



The Nonprofit
Collaborative:
Taproot Foundation
Common Impact
Points of Light

Corporate Pro Bono Readiness



*This research was made possible by
the generous support of Capital One*

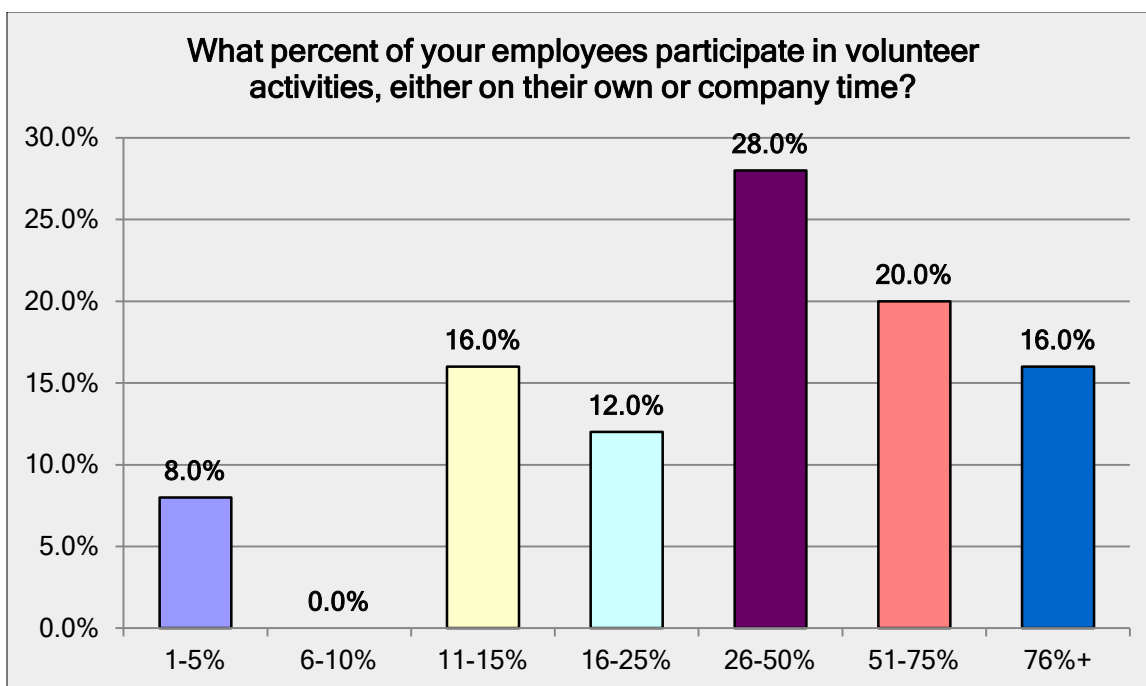
LBG Associates
March 2013

Introduction

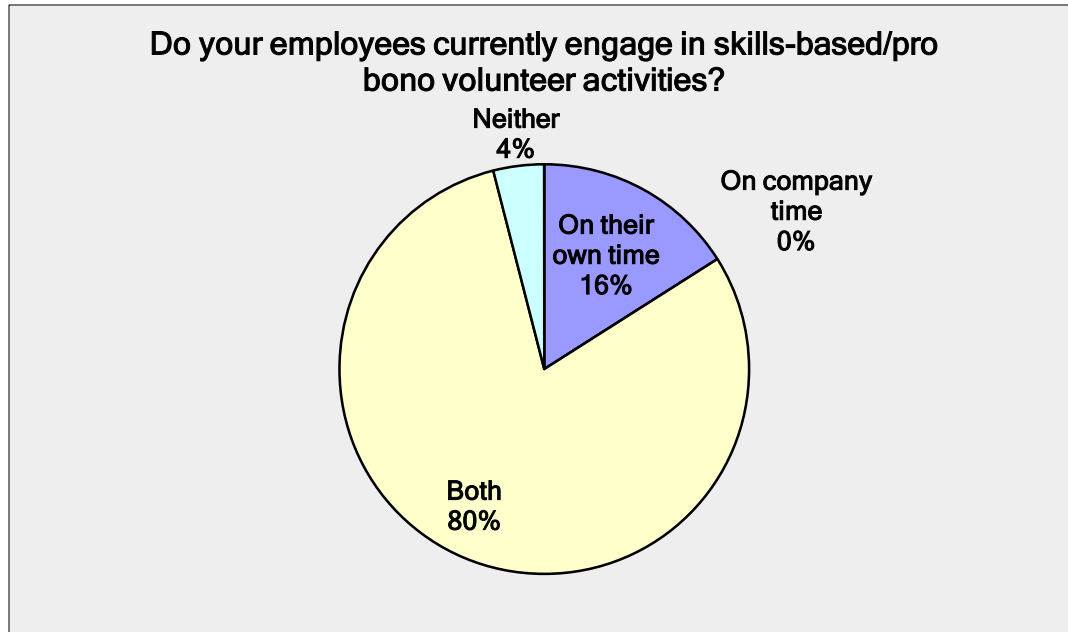
The Nonprofit Collaborative, composed of Taproot Foundation, Common Impact, and Points of Light, asked LBG Associates to conduct a survey to assess corporate readiness for pro bono services with the intent to increase the effectiveness of these initiatives. The collaborative partners sent the survey link to their corporate contacts in March 2013. The survey closed on March 19, 2013, with 25 responses.

