



Toolkit

Corporate Volunteering Training Kit

A comprehensive kit to help volunteer centres deliver training on corporate volunteering



Funded by the Prime Minister's Community Business Partnership



Volunteering Australia is the peak national body working to advance volunteering in the Australian community. Volunteering Australia acknowledges the support of the Prime Minister's Community Business Partnership and each of the state volunteering centres in producing this resource. For more information about employee volunteering or how to locate the volunteering centre in your state or territory please visit our website www.volunteeringaustralia.org

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The aim of this training kit is to help you plan workshop sessions aimed at not-for-profits to encourage them to be proactive.

INTRODUCTION TO CORPORATE VOLUNTEERING TRAINING

Corporate volunteering is a significant new trend emerging in Australia which presents challenges as well as opportunities to the not-for-profit sector.

Corporate or employer supported volunteering describes any effort by an employer to encourage and assist employees to volunteer in the community. This broad definition allows us to think of corporate volunteering beyond being a 'big end of town' corporate activity and to consider the myriad opportunities available to not-for-profits when businesses, large or small, facilitate and support the volunteering activities of their staff.

A common complaint or concern of companies looking to form volunteering partnerships is that the not-for-profit is often unclear about the nature of the help they are in need of. When a company approaches the not-for-profit and the not-for-profit fails to respond to the request in any effectual way, opportunities are lost.

The aim of this training kit is to help you plan workshop sessions aimed at not-for-profits, which help them clarify needs and encourage them to be proactive about the way they work with corporate volunteers. Not-for-profits can feel that the value of their contribution is diminished in comparison to the well-resourced business partner. Businesses can sometimes believe that the not-for-profit is waiting to be 'saved' by them and that they have the answers to their problems. However, the most effective partnerships are based on equality and recognition of what each party contributes to the arrangement.

About the training structure

The training is divided into four modules which follow the logical sequence of the steps an organisation would take to engage more corporate volunteers.

Each module begins with an overview of the objectives or purpose. The key messages for participants listed within each module help to give consistency to the training. The modules also contain modifiable PowerPoint slides which are supported by presenter's notes, suggested activities and research articles which can be used for further reading. The modules conclude with some recommended actions for participants.

Tips on running the sessions

The session can be delivered in half a day or less, but may take longer if the group is large. However, the trainer can adapt the session to give a different emphasis. For example, the group being trained may have already had some experience with corporate volunteers and is more focused on creating suitable projects and writing position descriptions.

It is also possible to tailor the session to a dual audience of both not-for-profits and businesses. The training kit contains information on why businesses are choosing to take up volunteering, definitions of what makes a good business partner and information on planning projects which the business could do in collaboration with the not-for-profit partner.

Tips on marketing the training

The main objective of the training is to give not-for-profit participants confidence in their dealings with companies and businesses. Hopefully the training will also encourage them to adopt a proactive attitude and to think laterally when it comes to the types of volunteering projects suitable for corporate volunteers.

Some not-for-profits may be reluctant to engage with corporate volunteers. It may be helpful to take this into account when preparing promotional literature. For example, communicate that the training can help them understand more about what they bring to the partnership and what they can potentially receive in return.

Slide 1 – Definition**Definition of corporate volunteering**

‘Any effort by an employer to encourage and assist employees to volunteer in the community.’

**Presenter’s notes**

Australian companies differ to others worldwide in that they are more likely to allow their staff to volunteer on work time. However this definition also describes companies who support or acknowledge the volunteering of staff that is undertaken in their own time, who provide in kind support such as the use of office equipment or who donate products or dollars which support the organisation their staff have chosen to volunteer with.

Slide 2 – Corporate Volunteering Survey**Corporate Volunteering Survey**

- > 60%+ offer at least one day off per year
- > 74% contribute in kind or financial assistance
- > Many become more involved with NFP
- > 55% have participation rates less than 25%
- > 62% let staff select their own roles
- > 56% use company personnel to identify opportunities



School Volunteering Program -
Career Mentoring - Ballajura

Volunteering Australia undertook a survey of the extent and nature of corporate volunteering in the country. The survey included over 50 responses from companies with volunteering programs.

Presenter's notes

Volunteering Australia undertook a survey¹ of the extent and nature of corporate volunteering in the country. The survey included over 50 responses from companies with volunteering programs.

The main reason cited for investing in these programs was that they have a responsibility to be good corporate citizens, closely followed by the benefits accruing to staff such as improved morale, job satisfaction and team-building.

The majority reported participation rates less than 25%. Encouraging staff to participate in the program is a challenge for them which they attribute mainly to staff having insufficient time to take a day out of the office for volunteering and to the problem of finding suitable or meaningful volunteering projects to offer them. This means that there is an opening for not-for-profits to help the company encourage staff to participate in the program and to provide inherently valuable and attractive projects.

It was also found in the survey that while some companies prefer to work with well-developed and well-organised not-for-profit organisations, others made a strategy of forming partnerships with smaller not-for-profits in their local areas.

Slide 3 – What sort of roles do companies look for?

What sort of roles do companies look for?

- > Can be undertaken in a day
- > Can be done together as a team
- > Has intrinsic value
- > Does not clash with other objectives
- > Enhances the skills of their employees
- > Fit in with their chosen cause
- > Fit in with what their employees want to do



Presenter's notes

The rise in corporate volunteering means the emergence of a new volunteer profile whose needs and motivations can be generalised about. While there is variation, corporate volunteers generally seek roles which are short term or can be 'done in a day'. The factors motivating a company to invest in a volunteer program should be understood by the not-for-profit but ultimately the individual employee has their own motivations which means they will respond to messages about the cause and the intrinsic value of the role.

¹ Volunteering Australia, *Corporate Volunteering Survey*, Melbourne 2006.

Volunteering Australia's resources on corporate volunteering

All of these resources have been produced by Volunteering Australia and are available on our website www.volunteeringaustralia.org

Corporate Volunteering Survey, Melbourne 2006

Corporate Shares Community Profits: A guide to engaging corporate volunteers, Melbourne 2003

Employee Volunteering: A guide for small to medium sized enterprises, Melbourne 2007

Employee Volunteering and CSR: Job seeker perspectives, Melbourne 2007

Insurance and Risk Management for Corporate Volunteers, Melbourne 2006

Staff Recruitment, Retention, Satisfaction and Productivity: The effects of employee volunteering programs, Melbourne 2007

Two Way Street: Corporate volunteering in the not-for-profit sector, Melbourne 2001

Other Resources

The Practical Partnering Toolkit available on www.socialcompass.com

Media Team Australia Online Tools available on www.mediateam.com.au



Service to Youth –
Mentors on day with clients



MODULE 1 – PLANNING

Purpose

Despite the potential benefits, it's common for not-for-profits to be wary of working with companies. The corporate volunteering partnership may be based on an imbalance of resources, pronounced cultural differences and a mismatch of expectations. Cynicism amongst the not-for-profit sector about motives and benefits of working with corporate partners is borne from experiences in which the volunteering partnership has not been grounded in aligned interests.

We begin with planning – clarifying what it is the not-for-profit expects from the association, assessing whether it is worth an additional investment of resources and whether they have the support of others in the organisation to shape a program or partnership that will really yield results.

Planning involves a consideration of what the not-for-profit is hoping to gain, what it is the company is looking for from the partnership, and whether this is valid or if it will compromise the not-for-profit in any way. It also involves assessing their own capacity to include corporate volunteers.

