and took place in Prague, Central Bohemia and a few other big cities. Nowadays, based on the needs of both NGOs and volunteers, the programme has been spreading in all regions and new forms of cooperation (personal assistance, expert consultancy) have been introduced. The assessment from all stakeholders (companies, volunteers, NGOs) is extremely positive.

<http://www.donorsforum.cz/>

²² Thierry, Dominique (2009) 'Entreprises et bénévolat: une implication des entreprises françaises relativement récente', working paper.

²³ Mécénat Social, 18.12.09 <http://www.imsentreprendre.com/>.

²⁴ L'Admical, 18.12.09 <http://www.admical.org/>.

²⁵ Le Rameau, 18.12.09 <http://www.lerameau.fr/>.

²⁶ Czech Donors Forum, 18.12.09 <http://www.donorsforum.cz/en/home>.

An employee volunteering project constitutes one particular element of a CSR programme in a company. It represents a joint deal between a company and employee volunteers. Mostly the company 'donates' the working time of its employees while in terms of earnings, the volunteers continue to work for their regular salary, which prevents a feeling of insecurity to arise.

Employee volunteering is quite a new phenomenon in the Czech Republic. However, significant development and progress has already been made. In accordance with the rise of CSR recognition, the importance of employee volunteering both on the part of NGOs and companies has markedly increased. Corporate volunteering has turned out to be an issue of great importance for companies and in some cases voluntary work has also become part of regular NGOs functioning.

Recently some new trends in CSR and employee volunteering programmes appeared in the Czech Republic:

- Companies have reached a more complex level of thinking when offering help to NGOs. From the mere supply of money, they moved to a more comprehensive approach. Nowadays their aim is to invest into a corporate company culture, offering benefits to their employees, increase their general loyalty and share skills and know-how with the community;

- In the past companies did not specify areas of support. They tackled general issues they considered beneficial

for society. Recently they tend to be more active in the particular activities that are closely related to their business operations, e.g. banks supporting financial education or pharmaceutical companies supporting organisations providing healthcare, etc. Companies also tend to engage more for communities resident in the region where the company is established;

- More and more companies formally define their corporate foundations in order to manage their community programmes more effectively;

- The number of corporate volunteering days has been increasing very quickly. Nowadays, many companies engage in employee volunteering and the number of volunteers in companies has also been rising gradually;

- During the past 3 years CSR has been mainly about reduction of CO₂ emissions and environmental concerns. Although these issues remain a priority, companies now increasingly focus on the social impact of their business on the communities. At the time of the current financial crisis this is crucial, as higher levels of unemployment are observed and social issues gain more importance. As a result of budget cuts, companies are looking for new and creative solutions to support their community, which positively impacts on employee volunteering programmes.

According to Táňa Chudáčková, CSR is an underlying principle, which manifests itself in many different areas and levels in a company. Adopting

this comprehensive approach involves a deep change in the way of thinking. The abuse of the concept of CSR, as a means of presenting a nice company image is a short-term humbug that will be exposed through practical achievements.

Germany

In Germany²⁷, the social responsibility of companies is a widespread idea. Companies profess their social responsibility irrespective of their size. Almost 96% exhibit some kind of corporate citizenship.

In a regional context, German companies typically display their corporate citizenship both through gifts of money and in kind. There is also widespread agreement among the staff to support voluntary activities and the provision of such services. The larger the company and the more internationally active it is, the broader is the range of its commitment.

More than three businesses out of four consider corporate citizenship as part of the image they have of themselves and part of their corporate culture. Still, the majority of German businesses have not chosen to be corporate citizens on their own initiative. Less than 40% of the companies are actively searching for areas of activities and engagement. Even fewer businesses set measurable targets.

Thus, most German companies are still far removed from an inclusive concept, which would make corporate

citizenship an integral part of their corporate strategy, integrated into the companies' core business and competencies. This is particularly true for small and medium-sized enterprises.

In addition, the majority of German businesses are not convinced that corporate citizenship can make any measurable contribution to their economic success. Only 40% of businesses expect their commitment to yield any positive economic result. Moreover, enterprises are strongly opposed to any regulatory interference in their engagement.

Finally, almost half of German companies do not work with a partner in their corporate citizenship. That means they forgo the chance of benefiting from experience made in other sectors of society for their corporate citizenship measures.

UK

In the UK, together with the emergence of various social laws in the second half of the 19th century, a system of general philanthropy grew, largely influenced by religious values. This system operated indirectly as a form of social regulation or directly through business owners' own social responsibilities. The idea was that business had a role to play in governance through paternalism. This business involvement in the community somewhat decreased at the beginning of the 20th century as the state took over the main responsibility for the general

²⁷ Heuberger, Frank W. (2007). 'Corporate Citizenship in Germany and a Transatlantic Comparison with the USA', Berlin, CCCD.

interest of society. As a consequence, business contributions to the community became increasingly restricted to charitable donations.

However, since the 80's, British companies returned to a significant societal engagement with CSR becoming more explicit, due to the governance crisis, which was caused by the general perception that the state was overloaded with its social and economic commitments, hence losing legitimacy. Therefore, CSR in the UK is part of a 'wide reorientation of governance roles'²⁸. In addition it has been influenced by the high unemployment rate and social unrest, characterizing this period.

Since then, CSR has been more explicit, as it has been widely institutionalized, allowing maintaining and developing CSR capabilities.

An important characteristic of CSR in UK companies is that it is often organised through marketing and communication departments, which raises the question of whether it is led by social objectives or merely part of corporate branding.



²⁸ Habish, André (2005). 'Corporate Social Responsibility Across Europe', New York: Springer-Verlag New York Inc.

4. Reasons to embark on a CSR course

Just as there can be different motivations to volunteer, companies might have many different motivations to set up CSR and employee volunteering programmes. An interesting perspective, regarding the feasibility of introducing employee volunteering programmes, was presented by Sarah E. Hayes. According to her, Employee Volunteer Programmes (EVPs) are programmes set up to support the community through employee volunteer projects, but which are also tailored towards the employees, as they can choose the charitable projects according to their particular interest. An EVP represents a greater commitment to a community than just philanthropic donations and is one of the components of a successful CSR approach.

To identify the different motivations to set out on a CSR course, Sarah E. Hayes recalled an article published in the Harvard Business Review called 'Strategy and Society: The Link between Competitive Advantage and Corporate Social Responsibility' by Michael Porter and Mark Kramer²⁹, in which they presented four basic reasons for such an engagement. According to Hayes, these reasons hinge on whether the company's effort is genuine and strategic, and the four reasons on which employees and EVPs should touch on are:

- a. Moral Obligation
- b. Sustainability
- c. License to Operate
- d. Reputation

a. Moral Obligation

Keeping to the company's moral obligations is simple in terms of filing the right financials, obeying basic regulations, etc but much more complicated when it comes to weighing where the company will invest its revenues to make a difference. EVPs can help a company with these more difficult decisions of community investment because employees are members of the community, have relationships in the community and a vested interest in seeing positive change in their community.

²⁹ Porter, M., & Kramer, M. (2006) 'Strategy and Society: The Link between Competitive Advantage and Corporate Social Responsibility', Harvard Business Review.

b. Sustainability

Sustainability has to do with the triple bottom line – economic, social and environmental impact. A company cannot be a success in an unsuccessful social, environmental or economic environment. EVPs can help make grassroots connections to all stakeholders – instead of throwing money at problems, EVPs allow for more strategic thinking around true sustainability.

c. Licence to operate

This relates to operating on a local level with government, citizens, activists, etc. This is very important for companies needing government consent, such as extractive companies, or those that must embrace a Neighbour-of-Choice focus, which concerns those organisations that have a 'presence or impact on communities – either those localised, geographic communities, or communities of ideas or interests.'³⁰ Employees on the ground can help to ensure that a real dialogue is happening, can help mitigate eruptions and encourage more than just defensive actions or band-aids.

d. Reputation

Reputation is a difficult area for observing tangible results. Even companies that are 'known' for social action – such as The Body Shop, Patagonia, Newman's Own, Ben & Jerry's, Timberland – have trouble identifying their reputation benefits. However, some industries have used CSR as insurance, hoping that their goodwill will outweigh negativities in the eyes of the public.

All four reasons focus on the tension between a company and the community, and not on the interdependence of all actors involved. The same can be said for the companies themselves: departments often still operate in silos – philanthropy does not tie to CSR, CSR does not tie to the EVP, the EVP is not tied to Human Resources, and nothing is tied to the myriad operating units. CSR efforts do not seem genuine because of the existence of different one-off efforts, rather than a cohesive strategic plan, involving all parts of the company.

In this context, Porter and Kramer suggest that CSR should be rather called 'Corporate Social Integration' and should be understood more as a shared value effort. The more the EVP is integrated within the company, the more opportunities a company has for positive Public Relations (PR).

³⁰ Alcoa Research Centre for stronger Communities <http://strongercommunities.curtin.edu.au/neighbourofchoice.htm>.

'There are 100 plus surveys that CSR practitioners fill out each year to be evaluated and ranked on their CSR programmes – and not one survey asks about Value Creation, they all ask about Risk Management. This puts the company on the defense when telling about its activities.'
Kevin Thompson, IBM, quoted by Sarah E. Hayes

Benefits of Employee Volunteering Programmes

One of the reasons for setting up a coherent CSR and employee volunteering course is the benefit stemming from such programmes for companies, employees, community and volunteer organisations.

As Frank W. Heuberger put it in his article 'Essential tools for employee volunteering'³¹ the benefits of corporate volunteer programmes are tangible in many ways. Employees learn new skills, demonstrate leadership and feel good about the company and the contribution to the community. The community benefits by gaining the manpower to deliver services that otherwise may not be possible. A corporation improves its public image through volunteers acting as company ambassadors, giving the company a 'human' face. A volunteer's effect — named by Allan Luks, executive director of Big Brothers/Big Sisters³² in New York as 'the helper's high', which is described as the feeling of elation from volunteering in worthy causes, which spills over into other areas of a volunteer's life, including work. According to Luks, people who are involved in certain volunteer activities are 10 times more likely to report being in better health than those who do no help at all. This continuous feedback of good feeling is a useful buffer for work problems. Therefore, employee volunteers report being much happier and more confident at work.

