

# **Employee Volunteering: A Literature Review**

**Priya Lukka**

August 2000

# **EMPLOYEE VOLUNTEERING: A LITERATURE REVIEW**

## **CONTENTS**

---

### **SECTION 1**

- 1. Introduction
  - 1.1 Varying definitions and terminology  
Annex 1
- 

### **SECTION 2: THE STATISTICS**

- 2. Correlating the effect of business activity on EV
  - 2.1 Surveys
  - 2.2 Case Study Approach  
Annex 2
  - 2.3 Research into particular social groups, professional grades and types of businesses
  - 2.4 Summary
- 

### **Section 3: Benefit and Impact of Employee Volunteering**

- 3. Community links  
Annex 3
  - 3.1 Volunteering as a Human Resources Tool
  - 3.2 The Core Competencies Framework
  - 3.3 Skills gain
  - 3.4 'Softer skills' development
  - 3.5 Business benefit from competency gain
  - 3.6 Other evaluative techniques
  - 3.7 Recruitment tool
- 

### **Section 4: Maximising Involvement**

- 4. EV - Government targets
- 4.1 Motivation
- 4.2 The Corporate Responsibility Life Cycle
- 4.3 Rationale for Involvement
- 4.4 Barriers to Involvement

### **SECTION 5: CONCLUSION AND POLICY RECOMMENDATIONS**

---

Bibliography

## EMPLOYEE VOLUNTEERING: A LITERATURE REVIEW

---

### SECTION 1: INTRODUCTION

As more companies become involved in their local community through adopting volunteering support mechanisms, the role of business involvement in the community is being redefined in an exciting way. Businesses in the UK are increasingly taking a proactive role in helping to tackle social and community wide problems and:

“...are recognising that the prosperity of their functions are linked to the stability of the society in which they operate.”<sup>1</sup>

This ties in with a shift in the ethos of volunteering itself, moving from the idea of a ‘gift of time’ into a mutual exchange relationship between the volunteer and volunteer involving organisation. Another development has been a change in the way businesses view their approach to philanthropic involvement. The reason to become involved has evolved from historic philanthropic activities motivated by the desire to help the community, to a mutual benefit exchange where ‘corporates’ (the term usually given to the private sector collectively) are recognising the potential business impact of employee volunteering and its strength in fostering organisational commitment. The traditional relationship of financial donations from the corporate to the community is now being extended and expanded to include time and resources, illustrated through many innovative volunteering partnerships, currently in practice in the UK.

Turning to the workforce, as flexible working patterns increase, **employees** are faced with greater opportunities, but at the same time less security in the labour market. Community involvement is one way to develop skills that can lead to their career progression or even moving into a new field of working. This can also help individuals to overcome job insecurity and on a community level can help to combat social exclusion. Companies are indicating their commitment to enhancing the employability of their workforce through an individualised training approach. A recent survey<sup>2</sup> showed that 48% of private sector companies had used employee development programmes, individual development plans and training beyond the needs of the job to improve workforce employability, all areas where volunteering placements can and have proved to be a valuable training resource.

The first part of this paper examines the statistical evidence on community involvement already taking place and examines the benefits and impact of schemes. The second part draws out theoretical issues surrounding the idea of a ‘responsible corporate’, with some

---

<sup>1</sup> Tuffrey (1999) *Valuing Employee Community Involvement*, The Corporate Citizenship Company

<sup>2</sup> Edelsten (1999) *Employment Trends Survey, 1999, Measuring Flexibility in the Workforce*, Confederation of British Industry

ideas for research necessary for policy development for the voluntary sector and employers.

### 1.1 Varying definitions and terminology

There is some debate as to whether to adhere to the term, ‘employee volunteering’ or ‘employer-supported volunteering’. It is argued that *employee volunteering* is preferable as it is neutral and can be applied to a wide variety of types of volunteering. It refers to the person who is in paid employment and is also engaged in volunteering in some form. It includes volunteering that an employee is engaged in outside, or independent of, his/her work life and without the knowledge or support of their employer. In contrast *Employer-supported volunteering* suggests an activity which has been developed by an employer with a view to involving those members of the workforce who wish to volunteer, or initiated by the employee themselves, with full knowledge and approval on the part of the employer. Whilst the first examples of workplace volunteering schemes introduced in the early 1980’s were more of an employer supported nature, it is now common for employees to be initiating the volunteering themselves. **Employee Volunteering(EV)**, due to its generic applicability and ‘bottom-up’, nature is the preferred term, adopted by ourselves, the Active Community Unit at the Home Office and the Employees in the Community Network.

There are other subtle, yet important differences in terminology, evident in the body of literature on EV and related activities, that will be discussed in the next section. Those schemes that refer to ‘Corporate Community Involvement’ cover a whole range of activities and community affairs such as “donations, relations with suppliers, cause-related marketing and ethical business conduct”<sup>3</sup>. These may also include money and in-kind donations. In contrast, Employee Community Involvement (ECI) stresses the volunteering and secondment aspects of such activities and refers specifically to staff participation.

Employee volunteering schemes can be informally sub-divided into two areas of **employee-led activity**, supported and recognised by the employer, and **employer-initiated involvement**. (see Annex 1 for full details of all models). Whilst these two ‘groupings’ give some indication of the variety of models of volunteering in the workplace, they are not mutually exclusive.

---

<sup>3</sup> Tuffrey (1995) *Employees and The Community: How successful companies meet human resource needs through community involvement*, Prima Europe Ltd

## SECTION 2: THE STATISTICS

### 2. Correlating the effect of business activity on EV

*Please note that the variance in terminology in this section (e.g., ESV, ECI, CCI) is specifically with regard to using the exact terminology used in each respective survey/piece of research. For a full guide to the terminology and acronyms used, please refer to section 1.1.*

There have been differing approaches to assessing the scale of impact of business activity on EV. Firstly there has been some analytical work that attempts to correlate the relationship between community involvement, employee morale and company business performance.

One such US based study<sup>4</sup> for IBM sought to isolate the effect of business success (linked to share price) as a force for social responsibility. This would imply that the more successful a company is, the more likely it is to have a structured community affairs programme, which is rational given that greater profitability would allow some budgeted funding for operating ESV programmes. The data was based on statistical analysis of two years' data from 156 companies, from 1989 and 1991. The results showed that community involvement is positively correlated with business performance (the community involvement measure was based on an index including corporate donations, support for employee community involvement and volunteerism). The research also found a statistically significant correlation between community involvement and return on investment and return on assets and productivity. A recent research study by the Nottingham University Business School<sup>5</sup> suggests that UK companies with 'good reputations' for community and environmental responsibility perform up to 5% better, financially, than others.