Findings

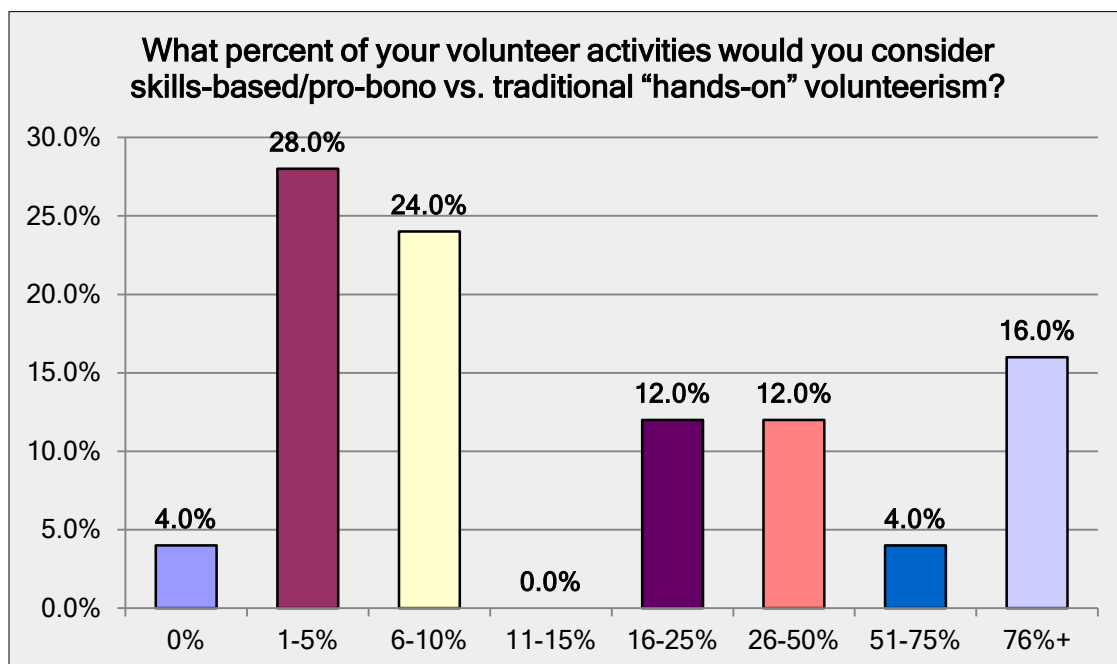
The majority of respondents reported that more than 25% of their employees volunteer, either with the company or on their own time. Twenty-eight percent said that between 26% and 50% of their employees volunteer, while 20% said that number is between 51% and 75%. Sixteen percent had more than 75% of their employees volunteering.



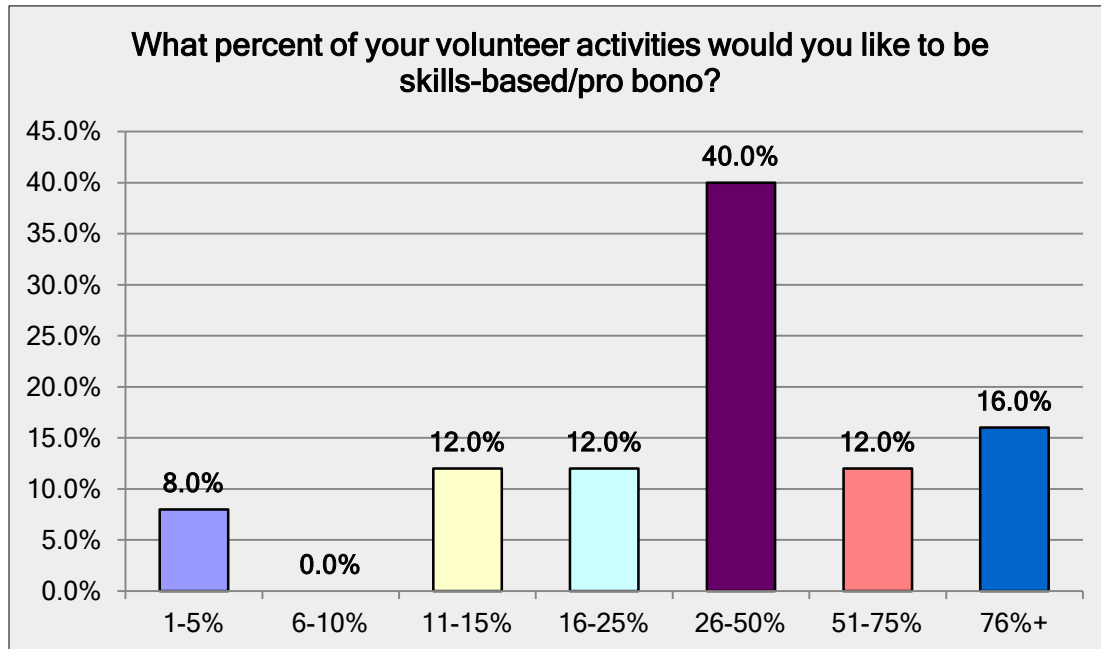
Nearly every company responding said that their employees engaged in skills-based or pro bono volunteering, either on their own time (16%) or both on company time and their own time (80%). None of the respondents said their employees did skills-based/pro bono work exclusively on company time.