³¹ See point III.1.

³² Big Brothers Big Sisters, 18.12.09 <http://www.bbbs.org/site/c.djKKYPLJvH/b.1539751/k.BDB6/Home.htm>.

More specific benefits of corporate volunteer programmes according to Frank W. Heuberger are:

Company Benefits

- Improves relations with surrounding community;
- Improves public image;
- Develops cooperation and good relations with community leaders;
- Improves recruitment and retention of employees;
- Builds a cohesive, motivated workforce;
- Increases employee performance and productivity;
- Improves employee morale and reduces absenteeism;
- Adds a potential source of information for corporate philanthropy and community relations programmes;
- Improves understanding of the community and the company's customers;
- Reduces isolation of employees from the community;
- Increases effectiveness of corporate philanthropy;
- Helps maintain a healthy community, which is essential to business;
- Helps establish and enhance corporate or brand reputation in new or existing markets.

Employee Benefits

- Improves leadership and interpersonal skills;
- Increases opportunity for employees to explore and develop new areas of expertise;
- Reduces isolation and increases interaction with employees in other segments and levels of the company;
- Adds variety and fulfilment and increases the sense of self worth;
- Improves the community services that employees and their families use;
- Increases and provides opportunities for more family interaction and activity time.

Community Benefits

- Provides new talent and energy by increasing the number of volunteers and the pool of available skills (especially managerial and technical);
- Increases understanding between business and the nonprofit sector;
- Improves the quality of life in the community;
- Alleviates or eliminates community problems or deficiencies that detract from the well-being of the community;
- Gives capacity to provide community services that otherwise might be impossible.

According to Sarah E. Hayes, the most important benefits of EVPs are:

- A real and genuine connection to the community;
- Morale and loyalty issues;
- Recruitment and retention of talent;
- Skill learning and utilization – job enhancement;
- Team building and understanding between departments, professional levels of jobs, etc;
- Future workforce building through certain volunteer activities;
- Help integrate the silos within the company.

In addition, an aspect that is often underestimated is the value of being given the chance to contribute and to feel appreciated. Companies that reach out to their employees for their input into EVPs and CSR issues that are important at the community level, get the best PR possible: the loyalty and admiration of their workers.



II. How to make employee volunteering programmes valuable?

This chapter first presents the 'Essential tools for employee volunteering' which companies need to possess, according to Frank W. Heuberger³³. The second part is devoted to good practices of employee volunteering with the presentation of successful cases for: business-case volunteering programmes, cooperation between companies and volunteer centres, capacity building, communication of EVPs within the company and measuring the impact of such programmes. The third and final section of this chapter will present the main existing barriers to a successful collaboration between the private and the voluntary sectors, and ways to overcome these barriers.

1. Essential Tools for Corporate Volunteering

"Business recognize that over the long term, participation in the community is not only an opportunity to address societal needs but can also bring significant investment returns when efforts are strategically aligned with corporate goals".

Conference Participant

Balancing Corporate and Community Needs

EVPs serve as an effective tool for building relationships with communities while bridging the gap between community needs, company goals and the employee's desire to participate. A successful programme strategy balances these needs while focusing efforts on gaining the highest return.

³³ This part was put together especially for CEV members interested in learning more about this part of corporate mission and strategy in the context of Corporate Citizenship. The material stems from the Boston College Center for Corporate Citizenship brochure 'CorporateVolunteerism' (<http://www.bcccc.net/>). Although the perspective taken is predominantly the perspective of the company the tools are equally important for partners from the civil society sector.

For example, a software vending company donates equipment and technical expertise to a crisis centre where employees currently volunteer. In addition, the crisis centre desperately needs a system for tracking crisis calls. So the software company, which has just designed new data management software for the market, works with the crisis centre to test the reliability and capabilities of the system. In this way, the software company maximizes its use of human capital and technical knowledge, aligns its employee volunteering programme with corporate objectives, and provides the resources for a much needed community service.

Along with balancing corporate, community and employee needs, a key topic for corporations is to define whether and how to develop business relationships locally, regionally, nationally and globally. By conducting an assessment of both internal and external forces, community involvement and employee volunteer programmes that establish and maintain community relationships can be designed.

Making Volunteerism Part of Strategic Philanthropy

The effective use of corporate resources in the overall philanthropic effort is another important issue for companies. Many corporations turning the back on traditional 'checkbook philanthropy' and use multifaceted approaches towards efforts of community involvement through volunteer programmes, product and equipment donations, use of facilities, loaning managers and technical expertise, cash and in-kind gifts. When included in the strategic mix of community involvement activities, corporate volunteering enables companies to provide greater benefits to the community at a lower cost than through traditional philanthropy alone.

Getting Started: Implementation Steps

As you look to develop your own corporate volunteer programme, you first need to find out some basic information. The following implementation steps will help guide you through this process:

Step 1. Conduct internal and external environmental scanning: Utilize focus groups, surveys and meetings with management and community leaders to get insight on just what is needed and what the current level of support is for such a programme. This type of information sets the stage for defining what the corporate role should be. Find out about community needs, employees interest

on volunteering and types of commitment, talents and service groups which are most appealing.

Step 2. Define the scope of the volunteer programme: Ensure that the programme is in line with the corporate mission and develop a mechanism to ensure that the volunteer programme fits in and is consistent with the corporation's other philanthropic efforts. Establish company policy on employee volunteer time during work or after work hours and criteria for additional corporate support regarding compensation; donation of funds, equipment or company facilities; and matching donations. Target community service efforts to meet community needs, business strategies and employee interest. Develop a system (via a volunteer coordinator, employee volunteer committee or other) for choosing which efforts or organisations the company will support and consider forming partnerships with other companies or organisations to meet the needs of projects larger than that which your company could support alone.

Step 3. Establish programme requirements and structure: Assess how long it will take to establish and maintain a programme, estimate the size of the programme and structure the coordination functions to meet the anticipated programme needs.

Step 4. Obtain internal buy-in and resources: Obtain top management support for the programme; encourage participation from all levels of the company and ensure that funds are available for it and acquire adequate staff or services to oversee and coordinate volunteer programme functions.

Step 5. Make it easy and rewarding to volunteer: Establish an appropriate and consistent system for publicising volunteer opportunities and recruiting volunteers, this may include postings in the employee break area, writing articles or listings in the company newsletter or using the power of phone calls and e-mails. Recognize volunteers for their efforts and dedication, publicise volunteers in the company newsletter, consider giving perks like theatre or sports tickets if available; host an annual recognition banquet. Highlight both internally and externally thank you letters from organisations, success stories of individuals or communities helped, and testimonials. Encourage family participation in volunteer opportunities.

Step 6. Measure and share programme success: Develop systems to periodically evaluate the cost and benefits of the programme and its impact on the community, the company and employees. Keep track of staff hours contributed,

the monetary value of employees' time, the number of organisations served, the number of people assisted and design a report to communicate the volunteer programme's results. Regularly update and share this report with upper management and employees.

Encouraging Employee Volunteering

Corporations can support their volunteer programmes in a variety of ways:

- **Paid/Flexible Time Off:** Many leading companies offer flexible or paid time off for volunteer work. Timberland Co. offers its employees up to 40 hours yearly in paid time off for volunteering. Fannie Mae offers its employees up to 10 hours per month of paid leave for volunteer activities;
- **Recognition/Awards Programmes:** Recognition and awards are powerful incentives to motivate and increase employee participation. Here are some of the more common ways to recognize volunteer efforts: news articles and photos in the company newsletter, annual or monthly awards, personalized thank you's or perks like sports or theatre tickets, and an annual recognition banquet or gala;
- **Matching Donations:** When a cause is so important that employees open their own pocketbooks, corporations recognize that gesture through matching donation programmes. Companies offering this additional support create contribution guidelines and set dollar limits on amounts they will match;
- **Dollars for Doers:** Some corporations contribute a specific amount to a cause or organisation based upon the number of volunteer hours contributed. This type of support gives employees an incentive to volunteer even more hours;
- **Volunteer Programme Coordination:** To better support employee volunteering, corporations facilitate these efforts by hiring volunteer coordinators, allocating this function within the community relations, public relations or human resources department, or even hiring a community service agency. The function serves as a clearinghouse to match volunteer service opportunities with employee interest and business goals. Some corporations even develop specialized electronic administrative systems or bulletin boards to manage corporate volunteer activities;

- **Additional Donations:** To further leverage volunteer efforts, companies may offer additional funds, products or services, equipment or use of facilities to community organisations. In some cases, employees need to submit a formal request for additional corporate support;
- **Retiree Component:** Offering retirees the opportunity of continued participation in the corporate volunteer programme is a highly valued benefit. Retiree volunteers can stay connected to the corporation and be a resource to its employees, while dedicating more time and volunteer services to the community;
- **Professional Development:** Volunteer programmes give many opportunities to expand professional development of both current and new skills. Some companies help employees develop new skills by matching specific volunteer opportunities with the skills they desire. Furthermore, the new skills gained can be used to identify new leaders within the corporation and may be recognized in company performance reviews;
- **Family Involvement:** While companies emphasize the importance of volunteering, many also include opportunities to build family interaction and involvement. These activities may be more appropriately offered after school hours or during weekends to include parents, children and grandparents;
- **Loaned Executive Programme:** Loaned executive programmes, in which executives have the option of giving a week, month, six months or even a year's worth of volunteer service to an organisation, allow corporations to give more support and valuable expertise to a worthy cause or organisation;
- **Global Volunteer Days:** Corporations with international operations or subsidiaries have initiated corporate-wide global volunteer days, where employees at all locations around the world honour a day of service to community activities.



Dr Frank W. Heuberger is Head of the Coordinating Office for Civil Society and Civic Activities, State Chancellery Rhineland - Civil Society (BBE), as well as the cofounder of the Centre for Corporate Citizenship Germany (CCCD). In the centre of his responsibilities lie models of civil and political participation on local, State and European level, the potentials of Corporate Citizenship/CSR and perspectives of a European Civil Society. As an Assistant Professor of Sociology in Boston University, USA, he taught social theory and empirical social research from 1990 – 1995 and worked as Research Associate at the Institute for the Study of Economic Culture (ISEC).