#### 2.1 Surveys

##### **Interpretation**

Research shows that EV is taking place, but the extent varies across different surveys. Overall, the evidence indicates that the occurrence of EV is far from economy-wide. The difficulty with interpretation is that the samples are not wholly representative of the UK economy, and rather are indicative of trends in certain sectors, grades or business groups. There are also variations in approach; some research analyses the number of employees who indicate that their workplace is involved in the community whilst others seek to collate the number of employees involved in volunteering through the workplace. Some evidence is exploratory at the company level, looking at the numbers of businesses who operate EV schemes. These differences mean that we are also limited in our time series analysis.

---

<sup>4</sup> Lewin and Sabateur (1995)

<sup>5</sup> Community Affairs Briefing, Issue No.48, October/November 1999.

There is now a growing body of work concentrating on the skills and competency gain from EV (explored fully in the second part). This is in line with the growing and preferred 'business case rationale' that companies are adopting, to justify involvement.

### **Evidence from surveys**

The **1997 National Survey of Volunteering**<sup>6</sup> found that a significant number of people gave time volunteering. Some 22 million, or 48 % of the population had volunteered at some point in the previous year. However this figure represented a fall over the 1991 survey and chief among the reasons given for not volunteering was time pressure.

### **Potential Volunteers**

The National Survey also found that people in employment were more likely to volunteer, and that the most common way for people to have become involved was that they were asked. This would suggest that if employers instigate the '*asking*', this could provide a massive pool of potential volunteers. This is emphasised further by findings in the National Survey which showed 18% of those surveyed said their employer encouraged voluntary work, and 40% said they would either be very interested or quite interested in participating in voluntary schemes organised by their employer.

One of the more comprehensive surveys, **The MORI Poll of Employee Volunteering**<sup>7</sup> found that 42% of workers, based on a sample of 680 adult employees in Great Britain, said that their workplace was at the time involved in employee volunteering. Of those that had ever undertaken voluntary work, 32% had done so through their place of work, as opposed to 'on a personal basis'.

The survey covered full and part-time employees and managerial and non-managerial grades in companies employing 50 or more people. Some observable trends were that those in larger companies were more likely than those in smaller companies to say that their place of work supports voluntary activity. Also, it was found that managers were more likely than non-managers to be involved in volunteering, both in a personal capacity and through an employer-supported volunteering scheme. Again from the angle of demand potential, a quarter of those respondents, whose company does not have a volunteering scheme, said that they would be more inclined to get involved in volunteering if the company were to introduce such a scheme.

Turning to a more recent research, a review by the **Industrial Relations Service**<sup>8</sup> has been the first to look at private, public and voluntary sector organisations in the same analysis. The results based on 70 organisations, found 34% reporting that they operate community secondments and or ESV (24 organisations in total). The public sector bodies included Leeds City Council and the London Borough of Lewisham and the voluntary

---

<sup>6</sup> Davis Smith, J. (1998) *The 1997 National Survey of Volunteering*, Institute for Volunteering Research

<sup>7</sup> Mori (1990), *Employee Volunteering*, Harrison Cowley

<sup>8</sup> IRS(1998), *Any Volunteers*, Industrial Relations Service Employment Review

organisations were Oxfam and The Guide Association. The research showed that ESV and community involvement were only being operated by a:

“...minority of organisations, and tend to be more common among larger employers.”<sup>9</sup>

There is little data available on the levels of EV in the **public sector**. A recent survey of support for volunteering in public sector organisations<sup>10</sup> included some questions on volunteering by employees. The results were given in terms of monetary support and indicated that local authorities spend less than £0.5m supporting their staff to volunteer out of an estimated £118.5 million in supporting volunteering locally.

An earlier survey by the **Ashridge Management Research Group**<sup>11</sup> covered 2000 large medium and small sized companies, selected to be broadly representative of the UK industrial mix. Of the 348 respondents, it was found that approximately 30% indicated some kind of secondment and/or employee volunteering taking place, which lends itself to the commonly cited estimation that one in three major employers offer some type of EV support. Another survey by the **Action Research Centre**<sup>12</sup> found that, of a survey of 700 of the UK's then largest companies, 128 returns showed that one third had regular staff secondments and half had other Employee Community Involvement (ECI) activities. Also, evidence from **Business in the Community**<sup>13</sup>, the organisation lobbying and providing the network for an active role for UK companies in the community, found that 83% of its 400 members ( which includes 75% of the top FTSE 100 in the UK) are using ECI as an important element of their community involvement programmes.

## 2.2. Case Study Approach

Some research exploring the nature of EV has been in the form of case studies of large well-known companies who operate schemes. Because many of these companies, such as British Telecom, Whitbread plc and Marks and Spencers were amongst the first in the UK to introduce EV to their workforce, there is usually more data to analyse and draw out benefits from. These more detailed examples also illustrate the innovative ways that volunteering has been accommodated around working life and structured to facilitate skills development.

Michael Tuffrey's research<sup>14</sup> in this area cites 18 large companies who have some form of ECI. Work by Darren Quirk, also of a case study nature, has drawn out 8 examples of 'corporate volunteering',<sup>15</sup> (see Annex 2 for a selection of detailed case studies). The

---

<sup>9</sup> IRS(1998), *Any Volunteers*, Industrial Relations Service Employment Review

<sup>10</sup> Davis Smith, J. and Howlett, S. (1999) *Public Sector Support for Volunteering: An audit*, Institute for Volunteering Research.

<sup>11</sup> Wilson (1994), *Corporate Giving 'It's your job to do something with it': a research report on how and why companies give to charities* Ashridge Management Research Group

<sup>12</sup> Action Research Centre (1993), *Employee Volunteering Initiative: an evaluation study*, ARC

<sup>13</sup> Business in the Community (1998), *The role of employers in Active Communities*, BiTC

<sup>14</sup> Logan and Tuffrey (1999) *Companies in the Community: valuing the contribution*, Charities Aid Foundation

<sup>15</sup> Quirk(1998), *Corporate Volunteering: The Potential and the way Forward*, The Wellington Volunteer Bureau

research also reveals that many of these companies are able to encourage ECI not just through one single scheme, but through a variety of concurrent formats, such as team challenges, mentoring, development assignments and individual volunteering.

Research at an individual company level has shown some of the common areas for involvement. The Marks and Spencers 'At the Heart of the Community' programme gives support in specific areas, such as tackling social exclusion, encouraging healthy living, and developing awareness of the environment. Tuffrey argues that ECI has traditionally been centred on the geographical communities important to the business, usually close to major centres of operation. The Institute of Managers survey findings (discussed in the next section) support this, by showing 'charitable work with the local community' to be the most popular area of involvement, amongst managers.