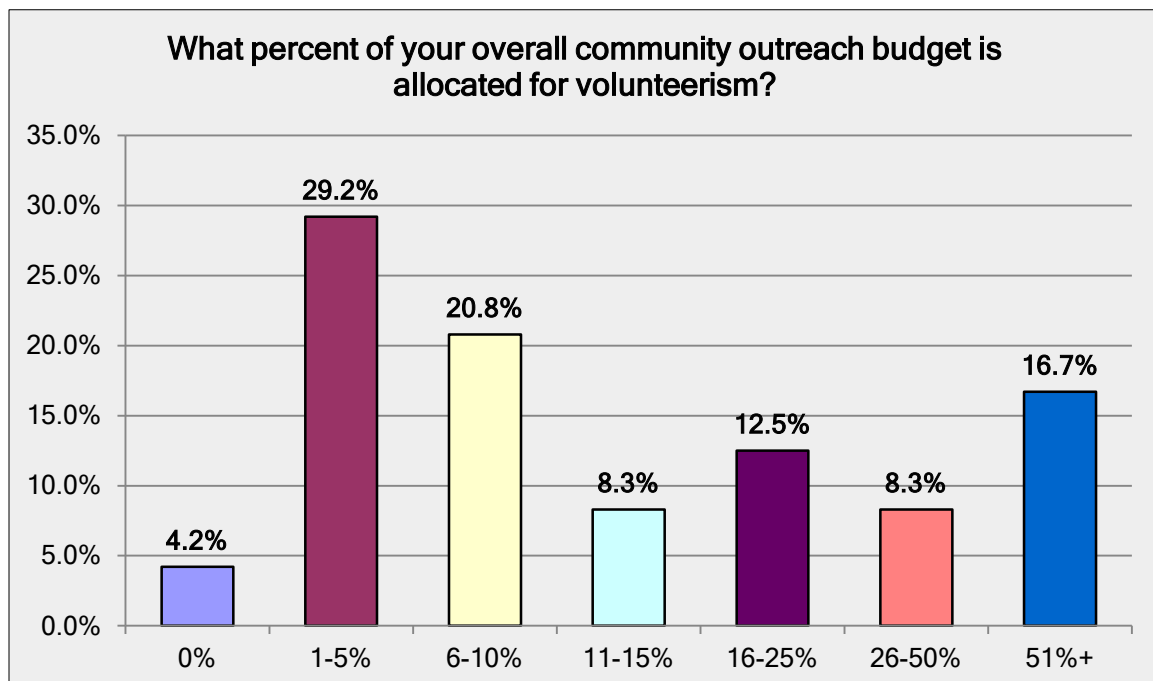
For most of the companies surveyed, skills-based/pro bono volunteering was 10% or less of their overall volunteering program. Twenty percent, though, said it comprises the majority of their volunteering.



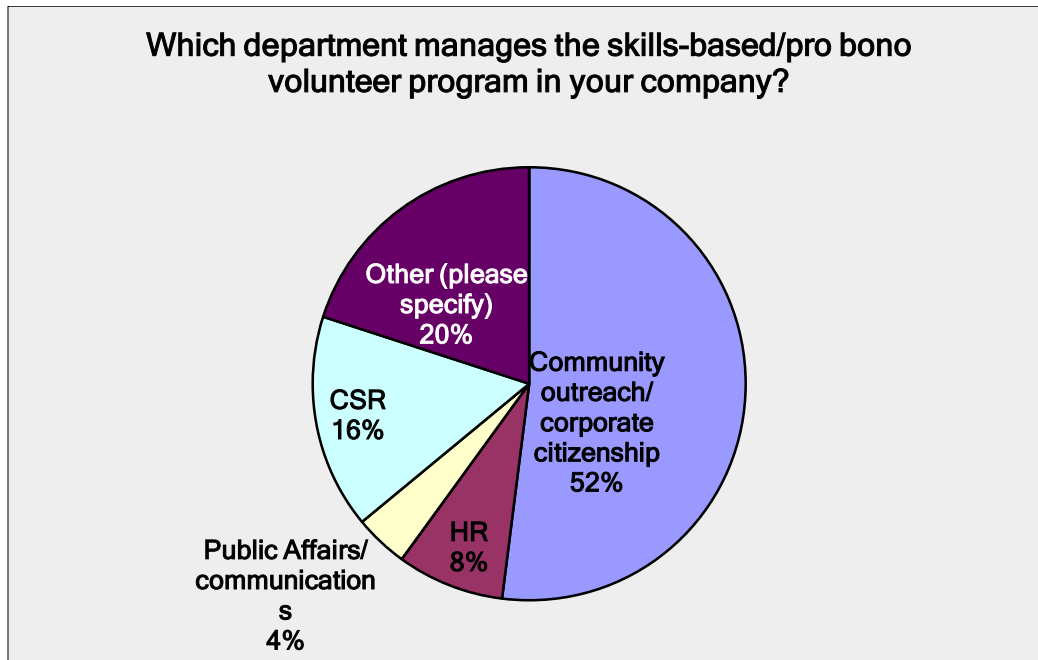
The plurality of respondents (40%) would like to have skills-based/pro bono volunteering be between one-quarter and one-half of all volunteering at their company. Altogether, 68% of respondents would like to see skills-based/pro bono volunteering be 26% more of their program. Currently, only 32% have achieved that goal.



