

Benchmarks of Excellence Series

How Excellent EVPs Structure Themselves

Bea Boccalandro
Consultant/Trainer
Points of Light Foundation

Andy King
Director, Training &
Consulting
Points of Light Foundation



**POINTS
OF LIGHT
FOUNDATION**
&
VOLUNTEER CENTER
NATIONAL NETWORK

Points of Light Foundation

- National leadership organization for volunteering
- Research, publications, training and model programs on a wide range of volunteering
- Co-convenes the largest gathering on volunteering: the National Conference on Volunteering and Service
 - July 16-18, 2007
 - Philadelphia, PA
 - www.volunteeringandservice.org



Points of Light Foundation

- Administers national award programs in volunteering
 - Awards for Excellence in Workplace Volunteer Programs
 - President's Volunteer Service Awards
 - Daily Points of Light Award
- Offers membership program with a menu of services to businesses that help them design and manage excellent employee volunteer programs
- Works locally through the Volunteer Center National Network to serve businesses, government agencies, nonprofit organizations and volunteers



POINTS
OF LIGHT
FOUNDATION
&
VOLUNTEER CENTER
NATIONAL NETWORK

Many of us face structural decisions regarding our Employee Volunteer Programs (EVPs)...

What is the best department to house my EVP?

How much staffing does my EVP need?

How much does the company need to spend on the EVP?



POINTS
OF LIGHT
FOUNDATION
&
VOLUNTEER CENTER
NATIONAL NETWORK

Session Purpose

- Learn how Employee Volunteer Programs (EVPs) identified as “Excellent” structure themselves
- Develop ideas for strengthening your EVP with this new benchmarking data



POINTS
OF LIGHT
FOUNDATION
&
VOLUNTEER CENTER
NATIONAL NETWORK

Agenda

We are here

- Introduction
- Background on the Benchmarks of Excellence series
- How Excellent EVPs structure themselves
 - Organizational home
 - EVP name
 - Staff
 - Employee councils
 - Budget
- Conclusions
- Continued discussion



POINTS
OF LIGHT
FOUNDATION
&
VOLUNTEER CENTER
NATIONAL NETWORK

Accompanying Document

Benchmarks of Excellence Series


How the Best Employee Volunteer Programs Structure Themselves

Background

As part of the 2005 and 2006 Awards for Excellence in Workplace Volunteer Programs, managed by the Points of Light Foundation, an independent panel of judges honored a total of 36 Employee Volunteer Programs (EVPs) as finalists, 11 of which subsequently won. Using these 36 organizations as models, the Benchmarks of Excellence series present descriptive data on EVPs identified as the best. For convenience, this select group of EVPs is referred to as Excellent EVPs in the Benchmarks of Excellence series. This report focuses on the structure of the Excellent EVPs. The two sister reports cover the magnitude and type of workplace volunteer activities, and EVP policies and procedures.

The 36 award-finalist organizations (for a list see page 4) from which this research is drawn are diverse. More specifically, organizations with Excellent EVPs...

- Are in a wide variety of industries including apparel, financial services, healthcare, insurance, manufacturing, professional services, technology and utilities
- Are in both international (42%) and domestic (58%) businesses.
- Are in both retail (28%) and non-retail (72%) businesses.
- Average 62,000 employees, although 28 percent have fewer than 5,000 and 42 percent have fewer than 10,000 employees. (It should be noted that the awards selection process categorizes companies by similar scope and size and judges them accordingly, thus ensuring that the group of finalists has companies of all sizes).



Learn more about employee volunteering at: www.pointsoflight.org.

Points of Light Foundation
1400 I ("Eye") Street, NW
Suite 800
Washington, DC 20005
tel 202-729-8000
fax 202-729-8100
email Info@PointsofLight.org



POINTS
OF LIGHT
FOUNDATION
VOLUNTEER CENTER
NATIONAL NETWORK

- Will be downloadable from www.pointsoflight.org
- We have emailed each of you a copy



POINTS
OF LIGHT
FOUNDATION
&
VOLUNTEER CENTER
NATIONAL NETWORK

Agenda

- Introduction ✓
- Background on the Benchmarks of Excellence series
- How Excellent EVPs structure themselves
 - Organizational home
 - EVP name
 - Staff
 - Employee councils
 - Budget
- Conclusions
- Continued discussion



Benchmarks of Excellence Series

- For the 2005 and 2006 Awards for Excellence in Workplace Volunteer Programs an independent panel of judges selected 36 finalists
- Using these as models, the Benchmarks of Excellence series presents...
 - This first report which focuses on structure
 - Two sister reports which cover magnitude and type of workplace volunteer activities, and EVP policies and procedures - forthcoming



POINTS
OF LIGHT
FOUNDATION
&
VOLUNTEER CENTER
NATIONAL NETWORK

Excellent EVPs Are Diverse

- Wide variety of industries - financial services, healthcare, insurance, manufacturing, professional services, technology and utilities
- Are in both international (42%) and domestic (58%) businesses
- Are in both retail (28%) and non-retail (72%) businesses
- Average 62,000 employees, although 28 percent have fewer than 5,000 and 42 percent have fewer than 10,000 employees
- Started between one and 37 years ago, with the average being 11