## **2.3 Research into particular social groups, professional grades and types of businesses**

### **Older aged group EV**

There has been some research done on the impact of EV schemes for older participants in the labour market and in retirement. Firstly **The Carnegie-TSB Foundations Project**<sup>16</sup>, looked at the impact of ESV on employees over 50 years old and retirees, based on interviews in six public and private sector employers. The results (based on questionnaires completed by 236 older employees) showed varied structure and support offered to those who volunteered. Sixteen per cent of respondents overall had taken part in an ESV programme, whilst 6% had been introduced to voluntary work for the first time through the programme. None of the programmes specifically targeted older employees.

More recent work by the **MAVERIC Project (Mature Volunteers-Enriching Resources in the Community)**<sup>17</sup> has also looked at older age range volunteering in local authorities. The results, based on 104 questionnaires, showed that 86% of local authorities do not have a ESV scheme. However, it was noted that the interpretation of the question differed amongst respondents. Of those indicating an ESV scheme, some included policies which allow for time off for jury service, school governorship etc. It is assumed that most organisations would make some allowance for this type of community service, and the question was actually aimed at wider ranging policies of ESV. Therefore the MAVERIC report suggests that the percentage of local authorities who do not support ESV is actually higher than 86%.

---

<sup>16</sup> Forster(1997), *Potential of a Lifetime*, The Carnegie United Kingdom Trust

<sup>17</sup> Howley (2000), Report of Local Authority Policies Toward Volunteering by it's Older Employees, The National Centre for Volunteering



### **EV amongst managers**

An **Institute of Management** survey<sup>18</sup> explored managers' involvement in the local community. Of the sample base of 3000 managers, made up from senior management, director or chief executive level, there were 850 returned surveys. The results show that approximately 49% said they took part in some form of voluntary activity. Analysis by age group showed that older managers were more likely than younger colleagues to do voluntary work and in terms of gender men were more likely than women to be participants.

### **Sample limitations**

In interpreting this data it must be remembered that Institute of Managers (IM) members may be more active than the population as a whole, as they already show interest in management development and best management practice by being members of the IM. Also, The Volunteer Centre survey 'Voluntary Activity: a Survey of Public Affairs' (1990) found that "AB's" are the social group most likely to have taken part in voluntary activity. This is the group, which the IM equate most closely to the managers sampled in the survey. Therefore the IM suggest that although voluntary activity rates among IM members appear to be higher than those for the population as a whole, they are probably not higher against those for professional groups (which would also be comparable to the "AB" group overall).

### **UK Business Leaders as Volunteers**

A survey by Charities Aid Foundation(2000), '**Making Time for Charities**'<sup>19</sup> of one third of the top business leaders of the FTSE 350 companies found that two-thirds of senior executives give time to charities, voluntary or community organisations. In particular company chairmen are twice as likely to give time as others (such as finance directors). Amongst chairmen in the sample it was found that there are 123 charities being supported by 34 people. This compares with 37 charities being supported by 16 marketing and personnel directors. Overall there are 243 charities being supported by 88 business leaders. The majority of respondents (54%) who gave time supported one or two charities. However responses ranged from 1 to 8, with an average of 2.6 per individual. The position most frequently held in charities by responding business leaders was chairman, followed by trustee, director of board, governor and fundraiser. Marketing and personnel directors and other personnel held slightly more varied roles which included involvement as chairmen, but also more hands-on roles such as secretary and team leader.

---

<sup>18</sup> Coe(1994), '*Giving Something Back: A Survey of Managers' Involvement in the Local Community*', Institute of Management and the Local Government Board

<sup>19</sup> Walker & Pharoah (2000), *Making Time for Charity: A survey of top UK business leaders' involvement with voluntary organisations*' Charities Aid Foundation, Deloitte & Touche

### **SME's**

Small and medium sized enterprises account for over 99% of businesses and approximately half of the turnover and employment in the UK. A survey by **Business Community Connections** (BCC), a not-for-profit organisation providing information and advice to SME's on corporate community involvement,<sup>20</sup> of 37 SME's, found that 94% of survey respondents were involved in community causes. The most popular area was cash donations, followed by sponsorships and donations of goods and equipment. Half of the sample indicated that employees were involved in a community activity.

Ninety-four per cent of the respondents focused activity at a local level. Only 15% published any information about their organisation's involvement, which tentatively suggests that SME's are not solely concerned with the marketing and reputation benefits of involvement. In looking at motivation for involvement, it was found that 59% were involved 'to give something back to the community and 47% were influenced by the 'philanthropic wishes of owners and senior management'. However in looking at the nature of involvement, it was found that most activity amongst SME's is uncoordinated and occasional, possibly due to the resource limitations posed by the size of the organisation.

### **2.4 Summary**

As the current research available is fragmented, it is difficult to see any general trends emerging, except for an evident larger company bias. Neither is it easy to quantify the amount of EV actually taking place. There is also limited research on the extent of EV in the public and voluntary sectors. The lack of authoritative research across all sectors and types of companies, points to the need for an all-encompassing survey.

---

## **SECTION 3: BENEFITS AND IMPACT OF EMPLOYEE VOLUNTEERING**

### **3. Community links**

When individuals volunteer, nine out of ten times, they are believed to gain a better understanding of the community in which they live<sup>21</sup>. Commonly cited employee benefits are being able to help the community and 'sense of personal fulfillment', along with widening interests. IBM's internal assessment of its former VolBase project, found that volunteering:

---

<sup>20</sup> Stibbard H (2000), '*Connecting SME's with the community: A research report on the involvement of small and medium sized enterprises(SME's) in community causes*', Business Community Connections

<sup>21</sup> Marcus, *Corporations in the Community: an evaluation of the General Mills Employee/Retiree Volunteer Program*, Points of Light Foundation and General Mills

“...helps to foster better balanced individuals with a broader perspective on life, more confident and creative...”<sup>22</sup>

The community wide benefits that came out of the survey by Business in the Community<sup>23</sup>, of its 400 members were:

- Improved morale and motivation – ECI helps to bridge the gap between the company and the community
- The creation of a culture of caring and community service - ECI promotes a clear and positive message that the company cares
- Improved communications - ECI facilitates people from different sites, departments and levels of seniority to work together on community/social initiatives
- “The creation of a licence to operate”- ECI can build trust for the company with the community and is demonstrable of good social policy practice

Research amongst opinion leaders in the field of SME's, by Business Community Connections,<sup>24</sup> found a range of determinants that may affect a company's propensity to become involved. These included business culture, the extent to which the business is 'community facing', the need for good local reputation, peer company example and community needs in the area. It was also commented that a family business that has been operating in an area for a long time may be more likely to be involved in the community, rather than a company that chose to locate there for financial advantages (e.g. tax breaks and property rents).