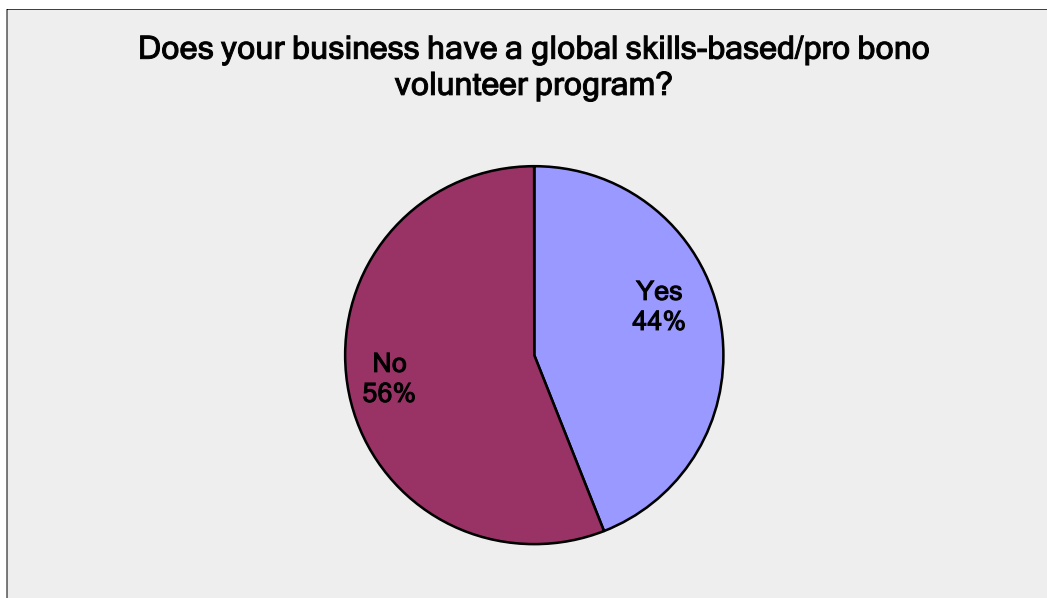
A relatively small percentage of the overall community outreach budget was allocated for volunteerism—10% or less for over half of the respondents. About 21% said their volunteer budget is between 11% and 25% of the whole. Nearly 17% said volunteerism constituted more than half of their overall community outreach budget.



The community outreach or corporate citizenship department managed the skills-based/pro bono program at just over half of the companies surveyed. Corporate social responsibility managed it at 16% of the companies and human resources at 8%. In the “other” category, three respondents said that the company foundation managed the program, while one said that the staff is so small (four people) that the owner managed it.



For 56% of respondents, their skills-based/pro bono program is active globally.



Those with a global skills-based/pro bono program were asked which resources or guides have helped them navigate the unique aspects of a global program. Their answers are below:

- Our volunteer tools are global (e.g., Sparked.com, VolunteerMatch). We do not send U.S. employees overseas to volunteer, but prefer to work with our local employees in other countries on beefing up their volunteer efforts.
- Common Impact, IAVE (International Association for Volunteer Effort).
- Skills-based workshops that certain professionals can take out to NGOs. For example: project management.
- We have started working with Common Impact and are running a pilot program in first half 2013.
- We support each volunteer individually. We have low participation in this program so this degree of support is manageable.
- Powered By Pro Bono.
- Not sure exactly what you are after with this question. We do have some outreach materials, a “getting started” guide. We have a portion of one FTE devoted to the program. And we have a collaboration group for employees to share with one another.

Readiness

Respondents were at least somewhat ready on all but three of the items below. They were most ready to present the business case for a skills-based/pro bono program to senior management and gain its endorsement. They also felt confident in their ability to communicate the opportunities to their employees and identify the skills those employees can bring to a nonprofit/NGO. They were somewhat less ready to gain middle management's buy-in, assess the fit between an employee and a nonprofit, identify a nonprofit in need, and evaluate the overall success of the volunteer experience. They rated their ability to assess impact and business value lower than anything else.

On a scale of 1-5, where 1 is not at all ready and 5 is more than ready, please rate your readiness on the following:						
Answer Options	Not at all ready	Barely ready	Somewhat ready	Ready	More than ready	Rating Average
Ability to gain senior management's endorsement	0.0%	4.0%	24.0%	36.0%	36.0%	4.04
Ability to present the business case for a skills-based/pro bono program to senior management	0.0%	12.0%	28.0%	36.0%	24.0%	3.72
Ability to identify your employees' skills sets	4.5%	4.5%	50.0%	22.7%	31.8%	3.64
Ability to communicate skills-based volunteer opportunities to your employees	4.0%	16.0%	20.0%	36.0%	24.0%	3.60
Ability to gain middle management's buy-in	0.0%	20.0%	36.0%	24.0%	20.0%	3.44
Ability to assess the fit between the employees' skills and the nonprofits' capacity-building needs	4.0%	20.0%	32.0%	32.0%	12.0%	3.28
Ability to evaluate the success of the volunteer experience	8.7%	30.4%	17.4%	30.4%	21.7%	3.24
Ability to identify nonprofits that need pro bono volunteers	4.0%	20.0%	28.0%	24.0%	12.0%	3.23
Ability to evaluate the success on meeting your company's goals for the program	8.0%	20.0%	32.0%	28.0%	12.0%	3.16
Ability to monitor the implementation of the project between the employee and nonprofit partner	16.7%	12.5%	37.5%	25.0%	12.5%	3.04
Ability to assess the project's impact or potential impact	8.0%	28.0%	32.0%	24.0%	4.0%	2.88
Ability to evaluate the impact of your program on the nonprofit/community	16.0%	32.0%	20.0%	28.0%	4.0%	2.72
Ability to measure the business value of your pro bono program	20.0%	28.0%	24.0%	8.0%	12.0%	2.61