2. Good practices for employee volunteering

This section aims to present some projects considered as examples of good practice and successful experiences of employee volunteering. It considers three examples of companies working with NGOs; two examples of volunteer organisations working with business; one example of a successful private-public partnership; and a project designed to measure the impact of employee volunteering on the company and the local community.

Successful employee volunteering scheme - Companies working with NGOs

Double Pleasure Countrywide Project: Employee and student volunteers working together on social sustainability projects

Univé Insurance Company³⁴, The Netherlands

Presenter: Gwen van Roekel (Senior Community Affairs Advisor)

Summary

The *Double Pleasure* volunteer project focused on using student community interns and employee volunteers that take less physically mobile people out for social/cultural activities. After running for three years at provincial level the project will now expand to countrywide level. The volunteers, organised by a volunteer coordinator, help people in need to temporarily leave their living environment for an excursion or for other special projects. It involves not only escorting, but also socializing activities, that is why the project is called – Dubbel Genieten or *Double Pleasure*. There are many positive results for the beneficiaries of the project, for the health and comfort of the participants from the nursing homes and other institutions, for the students' perception of volunteering and their volunteer and professional 'career' orientation and, finally, in terms of both employee and student volunteers acquiring new skills and competences.

The project built successful cooperation between companies, schools, student volunteers, employee volunteers, community volunteer coordinators and community organisations. As the workshop leader states: 'This project is fairly easy for businesses to plan and implement, either with external help from an intermediary, such as a local volunteer centre coordinator or by the company itself. We noted that public private collaboration to promote the project at countrywide level has been fundamental to the project success.'

³⁴ Unive Verzekeringen, 18.12.09 <http://www.unive.nl/>.



Gwen Van Roekel Senior Advisor, Community Affairs, Univé Insurance Company, the Netherlands, which engages more than 1.000 employee volunteers annually in community service projects. Gwen is specialized in multi-party collaboration projects between private companies, NGO's, volunteer and governmental agencies. Her work focuses on sustainable development and volunteerism, specifically in the areas of environment and social development. She has worked as a project and programme manager on these issues in several countries in Africa, Europe, North- and Central America. Gwen van Roekel holds a Master of Arts degree in Speech Communication. She is also a graduate of the European based International Professional Development Programme. She started her career as a full-time professional volunteer on sustainable agriculture projects in Benin, West Africa.

Project in details³⁵

National project objectives

- To increase the participation of people who are not physically able to leave the house by themselves, allowing them to take part more frequently in social activities. The philosophy of the project is to help people to meet each other and allow less mobile people to enjoy life, even though they need some assistance in doing so. The project hopes to reach 10,000 people by 2010;

- To increase employee volunteer levels and the participation of businesses in community volunteer projects countrywide;

- To introduce teenage students countrywide to volunteering in order to start working today with the volunteers of tomorrow.

Three Project Partners

Matchpoint Community Consultants, a well-respected community partner located in Amersfoort, The Netherlands, created the *Double Pleasure* project

and developed it into a fully mature project. Matchpoint Community Consultants continues to execute *Double Pleasure* projects at the provincial level in central Netherlands together with local schools, businesses and community organisations. Matchpoint Community Consultants also assists with the training of local coordinators and helps with project promotion.

The Dutch National Volunteer Centre, MOVISIE³⁶, is the *Double Pleasure* project coordinator at national level, providing training and support to local project coordinators. MOVISIE also promotes the project nationally and gathers project best practice elements to refine the project as it is implemented. MOVISIE serves as a link to the Ministry supporting the school based community internships and assists with additional funding acquisition.

Univé Insurance supports the *Double Pleasure* project objectives and its national implementation with a financial

contribution, as well as implementing *Double Pleasure* projects countrywide at various local offices using Univé Insurance's employee volunteers, who collaborate with local community partners and volunteer coordinators.

How the Double Pleasure project works

At local level a project is organised by a professional volunteer coordinator, who is trained in the *Double Pleasure* project concept. This person works together with a group of company employees and school coordinators to assist a local group of people from a nursing home, a handicapped centre, a revalidation centre, youth care institutions, etc. They accompany them outside their living areas for an excursion. Many types of activities are possible: a visit to the market, museum, park, zoo, theatre or other special activities. Each beneficiary is escorted by a company volunteer and a student community intern. The size of the group varies, but is usually between 10 to 25 beneficiaries and a similar number of both employee volunteers and community interns. The community intern is informally introduced to volunteering via the employee volunteer and both help escort and socialize with the person from the nursing home or other institution. Professional staff from the nursing home or other institutions is present to care for special needs during the excursion activities. Therefore, volunteers and interns do not replace professional staff.

Project results to date

Over the last two years the project managed successfully to mobilise more than 75 companies and schools and to train local/regional volunteer coordinators.

During the project evaluations, the **professional staff** mentioned that the *Double Pleasure* excursions and social activities could reduce stress on the part of the **beneficiaries** resulting in the reduced use of stress-decreasing medication. Usually the beneficiaries are physically tired after a project, but enjoyed themselves and are grateful to the volunteers for helping them go outside for activities and socializing. The **student volunteers** learn to regard project beneficiaries and employee volunteers differently than before the projects, as well as it helps them to find orientation for future work and volunteering possibilities. Students learn things they did not know about elderly people and other project participants they would not encounter in daily life otherwise. Their level of social skills rise and their perspective broadens. **Employee volunteers** benefit from the coaching they provide to the student volunteers during the project activities in terms of the acquisition of active skills, which they could not acquire through theoretical training programmes. They appreciate being able to represent their company in a unique way that benefits the community. They learn about social needs in a way that would not happen if they stayed in the office and they have the

³⁵ Contribution provided by Gwen van Roekel.

³⁶ See: <http://www.movisie.nl/>.

opportunity to share their work experience with the beneficiaries.

In 2008 the decision was taken to implement the project on a country-wide level and to train a large number of local volunteer coordinators for this project. The first 12 local volunteer coordinators have been recently trained and a total of around 30-40 local volunteer coordinators will be trained during 2009. A website has been set up to help the coordinators with their projects and to promote the programme.

Collaboration experiences to date

The *Double Pleasure* programme is still developing at national level, thus it continues improving through experience at this level. Not all schools already have internship coordinators at this time, some have little time to help coordinate a project and financial issues can be complex to resolve. The project requires and helps all parties to be very clear in terms of role assignments and expectations during planning and execution. The project toolkit lists the key issues that have been learned so far, in order to keep track of best practices and successful activities. Some issues are referred back to the Ministry for follow-up and best practice advice is shared on the project website and in follow-up trainings for coordinators. To resolve financial issues the participating companies are asked to pay for transport, food and drink and any entrance fees during the excursions.

Based on the popularity of this project the national project partners decided to give sufficient attention to this project during the first Dutch national conference on business volunteering in 2009³⁷. Local volunteer coordinators, participating schools, businesses and Education Ministry staff will actively participate to promote the project and share experiences.

Success Factors of this project

- Probably the biggest advantage of this project is that the three structural partners at country level have complementary expertise areas that are shared at project level (one business; one community organiser; national volunteer centre);
- The project concept idea is simple to understand. Moreover, project training focuses on hands-on practicalities, benefits, matching process and collaboration techniques;
- The fact that participating business pays for the transport and associated costs makes volunteer projects possible;
- Considerable effort was made to elaborate a digital toolkit, which clearly explains the roles, responsibilities, and planning for this type of project to all participating partners;
- Sustained training has been key to help coordinators get started with projects and to understand the culture and relevant issues of the other project partners.

³⁷ Wereldtzt, 18.12.09 <http://www.wereldtzt.nl>.

Citi Global Community Day - Case Study

Kronenberg Foundation of Citi Handlowy Bank, Poland

Presenters: Jarosław Lepka (Foundation Deputy Director), Darek Pietrowski (President, Volunteer Centre, Warsaw)

Summary

The project is managed by the corporate foundation – Leopold Kronenberg Foundation of the Polish Citi Handlowy Bank³⁸. The Citi Global Community Day (CGCD) is organised to emphasize the company's global involvement in social matters and to use the potential of joint activity for the benefit of those in need. The crucial element of the project was a co-operation between Citi employees and local NGOs in Poland. The Centre for Volunteering in Warsaw also played an important consultatory role in the project. Despite a short timeframe and huge coordination challenge, the company successfully managed to design a communication plan, involve almost 100 organisations, prepare various volunteer opportunities and secure the financial support for the projects. During the Citi Global Community Days 2008, 87 projects were realised, 1,226 bank volunteers together with their families and friends were engaged, delivering 5,500 hours of volunteering work and from which 14,500 people benefited.



Darek Pietrowski has been involved in the Polish NGO sector since 1993 when he joined the BORIS Foundation where the Volunteer Centre in Warsaw was first established. He was a member of the team developing the concept and strategy for the first Volunteer Centre initiative in Poland. In 1995 - 1997 he was involved in the establishment of the Polish Volunteer Centre Network, from which he is currently the President. Since 2000 he has been the President of the Volunteer Centre in Warsaw, which started a range of innovative programmes under his management: 'Engaging Volunteers in Paediatric Hospitals', 'Corporate Volunteering', 'Volunteers for the Disabled'. In 2002-2003 Darek was involved in the formulation of the 'Act on Public Benefit and Volunteer Work'. Since 2006 he has been a member of the Board in the 'Corporate Volunteering' Programme implemented by the Volunteer Centre.



Jarosław Lepka, Deputy Director at the Leopold Kronenberg Foundation of Citi Handlowy, responsible for supervision of programme issues. Jarosław Lepka started his professional career by focusing on corporate community involvement at the Academy for the Development of Philanthropy in Poland. He is co-author of the guidebook 'Entrepreneur in a socially responsible world'. He was a participant and panelist of the national and international conferences related to CSR. He is a graduate of the Institute of Applied Social Sciences at Warsaw University.

³⁸ See: <http://www.citibank.com/poland/homepage/english/6098.htm>.

Project in details³⁹

Bank Handlowy w Warszawie S.A.