A recent training course by The National Centre for Volunteering on 'Employee Volunteering' (January 2000) brought out some interesting comments from representatives of organisations running or about to introduce EV schemes. Participants were asked to comment on the benefits of and pitfalls to schemes from the perspective of each of the stakeholder groups involved in EV (see Annex 3 for full details). For the 'employee volunteer', it was said that EV could provide the first step into volunteering in the local community, expand the vision of employees and be a short-term results provider, in contrast to a workload structured around long-term projects.

### **3.2 Volunteering marketed as a Human Resources tool**

The potential company training benefits of EV are increasingly being recognised as Human Resources (HR) departments explore the potential of schemes in a skills development capacity. Tuffrey suggests that there is anecdotal evidence from companies that show that community involvement is a low-cost option for staff development.

---

<sup>22</sup> Tuffrey (1998) *Valuing Employee Community Involvement: Practical Guidance on measuring the business benefits from employee involvement in community activity*, The Corporate Citizenship Company

<sup>23</sup> Business in the Community (1998) *The role of employers in Active Communities*, BiTC

<sup>24</sup> Stibbard H (2000), 'Connecting SME's with the community: A research report on the involvement of small and medium sized enterprises(SME's) in community causes', Business Community Connections

However, because of the ad hoc nature of evaluation in this area, the cost effectiveness of EV as a training option is not yet clearly established.

The Business in the Community survey found that 86% of companies who support employee community involvement are now linking their programme with HR development. It is suggested that this is best achieved through a formal approach of firstly identifying individual training needs, structuring an involvement option and then incorporating an evaluation of the outcome to the whole process. Tuffrey further suggests that ECI is flexible enough that almost any skill can be enhanced through a well-targeted project.

### **3.3 The Core Competencies Framework**

As EV schemes have become more structured, so has the analysis of the outcome of schemes, with greater evaluation through results being assessed against pre-set targets. Trends in qualifications and training have moved towards accreditation based on the attainment of specific skills and competencies. The Corporate Citizenship Company (non-profit consultancy helping international companies to improve management of their social responsibility issues) has produced a large amount of information on the ways in which community involvement schemes can be structured to develop these competencies, which are often pitched at a generic level for all staff.

Research, based on the case studies<sup>25</sup> of seven companies which use community involvement to meet their HR needs, showed positive changes in all competency levels. The study involved self assessment questionnaires of 52 employees who were asked about the extent to which their personal, management and business competencies developed through community activity. Competencies relating to personal skills were the most developed, at an estimation of 65% of full possible development. The average for business and management competencies was 57%. Seventy-eight per cent of respondents said that their own performance had been enhanced from the competency gain, whilst 56% said that the performance of the company had been improved.

### **3.4 Skills gain**

Research from the US based Conference Board<sup>26</sup>, based on interviews with US executives, found the specific skills that can be enhanced through ESV are:

- Communication skills
- Organisational and time management skills
- People skills (caring, negotiating and listening)

---

<sup>25</sup> Tuffrey (1995) *Employees and The Community: How successful companies meet human resource needs through community involvement*, Prima Europe Ltd

<sup>26</sup> Tuffrey (1998), *Valuing Employee Community Involvement: Practical guidance on measuring the business benefits from employee involvement in community activity*, The Corporate Citizenship Company

- Accountability and assessment reporting
- Planning skills
- Budgeting skills
- Survival skills –stress management, prioritisation.

In addition to these it was found that ESV was also useful in changing perspectives and developing attitudinal differences in the following areas:

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

Tuffrey also draws out the effectiveness of ECI at being able to challenge attitudes at a “deeper level”<sup>27</sup>. This is in line with research from the Action Research Centre<sup>28</sup>, based on pilot volunteering schemes in 1991-2, in Wales, Leeds and Leicester, which talked of ‘broadened functional capability’ of employees gained by application of skills in a *more* challenging environment. However ECI is supposedly not as effective in knowledge gain, except about the community itself. Another positive effect, drawn out in Tuffrey’s work, is that community volunteering placements offer an excellent way to develop skills through “exercise and use”,<sup>29</sup> and offer a skills practice forum which is a:

“...low risk environment for business, where mistakes will not have a commercial impact”<sup>30</sup>.

### 3.5 ‘Softer skills’ development

In analysing the other competencies most developed through EV, Tuffrey’s case studies show the most development gain in communication skills. Skills related to working together (collaboration, influencing and teamwork) followed, illustrating the strength of these types of projects in developing ‘people-centred’ or ‘softer’ skills. The Action Research Centre survey also found 40% reporting improved relationships with work colleagues. Creative thinking was another noted area of development gain.

Self-assessment analysis of development assignments, undertaken by Marks and Spencers and Nationwide<sup>31</sup> between 1991 and 1992, showed that many skills had been

---

<sup>27</sup> Tuffrey (1995) *Employees and The Community: How successful companies meet human resource needs through community involvement*, Prima Europe Ltd

<sup>28</sup> Action Research Centre (1993) *Employee Volunteering Initiative: an evaluation study*, London ARC

<sup>29</sup> Tuffrey (1995) *Employees and The Community: How successful companies meet human resource needs through community involvement*, Prima Europe Ltd

<sup>30</sup> *ibid*

improved. Those that were highly improved were time management, data collection and analysis and self-motivation of individual initiative. Again, ‘communication with others’, was the skill quoted to have been most widely used in the assignments.

### 3.6 Business benefit from competency gain

Research by Bain and Co<sup>32</sup> based on returns of 230 companies from a sample of 600 companies of the Per Cent Club, found that 27% linked their community involvement policy to specific business objectives. Those objectives quoted most highly were the aim of being seen as a ‘caring employer’ (67%), investing in future workforce (34%) and developing staff (17%). In the Natwest UK education liaison programme<sup>33</sup>, 71% of managers interviewed said that there had been a business benefit from the individuals’ involvement in community activity. Benefits quoted were ‘new business generated’, ‘increased profile in public areas’, improved reputation and community links and ‘better communication skills’.

As many organisations operate according to a ‘core competencies’ agenda, which are held to be essential to organisational performance, a gain in any of these is accountable as a benefit to the company. The need for ‘operational improvements’, discussed by Tuffrey, involves using business indicators to assess the outcome of ECI. Suggested indicators are lower error rates, higher productivity, fewer labour stoppages, reduced absenteeism and a lower staff turnover rate. The gain to the business itself, is derived from the employee being able to apply the skill(s) learnt through ECI, in a useful and productive way, which possibly results in efficiency gains (assessed through these indicators) for the company as a whole.