Key messages for participants

- Good planning is the foundation for the remaining strategies, clarifying what is expected to be achieved and knowing how to identify ideal partners.

- The not-for-profit should understand that they bring a lot of valuable things to the partnership which the company values.

- A volunteer-friendly organisation will be in a good position to include corporate volunteers into its program.

Corporate volunteers represent a new source of volunteers for short term projects. However, there is always the opportunity to establish a long term volunteering association with a company.

Slide 4 – Advantages of forming partnerships with companies or businesses

Advantages of forming partnerships with companies

- > Harness new skills and knowledge
- > Access teams of volunteers
- > Reduce recruitment efforts
- > Improve understanding between the sectors
- > Raise your profile and diversify your volunteer base
- > Attract longer-term volunteers
- > Foster long-term relationships



Presenter's notes

Corporate volunteers represent a new source of volunteers for short term projects. However, there is always the opportunity to establish a long term volunteering association with a company. So if the not-for-profit holds an event on a yearly basis (such as a fundraising event), targeting the same company each time for teams of volunteers is much easier than sourcing them individually.

They can also bring new perspectives to the way a not-for-profit does things. While corporate volunteers should not assume that their way of doing things is necessarily better than the not-for-profit's approach, bringing a new perspective or different knowledge can have a positive influence on their programs or internal systems.

There are larger benefits as well – the corporate volunteer program may give some individuals the opportunity to try volunteering for the first time. They often report an increase in their appreciation for how not-for-profits function, their particular causes, and their struggle for resources.

Diversifying a volunteer base builds a stronger foundation for the not-for-profit's volunteer program giving it longevity and an expansive skills base.

CASE STUDY

Matthew, formerly of Prahran Mission, a welfare and psychological support service in Melbourne, regards corporate volunteering as a relationship-building opportunity. In the same way that organisations nurture relationships with their donors, investing time in new volunteers will build their understanding about the organisation's mission and programs, possibly leading to other forms of support. Volunteering is involvement at a grassroots level and once a volunteer is exposed to the inner workings of an organisation they can see where its needs lie. Working up to support this way is usually more effective than a direct request for money. For example, a team of corporate volunteers comes to work in a welfare organisation's café preparing meals for the clients. They see that the kitchen is in desperate need of new bain maries. The volunteers return to the office and fundraise amongst their colleagues.

Organisations should think about how they could make a typical corporate volunteering project, such as painting a room or packing Christmas hampers, more meaningful for the volunteers. The Prahran Mission serves their corporate volunteers lunch in their café. This way they get to meet the people who the Mission supports.

Sometimes the term 'corporate volunteering' can be misleading for it fails to describe the volunteering partnerships between smaller businesses and not-for-profit organisations.

Slide 5 – Working with smaller businesses



Sometimes the term 'corporate volunteering' can be misleading for it fails to describe the volunteering partnerships between smaller businesses and not-for-profit organisations.

There can be some distinct advantages working with smaller businesses such as:

- They have more flexibility in how they can help;
- The program is often driven by the owner who is the one making decisions;
- They can be more open to dialogue; and
- They are sometimes the only option available especially in regional communities.

However, it is also more likely that the not-for-profit will need to convince them of the benefits. Volunteering Australia has produced the resource *Employee Volunteering: A guide for small to medium sized enterprises*. It is a resource for SMEs to encourage them to think about volunteering through their business. It contains tools, checklists and templates to help them set up a program, set targets, identify partners and evaluate the success of the volunteering partnership. There are a limited number of printed copies available through state volunteering centres but it is also possible to download the resource directly from Volunteering Australia's website.

Slide 6 – Smaller not-for-profits

Why would a business choose to work with a smaller not-for-profit?

- They recognise that the small not-for-profit can gain a lot from its association with a large, high profile business
- Smaller businesses can be a better organisational fit with a small not-for-profit
- Some want to work with smaller local groups
- Some let staff choose the organisation to volunteer with
- There is more opportunity for businesses to contribute professional skills to small organisations.

A survey of not-for-profits conducted by Volunteering Australia found that what they were hoping for most from the volunteering partnership was additional funding. The reality is, it is more likely not to.

Slide 7 – Leveraging from the volunteer partnership



Presenter's notes

A survey of not-for-profits conducted by Volunteering Australia² found that what they were hoping for most from the volunteering partnership was additional funding. The reality is, it is more likely not to. For the company it is about the volunteering. If the not-for-profit's primary concern is money and there is no intrinsic value in the volunteering project, it's better that the not-for-profit addresses that upfront with the business partner.

However, the Corporate Volunteering Survey found that a lot of companies do contribute something to help the volunteering project, either with financial assistance or in kind support. It can open the door to workplace giving, sponsorship or donations that are conditional on staff having volunteered with the not-for-profit organisation.

When assessing the value of a volunteering project, the not-for-profit will need to consider the costs associated with it:

- Staff hours (to train and supervise)
- Insurance premiums
- Police checks
- Providing lunches
- Safety equipment

If the not-for-profit is unsure that the project is worthwhile, they could present these cost estimations to the company. It is reasonable to expect some contribution especially if the project is large scale and extraordinary to their regular volunteer program.

² Volunteering Australia, *Two Way Street: Corporate volunteering in the not-for-profit sector*, Melbourne 2001

Good partnerships arise when each partner is aware of the expectations and needs of the other. More and more companies are investing in corporate volunteering programs for their staff.

Slide 8 – Why companies invest in these programs

Why do companies invest in these programs?

- > Integral part of CSR strategy
- > Benefits to employees (team-building, morale, retention, skills development)



Presenter's notes

Good partnerships arise when each partner is aware of the expectations and needs of the other. More and more companies are investing in corporate volunteering programs for their staff. The Corporate Volunteering Survey found that on average they invested between \$20,000 - \$30,000 per annum into these programs. So what's the motivation behind this new trend? What drives companies to do it?

The main motivation cited for investing in these programs is a sense of corporate social responsibility, and volunteering is an integral part of that strategy. Volunteering Australia's 2007 survey of employers³ found that 75% of employers with volunteering programs believed that they improved staff retention rates and 82% believed that they improved levels of staff satisfaction.

Team-building is another obvious benefit. However, individual assignments can significantly enhance the skills of employees as well. For example, a volunteering project can give younger staff some valuable experience early in their careers.

³ Volunteering Australia, *Staff Recruitment, Retention, Satisfaction and Productivity: The effects of employee volunteering programs*, Melbourne 2007

Companies want their staff to enjoy the volunteering experience, to be professionally managed while they are in the care of the not-for-profit and to know that their contribution has made some difference.

Slide 9 – Definition of a successful partnership

Definition of a successful partnership

- > Engaging in valuable work, feel they've made a difference
- > Employees are happy volunteering
- > Employees are well-managed by the NFPs
- > Improves visibility



Presenter's notes

Companies want their staff to enjoy the volunteering experience, to be professionally managed while they are in the care of the not-for-profit and to know that their contribution has made some difference.

The Corporate Volunteering Survey found that the large majority of companies did not justify their programs on the grounds of public relations spin-offs, but they still appreciate it if the not-for-profit helps draw attention to the partnership. They also see the opportunity to learn more about what the community thinks of their brand and image.

Slide 10 – Are you corporate volunteer ready?

Preparing for corporate volunteers

Are you corporate volunteer ready?



It's good practice for an organisation to review how well it currently manages its volunteers and reflect on what role they play in the overall objectives of the organisation.