POINTS
OF LIGHT
FOUNDATION
&
VOLUNTEER CENTER
NATIONAL NETWORK

The Excellent EVPs

- AAA of Northern California, Nevada, and Utah
- AARP
- Accenture
- Aetna
- Albertsons
- BD
- Cisco
- Citizens Financial Group
- City of Jacksonville
- Colorado Springs Utilities
- Crescent Real Estate Equities
- Deloitte & Touche USA LLP
- Eat'n Park Hospitality Group, Inc.
- Federated Department Stores, Inc.
- Freddie Mac
- Georgia Natural Gas
- Hasbro, Inc.
- Memorial Healthcare System
- Microsoft Corporation
- New York Life Insurance Company
- Nike, Inc.
- PNC Financial Services Group
- Portland General Electric
- Provident Financial
- SRP (Salt River Project)
- Starbucks Coffee Company
- Target
- The Home Depot
- The McGraw-Hill Companies
- The Timberland Company
- The Walt Disney Company
- UPS
- Washington Trust Company
- Wells Fargo
- Weyerhaeuser Company
- Xerox Corporation



Agenda

- Introduction ✓
- Background on the Benchmarks of Excellence series ✓
- **How Excellent EVPs structure themselves**
 - Organizational home
 - EVP name
 - Staff
 - Employee councils
 - Budget
- Conclusions
- Continued discussion



Organizational Home

- 82 percent of Excellent EVPs are housed in units focused on external relations and community involvement:
 - e.g., external affairs/community relations departments or corporate foundations
- 18 percent are housed in all other departments:
 - corporate communications/marketing
 - member/customer service
 - human resources and sales



Name

- Almost all (91%) Excellent EVPs have a name
- Names vary greatly
- Often well-aligned with company



POINTS
OF LIGHT
FOUNDATION
&
VOLUNTEER CENTER
NATIONAL NETWORK

Examples of Names and Logos



Name

- Almost all (91%) Excellent EVPs have a name
- Names vary greatly
- Often well-aligned with company
- Themes:
 - Company name
 - Use term “community”
 - Use term “volunteer”
 - Use term denoting relationship - such as team, crew, or partners



POINTS
OF LIGHT
FOUNDATION
&
VOLUNTEER CENTER
NATIONAL NETWORK

Agenda

- Introduction ✓
- Background on the Benchmarks of Excellence series ✓
- How Excellent EVPs structure themselves
 - Organizational home ✓
 - EVP name ✓
 - Staff 
 - Employee councils
 - Budget
- Conclusions
- Continued discussion

Staff

- On average, 1.9 full-time staff members or 1 for every 32,000 employees
- Very wide range
- 14 times more staff per employee in small companies:
 - Less than 10,000 employees: One full-time staff position for every 2,700 employees
 - More than 10,000 employees: One full-time staff position for every 39,000 employees
- A lot of the work not done by staff - e.g., outsourcing, release time, employee councils



Employee Councils

- 88 percent of Excellent EVPs use employee councils
- 51 percent use councils to make EVP leadership decisions or recommendations
- 46 percent of Excellent EVPs use employee councils to organize events




POINTS
OF LIGHT
FOUNDATION
&
VOLUNTEER CENTER
NATIONAL NETWORK

Operating Budget

- Average per-employee operating expenditure of Excellent EVPs is \$30
 - Includes website design and maintenance, printing, communications, travel, T-shirts, food, recognition items and supplies, but exclude salaries and community grants such as dollars-for-doers payments
- Small companies spend 3 times more:
 - Less than 10,000 employees: Average \$64/employee & two-thirds spend at least \$45/employee
 - More than 10,000 employees: \$19/employee & two-thirds spend at least \$14/employee



Agenda

- Introduction ✓
- Background on the Benchmarks of Excellence series ✓
- How Excellent EVPs structure themselves ✓
 - Organizational home
 - EVP name
 - Staff
 - Employee councils
 - Budget
- **Conclusions** 
- Continued discussion



Conclusions

- On some characteristics, Excellent EVPs vary:
 - Type of name
 - Staff
 - How distribute the work
- On others, Excellent EVPs converge:
 - Have a program name
 - Are housed in a department focused on community involvement / relations
 - Use employee councils
 - Have an operating budget of at least \$45 per employee if in a workplace of 10,000 or fewer employees, and of at least \$14 otherwise



POINTS
OF LIGHT
FOUNDATION
&
VOLUNTEER CENTER
NATIONAL NETWORK

Agenda

- Introduction ✓
 - Background on the Benchmarks of Excellence series ✓
 - How Excellent EVPs structure themselves ✓
 - Organizational home
 - EVP name
 - Staff
 - Employee councils
 - Budget
 - Conclusions ✓
 - Continued Discussion
- ← We are here



- Hope you will join us for:
 - March 15: Benchmarks of Excellence: **Magnitude and Nature of Employee Volunteering**
 - April 12: Benchmarks of Excellence: **Policies and Procedures**
- Thank you!
- We love to hear from you:
CVDinfo@PointsofLight.org



POINTS
OF LIGHT
FOUNDATION
&
VOLUNTEER CENTER
NATIONAL NETWORK