### 3.6 Other evaluative techniques

Where companies do not operate within the framework of core competencies, the London Benchmarking Group (committee of the Corporate Responsibility Group, UK, which researches and develops ways in which companies can measure the full extent of their ECI) suggests that a ‘**commercial payback**’ method should be used instead. This requires a series of corroborated questions such as: ‘is it (the skills benefit gain) contributing to an enhanced performance of the work unit or team?’. In some cases, a monetary yield can easily be assigned (e.g. increase sales) to the improvement.

Another approach is the ‘**minimum required proficiency**’ benchmark. This involves agreeing on a certain level of skills necessary for effective job performance. If an individual shows proficiency gains in aspects of the job requiring that skill, then provided

---

<sup>31</sup> Tuffrey (1995) *Employees and The Community: How successful companies meet human resource needs through community involvement*, Prima Europe Ltd

<sup>32</sup> Bain (1993) *Evaluation of Action Research Centre’s Development Assignment Secondments: an evaluation study*. London ARC

<sup>33</sup> Tuffrey (1998) *Valuing Employee Community Involvement: Practical guidance on measuring the business benefits from employee involvement in community activity*, The Corporate Citizenship Company

the original determined level of proficiency was accurate, performance at work or employee productivity will have increased.

### **3.7 Recruitment tool**

Tuffrey argues that, other things being equal, a company with a better reputation for community support will attract a higher level of applications and a better calibre of staff. This would be especially important in a labour market where companies are competing to recruit people with a certain skill/skill mix. This is noted in highly competitive fields such as some fields of graduate recruitment, including accountancy and law. Also, Tuffrey points out that at the margin graduates are more likely to choose to work for the socially responsible company, and Wells and Spinks (1999)<sup>34</sup> agree that a good community image is likely to enhance the recruitment of competent people. Wells and Spinks also argue that employees will be reluctant to become associated with an organisation that is not popular in its local community. Assuming that the company recruits from its local labour market, favorable company image and good community relations are therefore vital.

---

## **SECTION 4: MAXIMISING INVOLVEMENT**

### **4. EV – government targets**

In his recent speech to the NCVO Annual Conference in January 2000, the Chancellor of the Exchequer set two important government targets:

“...by 2002 local authority fora to be established to engage employers in community activity programmes...by 2005 two-thirds of adults should be able to undertake at least two hours voluntary activity a week”<sup>35</sup>

With these aims in mind, it is likely that the Government will strongly advocate the implementation of EV to achieve such targets. Encouraging more corporate partners and higher number of employees in organisations already running EV schemes requires some understanding of the motivational factors involved. Research by Business in the Community<sup>36</sup> shows that the Top 50 in the UK companies allocate 11% of their total community investment budget to the management of their programmes. These companies are the ones that have the most developed EV programmes.

---

<sup>34</sup> Wells and Spinks, (1999) *Communicating with the Community*, Career Development Journal, Vol 4, No.2

<sup>35</sup> *Speech by the Chancellor of the Exchequer at the NCVO Annual Conference on 9 February 2000*, HM Treasury

<sup>36</sup> Business in the Community (1998) *The role of employers in Active Communities*

Having a community affairs department has some advantage in terms of involving staff who are employed specifically to develop and direct community involvement. However many smaller or medium sized organisations may not be able to budget for such a department and therefore the organisational responsibility may be an additional workload on HR staff. In this situation, new brokerage agencies such as Cares Incorporated may be especially useful for providing information on community placements. Cares is a new project in the UK which is helping to stimulate business involvement in the community through brokering volunteering opportunities. The initiative is being run by Business in the Community and is based around a model providing 'bite-sized' volunteering opportunities for employees. One of the interesting aspects of this programme is the way in which it has engaged the help of partner organisations who have not traditionally worked together in delivering goals, such as Business Links, and local Volunteer Bureaux. This has extended the framework of the volunteering infrastructure in the UK and sets the forum for an exciting new way of moving forward.

## 4.2 Motivation

### Company level

The London Benchmarking Group Model (1999)<sup>37</sup> shows distinct categories of community contribution, which are differentiated by the company's motivations:

**1. Charity:** intermittent support to good causes, with the principle of only a minimal concern for a return to the business.

**2. Community investment:** long-term strategic involvement in community partnerships to address a limited range of social issues chosen by the company in order to protect its long-term interests. The motivation is based on the company's need to secure some long-term returns to the business.

**3. Commercial Initiatives:** Activities in the community, usually by commercial departments, to support directly the success of the company, promoting its corporate brand identities and other policies. The motivation assumes that this activity must give some direct competitive advantage to the company.

The level of motivation is proportionate to the level of accruable business benefits. These range from "small and incidental" in 'charity', to "increasingly forceful factors" in the structure of projects in the 'community investment' motive, to being built around specific business goals in the 'commercial initiatives' measure<sup>38</sup>. In the latter two cases, the alignment of business goals with community work warrants involvement.

### 4.3 The Corporate Responsibility Life Cycle

Canon argues that the:

---

<sup>37</sup> Logan and Tuffrey (1999) *Companies in the Community: valuing the contribution*, Charities Aid Foundation

<sup>38</sup> *ibid*



“...community looks to industry to show moral as well as economic leadership.”<sup>39</sup>

His theory, ‘The Corporate Responsibility Life Cycle’, postulates that the approach adopted by firms to community development evolves over time. In the early stages companies are in the main reactive. It is believed that at this stage marketing and public relations concerns often dominate thinking. As the company grows and establishes itself, and the scale of activity increases, so does the firm’s skill in dealing with specific initiatives. This becomes the time of constructive response, where the capacity to help the community and meet needs develops. As improvements to internal systems occur, the response can become initiation. Here the underlying causes of economic (and social) problems become the centre of attention. At the mature stage corporate responsibility policies have a powerful strategic influence on the position of the firm. Cannon’s view is that the UK is:

“...relatively under-developed in terms of firms with a strategic view of corporate responsibility.”<sup>40</sup>

His research into the motivations of companies also argues that companies are able to endorse particular codes or patterns of behavior, such as concern for the environment. He further argues that companies are faced with an ‘evolving agenda’, which is shaped by series of factors such as:

- New technologies
- New environment
- New markets
- Cultural diversity
- Managerial ownership and diversity.