Presenter's notes

It's good practice for an organisation to review how well it currently manages its volunteers and reflect on what role they play in the overall objectives of the organisation. Are they listened to? Are their opinions actively sought? Does the organisation have in place strategies for recruitment, diversity, training, retention and recognition? A volunteer-friendly organisation will almost certainly be in a good position to include corporate volunteers into its program.

Activity

The 'Corporate Volunteer Readiness Test' (contained in the Appendices) helps participants reflect on whether they might extend the same management practices to corporate volunteers as they would their regular volunteers. It also helps them to assess how well in practice their organisation involves volunteers and identifies what areas they may need to improve before seeking out corporate volunteering partnerships.

➤ Notes for trainer

This activity is best completed individually. When they have finished, ask them to discuss any areas of concern they may have and what they may plan to do about it.

Critical success factors

At the time of writing this training kit, The Centre for Volunteering in New South Wales was conducting comprehensive research into corporate volunteering entitled *A Frontier of Opportunity: Critical success factors of employee volunteering programs*. They are surveying more than 200 businesses and not-for-profits, both large and small. The aim of the research is to identify what the critical success factors are for a successful volunteering partnership.

The full report is due to be published early in 2008. Keep an eye out on The Centre for Volunteering's website www.volunteering.com.au for preliminary findings towards the end of 2007.

Slide 11 – Getting buy-in

Getting buy-in - what are your concerns?

- > Lack of commitment
- > Doing work that doesn't need to be done
- > Only demand highly skilled roles
- > Inflexible programs

Sometimes companies expect the projects to be lying in wait for their assistance and it is just a matter of them showing up. It is worth explaining to the companies the reasons why a not-for-profit may not be in a position to use their assistance.

Presenter's notes

Some common concerns that not-for-profits may have about corporate volunteering partnerships include:

- Lack of commitment by the company and a lack of an appreciation for the resources involved in managing volunteers. Sometimes companies expect the projects to be lying in wait for their assistance and it is just a matter of them showing up. It is worth explaining to the companies the reasons why a not-for-profit may not be in a position to use their assistance. It is better than leaving them with a sense that their offer is unappreciated. The more committed companies help to plan and appoint team leaders to coordinate large projects, offer to pay for any additional safety equipment, and have flexible programs which allow staff to participate in both team and individual roles, for a range of causes.
- A reactive approach to corporate volunteering can result in taking on corporate volunteers for the sake of it and having them do work that doesn't really need to be done. Proactive not-for-profits identify and create suitable projects before a company approaches them.

Activity

Ask the participants if they are still skeptical about the benefits of working with corporate volunteers. It might be an opportunity for those who have already had successful experiences with corporate volunteers to share them with other participants and to discuss how they have addressed any issues.

Activity

Ask participants to reflect on what sort of partners they want to work with and to define the parameters of what is and isn't acceptable from a corporate partner.

➤ Notes for trainer

The following slide outlines some possible answers to this activity.

Slide 12 – Good business partners

Good business partners

- > Are flexible, give their employees choice
- > Have centrally managed programs
- > Extend workers' compensation to their employees while they volunteer
- > Encourage families and friends
- > Don't burden you with additional costs
- > Give additional support
- > Give you time to plan and help you plan
- > Willing to talk about what you need





Kanook Creek Association –
Volunteers in action

Presenter's notes

Centrally managed programs mean that at least one person within the company is assigned the role of managing the program. This gives continuity to the relationships with the not-for-profits.

Good business partners are prepared to talk about what the not-for-profit needs rather than what they are seeking from the volunteering.

Knowing something about the company before partnering with them will help the not-for-profit decide if the two organisations are compatible in terms of the activities they do and target markets they may share, and whether they possess similar values and ethics regarding their role in the community.

Slide 13 – Partnership planning

Partnership planning

- > Identify and evaluate potential corporate partners
- > What's in it for the company?
- > What resources will each contribute?

volunteering australia

Volunteering Queensland has produced a Partnership Planning Tool. The tool guides a not-for-profit through a process of identifying and evaluating a potential corporate partnership. The tool encourages the not-for-profit to consider the partnership from the perspective of the corporate partner they intend to approach and identify the elements which would make it a mutually beneficial and strategic collaboration. The process also identifies the resources each partner can contribute, the expected outcomes and the mechanisms needed for sustaining the partnership over time.

This is the first step of developing a Partnership Proposal which is covered in a subsequent section.

See Volunteering Queensland's Partnership Planning Tool in the Appendices.

See *The Practical Partnering Toolkit*. This was produced by Social Compass and is available on their website: www.socialcompass.com



CASE STUDY

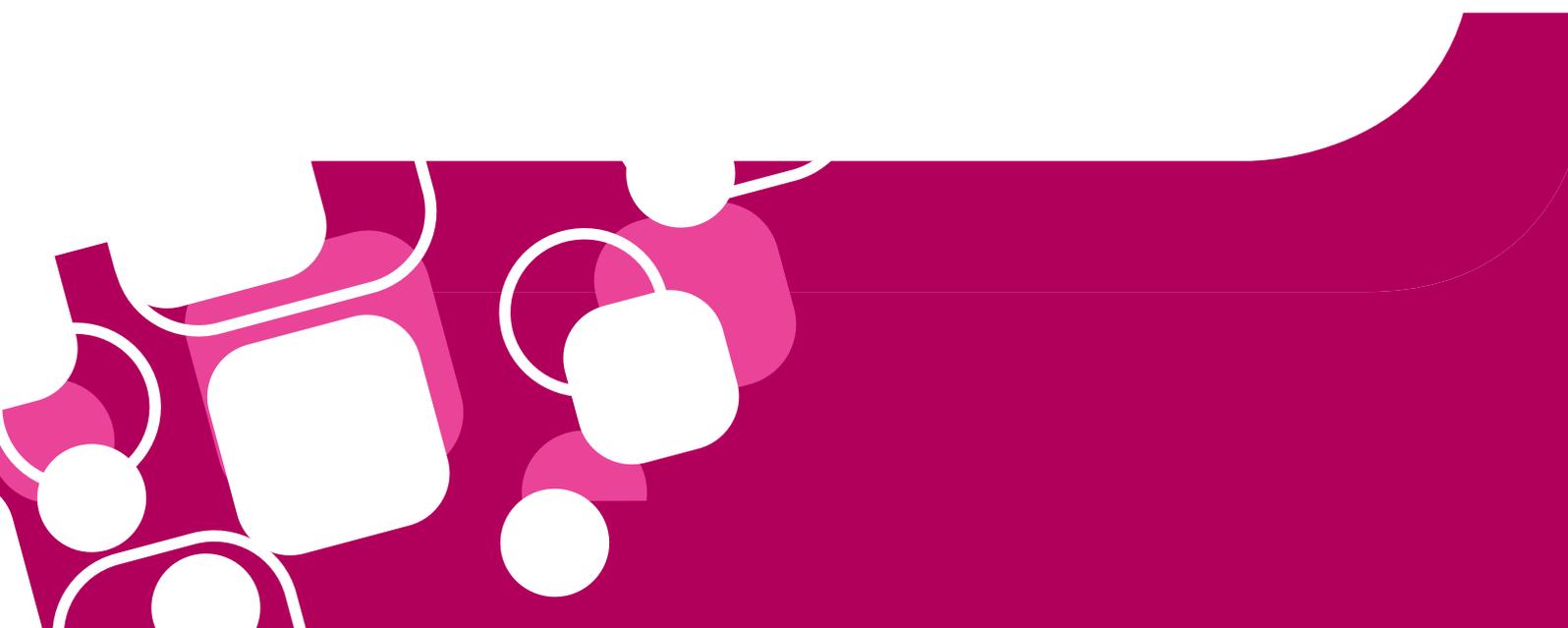
A welfare agency had unsuccessfully worked with corporate volunteers in the past, largely due to a lack of staff and resources. However they were once again approached by a company who were keen to involve their staff in ongoing volunteering. Taking care to avoid the mistakes of the past the volunteer manager went through a planning process with the company. They consulted with the company about what the staff might be expecting from the volunteering, they offered training to the staff to help them prepare and they invited the company to help them scope possible volunteering projects.