Bank Handlowy is one of Poland's leading financial institutions, offering corporate, investment and consumer banking products and services under the brand Citi Handlowy. It is also Poland's oldest commercial bank with a record of uninterrupted activity since 1870. The bank's long history provided years of experience and an excellent reputation among customers, which allowed its expansion not only on the domestic market but also beyond. On the 130th anniversary of its establishment, Bank Handlowy opened a new chapter in its history through becoming part of the global Citigroup network. The two institutions merged in March 2001 and in November 2002 Bank Handlowy w Warszawie S.A. assumed a new logo: Citibank Handlowy.

Corporate values and The Kronenberg Foundation at Citi Handlowy

Citi Handlowy's corporate culture is based on four pillars: responsibility towards client, employees' responsibility to one another, responsibility to the company and community in which it operates. In observance of these rules, Citi Handlowy engages in responsible business initiatives. Such initiatives are also implemented by The Kronenberg Foundation at Citi Handlowy – established in 1996 as one of the first corporate foundations in Poland. Its statutory activity includes support-

ing the protection of cultural heritage, promoting entrepreneurship and granting financial support to local NGOs. In addition, in 2005, the Foundation launched one of the first EVP in Poland.

Employee Volunteering Programme at Citi Handlowy

Under the EVP at Citi Handlowy, the Foundation supports volunteering projects addressing the handicapped, low-income families, children's homes, animal shelters, etc. Since its launch, the project has enjoyed the support of the bank's senior managers acting as its ambassadors. It soon attracted also wide participation of other employees.

The programme has four key features:

- Volunteer Day - each employee who commits to social work is granted one day of paid leave per year exclusively for volunteering purposes;
- Volunteer Incentive Programme (VIP) - employees who have worked 50 hours in a single year for a social organisation are offered the opportunity to allocate a micro-grant to that organisation;
- Civil liability and accident insurance, as well as reimbursement of expenses incurred during the volunteering work;
- Volunteer Management System - support system database of volunteer profiles for matching assignments

with preferences declared by the volunteers and for tracking the number of donated hours and new projects supported by the Foundation.

The EVP at Citi Handlowy also supports human resource management and corporate communication within the bank. Employee volunteering in a financial institution also functions as a motivator for personal growth and the development of interpersonal skills. Key forms of support to the bank's employees and their will to join volunteering projects are expertise, financing and administration.

In implementing their projects, Citi Handlowy volunteers are supported by the Kronenberg Foundation and in partnership with public institutions such as the National Bank of Poland and NGOs focusing on topics such as ecology, education, or culture. The NGOs range from small local foundations and associations to large national-scale organisations.

Some elements of the EVP at Citi Handlowy could easily be applied in other companies of various size and types of business. These include Volunteer Day and projects for local communities. Others, such as the advanced communication system or financial education programmes, are only applicable in large corporations working in the appropriate line of business – as finances in the case of Citi Handlowy.

Communication with Volunteers

In a business organisation employing over 5,000 people in various locations,

effective internal communication is of vital importance. Due to the characteristics of employee volunteering, this aspect posed a key challenge that the designers of the programme had to face. Therefore it was already decided at the launch of the project that an electronic management system would be created, based on information acquired from questionnaires completed by employees specifying their expectations, skills and volunteering needs.

Moreover, efficient communication between the Foundation and the volunteers was based on an original, modern intranet platform – the Volunteer Management System, supported by electronic mail. The two tools were instrumental in distributing information about the programme, enrolment, and advertising new projects, forming volunteer project teams, collecting information about the volunteering project and creating reports and statistics. Additionally, volunteering projects are presented in a news column on the intranet home page, occasionally as banners, advertisement through text messages and on plasma displays in Citi Handlowy's offices, as well as screen savers installed on all computers in the bank. Employee meetings are also used to inform employees about the EVP at Citi Handlowy. At 'Orientation' training sessions held twice a week, new employees are introduced to the Foundation, the EVP and CSR activities of Citi Handlowy.

³⁹ Contribution provided by Jarosław Lepka and Ewa Wojsławowicz (coordinator of EVP).

Volunteering Activities

The largest project under the EVP at Citi Handlowy is CGCD, consisting of Citi Handlowy volunteers implementing their own original projects addressing the needs of local communities. They contact local NGOs and authorities to identify the needs of the communities for which they would like to work. Then they design and execute projects financed by the Foundation. Until today, 1,226 volunteers carried out 87 projects in 2008 CGCD.

Since the project launch Citi Handlowy volunteers have worked in national economic education programmes (delivering workshops or providing consultation for teachers) and contests of economic knowledge (as experts assisting contestants). Economic knowledge project include workshops for primary school children and secondary school students.

In September 2006 the EVP was expanded by adding volunteering off-site integration events that replaced standard team-building games. So far the Kronenberg Foundation has designed and organised over 20 such events, during which employees of Citi Handlowy work for day-care centres, animal shelters, children's homes and therapy and culture centres. They deliver a broad range of volunteering work. Nearly 2000 employees of Citi Handlowy have participated in volunteering off-site to date.

In 2008 and 2009 Citi Handlowy invited its customers to join its EVP by planting trees with the bank's employees in forests around Warsaw, Gdańsk and Olsztyn as a part of an eco-picnic.

Employee volunteering programmes supported by Vodafone Czech Republic

Vodafone, Czech Republic

Presenter: Mr Přemysl Filip (Senior Manager Corporate Responsibility)

Summary

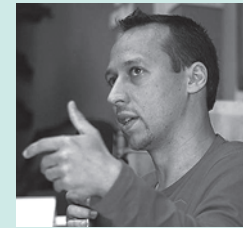
Vodafone, Czech Republic⁴⁰ established two interesting EVPs: the Day for NGO and the Year of Difference. The Day for NGO project was designed to improve stakeholder management with NGOs and to provide opportunities for larger employee engagement. This programme offers Vodafone employees the possibility to spend up to 2 business days on volunteering for any project supported by the Vodafone Foundation⁴¹, or to do work for any nonprofit organisation of their choice.

⁴⁰ http://www.vodafone.cz/index_en.htm

⁴¹ <http://www.vodafone.com/start/foundation.html/>

The second project, the Year of Difference, is the Czech version of the global World of Difference⁴² programme. It is the flagship programme of the Vodafone Foundation throughout the world. It focuses on know-how transfer

between the business and NGO world. Within this programme, five individuals leave during one year their professional position to carry out projects of their choice in selected nonprofit organisations.



Ing. Přemysl FILIP, MSc.

Senior Manager for Corporate Social Responsibility.

Filip Přemysl was awarded a degree from Manchester University in Environmental Sciences and Policy. Previously he also graduated in Metallurgical Engineering. From 1997 onwards he worked at companies ABB and Skoda Auto in several positions in the Strategy and Development departments. Subsequently he has been active in the telecommunication sector. As Quality Manager at T-Mobile he contributed to the CSR programme implementation and contributed to the success in winning the National Quality Award. In 2006 he was appointed Senior Manager for CSR in the Czech branch of Vodafone. He leads the CSR department. Among his responsibilities are CSR strategy creation and implementation, leading the realisation of environmental, social and ethical programmes across the company and NGO stakeholder management. He is Vicechairman of Business Leaders Forum, chairman of the working group Safer Mobile Use for Children under the Mobile Network Providers Association and Board member of Donors SMS.

Project in details

For Vodafone, one of the crucial incentives to embark on CSR is to become one of the most trusted companies in the areas they operate. In this respect, Vodafone has developed two major programmes of employee volunteering: the Day for NGO and the Year of Difference. These programmes are organised under supervision of the Vodafone Czech Republic Foundation, which was established to create meaningful strategic partnerships

with nonprofit organisations and to support specific development projects throughout the country.

The Day for NGO

Through this project, Vodafone employees are offered the opportunity to spend up to two days volunteering in nonprofit organisations or for any project supported by the Vodafone Foundation.

⁴² http://www.vodafone.com/world_of_difference.html

Partner

For this project, Vodafone collaborates with HESTIA – National Volunteer Centre⁴³. HESTIA provides Vodafone with wider offers for volunteers, volunteer insurance and simple web-based applications for seminar registration and the completion of these seminars. The partnership with HESTIA facilitates the project, as HESTIA serves as a contact point and allows for long term volunteering.

Activities

In the framework of the Day for NGO, employees volunteered for various projects according to their interests. Examples include: a project in Brazil teaching orphans, the organisations of a Press Conference for the Women's Fund, working in a rescue centre for injured animals, organising art workshops for children in nurseries, spraying recycling and dogs pictograms on footpaths and planting trees in protected mountain areas.

The Year of Difference

Activities

With this scheme, the Vodafone Foundation tries to bring the nonprofit and commercial spheres closer together. On the basis of a national competition, this project allows five professionals from the commercial or public sectors to spend one year working for a domestic NGO and to realise projects beneficial to the public. The aim of this programme is to allow employees to engage in social projects which they

find important and to build a culture of cohesiveness within the company. Here are some examples of projects developed under this scheme:

- Kanka Hermova, an environmental protection agency specialist volunteered in the Czech Mountain bike Association (CeMBA), where she developed good practices in planning and realising projects to create paths for sustainable mountain biking in nature;

- Adam Javurek, journalist, volunteered to increase literacy in NGOs, taught NGOs how to use the Internet to achieve their goals and familiarised NGOs with cheap and easy publishing tools;

- Roman Nenadl, senior project manager in E.ON, served as a volunteer in Caritas Czech Republic⁴⁴ to help establish a strategic development plan 2009-2011, manage expenses and incomes of projects and find new sources of financing;

- Blanka Rejlkova, employee in the Ministry of Regional Development, volunteered at People in Need⁴⁵ where she helped to place long term unemployed from disadvantaged social groups on the job market. She also developed an educational programme for increasing their qualifications;

- Jiri Stastny, sales director, worked as a volunteer in Czech Switzerland (region in the north-western Czech Republic) where he developed ecotourism services.

Results

The main outcomes of this project

are the resolution of concrete social problems and the capacity building of NGOs thanks to the skills brought by employee volunteers. Another outcome is the loyalty of employees to their company because they trust it.

Success factors

Vodafone considers collaboration between the voluntary sector and companies as a key success factor to run EVPs as each side receives added value. Renowned and skillful NGO partners can help business to enrich their EVPs and to match competences of employees with the particular interest of the employee volunteer, which en-

ures an efficient and good employee volunteering scheme, beneficial to all sides. Additional success factors are: the clear communication with employees, simple schemes without barriers and a minimum of administrative workload and the willingness to collaborate with different stakeholders.