#### **4.4 Rationale for involvement**

Some recent work by Wells and Spinks<sup>41</sup> has looked at the importance of a favourable dialogue between the company and the community. They argue that this is as important as maintaining favorable relations with other shareholders such as customers, clients and employees. Their theory suggests that there are major benefits from being held in high esteem by the community. Firstly, if the company wishes to expand, it may seek more shareholders. Those with capital are more likely to invest if they hold the company in high esteem and they think that the community holds it in high esteem, and therefore the community image of the company becomes an investment criterion. Secondly, financial institutions will not be inclined to approve credit for organisations that have a poor community image. This is because they recognise that community image is one factor in

---

<sup>39</sup> Cannon (1993) *Corporate Responsibility*, Financial Times and Pitman Publishing

<sup>40</sup> *ibid*

<sup>41</sup> Wells and Spinks (1999) *Communicating with the Community*, Career Development International, Vol.4 No.2

determining credit risks associated with an organisation. Thirdly, consumers are not likely to be 'repeat customers' if the organisation has a poor reputation, especially if the market is highly competitive and other organisations can therefore capture their custom. This reason may gain importance if the growing trend toward socially ethical consumerism continues. The theory also argues that consumers associate a certain "safety factor"<sup>42</sup> in dealing with reputable organisations. Lastly media exposure will, in theory, be positive when the organisation is ethical and moral; therefore 'civic endeavors' can lead to good media coverage.

#### **4.4 Barriers to involvement**

Research from BiTC<sup>43</sup> has explored the factors that may inhibit companies from developing ECI. Firstly, it is easier to make monetary donations, particularly because it requires fewer resources to organise. Also, the company may end up in a position in which there is differential support given to those employees that undertake some volunteering. This could result in recognition of one member of staff over another. A lack of information is also a barrier. Forster's research<sup>44</sup> showed that 28% of respondents said that they did not know that their place of employment supported volunteering, and that the most common reason for not getting involved was 'no-one asked me'. For future EV schemes, respondents cited the need for better communications and publicity. Time is also an issue. The Institute of Managers survey<sup>45</sup> showed that 97% of the sample said that volunteering was undertaken in their personal time. Almost two-thirds said that they would like to do more voluntary work, if their job allowed them sufficient time. Managers commented that organisations should encourage time off for voluntary work. Research into the main reasons for not having an EV policy, from the Maverick Project,<sup>46</sup> showed 74% quoting that such a policy had not been considered, followed by 16% citing a lack of resources.

In particular for SME's, it has been argued that they may be just about surviving in delivering their day-to-day business, and may not have the time, money or personnel resources to devote to EV. A joint report by Business in the Community and the National Council for Voluntary Organisations<sup>47</sup> found that some of the obstacles that work against the development of partnerships between businesses and community groups were a difference in culture, a lack of available information on partnerships that have worked in the past and difficulties in making contacts and initiating relationships with potential partners.

---

<sup>42</sup> Wells and Spinks (1999) *Communicating with the Community*, Career Development International, Vol.4 No.2

<sup>43</sup> Business in the Community (1998) *The role of employers in Active Communities*

<sup>44</sup> Forster (1997) *Potential of a Lifetime* The Carnegie United Kingdom Trust

<sup>45</sup> Coe (1994) *Giving Something Back: A survey of Managers' Involvement in the Local Community*, Institute of Management and the Local Government Management Board

<sup>46</sup> Howley(2000) *Report of Local Authority Policies Toward Volunteering By It's Older Employee*, The National Centre for Volunteering

<sup>47</sup> Taskforce 2002, *The Two-Way Street Towards partnerships for the mutual benefit of business and voluntary and community organisations*, (1998), NCVO/Business in the Community

Comments from the National Centre for Volunteering EV training course included:

“...the culture must be right internally (for the employer) and externally with the community partner.”

Another comment was that it would be useful for EV to tie in with the production cycle, as many businesses face peaks and troughs in activity which subsequently affects the workload of their employees. Another participant stressed the importance of preparing for any objections that may be raised internally as it would be difficult to move forward without the full backing of middle and top management, even if a majority of the workforce is interested in volunteering. If these barriers can be considered in the planning process, EV policies can be structured to help overcome as many of them as possible. Practitioners strongly advocate the use of a broker as the most effective way of tackling organisational differences between corporates and the voluntary sector, and in helping to establish a relationship that can lead to a sustainable EV model.

---

## **SECTION 5: CONCLUSION AND POLICY CONSIDERATIONS**

The analysis of the current infrastructure of EV in the UK has shown that, although there are developed networks, there is still a long way to go before EV is recognised and supported amongst employers, not only in corporates, but in the public and voluntary sector as well. The other difficulty is the lack of substantial research on volunteering that has taken place so far, which undermines the development of good policy and practice. In terms of European comparisons the UK is emerging as a leader in the field of EV along with the Netherlands, where there has been similar interest and take-up. We believe that as EV develops in the UK it is necessary to address some questions which would enhance our own understanding and would be a basis on which to make European comparisons:

- What are the benefits for the individual, the voluntary organisation and the business of EV?
- What are the most effective ways to measure the outcomes of EV, such as skills development?
- What is the main source of information from which volunteering opportunities are accessed?
- Which models of EV work better?

- Does community contribution through EV remain stable over time, or tend to fluctuate with the business cycle?
- What is the social impact of EV? What impact does it have on community mapping?
- How effective are EV brokerage services as intermediaries?
- Is workplace peer group pressure instrumental in the motivation to volunteer?
- What kinds of local community needs are met through EV?
- Do employees who volunteer show health or psychological benefits compared to other employees?
- How important are the marketing and community profile benefits of EV to the corporate?
- In line with other European social indicators, should we consider establishing European benchmarks using a consistent definition?

EV represents a new emphasis in volunteering in that it is made accessible to individuals through a non-traditional broker/provider: their employer. The UK has the longest working hours across Europe, strong growth in part-time employment at present, and one of the most deregulated and flexible labour markets in the world. As more people enter the labour force and the trend in longer working hours continues, EV has the potential to become one of the largest and most important areas of volunteering. Indeed with the advent of the freelance economy, the demand for mixed lifestyles where people can move freely between work, family and leisure may lead to more people being attracted by the potential flexibility of volunteering. This could indirectly change the balance between paid and unpaid work. Government support for the concept will forcibly add to its development as will its attractiveness as a skills' development training option, which can be individualised to meet the employees' needs. However, whilst EV does have HR benefits to individual organisations and fits in with the government's current agenda to popularise volunteering and promote lifelong learning, it is more than this. It is an activity through which UK businesses can demonstrate that they have fully embraced their corporate social responsibility in a powerful, yet flexible way.