As the scheduled volunteering activity approached, the company attempted to contact the agency, making numerous phone calls and sending emails which went unanswered. The volunteer manager was simply too busy to reply. Finally when the volunteer manager rang to apologise for their tardiness in responding, the company unsurprisingly was no longer interested.

If there is any doubt about the capacity to take on a corporate volunteering partnership, it's better to be upfront with the company and ask if they mind deferring a partnership until a time when the organisation will have the resources to see it through.

Robert is the Brisbane Office Coordinator of Minter Ellison's national Community Investment Program. For several years now Minter Ellison has been involved in a partnership between Queensland Public Interest Law Clearing House (QPILCH), Freehills and Mission Australia, servicing the Homeless Persons Legal Clinic (HPLC). The service provides access to justice for the homeless or those at risk of homelessness. The service runs through Mission Australia's Café One. About one quarter of Minter Ellison's lawyers participate in the program during work hours. Each volunteer provides two hours of face to face advice and works on cases back in the office. They work collaboratively with Mission Australia's staff so that a holistic approach can be taken with each individual's case.

QPILCH runs a number of other clinics involving different service agencies and law firms. Minter Ellison's involvement with the clinic at Mission Australia's Cafe came about after many conversations with Mission Australia about how they could best utilise their resources to address the issue of homelessness (a survey of Minter Ellison staff revealed that this was the issue they most wanted to support). The HPLC work at the Cafe has resulted in other opportunities for Minter Ellison to work with Mission Australia including Catalyst (a non-legal mentoring arrangement where staff volunteer their time to assist Mission Australia clients to undertake university study), inclusion of the Cafe as a workplace giving program beneficiary and the provision of office services resources such as used furniture and photocopying services.



A key concern for companies when planning a corporate volunteering program is risk management. What risks will they be exposing their staff to while they are in the hands of another organisation?

Slide 14 – Insurance and risk management

Insurance and risk management

- > Will they agree to extend workers' compensation insurance to their employees?
- > Public liability is your responsibility
- > As volunteers they should be subjected to same EEO, OH&S, negligence and privacy policies
- > Letters of agreement to help clarify who accepts what responsibility



Presenter's notes

A key concern for companies when planning a corporate volunteering program is risk management. What risks will they be exposing their staff to while they are in the hands of another organisation?

Volunteering Australia's *Insurance & Risk Management for Corporate Volunteers* booklet was produced to deal with the particular issues of corporate volunteers, whose simultaneous status of volunteer and employee can confuse things. Essentially, risk management is a shared responsibility between the company, the not-for-profit and the individual volunteer. The booklet can be downloaded free of charge from Volunteering Australia's website.

The degree to which the company is liable can depend on how the company shapes their program. This rests on the concept of whether the activity is 'within the course of employment' or in other words the degree to which the volunteering is an extension of the employee's employment. The factors for consideration in determining whether an activity falls within the course of employment are included in the *Insurance & Risk Management* booklet.

It is recommended that companies structure their program to be clearly within the course of employment and that they extend workers' compensation to the volunteer. This will generally provide better protection than personal accident insurance although it is still recommended that not-for-profits take this coverage out (in case they are in some way to blame for the injury sustained by the volunteer). This may mean that the company will not allow its employees to volunteer outside of work hours. If the company does allow this, it should be communicated to staff that they will not be covered by workers' compensation, or make arrangements with their own insurer to extend the coverage so that they will be covered.

Public liability (for damage to property or injury to another person caused by the volunteer) is the not-for-profit's responsibility as the volunteer is under their supervision. The risk can be minimised by training and supervising volunteers, and by having appropriate OH&S procedures in place.

The not-for-profit should always check with their own insurer, communicate and reach agreement with the corporate partner beforehand especially if they will be undertaking a project that could be assessed as containing some element of risk.

Template letters of agreement are included in the *Insurance & Risk Management* booklet, which are designed for both the not-for-profit and the company to prepare, outlining their respective responsibilities.

A not-for-profit should not agree to a corporate volunteering partnership if they feel they are being unfairly burdened by risk.

Activity

It might be useful to read through some of the frequently asked questions which are in the *Insurance & Risk Management* booklet.

Key actions for participants

- Assess how well your existing volunteer program meets best practice principles.

- Attain support from others in your organisation and convince them of the benefits of having corporate volunteers involved.

- Develop a set of guidelines about how you wish to work with corporate volunteers.

- Talk with your insurer before taking on corporate volunteers.



GA Volunteering Coordinator Sandra Williamson with SeedCollectors



MODULE 2 – VOLUNTEERING PROJECT DEVELOPMENT

Purpose

An increased supply of corporate volunteers translates into an increase demand for short term projects. We know that the majority of all volunteers work full time or part time which means that organisations must respond to the need for roles which have flexibility. This can be achieved by making better use of the skills volunteers have to offer through the creation of shorter but more intense periods of involvement, or by coming up with other solutions such as virtual volunteering.

Organisations need to create viable roles - roles which are appealing to prospective volunteers, which reflect and respond to changing trends and which ultimately play a part in meeting the organisation's overall mission.

A dynamic and viable volunteering program is responsive to these challenges and is targeted in its recruiting strategies. The previous planning section will help participants understand the motivations behind companies sending their staff out to volunteer. However, the motivations of the individual will not differ too much to those of regular volunteers – they're attracted to the cause, they have expectations about their rights and ideas about how they can contribute, they hope to learn more about the organisation and will be responsive to opportunities to continue their association with the organisation if the experience has been rewarding for them.

Designing projects is often the point at which the best intentions become unraveled. It takes time to plan and think through a project. However, well-designed roles are more likely to lead to rewarding and valuable outcomes for the volunteer and the organisation.

This section focuses on the process of creating roles and capturing the information concisely in a position description – the essential selling tool.

Key messages for participants

- Think outside the square. Corporate volunteers demand a variety of different roles, not just team projects.

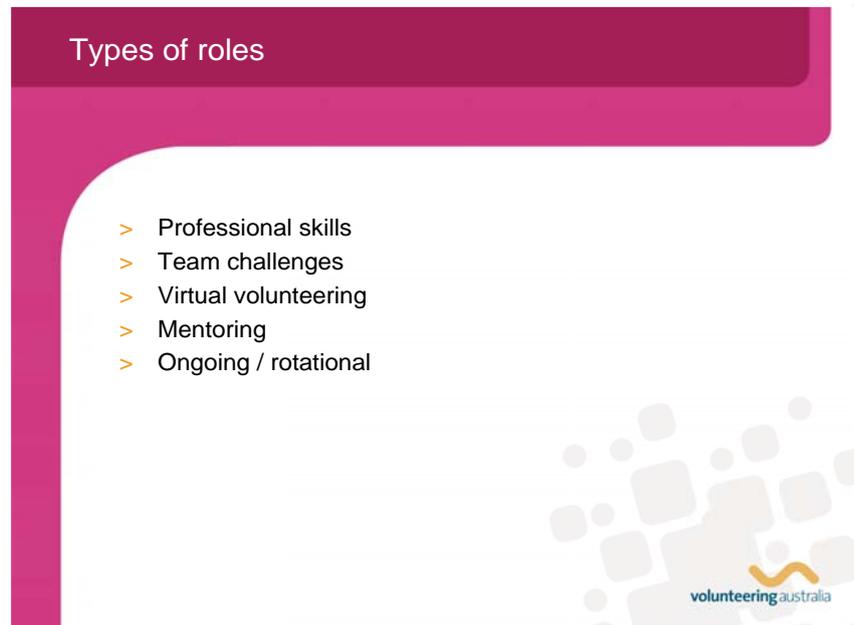
- Good roles have intrinsic worth. Make the link between the role and the organisation's broader mission.