Potential problems / issues

Collaboration between business and NGOs through EVPs can sometimes be hindered by a lack of flexibility and communication. Mistrust is another obstacle, as well as the limited duration of the projects.

'CSR must be an essential part of companies business otherwise it will be only PR'

Premysl Filip, Vodafone, Czech Republic

⁴³ See: http://www.hest.cz/ndc_e.shtml.

⁴⁴ See: <http://www.charita.cz/>.

⁴⁵ See: <http://www.clovekvitisni.cz/indexen.php>.

Successful employee volunteering schemes – Volunteer organisations working with business

Salesforce and 1/1/1 Model

Volunteer Centres Ireland, Ireland

Presenter: Eva Early (Information and Communication Officer)

Summary

The Salesforce Foundation⁴⁶ develops a capacity building project, which features a unique 1/1/1 integrated philanthropy model. According to this model, the company gives 1% of its profit, 1% of its products and 1% of its time to nonprofit organisations. This means that all staff members have six days a year to volunteer. Within the EVP, Volunteer Centres Ireland (VCI) managed to establish a very successful collaboration with the company, which regularly turns to VCI local volunteer centres and actively participated in the National Day of Volunteering. Salesforce, a software company, provided VCI with a database, which allows the organisation to collect national statistics on volunteering and supported the organisation to implement it through their volunteering programme.



Eva Early is Information and Communications Officer with VCI and coordinator of the Irish national day of volunteering. Eva has worked predominantly in community development since she took part in the European Voluntary Service in Paris in 2003. After two years in France she returned to Ireland to complete her postgraduate studies in overseas development. She subsequently worked for a community consultancy firm that specialised in participative research before taking up her position in VCI. Eva is currently working on an MA thesis that explores the impact of the recession on volunteering.

Project in details

Partners

VCI facilitates the national network of volunteer centres in Ireland. Its main tasks are to promote externally the national network of placement services, to develop best practices within and across the network of local volunteer centres and to assist local volunteer

centres to develop the capacity of organisations they work with. VCI also organises the National Day of Volunteering.

Salesforce is a company, selling Customer Relationship Management (CRM) solutions, which it delivers to businesses via the Internet, using the

software as a service model. The Salesforce Foundation defines its objective as to use its employees, technology and relationships to improve communities, inspire youth to be more successful, support the world during times of extreme need, and promote compassionate capitalism.

The 1% model

Through the 1/1/1 model – 1% Time, 1% Equity and 1% Product – the Foundation aims at reaching out to the community and increase the effectiveness of nonprofit organisations so they can better achieve their goals. 1/1/1 means:

- 1% Equity: Using one percent of founding stock to offer grants and monetary assistance to those in need, especially to support youth and technology programmes;
- 1% Product: Facilitating the donation of salesforce.com licenses to nonprofits, helping them to increase their operating effectiveness and focus more resources on their core mission;
- 1% Time: Finding meaningful activities for salesforce.com employees for using their six paid days for volunteer-

ing and promoting a culture of caring. Through the *Power of Us Partner Initiative*⁴⁷, the Foundation has put together some resources designed to offer guidance on how to build an own integrated philanthropy programme into a company. The Foundation provides information on how to start one's own foundation and how to develop customized community service programmes.

What is interesting is that the model 1/1/1, which was established by the company to underline that volunteering and CSR are at the core of their mission and vision for the future, is gradually being adopted by other companies.

Success factors

The main drivers to successful employee volunteering schemes are:

- The perception by both stakeholders of a balance of power between the company and the NGO;
- The efforts from both sides to speak a language understandable to the other party;
- The professionalisation of social organisations.

Volunteer organisations working with Corporations – what does it take?

British Trust for Conservation Volunteers (BTCV), UK

Presenter: Anita Prosser (Head of International Development)

Summary

BTCV is a charity that was set up in 1959 and has a history of environmental conservation volunteering throughout the UK and around the world. The

⁴⁶ See: <http://www.salesforcefoundation.org/>

⁴⁷ Salesforce Foundation, 18.12.09 <http://www.salesforcefoundation.org/partnerinitiative>.

organisation focuses on creating lasting cooperation between the volunteer sector and companies through projects such as the Employee Action Days⁴⁸. This project looks on employee volunteering from a particular angle: it involves engaging with corporations or organisations on employee action days which then may lead to other activities, such as mentoring, sponsorship, secondments team building and challenge events. According to BTCV, the key ingredient of successful networks is to have an agreed understanding of what the objectives of the project are and what both sides want to achieve.



Anita Prosser was born and educated in the UK having spent her early years in West Africa. Following a degree in Botany and Zoology she worked in education and as a researcher for a wildlife film company. Anita joined BTCV in 1983 to set up training schemes for the unemployed. In 1988 she was appointed to establish BTCV International department, which today employs three people and worked in over 52 countries throughout the world and delivered major organisational training programmes in Central and Eastern Europe, Japan and Africa. Anita has been leader in the establishment of the Conservation Volunteers Alliance, an organisation established to promote and give a voice to environmental volunteers around the world. Anita has sat on the boards of a number of European and UK NGOs and frequently represents BTCV and the Conservation Volunteer Alliance at many international meetings around the world promoting the involvement of people in managing and caring for their local environment.

Project in details

Employee Action Days and secondments

BTCV promotes the organisation of Employee Action Days, which are conservation days for teams and allow employees to discover some of the benefits that BTCV strives to deliver. A range of activities is proposed to engage people into CSR and (international) sustainable policy projects. Through these activities BTCV aims at making a positive impact on the environments and communities where staffs live and work. In addition to improving the natural landscape, it is

designed to provide people with a fun, active, outdoor experience working as part of a team, where friendships are formed and links with the local community made. The BTCV projects are led by trained volunteer support officers.

BTCV also organises secondments or placements. These consist in opportunities for people who have experiences and skills and want to use them in the voluntary sector. A secondment with BTCV can also bring personal and organisational benefits from learning new skills.

⁴⁸ BTCV, 18.12.09 <http://www2.btcv.org.uk/display/teamchallenges>.

In addition to these EVPs, BTCV provides corporate donations and sponsorship; it sponsors specific work programmes and initiatives with local impact. Finally, other forms of support include payroll giving and fundraising.

Success factors

To develop sustainable EVPs, it is necessary to have the will to work together to address mutual objectives. Research must be conducted in order to know what each side's objectives are. It is important to note that strategic partnerships take time to develop and care must be taken to maintain them, even during difficult economic times. Other important drivers are national structures and the existence of relationship management opportunities. The project also needs to be followed-up through an evaluation and the elaboration of statistical evidence of the outcomes of employee volunteering.

Outcomes of EVPs

In her presentation, Anita Prosser underlined the following outcomes of EVP:

- It strengthens the brand confidence in the local community;
- It builds and enhances community relationships;
- It boosts employee's morale and pride in the employer;
- It increases reputation of a company, as an good employer to work for;
- It demonstrates commitment and leadership in CSR and sustainability agendas to stakeholders;
- It enhances environmental credentials by going beyond carbon offsetting with practical action;
- For employees, it is an opportunity to improve consultancy and business skills.

Thus, employee volunteering is beneficial for all stakeholders involved: management, employees, volunteer officers and community groups.

Building a successful public-private partnership

Marketplace and other innovative models of public-private partnership

MOVISIE and Community Partnership Consultants, The Netherlands

Presenters: Stefanie Lap (MOVISIE Project Manager CSR),
Henk Kinds (Community Partnership Consultants)

Summary

There are many ways to build a successful public-private partnership. One of the most successful tools to enable it is the *Marketplace*⁴⁹, which is a forum

⁴⁹ Beursvloer, 18.12.09 <http://www.beursvloer.com/>.

where companies, volunteer organisations and local authorities can meet and build partnerships, matching their supply (volunteering projects) with demand (volunteering offers). Last year there were over 35 *Marketplaces* organised in the Netherlands, Germany, Belgium, Australia, Romania, Norway and USA. The *Marketplace* proved to be an effective tool: in the Netherlands, partnerships built during sessions amounted to a value of over 5 million euros per year. *Marketplaces* can also be a way to build brokering networks, which have a huge role in instigating engagement by creating special infrastructure for organisations and people who act as brokers between business and voluntary sector. The main aim of such networks is to train local social brokers about how to create partnerships between companies and volunteer organisations.



Stefanie Lap is CSR manager in the Dutch Centre for Social Development MOVISIE since 2007. She advises governmental bodies, welfare and volunteer organisations, as well as private companies on their CSR policy. After working as a Category Manager with global retailer Ahold for several years, Stefanie Lap switched from this commercial working environment to a job in the social community field in 2006. She worked as a Project Manager at the volunteer centre in Utrecht for 2,5 years and was responsible for organising the annual Social Marketplace as well as numerous employee volunteering events for local and national companies.



Henk Kinds is founding director of Community Partnership Consultants (CPC). Since 1994, CPC has been working on all aspects of community engagement of companies, citizens and government. CPC provides international (participative) research, knowledge transfer through training and conferences as well as management (and matching) of partnerships. CPC contributed in close partnership with CEV to a variety of European events: e.g. the European Day on Volunteering; the EU LIEN programme on developing the nonprofit sector in Middle and Eastern Europe – Henk Kinds was commissioned by CEV as an expert; ENGAGE Conference, the first European Conference on Employee Volunteering in Rotterdam; several EU programmes on volunteering in relationship to social cohesion and active citizenship of migrants (MEMVOL) – CPC and MOVISIE participated as Dutch partners.

Project in details⁵⁰

What is a Marketplace?

The *Marketplace* is an annual event in which societal/social welfare needs are addressed: the supply and demand of voluntary work in its broadest sense. The objective for companies, local authorities, service clubs, schools, social

welfare organisations and voluntary work organisations is to meet in an informal, dynamic atmosphere to determine where the 'supply' offers of one party can be matched with the 'demand' requests of another.