## BIBLIOGRAPHY

- Action Resource Centre., 1993, **'Employee Volunteering Initiative: an evaluation study'**  
London, ARC
- Bain., 1993 **'Evaluation of Action Resource Centre's Development Assignment  
Secondments'**, London, ARC
- Business in the Community., **'The role of employers in Active Communities- a paper by  
Business in the Community'**
- Cannon, T., 1993, **Corporate Responsibility**, Financial Times and Pitman Publishing
- Coe, T., 1994, **Giving Something Back: A Survey of Managers' Involvement in the Local  
Community**, Institute of Management and The Local Government Management Board
- Edelsten.,1999, **' Employment Trends Survey, 1999, Measuring flexibility in the labour  
market'**, Confederation of British Industry , William M.Mercer Ltd.
- Forster, J., 1997, **Potential of a Lifetime**, The Carnegie United Kingdom Trust
- Halley, D.,1999, **A Complete Guide to Employee Community Involvement for employers,  
employees and community organisations**, Cecile Network (Co-ordinating Employee  
Community Involvement Links Europe) 1999
- Howley .,2000 **'Report of Local Authority Policies Toward Volunteering by it's Older  
Employee'**, The National Centre for Volunteering
- Industrial Relations Service.,1998 **'Any Volunteers'** IRS Employment Review, June 1998
- Logan and Tuffrey., 1999, **Companies in Communities: valuing the contribution. Practical  
guidance on using the London Benchmarking Group model to evaluate corporate  
community involvement**, Charities Aid Foundation
- Marcus., **'Corporations in the Community, an Evaluation of the General Mills  
Employee/Retiree Volunteer Program'**, Points of Light Foundation and General Mills
- Marks and Spencers .,2000, **'What we give-input summaries'**, Marks and Spencers Community  
Involvement
- Mori., 1990, **Employee Volunteering**, Harrison Cowley
- Opinion Leader Research., 1993, **Business and Community: A New Partnership for Mutual  
Benefit**, Opinion Leader Research Ltd
- Quirk, D., 1998, **Corporate Volunteering: The Potential and The Way Forward**, The  
Wellington Volunteer Centre

Stibbard H.,2000, **‘Connecting SME’s with the community: A research report on the involvement of small and medium sized enterprises(SME’s) in community causes’**, Business Community Connections

Tuffrey, M.,1995, **Employees and the Community: How successful companies meet human resource needs through community involvement**, Prima Europe Limited

Tuffrey., 1998, **‘Involving European Employees’**, The Corporate Citizenship Company

Tuffrey, M., 1998, **Valuing Employee Community Involvement: Practical guidance on measuring the business benefits from employee involvement in community activity**, The Corporate Citizenship Company.

Walker & Pharoah., 2000, **Making Time for Charity: A survey of top UK business leaders’ involvement with voluntary organisations’** Charities Aid Foundation, Deloitte & Touche

Wells and Spinks.,1999, **Communicating with the Community**, Career Development International, Vol 4, No.2.

## **Annex 1: Models of Employee Volunteering**

### EMPLOYEE-LED INVOLVEMENT

a) **Matched giving and financial support:** The employer makes a contribution to match employee funds raised through events or donated.

Positive: A visible and real resource to voluntary organisations, popular with employees.

Negative: If not monitored, the 'giving' can exceed budgets in the wake of extra-successful fundraising efforts.

b) **Local one-off events:** using challenges set up by local community organisations to involve part or all of the local workforce, often involving employees' friends and family members and may be carried out over a weekend.

Positive: Brings practical resource to community problems. Good teambuilding exercise and a good motivator.

Negative: Needs planning and management- otherwise may lead to too many participants with too little to do, can be difficult to turn into a sustainable programme after initial enthusiasm has faded.

c) **Contributions in kind:** Resulting from employees on behalf of workplace. Can take the form of the donation of new/used equipment, furniture or stationery or the occasional use of facilities such as meeting rooms and services.

Positive: Can be a welcome complement to the physical resourcing of a community organisation, especially when contribution is targeted at known need.

Negative: If needs not understood, can risk being seen as a dumping ground for equipment of no more use to the community organisation than to the company. Technological advance of receiving organisation must be considered- e.g. outdated model of a PC may be redundant in use. The cost of distribution also needs to be recognised.

d) **Volunteer Awards:** Usually annual celebrations of employee achievements where awards will be given to nominated individuals or teams.

Positive: Highly motivational and excellent way of demonstrating the company's commitment. Can be effective way of finding out what employees are already involved in, without appearing intrusive.

Negative: Selection needs to be open and participative to avoid claims of favouritism.

e) **Volunteering co-ordinators and/or committees:** Individuals are identified to co-ordinate community involvement, generate internal publicity, organise challenges and recruit volunteers. Allowed use of organisation time and premises and resources.

Positive: Can be a good development role for both individuals and committees.

Negative: Time demands can become consuming and beyond what has been negotiated with line management. As programme develops, number of volunteers may fall, and therefore role of co-ordinator can become one of reversing demotivation.

f) **‘Charity of the Year’:** Programmes where the employer, prompted by employees commits to supporting a range of volunteering activities focusing on a specific organisation, either local or national.

Positive: Focusing on a single charity, allows maximum benefit to the organisation, and enables employer to build a long-term relationship with community partner which can be consistent with employers’ own goals.

Negative: Unless chosen by consensus, unlikely to be an employee choice, so seen as top down and contrary to employee led principle.

g) **Time Banks:** agreed allocations of company time for community volunteering. Often linked to equal amount of employee’s own time commitment.

Positive: Strong indicator of employers’ commitment. Likely to make employee’s decision to participate easier. Also an easy way of setting employee’s own time commitment.

Negative: Can be an administrative burden keeping track of hours drawn on the bank. May not necessarily be take-up in all departments.

## **EMPLOYER-INITIATED PROGRAMMES**

a) **Secondment for Transition:** Usually full-time and for a period of between 6-24 months. Undertaken at a time of significant career change, often associated with early retirement or organisation restructuring. Often used as a vehicle for mid-career management development.

Positive: Provides a positive way of structuring a period often filled with stress for the employee. Enables employee to brush –up on dormant skills and to develop new ones. If the secondee is to remain in the job market, can make him/her more marketable through skills gain.

Negative: This kind of programme usually becomes popular and can create dissatisfaction if the number applying exceeds the number budgeted for, so requires careful forecasting at the planning stage. If the secondment goes wrong, can be painful to resolve, given the longer time commitment.

b) **Development Assignment:** Short placements in community organisations of around 100 hours. Projects are clearly defined and meet the development needs of the employee while allowing the host organisation to benefit from the skills the employee brings. Typically focuses on the skills of time management, confidence, exposure to change, negotiation and persuasion and communication. The time scales are flexible and can be over a block of 2-3 weeks or 1 day a week for 12-13 weeks. The process needs careful management to ensure the projected outcomes are achieved.

Positive: A proven mechanism for intensive development of personal skills. Enables management to focus on the development of skills where a classroom approach is less appropriate or less effective. Easy to integrate into overall HR framework and enables



clear targets to be set and measured. Participants usually report a high degree of success and self-motivation.

Negative: Line managers can resist demands on work time if not fully committed to programme. Needs to be treated carefully in appraisal systems, as programme should always be voluntary. As with any training programme, managers should ensure that the learning process is maximised and that the lessons learnt have been carried over to the workplace.

c) **Team Development Assignments:** Projects defined to meet teambuilding needs, often supported by project management and teamworking training. Timescales are usually 3-4 days including planning and appropriate skills training, as well as debriefing and integrating learning into work process.