- More complex roles may take longer to find the best volunteer.

- Designing roles is something others in the organisation can contribute to – it's not just the role of the volunteer manager.

Virtual volunteering describes those roles which can be undertaken offsite with the support of technology, giving considerable flexibility to the volunteer. The volunteer can complete the assignment on their computer at home or at their workplace.

Slide 15 – Types of roles



Presenter's notes

Some roles are designed to capitalise on the professional expertise and skills of corporate volunteers. Virtual volunteering describes those roles which can be undertaken offsite with the support of technology, giving considerable flexibility to the volunteer. The volunteer can complete the assignment on their computer at home or at their workplace. Many employers are happy to facilitate this by allowing the employee to use office equipment such as photocopiers or telephones.

Projects include:

- Web research,
- Brochure design,
- Writing policies,
- Email mentoring.

Volunteer managers should be encouraged to consult with their colleagues to develop suitable projects. The process of strategic planning or risk analysis can yield information about organisational weaknesses and identify where there may be a need for skills or projects.

Mentoring roles are ideal for corporate volunteers as they require skills such as leadership, communication and the imparting of knowledge and experience. They could mentor the organisation's clients such as disadvantaged adults or high school students, or they could mentor those in senior positions of the not-for-profit organisation itself.

A corporate volunteer could be used to:

- Identify suitable corporate volunteering projects in the organisation
- Scope the initial stages of a project before the organisation invests time and resources

Handy hint – If a not-for-profit organisation is targeting small business for volunteering support, female-headed firms are more likely to contribute their professional skills to volunteering.⁴

Sometimes corporate volunteering can be incorporated into regular and ongoing roles. They could 'adopt' a program such as serving meals, supplying a different team of individuals each week or month as the case may be. While it may seem onerous to train a new set of volunteers each time, there may be someone within the company who can take responsibility for coordinating the program. They can collect administrative information (registration details), coordinate police checks and assist with some of the induction or training procedures.

Refer participants to Volunteering Australia's *Designing Volunteer Roles and Writing Position Descriptions* for more information about creating roles. This resource is available for downloading from Volunteering Australia's website.

Slide 16 – Professional skills roles

Professional skills roles

- > Consider who will be managing these volunteers
- > Consider the time it will take to plan and support these projects
- > Hand-over arrangements
- > Formal agreements

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Presenter's notes

Sometimes corporate volunteers want to contribute a little more to their volunteering by applying their professional skills and expertise. While these roles are highly valuable, they are more complex and require more planning and monitoring.

Other things to consider:

- Is the project part of a larger project and if so, what handover procedures are in place? To make roles more feasible they may need to be broken into smaller components which more than one volunteer would undertake. It is wise to have at least one person in the organisation who has a good overview of how the project is tracking.
- What will happen if the volunteer is no longer able to complete the assignment (for example they may leave their employer)? What is at stake? Regular documentation and review processes will guard against calamity if a volunteer prematurely abandons a role.
- Formal agreements clarify what is expected of the volunteer before they embark on the project. While not binding like a contract, they clearly outline the outcomes, milestones and timelines, approval processes, division of responsibilities and documentation requirements. They do not need to be couched in legalistic language. (See the last section for more on partnership agreements.)

⁴ Sensis, *Business Index Sweeney Research*, November 2006

Formal agreements clarify what is expected of the volunteer before they embark on the project.

Volunteering Australia undertook a project with the National Australia Bank to increase the number of skilled volunteering roles available for their staff through the employee volunteering program. A toolkit on skilled volunteering was produced as a result of this project, containing a register of the general sets of skills possessed by NAB employees. You can view this toolkit by visiting the community section of NAB's website www.nab.com.au.

A corporate volunteer can help the organisation with its basic HR requirements. This may be suitable for a junior person within a company (and will help them develop their skills).

Company X approached a not-for-profit organisation to do some volunteering. Wanting to make a worthwhile contribution, the company declined the offer to do some menial tasks initially offered to them. Undeterred, the not-for-profit took to the company their calendar of events and a wish list of projects. The company had some internal discussions about what they could contribute based on this information. They could see a role for supporting the organisation by contributing their human resource skills and by offering large teams of volunteers and project management skills to assist with the annual fun run event. Through the information the not-for-profit supplied the company, they were able to identify gaps.

The extended planning period and collaborative approach has seen this relationship continue for three years.

Slide 17 – Some examples

Examples

- > Write business plans
- > Scope projects
- > Develop policies
- > Review accounting procedures
- > Hold workshop sessions



Activity

Ask participants to complete the Role Development Worksheets contained in the Appendices. Worksheet 1 is an exercise in developing roles in line with their organisation's mission and objectives.

Completing Worksheets 2 and 3 will help shape their project ideas into discrete roles.

These worksheets are taken from the resource *Designing Volunteer Roles and Writing Position Descriptions*, which is available on Volunteering Australia's website.

An interview process is certainly valid to ascertain if they have sufficient experience. If unsure about the types of skills required, the not-for-profit could search for similar roles on job seeking websites for clues.

Slide 18 – Writing position descriptions

Writing position descriptions

- > Can the role be broken down into smaller tasks?
- > Sell the cause of your organisation.
- > What sort of roles do they look for?
- > What will be the benefits to the company?
- > Who will supervise them?
- > What sort of skills do you need?



Presenter's notes

Given that most corporate volunteers have a limited amount of time for volunteering the organisation has a greater chance of filling a volunteer position if the role can be broken down into smaller components. For example, one volunteer could write and prepare the notes required for a training workshop and another volunteer could deliver the actual sessions. This not only makes it more manageable from a time perspective but also makes it easier to recruit specific sets of skills. Undertaking a task analysis, such as the previous worksheet exercises, helps to break down a role into various parts.

The organisation's overall mission should be described and connected to the project. Corporate volunteers, like other volunteers, often select a project on the grounds that they are attracted to the particular cause of the organisation.

The organisation should be clear about the time commitment involved and clarify how long a role will take and when it needs to be completed by. For example, it may take two days of work but the output is not required for a month giving the volunteer the flexibility to allocate several hours per week over the course of a month.

Some knowledge should be acquired about the nature of the employee volunteering program of the company it is aiming to target for recruits. Does the company give one or two days per year? Or are they flexible about how the time is allocated, allowing staff to contribute one or two hours per week over one or two months for example? Do they incorporate the volunteering project into their performance plans, allowing them to contribute significantly more time to a project?

Consider the benefits the company will receive from the volunteering project, such as team-building or the skills enhancement of individual employees.