When asked about specific resources the companies have used to help them with different aspects of their skills-based/pro bono programs, respondents frequently cited some members of the Collaborative—Common Impact, Taproot and Points of Light. Deloitte’s work in the area was also mentioned frequently as well as AngelPoints and Boston College. Toolkits were mentioned, but the respondents did not specify the source of the toolkits.

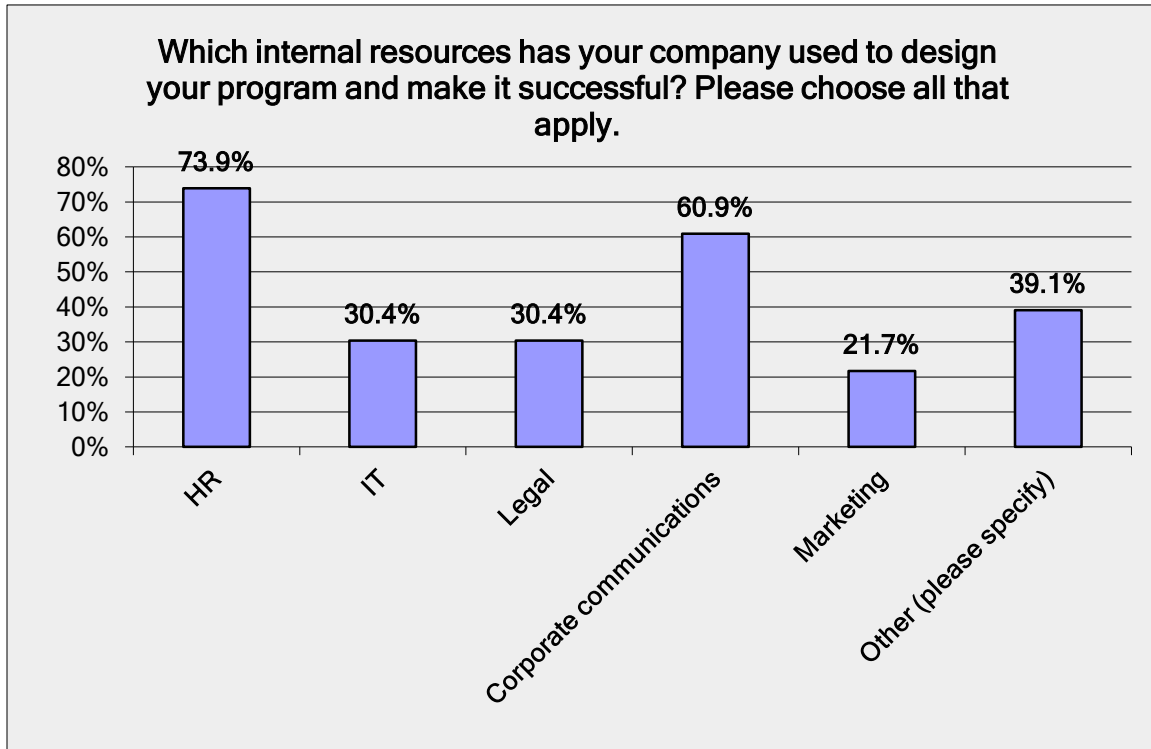
Please indicate the specific resources—toolkits, research papers, websites, guides and organizations—you used to build out the following aspects of your skills-based/pro bono program.	
Aspects	Responses (each bullet is an individual response)
Making the business case	<ol style="list-style-type: none"> 1. Taproot Foundation website and competency tools 2. Deloitte Impact studies and presentations 3. Billion + Change webinars 4. FSG Volunteering for Impact paper 5. Points of Light/HandsOn, Boston College, Skilled-Volunteering 101 6. Common Impact
Designing a SBV/PB program that met your company’s culture	<ol style="list-style-type: none"> 1. Contracted with our local HandsOn affiliate to help us cull best practices from our successful Legal Pro Bono Program 2. Common Impact 3. Years of experience in the field as a leader 4. Points of Light/HandsOn, Boston College, Skilled-Volunteering 101 5. Pre-existing company program 6. Toolkits
Building internal company capacity to run the program	<ol style="list-style-type: none"> 1. Structured our skills-based program to be run by our Volunteer Councils (over 200 around the country) that are already organizing volunteering -- they can create a skills-based subcommittee or assign council members to manage skills program locally 2. AngelPoints/MicroEdge 3. Years of experience in the field as a leader 4. Points of Light/HandsOn, Boston College, Skilled-Volunteering 101 5. Toolkits 6. Developed an internal PowerPoint outlining a vision for the program