What kind of matches are we talking about? Here are a few examples:

- The local first aid club is looking for a training area for their weekly training. A company makes its building available for this purpose and three of its staff members receive free first aid training;
- A sports club wants to build a new changing room and finds an architect to draw up a plan, a company that will provide (leftover) building materials and a team which is willing to spend a day helping out. In return, a summer sports tournament is organised for several companies;
- A company that replaces PCs gives its old computers to a community centre;
- A school receives assistance in finding work experience traineeships for students through a temporary employment agency, which then makes new contacts via this channel;
- A communications consultancy helps a patients' organisation with the makeover of their member magazine;
- A financially strapped sports club finds a treasurer helping them to organise their accounts, which in turn provides excellent work experience for this young accountant.

What does a Marketplace entail?

For a *Marketplace* event in a medium-size city in the Netherlands, the participation of 100 local organisations is envisioned. These can be local voluntary organisations, companies, service clubs, public authorities, charitable trusts and media. Like on a real stock exchange, a *Marketplace* - where shares and options are traded - can help the participants to achieve their goals by organising different corners to feature a particular type of supply or demand (such as manpower, materials or expertise). All organisations with a particular type of offer or request will therefore be located in the same trading corner. Jobbers will act

as brokers and help making matches. Jobbers are local people with connections to a large local network, which will extend even more with the help of the *Marketplace*.

Who organises a Marketplace: combining powers

A *Marketplace* should be organised by a working group with representatives from different sectors of the local community. The *Marketplace* must involve both the social welfare sector and the business community. Experience has shown that working together on a specific project is very enjoyable, and that you can in that way achieve immediate results for the local com-

⁵⁰ The text is based on the presentation as well as on the Marketplace toolkit available on: http://www.cev.be/data/File/Marketplace_Toolkit_EN.pdf.

munity. You also obtain the necessary contacts and experience. In any case, you should be able to find enough good people who want to make a contribution to organising the event and participating in the working group.

Marketplace toolkit

A *Marketplace* toolkit has been elaborated to help companies, social welfare organisations and institutions that want to hold a local *Marketplace* event. This tool enables them to estimate the necessary effort and to divide up the duties that must be performed. The toolkit also serves as a checklist and basis for the specific organisational aspects of the event. Using this toolkit can ultimately help ensure the

easy, efficient, quick, and, above all, professional organisation of a *Marketplace* event. The organisation of a *Marketplace* is based on five phases: the path to commitment; the focus; PR and communications; preparation and implementation of the event itself; the follow-up and evaluation.

'The Marketplace starts off with an opening ceremony conducted by a local celebrity. Different worlds collide: social welfare organisations and the business community are having interesting exchanges. The atmosphere is exciting and vibrant. That is what a Marketplace is all about!'

Stefanie Lap

Measuring the impact of employee volunteering on the company and the local community

The Wellventure Monitor

Organisation: Fortis Foundation and Rotterdam School of Management, Erasmus University, The Netherlands

Presenters: Margot van Sluis-Barten (General manager) and Professor Lucas Meijs

Summary

The workshop of Fortis Foundation Nederland⁵¹ (FFN) focused on measuring the impact of employee volunteering on the local communities. The *Wellventure Monitor* (wvm)⁵² is the first instrument that measures the effects of social projects and employee volunteering that spring from the cooperation between companies and social organisations. The *wvm* gives insight into the effects of social projects and employee volunteering of companies and volunteer organisations. With this instrument, the management of (social) organisations, brokers and companies can measure the effects of their cooperation. The *wvm* is available in three languages (Dutch, English and French) and it is free of charge. Currently over 230 organisations are using this tool. During this workshop, the presenters also provided information regarding the manner in which the design of EVPs influences the results of the cooperation and the consequences of it on the community.



Margot van Sluis-Barten

After her studies at the Erasmus Business School, Margot van Sluis-Barten worked for Royal Gist-brocades, Nuon and several consultancy firms. For 7 years she was an independent consultant before she started as general manager of Fortis Foundation Netherlands. Until today she works for this foundation, sponsored by Fortis Bank, which aims at getting as much Fortis Bank employees as possible to be actually involved in the community.

⁵¹ See: <http://www.holding.fortis.com/foundation/netherlands.asp>.

⁵² See: www.wellventuremonitor.nl.



Prof Lucas Meijls is Professor of 'Volunteering, Civil Society and Businesses'. He teaches nonprofit management, social entrepreneurship, service learning and corporate community involvement. Current research projects focus on the future of volunteering and involved learning, combining planned community involvement with planned learning. He has been a member of the national task force on promoting volunteering at the local level. Since September 2007 he has been an appointed member of the Council on Societal Development, one of the official advisory councils for the Dutch Government. He serves at the board of a local scouting group, Van Harte Resto's (community restaurants), Nabuur.com (international aid), NUSO (national association of play ground associations) and Stras (a local organisation organising activities for disabled people) and ING Changes for Children. He is member of the advisory board of the Oranje Fonds (a foundation for welfare innovation linked to the House of Orange).

Project in details⁵³

The Wellventure Monitor is a measurement tool that was developed as a means to measure the impact of employee volunteering on stakeholders, from the perspective of the employee. Scholars often acknowledge that employee volunteering is a recent phenomenon, although relatively few conducted research about the actual effects of employee volunteering. Moreover, the little research that has been carried out has mostly focused on monetary measurement, which is restrictive as not all activities/results can be measured. The *wvm* allows overcoming this restriction by measuring the impact in a more qualitative perspective.

Method

The *wvm* measures the impact of employee volunteering by a seven-point scale, where the perception of

employees and their managers at the company, nonprofit organisation as well as the social target group is measured. Therefore, both the company as well as the nonprofit organisation can measure the impact of their activities.

The tool provides automatically five surveys for the different target groups: participants and management of the company; participants, management and supervisors of the target group of the nonprofit organisation. The tool allows the party who measures the effects of the social activity to make their own survey by using a selection of questions that are available in the tool.

Hypothesis

Based upon the current practice within the Fortis Foundation, a distinction can be made between corporate volunteer

assignments with a cognitive aspect for the participants of the company and/or nonprofit, and projects without this aspect – 'Act' and 'Think'. 'Act' involves more or less physical activity by the employee volunteer, which can be direct service (e.g. when supporting a disabled person at a party or a visit to the zoo) or indirect service (e.g. when painting the activity centre for the disabled people). 'Think' can also be divided in indirect and direct service. With 'Think' projects offer indirect service, because it involves advising the management of a nonprofit organisation, but for example in programmes where Fortis employees discuss future career plans with 'youth at risk' it is clearly direct service.

In the particular research presented at the conference the focus has been on the various effects that these two types of activities have on the value of employee volunteering activities for the employees of Fortis. The three criteria took into consideration for the participants of the company are well-being, skills development and meaning.

Results

FFN has measured 48 projects in 2007-2008, among 303 respondents. In general, there was hardly any difference between projects with or without a cognitive aspect. However, the results are more uneven when it comes to specific measurement instruments (e.g. pride, loyalty, fun, process skills, social skills, inspiration and personal

agenda). The primary results thus show that cognitive projects contribute better to the effects of the community programme of FFN. Therefore, it can be implied that projects with a cognitive aspect contribute more to the development of certain skills, certain aspects of well-being and meaning than projects without a cognitive aspect. However, the results also show that for many variables, the cognitive projects do not have higher scores than projects without a cognitive aspect. Thus, it will not be useful only to have projects with a cognitive aspect, because projects with cognitive aspects are much more expensive, intensive and more difficult to organise. It is recommended that companies have a proper balance between these types of projects and a clear strategy and mission for their community programme to make it as effective as possible.

⁵³ This part is a short version of a paper 'The Wellventure Monitor: Does corporate volunteering actually pay off' of Lucas C.P.M. Meijls (RSM Erasmus University) Lonneke Roza (RSM Erasmus University) Margot van Sluis-Barten (Fortis Foundation Netherlands) presented at CEV Conference, Prague, 15th and 16th of May 2009.

3. Barriers to collaboration and how to overcome them

Treating employee volunteering not as 'real' volunteering

As Michaela Mácová from Sodexo Pass Czech Republic⁵⁴ pointed out, one of the main barriers for successful collaboration is that not all volunteer centres consider employee volunteering as 'real' volunteering, due to the fact that it is organised by the companies and that people volunteer within their working hours. Michaela Mácová argued that if this prejudice is not overcome, the value of corporate volunteering decreases and a lot of potential that the companies have is lost and the people/volunteers are being discouraged. NGOs sometimes also see companies as their competitors, instead of valuing the know-how of volunteer schemes and teaching the companies, they close themselves up and sometimes show a negative attitude.

Information and understanding of each other's reality

According to A. F.Tóth, there are significant boundaries between employees of companies, institutions and NGOs. In most cases it can be observed that the actors involved have very little information about each other's reality, also because those two sectors 'speak different languages' and by definition have different goals. Employee volunteering programmes are often perceived by the voluntary sector as PR or HR activities, which keep voluntary organisations away from getting involved, even though their involvement could make those programmes more meaningful. As Michaela Mácová pointed out, to improve the collaboration, both sectors should show mutual respect, understanding of each other's goals and motives for volunteering. What is very much needed is an open discussion, honesty, and a sense of appreciation for the achievements of both sectors and the perception of being 'on the same boat'.

Lack of know-how about effective cooperation

Companies, especially at the local level, are often very interested in societal engagement, but are sometimes not aware of the ways to embark on such engagement. At the same time, volunteer centres would like to work more with companies, but feel unable to do it. One solution for the issue is undoubtedly the organisation of a *Marketplace*, which brings different stakeholders together and which enables both private and voluntary sector to get to know their mutual expectations.

⁵⁴ See: <http://www.sodexo.cz/czen/>.

Insufficient research on employee volunteering and its impact

The lack of research on employee volunteering and its impact might be an important barrier to the establishment of employee volunteering programmes by business. People considering setting up these programmes need concrete figures about the possible benefits of employee volunteering, not only in the companies, but also in the communities they operate in. In addition, even if there are more and more institutes and business networks (like ENGAGE), which conduct research and promote employee volunteering, the information is often not translated into other languages, valued or disseminated. Therefore the voluntary and business networks should promote different publications, exchange of good practices and measuring tools like the *Wellventure Monitor*.