Positive: A real generator of positive teambuilding. Provides a practical 'challenge' aspect to complement other teambuilding programmes e.g. workshops and role-play. Enables teams to achieve practical outputs of real value to the community, and can include elements of strategic planning. Junior members of team can practise people management in a safe environment. Highly motivational, with a genuine sense of practical achievement and contribution.

Negative: Needs commitment and presence of whole team to be effective.

d) **Mentoring:** Provides the opportunity to develop interpersonal skills of coaching, listening and motivation through one-to-one relationships set up within clear guidelines as to purpose, limits, timescales and venue. Mentees can be pupils, teachers and Headteachers, staff and management of voluntary organisations or their clients. The time is usually a certain number of hours per month and may be in working or own time, depending on the nature of the work.

Positive: Effective method of developing coaching and interpersonal skills. Highly motivational in that a very positive effect on an individual mentee, such as a student, can be seen. It is also a strong learning environment for the mentor and is likely to lead to sustainable volunteering in the area. May also be contributing to national programmes such as focus on literacy in schools.

Negative: Often time limited to school or charity opening hours. Mentor may resent police check if working with children.

e) **Trustees and School Governors:** Employees, often bringing professional or managerial skills, undertake to serve on School Boards or on the management committees of voluntary organisations. The process enables individuals to associate their own interest with community need, and to experience the strategic management of a whole organisation, including influencing and decision-making and shaping policy.

Positive: Good visibility in the community and provides good experience of managing an organisation and in developing strategies and policy. It introduces participants to different sectors of society and helps to broaden his/her perspective. Allows interaction with other committee members who will be drawn from other sectors of the community.

Negative: As boards meet at relatively long intervals, the experience can take some time to have a genuinely development effect. Although the skills of the individual are in

demand, there is not always a position on a Board available at the time, and the selection process can be quite long.

*Produced from Cecile Network, 'A Complete Guide to Employee Community Involvement' 1999 (Halley)*

## Annex 2: Examples of schemes

**KPMG** created a Community Brokerage service, whereby staff were offered a range of community involvement options. The system was introduced with the aim of adopting a more formal model of company altruism. In line with accountancy practice procedure, any voluntary activity that used company time was charged to the “community bank”. This helped to give the company a clear indication of overall employee volunteering, and added a cost/budgetary mechanism to any community involvement.

**Cluster units: Business in the Community (BiTC)** has helped to bring together 2 ‘professional firms groups’ (PFG’s) which operate as a network of 10-20 organisations, that donate specialist expertise in the form of 50-100 hours of free time to non-profit projects. Participants in these type of pooled clusters of skills are from a range of private sector outfits (e.g accountancy firms, law firms, engineering consultancies, management consultancies). The groups meet regularly and are presented with a list of projects which have already been screened and thus pre-qualified by BiTC. Further the working groups system allows participants to tackle projects in a multi-disciplinary way and opens up networking opportunities between businesses.

**Barclays (UK):** For those staff that face redundancy Barclays offers the option of working on a project in a non-profit organisation for six months to two years. Whilst employees are on projects they receive full pay and benefits. It is intended that these ‘transitional secondments’ allow employees to gain self-recognition of their transferable skills, and thus are instrumental in opening up a gateway to further employment. Some secondments have even resulted in employment with the volunteer-involving charity. Barclays also runs employee volunteering groups, who are given between £100-1000 for any volunteering initiatives that they set up. They also encourage fundraising through a matching model for any money gathered by staff.

**Royal SunAlliance UK:** Royal SunAlliance have set up a ‘community investment programme’ with the specific aims of involvement in areas that showed a clear need, where the concern is shared by the employees, and where the results have a direct business influence. This has led to the identification of five focus areas, for which staff are offered a range of options for involvement and support from Royal SunAlliance. (Areas: providing safer communities, education and training, social and welfare issues, health and safety and the environment)

**Marks and Spencers:** The main areas of activity are Health & Care and Community Development. The form of involvement falls into two main categories. Firstly, full-time secondments, usually for middle managers and above, for projects in community groups lasting from 3 months to 2 years. Secondly, development assignments, where staff are involved in a local community group for 100 hours, working with clearly set objectives and a strong emphasis on skills utilisation and development in an unfamiliar setting. This is seen as one alternative out of a range of training options open to employees.

Participants on the scheme are typically management trainees or middle management. All assignment are evaluated in terms of developing competencies,

*Produced from 'Corporate Volunteering-The Potential and the Way Forward', Darren Quirk, The Wellington Volunteer Centre, 1998*

EV: BENEFITS AND PITFALLS FOR EACH STAKEHOLDER		
Employers		Voluntary Organisations
<p><b><u>Benefits</u></b></p> <ul style="list-style-type: none"> <li>-Improved corporate image</li> <li>-Increased employees motivation</li> <li>-Understanding customer benefit</li> <li>-Develop employee skills</li> </ul>	<p><b><u>Pitfalls</u></b></p> <ul style="list-style-type: none"> <li>-Different approaches</li> <li>-Are approaches volunteering?</li> <li>-Co-ordination eg across branches</li> <li>-Monetary cost</li> </ul>	<p><b><u>Benefits</u></b></p> <ul style="list-style-type: none"> <li>-Raises profile of volunteering</li> <li>-Can receive practical help</li> <li>-Creates new opportunities</li> <li>-Momentum for volunteering</li> <li>-Channel for volunteering</li> </ul>
Volunteer Bureaux		Employee Volunteers
<p><b><u>Benefits</u></b></p> <ul style="list-style-type: none"> <li>-Excellent PR</li> <li>-More volunteers through bureau</li> <li>-Increased capacity of bureau</li> <li>-Developed volunteer register</li> </ul>	<p><b><u>Pitfalls</u></b></p> <ul style="list-style-type: none"> <li>-Huge resource implications</li> <li>-Maintaining momentum</li> <li>-Not ignoring other core work</li> <li>-Which businesses to work with?</li> </ul>	<p><b><u>Benefits</u></b></p> <ul style="list-style-type: none"> <li>-Explore new environment</li> <li>-Sense of achievement</li> <li>-Confidence building</li> <li>-Meeting new people</li> <li>-Skills development</li> <li>-Personal development</li> <li>-Enhance employability</li> <li>-Step into volunteering</li> <li>-Fun, enthusiasm and motivation</li> <li>-Develops working relations</li> <li>-Loyalty and commitment</li> <li>-Variety</li> <li>-Contrast to work</li> <li>-Short-term results</li> <li>-Increase breadth of interests</li> <li>-Expands vision of employee</li> </ul>