Table continues on next two pages

Please indicate the specific resources—toolkits, research papers, websites, guides and organizations—you used to build out the following aspects of your skills-based/pro bono program.	
Aspects	Responses (each bullet is an individual response)
Identifying employees' skills sets	<ol style="list-style-type: none"> 1. Taproot and Deloitte skills set matrix; General Mills and Aetna also have developed tools that translate skills to nonprofit opportunities; our HR organization within our company has Job Families and description of job functions within the families -- that made skills set identification easy for us 2. AngelPoints/MicroEdge 3. AngelPoints (or TeachFishing.org) 4. Internal skills database 5. Toolkits, research papers 6. Employees are self-identified 7. Points of Light/HandsOn, Boston College, Skilled-Volunteering 101
Identifying appropriate nonprofit partners	<ol style="list-style-type: none"> 1. We are conducting a pilot with our Finance people and ran a report showing which organizations they volunteer with and give to through the annual giving campaign; we also used our local HandsOn affiliate and United Way agency to identify partners 2. Common Impact 3. Volunteer Centers, HandsOn, other local non-profit providers 4. IRS 501c3 database, Guidestar, Google 5. RFP to nonprofits in area 6. Guides and organizations 7. We use an internal list of nonprofits, but also have done outreach using some of the capacity providers 8. Points of Light/HandsOn, Boston College, Skilled-Volunteering 101
Scoping appropriate projects	<ol style="list-style-type: none"> 1. We contacted another company and got permission to utilize a skills-based request form they put in place -questions on the form address scoping. 2. Common Impact 3. Volunteer Centers, HandsOn, other local non-profit providers 4. Toolkits 5. Used our own internal definition 6. Points of Light/HandsOn, Boston College, Skilled-Volunteering 101
Managing the partnership/project	<ol style="list-style-type: none"> 1. Corporation for National & Community Service toolkit for Pro Bono Volunteers 2. Common Impact 3. Years of experience in the field as a leader 4. Guides and organizations 5. Points of Light/HandsOn, Boston College, Skilled-Volunteering 101

Aspects	Responses (each bullet is an individual response)
Evaluating the program and measuring impact	<ol style="list-style-type: none"> 1. Corp. for National & Comm. Service toolkit; local HandsOn affiliate 2. Common Impact 3. Years of experience in the field as a leader 4. True Impact 5. Guides and organizations 6. We have run one survey, need to do more here 7. Points of Light/HandsOn, Boston College, Skilled-Volunteering 101
Communicating the program	<ol style="list-style-type: none"> 1. Good booklet called Got Skills? 2. Years of experience in the field as a leader 3. Toolkits 4. Use an internal communication and collaboration tool 5. Points of Light/HandsOn, Boston College, Skilled-Volunteering 101
Creating a database to manage the program	<ol style="list-style-type: none"> 1. Using current resources to post/track opportunities (VolunteerMatch, Sparked.com) 2. AngelPoints/MicroEdge 3. AngelPoints (or potentially TeachFishing.org) 4. Website 5. We use our own internal home-grown system 6. Points of Light/HandsOn, Boston College, Skilled-Volunteering 101
Recognizing employees' participation	<ol style="list-style-type: none"> 1. Best practices from our internal Legal Pro Bono Program 2. Years of experience in the field as a leader 3. Realized Worth 4. Toolkits 5. We have an internal recognition system supported by our HR group 6. Points of Light/HandsOn, Boston College, Skilled-Volunteering 101

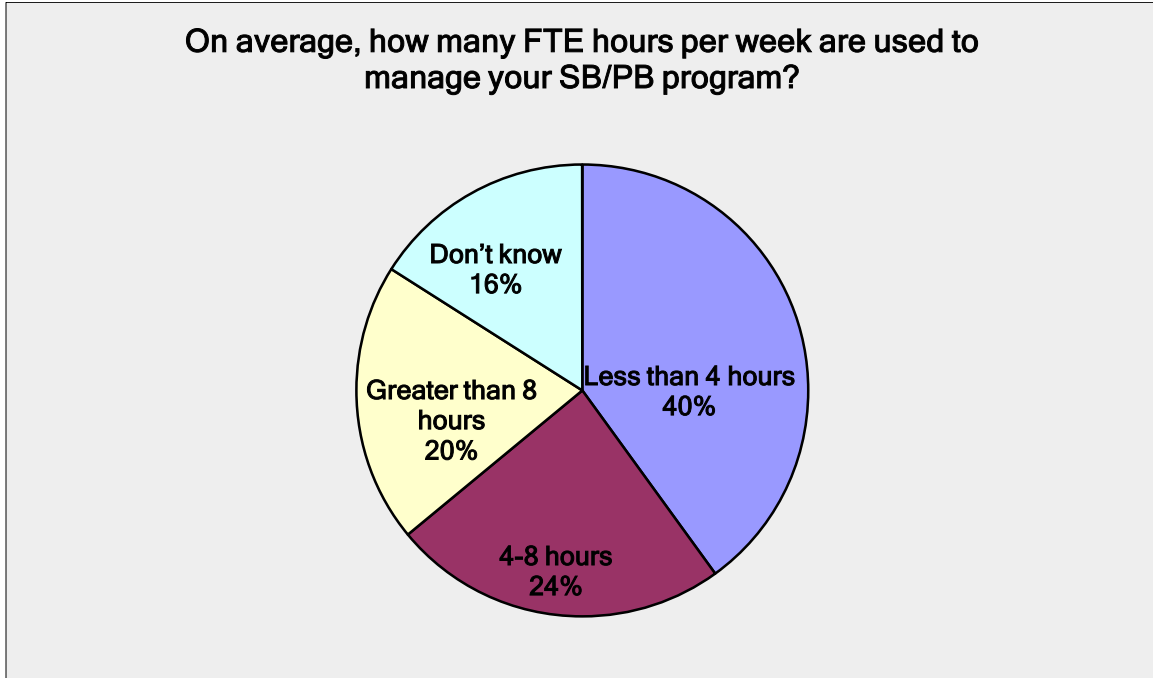
The majority of companies surveyed have tapped human resources and corporate communications to help design the skills-based/pro bono program. IT, legal and marketing have also been helpful. In the “other” category, companies have also used their sales and operations department, as well as recruiting and public affairs.