ENGAGE

ENGAGE is an international network that brings together business and community organisations around the globe to increase the quality and amount of employee community engagement in their local communities. Their mission is twofold: to inspire, mobilise and support companies to develop sustainable community investment programmes and to provide community organisations with a network, tools and support that will help them work more effectively with business partners. At European level, ENGAGE is leading the Skills for Employability Laboratory, a research project which aims to highlight the important role that employee community engagement plays in enhancing the employability skills of communities throughout Europe.

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

III. How to support employee volunteering

When talking about CSR and employee volunteering fostered by the public sector, it has to be acknowledged that there are major differences in whether support comes from the European, national, regional or local level. Therefore it is important to differentiate between the following types of activities:

- Support from the EU for those concepts;
- Promotion of employee volunteering through national, federal or regional government policies and strategies, and measures of local administrations to promote employee volunteering in companies;
- Employee volunteering, which is implemented by local administrations, in their own organisations.

This chapter will present these various types of action. Firstly, the latest developments concerning the support for employee volunteering and CSR at EU level will be addressed briefly. Secondly a contribution from Martina Wegner presents the possible support of employee volunteering at national level, regional and local level. And finally, a study case on employee volunteering implemented by a local administration - the Municipality of Tel-Aviv Yaffo in Israel – is presented.

1. The concept of CSR in the EU

The EU defines CSR as 'a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis'⁵⁵. According to this definition, CSR is about 'enterprises deciding to go beyond minimum legal requirements and obligations stemming from collective agreements in order to address societal needs.

Through CSR, enterprises of all sizes, in cooperation with their stakeholders, can help to reconcile economic, social and environmental ambitions. In Europe, the promotion of CSR reflects the need to defend common values and increase the sense of solidarity and cohesion.⁵⁶

⁵⁵ Communication from the European Commission of 2 July 2002 concerning corporate social responsibility: A business contribution to sustainable development [COM (2002) 347 final, http://europa.eu/legislation_summaries/employment_and_social_policy/employment_rights_and_work_organisation/n26034_en.htm].

⁵⁶ Communication from the Commission on Implementing the Partnership For Growth and Jobs: Making Europe a Pole of Excellence on Corporate Social Responsibility [COM(2006) 136 final]

How does the EU support CSR? How is it linked to employee volunteering?

Important objectives for the European Commission (EC) are the promotion of active citizenship and the development of a cohesive and inclusive European society. To achieve these goals, the EC has brought forward the concept of CSR in recent years, to encourage companies to integrate social concerns into their work and strategies. Therefore, the EU believes that it should play a role in raising awareness for CSR, facilitating exchange of best practice across Europe and organising discussion on CSR-related topics, leading to further debate and action.

In accordance to the increasing emphasis on CSR, in 2001 the EC produced a Green Paper entitled 'Promoting a European framework for corporate social responsibility'⁵⁷. This document sets out the principles underlying CSR and introduces some of the sustainability tools at the disposal of companies and governments. It also raises questions regarding the role of companies in respect to CSR, the role of the EU, etc. This Green Paper was followed by a EC Communication in 2002 on 'Corporate Social Responsibility: a Business Contribution to Sustainable Development'⁵⁸, in which the EC presents a EU strategy to promote CSR on the basis of the consultation done through the Green Paper and it confirms and recognizes the voluntary nature of CSR.

In 2006, the Communication of the EC on 'Implementing the Partnership

for Growth and Jobs: Making Europe a Pole of Excellence on Corporate Social Responsibility'⁵⁹ recognised that enterprises can, beyond their contribution to European economic competitiveness and growth, also contribute to addressing certain social challenges and promoting cohesiveness and solidarity through voluntary activities.

Finally, in 2007, in the 'European Parliament resolution on corporate social responsibility: a new partnership'⁶⁰, the EP highlighted the importance of the EU budget lines for projects, such as those involving employee community engagement. Moreover, it called on the EC to fulfill its commitment to develop policies to encourage its staff to engage in voluntary community activities.

In addition to these legal developments, the EC launched in 2006 the European Alliance for Corporate Social Responsibility⁶¹, an open alliance of European enterprises, which will serve as a political umbrella for new or existing CSR initiatives by companies and their stakeholders. Its aim is to promote the positive voluntary engagement of European enterprises with social and environmental issues. The EC also hosts meetings between Member State CSR specialists and other stakeholders. Regular calls for proposals are opened for projects to promote exchanges and sharing of good practice.

⁵⁷ COM(2001) 366.

⁵⁸ COM(2002) 347.

⁵⁹ COM (2006) 136.

⁶⁰ European Parliament resolution of 13 March 2007 on corporate social responsibility: a new partnership (2006/2133(INI)).

⁶¹ See: <http://www.csreurope.org/pages/en/alliance.html>

EU and CSR: main legal developments

Legal Act	Content
Corporate Social Responsibility Green Paper, Promoting a European Framework for Corporate Social Responsibility (COM (2001) 366 final)	Sets out the principles underlying CSR and introduces some of the sustainability tools at the disposal of companies and governments. Also opens a consultation about the concept of CSR.
Communication from the Commission concerning Corporate Social Responsibility: A business contribution to Sustainable Development [COM (2002) 347 final]	Confirm and recognizes the voluntary nature of CSR and evokes that promoting convergence and transparency of CSR practices and tools helps to create an impressive richness of voluntary enterprise initiatives.
Communication from the Commission on Implementing the Partnership For Growth and Jobs: Making Europe a Pole of Excellence on Corporate Social Responsibility COM(2006) 136 final	Defines CSR as a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis. Specifies that CSR practices can involve for example the improvements in public health, as a result of voluntary initiatives by enterprises. The European Commission commits to step up its policy of promoting the voluntary and innovative efforts of companies on CSR (...)
European Parliament resolution of 13 March 2007 on corporate social responsibility: a new partnership (2006/2133(INI))	Article 42: underlines the importance of the EU-budget line B3-4000 (item 04 03 03 01) for pilot projects such as those involving employee community engagement, ... Article 45: calls on the Commission to fulfil its commitment to (...) developing policies to encourage the staff of EU institutions to undertake voluntary community engagement.

2. Promotion of employee volunteering through national, regional and local policies – example of Germany

In Germany, at national level, the topic of employee volunteering is discussed together with CSR or Corporate Citizenship. These terms are used to describe contributions made by companies towards society beyond their usual business. In doing so they use a variety of instruments, such as sponsoring, donations, volunteering, foundations, or partnerships with social organisations, therefore the degree of interaction with social partners may vary from a very loose, one-way relationship (e.g. donations) to very close partnerships in long-term social projects, in which companies invest their know-how and expertise. In 2008 the German Ministry for Labour and Social Affairs has taken the lead in promoting CSR on a national level; this constitutes a progress compared to the previous approach where CSR was pursued only haphazardly in individual ministries. However, concrete observations of progress are still to be made, especially against the background of the financial crisis, which may serve as a reason not to deal with this issue systematically.

In addition to the differentiation between the local, the regional and the national levels, the difference between small, medium-sized and big companies also have to be acknowledged. Apart from foundations and sponsoring schemes many big companies

often have regulations, regarding the support of employee volunteering which may have various forms:

- Employees can use the company's equipment (copying machines, buses, company's facilities, etc.) for their voluntary work;
- Companies support a certain project financially, which is implemented by employees in their leisure time;
- Companies organise employee volunteering as a team-building event or in combination with an excursion or training;
- Companies give special leave (for a certain number of days) for voluntary work of the employee's choice.

At national level it is possible to make a general appeal to companies to open themselves to such projects, to present best-practice projects as part of award-winning competitions. Germany is an example where such practice exists. However, if more concrete action is to be taken the regional and local level are better suited. In Germany there has been an approach of a Land, i.e. Baden-Württemberg. Not only did they commission a study on the responsibility and voluntary measures of companies⁶², but they also tested approaches to foster community involvement at local level. It was observed that it is often still difficult

⁶² Ministerium für Arbeit und Soziales Baden-Württemberg, 18.12.09 www.sozialministerium.de/fm7/1442/Corporate_Citizenship_in_BW.pdf.

to include companies in civil society processes, since societal actors (e.g. schools, mayors, chambers of commerce) are often unaware of how they could invite companies to make a contribution or how to present projects. At the same time the local level proved to be an interesting testing field: local authorities play an important role in facilitating collaboration between the sectors. Especially mayors can influence the process of including companies by inviting them, by informing them about what is going on and also by presenting best-practice examples, which proved to be a valuable means of communication. Moreover this is also where the aspect of local authorities, offering corporate volunteering comes into play. It makes, of course, sense that a community or a mayor wanting to invite and convince com-

panies to participate in corporate volunteering demonstrates by their own action the seriousness and credibility, as well as the benefits of such measures. For instance, in Germany this is done by the City of Cologne.

To sum up it can be said that there exist several interesting starting points and projects in Germany in terms of the promotion of employee volunteering and CSR at national, regional and local levels. However, there is not yet a nation-wide culture of employee volunteering as it is the case in the UK for instance. One reason is definitely the difficulty to convince companies of the benefits they can gain from supporting employee volunteering. This difficulty is rooted in a lack of communication of best practice at the local level and also the lack of scientific evidence.



Dr Martina Wegner

Since May 2005 Martina Wegner has been Managing Director of The Centre for Developments in Civil Society (Zentrum für Zivilgesellschaftliche Entwicklung - ZZE) in Freiburg, Germany. The Centre deals with all issues related to the development of civil society and its constituting elements: state, society, and industry. In recent years focus projects centred around the development and support of local volunteering structures, the evaluation of model projects and programmes on Federal and Länder level, as well as the development and research on Corporate Citizenship. A major reference project has been the evaluation of volunteer services for all generations commissioned by the German Ministry for Family, Senior Citizens, Women and Youth. Other clients are for example foundations, local authorities and

Länder governments, as well as the EU. As part of the Central Europe Programme ZZE is implementing a project supporting Corporate Citizenship as well as volunteering in local (business) structures. Martina Wegner holds a degree in philosophy specialising in business and social ethics, as well as sustainability issues. She worked as a research fellow at the Centre for Corporate Citizenship in Ingolstadt (Germany) and teaches applied sciences in several universities. She earned her PHD for a six-country comparative study carried out for the Allianz Group on corporate sustainability.