Finally not all volunteers who nominate themselves for a project are necessarily the most suitable candidate. An interview process is certainly valid to ascertain if they have sufficient experience. The not-for-profit should ask them to talk about projects they are required to do as part of their usual work roles. This helps to flesh out their understanding of what a work role actually entails. If unsure about the types of skills required, the not-for-profit could search for similar roles on job seeking websites for clues.

Activity

Ask participants to choose the most viable or feasible role (that is, they have the capacity and resources to undertake the role in the near future) from the worksheet they completed in the previous section.

Then ask them to begin completing the position description template based on this role to flesh out its details.

A position description template can be found in the Appendices.

Key actions for participants

- Consult with others in your organisation to help create roles.

- Use the worksheets in the *Designing Volunteer Roles and Writing Position Descriptions* resource to assist with the process.

- Determine the aspects of a formal agreement if the role requires one.

- Write a position description taking into account the structure of the targeted company's volunteering program, and the inherent attractive features of the role.



School Volunteering Program -
Career Mentoring - Ballajura



MODULE 3 - RECRUITMENT

Purpose

The not-for-profit organisation may be in the position of:

- Having created a volunteer role for which they now need to find a suitable volunteer;
- Having already been approached by a company looking for suitable roles; or
- Working with a company who wants to collaborate with them to shape roles.

This section focuses on how the not-for-profit can actively seek out suitable volunteering partners, and how to pitch the roles to them. It also outlines how to construct an information kit or 'prospectus' which showcases the organisation and their volunteering programs.

Key messages for participants

- Strategic approaches save time and yield better outcomes.
- Being prepared will improve their chances of finding corporate volunteers and help them respond to any businesses who approach them.
- Companies can be part of the planning process.

Not-for-profits located in regional areas who have access to fewer large companies will need to target local businesses instead. However smaller businesses do not always see that the CSR imperatives driving larger companies apply to them.

Slide 19 – Making the pitch



Presenter's notes

It is often the case that not-for-profits do not need to actively seek out corporate volunteers as the companies approach them first. However, if they are being strategic in their approach they will need to go through a process of finding the most suitable corporate volunteering partner. For example, are there particular companies whose business is in some way aligned with the not-for-profit's own objectives?

Not-for-profits located in regional areas who have access to fewer large companies will need to target smaller local businesses instead. Smaller businesses do not always see that the CSR imperatives driving larger companies apply to them. As such they often need to be convinced of the benefits to them of a volunteering partnership. Small business owners who have volunteered often report benefits such as networking and positive profile-building. This is especially true in smaller communities, where the community efforts of businesses are more likely to be noticed.

➤ *Employee Volunteering: A guide for small to medium sized enterprises* outlines these benefits and gives step by step instructions for how an SME can set up a volunteering program. Not-for-profits can download this resource from Volunteering Australia's website to distribute to prospective partners.

Being strategic also entails knowing something about the company's community program before approaching. Websites usually contain information about the types of causes the companies support, for example. Knowing this saves the not-for-profit time and the company as well.

Information on which companies have volunteering programs is usually found on the company's website. Some not-for-profits have 'natural fits' with businesses so it may be worth the not-for-profit's time to contact them and discuss the possibility of a volunteering partnership.

Activity

Ask the group to think of some possible benefits to an SME which might induce them to volunteer for their organisation.

➤ Notes for trainer

Some possible answers could include:

- It improves the business' access to its target market
- There are opportunities for community networking which may help them to break into new markets
- It builds their profile
- Their support could be acknowledged on the organisation's website and newsletters and through the distribution of media releases
- Their employees will be supported by a well-managed volunteer program
- The roles develop certain skills
- The roles are flexible and can be undertaken according to the volunteer's own time schedule
- The not-for-profit can offer lunches or post-event celebrations to the volunteers

Slide 20 – Targeting partners

Targeting partners

- > Web research – community programs
- > Local councils, Chambers of Commerce
- > Who is a 'natural fit' with your cause?
- > Tap into personal contacts
- > State volunteer centres, Volunteering Australia's website, www.govolunteer.com.au



Presenter's notes

Information on which companies have volunteering programs is usually found on the company's website. Some not-for-profits have 'natural fits' with businesses so it may be worth the not-for-profit's time to contact them and discuss the possibility of a volunteering partnership.

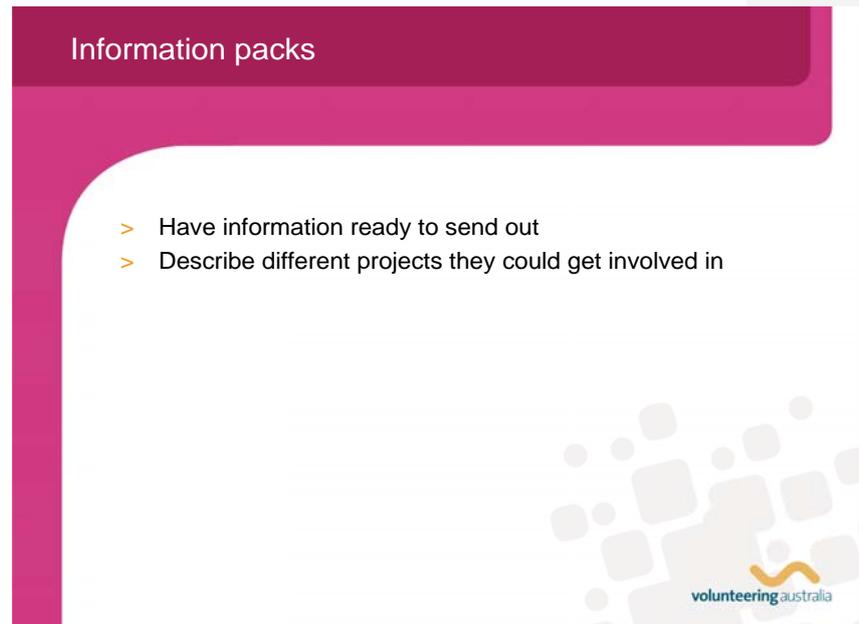
Knowing the name of the person within the company who is responsible for the volunteering program will help to build a relationship with them. Often they are the 'gatekeepers' between the volunteering roles on offer and the employees, filtering out the most appropriate ones, so it is important to convince them that they are being offered worthy projects.

Handy hint – Not-for-profits can offer to make a presentation to the company’s staff about their organisation. This is a good way of encouraging more staff to volunteer.

Volunteering Australia’s website contains a register of companies with volunteering programs which not-for-profits can search for on the basis of geographic location or whether they are seeking teams or individual volunteers.

Local branches of large companies (such as banks) have the volunteering program structure provided by head office but usually act independently, choosing local community partners. The head office could be contacted first to identify the local person with whom the not-for-profit should foster the relationship with.

Slide 21 – Information packs



Presenter’s notes

Information packs are like a prospectus – they’re the organisation’s selling tool. The pack could contain organisational literature and outline ways the not-for-profit hopes to work with corporate partners.



Service to Youth –
Mentors on day with clients

Slide 22 - Partnership proposals

Once the not-for-profit has established contact with a prospective partner and the partner has indicated some interest in working with them, a partnership proposal could be prepared. They should be brief documents and any supporting evidence included in the appendices. See more information about partnership planning in the Appendices. A partnership proposal should contain the following:

- Brief overview of your organisation
- Organisational statement
- Outline of the need for or background of the project
- Project rationale
- Outline of the project, including:
 - What you are trying to achieve outcomes
 - Who it will involve target group & stakeholders
 - How it will happen major activities & timelines
- A preliminary budget for your project
- Outline why the reader of your outline should support the project. This should include discussion of benefits to the community as well as specific benefits to your partner.
- Outline the model of partnership you are proposing. What would be the role and major inputs of each partner?