On a scale of 1 to 5, where 5 is “more than ready,” respondents rate themselves 3.6 overall on their readiness to implement a skills-based/pro bono volunteering program. Sixty percent said they are “ready” or “more than ready.”

On a scale of 1-5, where 1 is not at all ready and 5 is more than ready, how would you rate your company's overall readiness to implement a SBV/PB program?						
Answer Options	Not at all ready	Barely ready	Somewhat ready	Ready	More than ready	Rating Average
Overall readiness	8%	12%	20%	32%	28%	3.60

Although 40% of respondents—the largest group—said they only required four hours a week on average to manage their skills-based/pro bono program, for 44%, it took more than that. Twenty-four percent said they need four to eight hours a week; 20% said it took more than eight hours a week to manage the program.



Topping the list of implementation challenges is gaining senior management's support. The next two challenges were insufficient staff to manage the program and finding appropriate nonprofit partners. Insufficient financial resources were next, followed by identifying appropriate models or projects. Respondents were also concerned about global implementation and gaining middle management's buy-in. They were least concerned about recognizing employees, and no respondents considered finding sources of advice a challenge.

What do you consider to be the top five challenges to implementing the program? Please use 1 for the top challenge, 2 for the next and so on.	
Answer Options	Average Rank
Gaining senior management's support	1.6
Insufficient staff resources to manage the program	2.2
Finding appropriate nonprofit partners	2.2
Insufficient financial resources to implement the program	2.4
Other (not specified)	2.5
Identifying appropriate models or projects	2.9
Implementing the program globally	3.0
Gaining middle management's buy-in	3.1
Managing internal expectations	3.3
Managing external expectations	3.3
Technology issues	3.4
Scaling the program domestically	3.5
Making employees aware of the program	3.5
Recognizing employees	4.8
Not knowing where to seek advice	0.0

Respondents said that some of the top benefits of a skills-based/pro bono program were direct impacts to employees—the ability to enhance existing skills and learn new ones, as well as improved satisfaction. Making a positive impact on a community and improving the company image in the community were also deemed important benefits. The least important benefits were better employee productivity and recruitment.

What do you consider to be the top five benefits of a skills-based/pro bono program for your company? Please use 1 for the top benefit.	
Answer Options	Average Ranking
Ability to enhance existing skills sets and provide professional development opportunities	2.2
Ability to positively impact a social issue or community need	2.2
Improved employee satisfaction	2.3
Ability to learn new skills sets	2.4
Enhanced company image in the community	2.9
Improved employee morale	3.2
Retaining staff	3.3
Ability for employees to network with each other	3.8
Improved employee productivity	4.2
Recruiting employees	4.3

Respondents were asked what advice they would give to a company looking to start a skills-based/pro bono volunteer program. About half responded, and gave these recommendations:

- Don't try to create a lot of new structure and don't try to run it yourselves from your SR or volunteer program. Figure out how to integrate it into your current volunteering (e.g., Volunteer Councils) and make tools available to help them implement (sample nonprofit request form, how to use internal job family/competencies info. to identify skills), etc. Conduct an internal pilot program to use as a model experience for other internal organizations and get buy-in all the way up the chain of command for their participation.
- Have the nonprofits structure and clearly state skills-based volunteer opportunities.
- Obtain internal buy-in from workforce, understand their needs and desires, agree on what's possible and impactful, and communicate, communicate, communicate.
- Start with one or two skills based programs and allow them to be successful and then "grow" due to their success.
- Find a good partner to work with.