3. An employee volunteering programme implemented by a local administration – a case study of the Municipality of Tel-Aviv Yaffo in Israel

Employee Volunteering in the public sector - Tel-Aviv Yaffo Municipality-case study

Tel-Aviv Yaffo Municipality, Israel

Presenter: Uri Jaffe (Director of the Volunteer Unit)

Summary

The workshop on the Tel-Aviv Yaffo Municipality presented an EVP developed in the public sector. The aim of such programme was to open volunteer action to managers and workers of municipality, to expose them to volunteering and promote 'giving' in public administration work culture, to create an opportunity for 'group' volunteering within the units, to enhance the creativity of workers in order to help people in need and finally to speed up the moral and to create a good atmosphere to 'grow together'.

The project has been running for three years and has been involving 500 workers. Eighteen volunteer groups have been established. They volunteer on a regular basis throughout the year in 18 placements such as children day centres, elderly day care centres, food packaging and delivering, helping handicapped children and youth, helping with homework, or learning computer skills. Participants get an opportunity to learn various skills such as: planning, marketing, PR, how to get managers and employees to work together on mutual projects, and finally how to create infrastructure and partnerships with the local community.



Uri Jaffe was awarded with a National Award for outstanding director and with a Social Welfare Administration Award for outstanding director for volunteer units. Since 1997 he works as a director of the Volunteer Unit at the Tel Aviv –Yaffo – Municipality, which works with almost 120 nonprofit organisations in Tel Aviv. He is responsible for overall work, campaigns for recruiting, training and assignment for over 5,000 volunteers, and implementation of over 50 volunteer programmes citywide. He is also in charge of fundraising campaigns, networking with private donors, foundations and writing grant proposals. Uri also serves as a Board member of Israel National Council for Volunteering and board member of the World Council of Jewish Communal Service. As an expert on volunteering he gives workshops and presentations on the international, national and local level.

Project in details⁶³

The context of the programme

Employee volunteering in Israel is very 'fashionable' and is growing rapidly. In almost every large or medium scale company, an employee is responsible for developing and maintaining the ties and connections with the local community and developing projects for the company workers to volunteer. The projects are often for a short period of time or up to 2-3 times a year with a large amount of workers who are then exposed to the community needs, but some companies also volunteer throughout the year on a weekly basis.

The Volunteer Unit, which operates within the Social Welfare, Health and Human Services Administration in the Tel Aviv –Yaffo Municipality, is looking for partners from the private, public and third sectors to get them involved in the 'giving' process and to help citizens and families in need. The Volunteer Unit maintains good and lasting contacts with leading cor-

porations in Tel-Aviv- Yaffo. The team tailors together with the corporate management the programme that is best suited for volunteer action, which is usually based on the needs of its clients and which offers many different options to volunteer.

While the nonprofit organisations already worked for the past five years with the private sector in coordinating volunteer activities in the community, it became clear that municipal employees could also volunteer in the same way. The Volunteer Unit has approached the General Director of the municipality to consider the option of Municipal Volunteering. As a large municipality, it has the manpower, tools and desire to succeed. After a year-long process, the new project was approved by the Mayor and was funded by the municipality.

How the Programme works

The Volunteer Unit approaches other municipal units and divisions to take

an active part in volunteering. Meetings are organised with the directors and workers to inform them about the volunteer options, who can first visit the places to see the different alternatives before they start to volunteer as a group.

Every unit or division chooses one of the volunteers to be the contact person that will work during the year with the Volunteer Unit and the placement where the workers will volunteer. The contact person sets up a list of volunteers and decides together with all of them who will go with whom to volunteer and when and what will be the theme and other practicalities. A local volunteer coordinator is the contact person for the unit and all volunteer placements. There are 18 units/divisions that are volunteering at the moment, 500 employees who come from different backgrounds: lawyers, accountants, computer engineers, teachers, social workers, secretaries, gardeners, policemen, etc. The volunteer activities for which they are assigned can be: volunteering with children and youth, who are connected to the social welfare department, volunteering with the elderly - home visitations, volunteering in an old folks' home, volunteering with people with physical or emotional handicap, packaging and distribution of food for needy families, picking up fruit or vegetables from the field and bringing them to a soup kitchen in Tel-Aviv.

Outcomes

Ala – employee volunteering in the community is now in its third year of operation. One can undoubtedly say that the community highly appreciates the volunteer projects and the dedicated volunteers. In addition many employees reported that they saw for the first time what poverty looks like; volunteering made them a better human being, they better understood the problems that children in need or elderly are facing.

The main factor in the success of this project comes from the fact that the units are volunteering in groups. This made it easier for all volunteers; it gave them a cause to focus on, a meaning and a sense of pride.

Future Challenges

- Maintaining the satisfaction and joy that volunteers get from volunteering;
- Promoting new volunteer options for new divisions/units who are interested in volunteering;
- Continuity: some volunteers are now volunteering over two years; the Volunteer Unit is in the process of offering them new volunteer options.

⁶³ Based on the contribution of Uri Jaffe- Director of the Volunteer Unit, Tel-Aviv Yaffo Municipality, Israel.

IV. Conclusions and recommendations

The conference in Prague stimulated many interesting discussions on the topic of employee volunteering and the collaboration of volunteer organisations and companies in this field. During the panel session, the workshops, the debates and dialogue corners, speakers and other participants raised many important issues related to CSR in general, in particular to the role of different stakeholders in the development of employee volunteering: volunteer organisations, companies, European, national, regional and local authorities.

The points raised and most important conclusions made during the discussions are summarised below:

Employee volunteer programmes should be created in partnership between the private, voluntary and public sector.

The goals of the CSR should not be to erase the boundaries between sectors. They should keep their role and tasks. The aim is to create societies in which all sectors are complementary – working together to answer the needs arising from new social and economic conditions and cooperating for the benefit of society. CSR and EVPs as part of it, can contribute a great deal to the building of trust between the public, private and voluntary sector(s). It is not about making artificial philanthropic gestures – it is all about creating shared values.

The successful cooperation between sides requires an open-minded approach. Essential to a fruitful collaboration is open-mindedness on both sides (NGOs and companies). The connecting link must always be the target group and its welfare, or the target activity and its success.

Employee volunteer programmes must be based on needs assessment.

All involved stakeholders must have something to gain from EVPs. In the case that a project in which a company is willing to participate does not fit the aims of the NGO, this project should not be carried out by said company. The project should also be abandoned if there is no positive effect for all sides – business, employee and the community.

Companies are not meant, set nor equipped to tackle all social problems or challenges. They have, however, their own special resources, skills and competences, which the other sectors do not necessarily possess and which they can employ for the benefit of local communities and the society as a whole, in the cultural and geographical context of the area they operate in.

Examples:

- IBM's *On Demand Community* uses technology and offers tools for employees to choose how they use them and in the interest of what cause;
- GE's adoption of schools around their locations – employees' interests were around children and education, students improve, potential future workforce for GE;
- Microsoft's partnership with the American Association of Community Colleges (AACC) – employees use their skills to teach and train;
- Marriott incorporates *Social Responsibility and Community Engagement* as one of their main strategic priorities, and which are spearheaded in each locale by their Business Councils, headed by the General Managers of all properties. Their *Spirit to Serve our Communities* programme has volunteer opportunities in shelter and food, environment, preparation for hotel careers, vitality of children and embracing diversity and people with disabilities. Thereby they combine the economic, the social and the environmental level in a strategic way, which is built into their business;
- Intel – *Intel Involved* – employees work as computer literacy tutors, as well as giving internet safety education to young people;
- Telefonica – *Proniño* programme helps children get to school in many rural areas in Latin America;
- Starwood – *Check out for Children* – employee volunteers put together projects and fundraisers to add to the effort.

Examples provided by Sarah E. Hayes

The most important element and common denominator is the employee. The employee volunteer programmes must be employee-owned.

The employee is the tie that binds all sectors. As a worker they improve their skills for the benefit of the company, as a volunteer for the benefit of community and as an active citizen engaging in society. The amazing potential of the employee volunteer programmes is the range of opportunity existing at an individual level. Thanks to such programmes people change perspective and often start to engage as volunteers outside the companies' programmes.

One of the most important criteria of good practice is that the programmes must ensure maximum ownership by employees. They should be involved in planning and implementing programmes, choosing activities, liaising with the local NGOs etc.

'The change of perspective for individuals is maybe the most important element of employee volunteer programmes.'

András F. Tóth, Director of Hungarian National Volunteer Centre

CSR must be an element of a company's overall business strategy and vision.

The approaches of companies are often fragmented and reactive. There must be a strategic plan rather than one-off efforts. Companies should work on these cohesive plans involving all parts of the company and different sectors. An EVP is a greater commitment to community than just philanthropic donations and is one of the components of a successful CSR approach.

An EVP is one of the strategies for implementing responsible business solutions – a long-term and effective initiative, engaging employees at all levels, public institutions, NGOs, local communities and customers. The consistency and focus on effectiveness are important particularly in times of crisis, when community work and dedication to solving community issues gain higher importance.

'Is CSR more than PR? Corporate citizenship is not about donating and giving but how you make money.'

Frank Heuberger

Research is important.

Companies sometimes come up with an idea for community service that they want a specific NGO to carry out with company staff and financial support, which raises the question for the company as to whether this is just for their team building goals or whether it is good for the community or the target group. Therefore thorough research is very important. Company mapping will be easier if based on in-depth research. Unnecessary structural changes or the modification of objectives can be avoided if concrete research and company mapping form the basis of a business-NGO cooperation. Moreover the benefits arising from employee volunteering to all the involved stakeholders (community, employee, business and non for profit organisation) should also be surveyed and used as a tool to convince businesses, public authorities and nonprofit organisations to embark on EVPs.

To sum up: What are the main aspects of successful employee volunteering.

- A perception of balance of power between the company and the NGO;
- Adjusting to the language of businesses can help NGOs in their search for companies that fit the projects that NGOs would like businesses to get involved with;
- NGOs should develop a toolkit on how to approach businesses for volunteer-related organisations;
- NGOs should become more professional and open to cooperation with businesses to develop employee volunteer opportunities;
- Cooperation between NGOs and companies should match the particular interest of the employee volunteer with the community need;
- Well organised internal communication between all employees and the CSR/volunteering unit within the company and the provision of simple schemes without barriers to the employee.



APPENDIX 1

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APPENDIX 3

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