Key actions for participants

- Consider how you will make the case to prospective partners
- Come up with a list of possible partners
- Undertake some research on them
- Create an information pack / partnership proposal



MODULE 4 - MANAGEMENT

Purpose

The Corporate Volunteering Survey found that volunteering often leads to a longer term association between the company and the not-for-profit.

A successful volunteering experience increases the likelihood that the corporate volunteers will return or that the company will contribute in other ways such as corporate sponsorship. This begins with good volunteer management.

Key messages for participants

- Even though corporate volunteers have a brief association with the organisation, their expectations about how they are treated will be no different.

- Management of large groups needs particular attention and coordination.

- The chance of extending the relationship depends on a combination of good management, open communication and appropriate recognition.

Agreements are not legally binding like contracts are, but they do offer the parties more flexibility. They represent the outcome of a process of negotiation between two or more equal parties.

Slide 23 – Partnership agreements

Partnership agreements

- > Formalises the relationship
- > Not legally binding but they help to reduce misunderstandings
- > Letters of agreement may suffice

volunteering australia

Presenter's notes

For clarity it may be appropriate to formalise the relationship between the not-for-profit and business partner by drawing up a Partnership Agreement, especially if the project is complex, long in duration or involves a substantial amount of resources. Agreements are not legally binding like contracts are, but they do offer the parties more flexibility. They represent the outcome of a process of negotiation between two or more equal parties. Agreements reduce the likelihood of misunderstandings or conflict down the track.

A Partnership Agreement does not need to be complicated. For most arrangements, a letter of agreement will suffice. More substantial partnerships would warrant a formal contract or Memorandum of Understanding. All agreements should outline:

Roles and responsibilities

Communication and reporting strategies

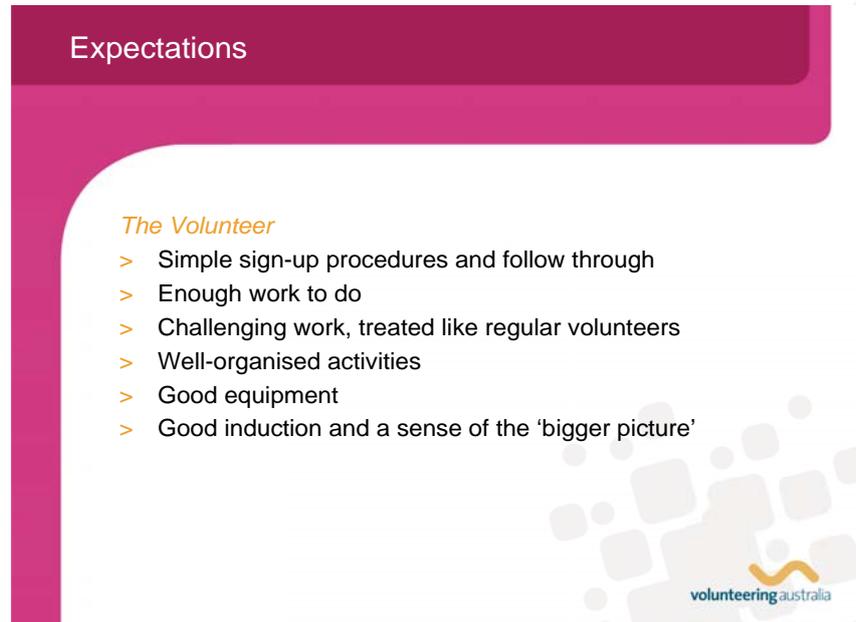
Deliverables for all parties

Goals, milestones and timeframes

(courtesy of Volunteering Queensland Enhancing our Community Through Partnership, 2006)

Corporate volunteers can be discouraged if they perceive that they do not have the same opportunity as regular volunteers to make a contribution. They are used to working efficiently and usually prefer having a lot of activities to do rather than too few.

Slide 24 – Expectations



Expectations

The Volunteer

- > Simple sign-up procedures and follow through
- > Enough work to do
- > Challenging work, treated like regular volunteers
- > Well-organised activities
- > Good equipment
- > Good induction and a sense of the 'bigger picture'

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Presenter's notes

The induction process (even if it is abbreviated) should connect the corporate volunteer's activities with the bigger picture of what the organisation is striving to achieve. Introduce them to other volunteers and staff of the organisation and clients if appropriate.

Corporate volunteers can be discouraged if they perceive that they do not have the same opportunity as regular volunteers to make a contribution. They are used to working efficiently and usually prefer having a lot of activities to do rather than too few.

Occasionally the lines of communication can break down when organising the volunteering is dispersed amongst the individual volunteers in the company. The not-for-profit should clarify who in the company they need to deal with to disseminate information. Do they want to communicate directly with individual volunteers in the lead up or will they prefer to just deal with a team leader or coordinator?

Managing large teams of volunteers can present challenges to an organisation. It will help to be specific about what the team is expected to achieve.

Slide 25 – Managing large groups

Managing large groups

- > Make the link to your regular programs
- > Be specific in what you want them to do
- > Work with a team leader – have one central contact
- > Can they supply materials?
- > Will you need to extend your insurance?
- > Will they cover it?
- > Contingency plans for outdoor activities



Presenter's notes

Managing large teams of volunteers can present challenges to an organisation. It will help to be specific about what the team is expected to achieve. For example, being instructed to remove rubbish, weed the garden and paint the fence facilitates action more effectively than the vague instruction to 'tidy up the place'.

The not-for-profit should offer sunscreen and water for teams who are working outdoors, and have a contingency plan for bad weather, or inform the group beforehand that the event may be cancelled at short notice.

Activity

Well-managed and productive volunteering assignments help make the experience satisfying for the volunteer. What are some ways to extend the relationship with the individual or the company over the longer term?

➤ Notes for trainer

The following slide gives some possible answers to this activity.

As part of their induction, volunteers could be given information about longer term volunteer positions.

Slide 26 – Maintaining the relationship

Maintaining the relationship

Volunteers

- > Information about how to volunteer generally
- > Thank you letters
- > Emails, newsletters, invitations

The Company

- > Acknowledge their help
- > Find out who the key internal contacts are
- > Offer to speak to the company's staff



Presenter's notes

Employing strategies to encourage corporate volunteers or the company to continue an association with the organisation is a combination of acknowledging their efforts in a timely and appropriate manner, and giving them opportunities or information on ways to continue their involvement.

As part of their induction, volunteers could be given information about longer term volunteer positions. If they enjoyed the day they may be receptive to requests to include them on the database for appeals, newsletters etc.

The not-for-profit could send photographs of the event to them afterwards which they can use in newsletters or annual reports.

Handy hint – If organising a team day offer to include a social event at the conclusion of the project. This is an additional 'sell' to the company as it enhances the team-building aspect of the day.

Slide 27 – Feedback mechanisms

Feedback mechanisms

- > Help the company measure the impact it is having on the community
- > How did they help?
- > How many helped?
- > How much money did they save you?
- > What was done that would not have otherwise been done?



Presenter's notes

As corporate volunteering programs become more sophisticated and CSR principles become more entrenched, companies are beginning to look at ways to evaluate their programs. Measuring the impact their volunteering program has on the community is difficult and costly but it justifies continued expenditure on the program, assists with external reporting and validates their CSR claims.