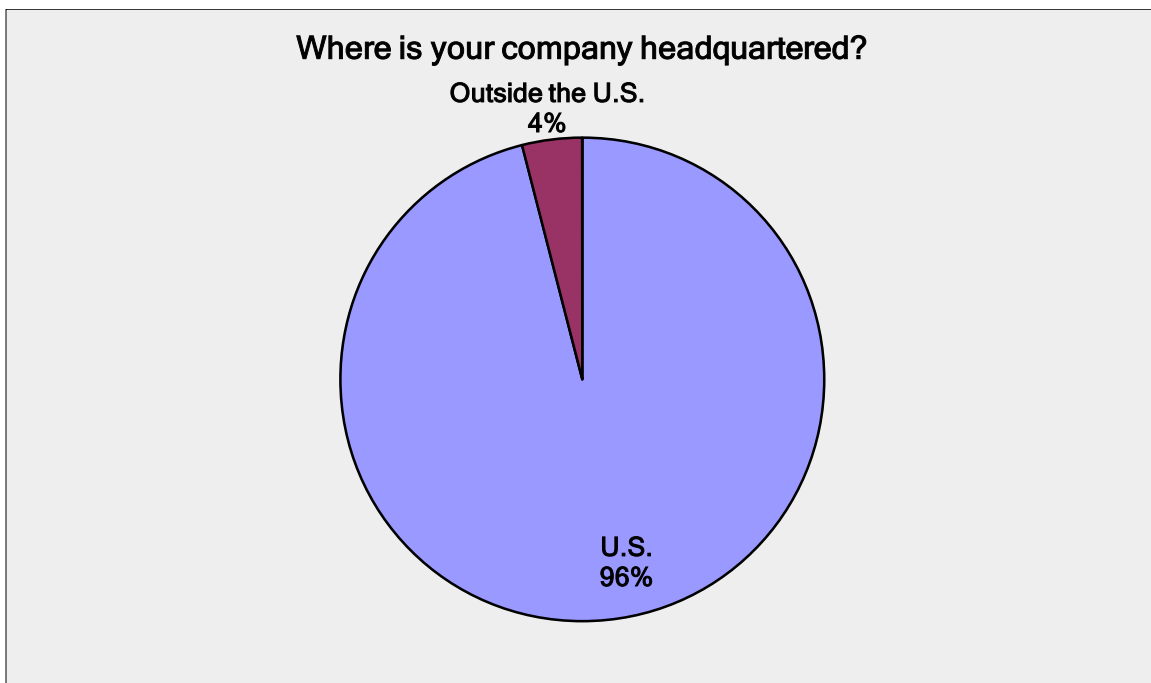
- Use the resources that are already out there like POLF, Volunteer Centers, CVC's to learn how to develop and implement skills-based volunteering
- Don't reinvent the wheel. Make connections with others who've run a successful program. Review existing tools used to manage the process.
- Join the Billion+ Change movement.
- Networking to find best practices is incredibly important. As well as getting buy-in from senior management.
- Hire Taproot
- Start with why you're doing it (whatever you believe are the top benefits for your company), then build a program that fits your culture based on those goals

Demographics

What industry does your company represent?		
Answer Options	Response Percent	Response Count
Professional services	35.0%	7
Pharmaceuticals/health care	20.0%	4
Web/Social Media	15.0%	3
Manufacturing	10.0%	2
Transportation	10.0%	2
Financial service or insurance	10.0%	2
Retail	5.0%	1
Travel/leisure	5.0%	1
Food or beverage	5.0%	1
Packaged goods or consumer goods	5.0%	1
Computers	5.0%	1
Media	5.0%	1

How many employees does your company employ?		
Answer Options	Response Percent	Response Count
Under 50	12.0%	3
51-100	0.0%	0
101-500	8.0%	2
501-1,000	0.0%	0
1,001-5,000	16.0%	4
5,001-10,000	4.0%	1
10,001-25,000	8.0%	2
25,001-50,000	16.0%	4
50,001-100,000	8.0%	2
100,001-250,000	16.0%	4
Over 250,000	12.0%	3

What are your company's annual revenues?		
	Response Percent	Response Count
Not in revenue yet	9.5%	2
\$1 million to \$100 million	14.3%	3
\$100 million to \$500 million	9.5%	2
\$500 million to \$1 billion	0.0%	0
\$1 billion to \$10 billion	14.3%	3
\$10 billion to \$25 billion	23.8%	5
\$25 billion to \$50 billion	19.0%	4
More than \$50 billion	9.5%	2



Conclusions

Except for one company, the survey group has employees currently engaged in skills-based/pro bono volunteering, with just over half managing a global program. Most frequently, the community outreach/corporate citizenship department manages the program. Most of the programs require at least four hours a week to manage, with 20% requiring more than eight hours. Human resources and corporate communications are most frequently tapped for assistance in designing the program and making it successful.

The majority reported that more than 25% of employees participate. It still makes up a small percentage of overall volunteering; however, more than half the companies said it is only 10% or less. The goal for 68% of the group is to increase skills-based/pro bono volunteering to more than 25% of the total.

In terms of readiness, the respondents rated themselves ready to take on one of their top challenges—gaining senior management support. They are also ready to identify employee skills sets and communicate the opportunities to employees (communicating to employees was considered a lesser challenge than others). Based on the readiness self-assessment and the ranking of the challenges, companies likely need help identifying nonprofits/NGOs that need assistance and assessing the fit between the employees' skills and the nonprofit's capacity-building needs. Overall, the respondents rated their readiness as 3.6 out of 5, where 5 is "more than ready."

The respondents have assembled a number of resources to help them set up and manage a skills-based/pro bono program, many of them coming from the collaborative partners themselves. Some have reached out to other companies with established programs for advice. AngelPoints, Boston College, Deloitte and the United Way were also included in the list of resources. In fact, in the recommendations to companies just getting started with skills-based/pro bono programs, a number of respondents emphasized that there are many resources available and existing programs to model so there is no need to "reinvent the wheel," as one said.