Not-for-profits can provide some of this data as part of their selling pitch. They can capture information on:

how they helped;

what was achieved that wouldn't otherwise have been;

the number of hours contributed; and

the value of the labour and the money saved.

Activity

See the Planning Activity in the Appendices.

Key actions for participants

- Determine some recognition strategies for retaining volunteers.
- Have a planned strategy in place for moving forward with corporate volunteering.

Other useful resources

Media Team Australia Online Tools available on www.mediateam.com.au

Murphy, J, Thomas, B, and Glazebrook M, *Partnerships with Business: A guide for small community groups*, (Mornington Peninsula Community Connections) published by The Triple A Foundation 2002.

Social Compass *The Practical Partnering Toolkit* available on www.socialcompass.com

Volunteering South Australia, *Take Your Partner for the Corporate Tango: A guide to building successful business and community partnerships*, Adelaide, 2001



APPENDICES

PARTNERSHIP PLANNING TOOL

CORPORATE VOLUNTEER READINESS TEST

ROLE DEVELOPMENT WORKSHEETS 1 – 3

POSITION DESCRIPTION TEMPLATE

PLANNING ACTIVITY

There are four stages to developing a successful corporate partnership:

- Establishing a basis for partnership
- Proposing a partnership
- Negotiating a partnership agreement
- Sustaining a partnership

PARTNERSHIP PLANNING TOOL

(Reproduced by kind permission of Volunteering Queensland. Copyright Volunteering Queensland Inc. 2006)

There are four stages to developing a successful corporate partnership:

Establishing a basis for partnership

- Identifying potential partners
- Considering the benefits, expectations and needs of both parties
- Evaluating organisational 'match' and resources required to sustain the partnership
- Identifying joint projects or objectives that the partners can accomplish together

Proposing a partnership

Developing a Partnership Proposal that includes:

- Outline of your organisation
- Outline of the proposed project or work that the partnership might achieve
- Outline of the specific benefits to the corporate volunteers in working with you
- Describe the partnership model you are proposing and the inputs that would be expected from partners
- Approaching the potential partner to 'pitch' your proposal

Negotiating a partnership agreement

A partnership agreement may be as simple as a letter from one partner to the other or could be a formal contract or Memorandum of Understanding. It should clearly document:

- Roles and responsibilities
- Communication and reporting strategies
- Deliverables from all partners
- Goals, milestones and timeframes

Sustaining a partnership

- Maintaining communication
- Managing conflict
- Evaluating success
- Celebrating achievement

ARE YOU CORPORATE VOLUNTEER READY?

Which statements best describe your organisation's current reality?

Which statements best describe your organisation's current reality?	Generally not true for us	Mostly true but could be stronger	Completely true for us
1. Our primary motivation for seeking to involve corporate volunteers is because we believe they have particular knowledge, skills and commitment we need to achieve our missions.			
2. As a matter of policy and practice, we seek to develop long-term partnerships with companies that extend beyond the volunteer involvement of their employees.			
3. We have clearly stated expectations of what we hope to achieve or receive through our relationships with corporations.			
4. We have clearly stated what we are prepared to offer to companies in return for their support.			
5. We are prepared to invest in an ongoing dialogue with companies about how best we can work together.			
6. We do or would welcome the personal participation of company senior managers on our board of directors and/or advisory committees.			
7. We are happy for top leaders of the company to call attention to the work of their employees as volunteers in our organisation in speeches, written reports or interviews.			
8. We give particular attention and visibility to our corporate volunteers and/or corporate partnerships in our annual report and/or on our website.			
9. We are aware of the policies and procedures through which the companies with which we work (or seek to work) determine when and how to provide funds to support specific volunteer projects undertaken by their employees.			

	Generally not true for us	Mostly true but could be stronger	Completely true for us
10. At least one person on our staff has, as part of his or her job description, the responsibility for managing our relationships with companies.			<input type="radio"/>
11. We are or would be happy to work with a team of corporate volunteers in planning, implementing and evaluating volunteer activities for employees from their company.			<input type="radio"/>
12. We do or would welcome and actively seek to involve families of corporate employees, retirees from companies and their families as volunteers.			<input type="radio"/>
13. We have a broad range of skill-specific volunteer opportunities available.			<input type="radio"/>
14. We are prepared to provide information on our volunteer opportunities in a fashion that would make it easy for a company to communicate them to employees through the company internet or intranet, newsletters, email, public announcements and other ways that saturate the company.			<input type="radio"/>
15. We are prepared to provide group volunteer opportunities that can be used for leadership development or team-building purposes.			<input type="radio"/>
16. We are prepared to help volunteers relate their learning needs to specific volunteer jobs that will respond to those needs.			<input type="radio"/>
17. We are prepared to provide to companies information on the knowledge and skills that their employees have learned as volunteers in our organisation.			<input type="radio"/>
18. We regularly sit down with the companies with which we work to get feedback on the experience their employee volunteers are having in our organisation, to address problems and to seek new opportunities to expand our work together.			<input type="radio"/>
SCORING – count the number of responses in each column and put those totals in the appropriate boxes on this line.			

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WORKSHEET 1 - DESIGNING ROLES WHICH 'ADD VALUE'

What sort of activities, skills and knowledge would 'add value' to the organisation and its services?

What needs does your organisation have that are currently not being met?

What else would you do if you had the time or resources?

What else would you do if you had the right skills available to you?

How could the core functions of your organisation be improved?

What other organisational competencies does your organisation need to build?

Which skills or new approaches would your staff and organisation benefit from learning most?

How could you improve the quality of your internal activities and processes?

How could you improve the quality of your services?

What additional services would your clients value most?

WORKSHEET 2 - DESIGNING ROLES WHICH MEET THE NEEDS OF YOUR ORGANISATION

What is the mission/purpose of your organisation?

What are the objectives of your organisation?

What are the key functions that your organisation carries out, or needs to carry out, to achieve its objectives?
(For example, fundraising is a key function.)

What are the main components of these functions?
(For example, the main components of fundraising could include direct mail, sponsorship, events.)

WORKSHEET 3 - DESIGNING ROLES WHICH MEET THE NEEDS OF YOUR ORGANISATION

Objective

Key function (Example - fundraising)

Main work components

'Value-add' role possibilities

Design features of the role

Skills and personal attributes required, or to be learned

POSITION DESCRIPTION TEMPLATE

Name of volunteer

Position title

Location of position

Organisation name

Name of department or unit

Start date

End date (if short term assignment)

Hours and days required per week (if applicable)

Reports to

Role or project overview and purpose, and how it relates to the organisation's mission

Key responsibilities

Skills, experience and attributes

Training requirements

Benefits for the volunteer

Benefits to volunteer's employer (if applicable)

Other requirements of the role

- Induction training

- Police check

- Medical check

- Any other training required (please describe)

Any other special conditions (please describe)

Volunteer manager signature

Volunteer signature

Date

Date of review

PLANNING ACTIVITY

1. What are the three or four most important things you learned today – about corporate volunteering, about working with companies, about your organisation, about yourself?

2. How can you apply what you learned today in your organisation?

3. As you think about how to put what you learned today to work for your organisation, what are the most important first steps to take in doing that? When can you imagine taking those steps?

4. With whom in your organisation and in what way and when do you want to share what you learned in today's work shop? Is there material to share with your colleagues? With your supervisor? With your board of directors? With current corporate partners?

5. What was the most challenging thing that you heard today, the thing that you cannot imagine happening in your organisation? Why?

6. Based on today, what longer-term changes might you consider making in the organisation?

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