

THE JOURNAL OF VOLUNTEER RESOURCES MANAGEMENT

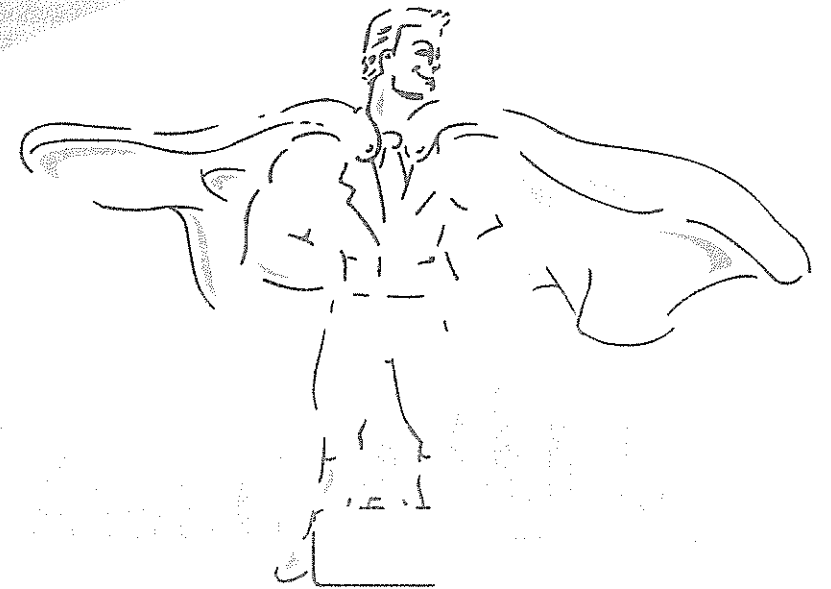
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SUMMER ... 1994



VOLUME ... 3.3

## CORPORATE VOLUNTEERISM



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Ontario Association for  
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ISSN 1192-1676

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Guidelines, themes and deadlines are located  
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*Published Quarterly*

*Subscriptions can be sent to:*

The Journal of Volunteer Resources  
Management  
1310 Upper Dwyer Hill Road  
RR #2, Carp, Ont., Canada K0A 1L0

Send all correspondence to the above address.

*Typeset and Printed in Ottawa at  
Aarkade Design & Offset Printing Inc.*

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## EDITORIAL

For some managers of volunteers, corporate volunteerism may still be a relatively new concept but one which I believe merits our close attention, especially as we evolve into the 21st century.

Keith Seel states in his article entitled Corporate Volunteerism - A Different Approach, A Greater Return, that adversity can be seen as a motivating reason for corporations and agencies to work together in a mutually beneficial way. In this age of down-sizing, doing more with less, and a growing need to "share the wealth", it makes infinite sense to look at corporate volunteerism as a viable and effective means of doing business.

Corporate volunteerism is very diverse and wide in scope. Agencies and businesses tailor their needs and come up with what Keith Seel calls a "win- win- win" opportunity for companies, for employees and for the community. In an attempt to accomplish this, divisions between the business world and the community are lessened. Communications are enhanced, common visions are shared and obstacles are overcome.

Without a doubt, corporate volunteerism espouses the spirit of volunteering. It is important for all stakeholders to benefit, but the volunteer emerges as a key winner. Whether the outcome is an acquisition of skills, a sense of well-being, a gift of time, the social marketing of one's company, or helping a fellow man, the impact is a positive one for the volunteer.

In this edition of the Journal of Volunteer Resources Management, corporate volunteerism is discussed in detail. Jeanne Turmel's article gives us a practical example of how volunteer involvement can benefit programmes in the workplace. Diana Boudreault gives us important tips to follow on ways to make corporate volunteerism work. Now it is up to us to rise to the challenge!



Shirley Jenkins is Co-ordinator of Volunteers  
for the Heart Beat Program at the Ottawa-Carleton Health Department.

## VOLUNTEERISM IN THE WORKPLACE

by Jeanne Turmel

Employees freely volunteer their time to social activities related to the workplace such as canvassing for the United Way or coordinating the staff Christmas party. The participation of employees on committees (e.g. Health and Safety) is another form of volunteer work performed on the employer's time. Volunteers are sometimes sought outside the workplace to assist in special tasks or projects (e.g. assistance in schools). Whatever the purpose, the involvement of volunteers in the work setting must enrich the work of paid staff, supplementing and never supplanting paid work.

My experience with volunteers in the workplace stems from my involvement in an Employee Assistance Program (EAP). Over the past decade, a growing number of industries have implemented EAPs. These programmes offer employees information, guidance or referral to appropriate specialists in the community. They deal with a variety of situations: mental health, marriage, family, work related, legal or financial concerns.

A joint committee representing all unions and management makes up the governing body of the Employee Assistance Program in my organization. Local committees manage and promote the service in 29 worksites, covering a total of 13,000 employees across Canada. Professionals provide the counselling on a contract basis, outside the workplace. To promote acceptance and trust, the programme is built on the concepts of confidentiality, voluntary access to services, and employee ownership.

The idea of volunteer involvement emerged from the need to have the programme administered "by employees for employees". The founding members believed the involvement of volunteers should be supported by key people in our organization. Consultations were therefore made at several levels. Senior management as well as the executives of all unions were invited to give their support.

The recruitment process followed. Two people from each regional worksite were chosen to attend an orientation seminar. The purpose was to send leaders back to their location to introduce the concept and invite colleagues to participate in the development of their EAP on a volunteer basis. They had the choice to run the local operations as part of a joint committee, or to act as referral agents who inform colleagues and direct them to EAP professionals.

Allow me to explain further the role of our volunteers. As a Joint Committee they select and negotiate the agreement with an EAP professional or agency in their community. On an annual basis, they evaluate and renew contract services. They are responsible for launching the Programme as well as maintaining on-going awareness. They coordinate activities, such as lunch box seminars, to promote the well-being of colleagues in their locality. They evaluate their local operation and recruit volunteers among their peers. All this is done with the

support and guidance of a national operation. On the other hand, referral agents have a more caring role. They are the important link between colleagues in difficulty and the EAP professional. They inform colleagues of the services available, they invite them to seek confidential assistance, and they support the person waiting to receive professional help.

Response to the recruitment was far beyond expectations. To support an influx of over 250 volunteers, priority was given to the training of programme administrators and referral agents.

Shortly after implementation, we checked how we were doing through an independent consultant. We were told that the design and concepts suited the culture of our organization. Although the enthusiasm of volunteers was remarkable, they were under-utilized by their peers as referral agents. Employees seemed to prefer the anonymity of dialing directly for professional services. We were advised to re-direct the energy of our volunteers. A major shift was undertaken. Volunteers were invited to take part directly in the activities of their local committee. The change has worked well for many, it was a more tangible and active way to help co-workers. Some organized health seminars, others promoted the programme. A small number preferred administration tasks. It was a period of high energy, creativity and satisfaction for volunteers. As well, the employees trusted, used and expressed satisfaction with the service.

Our success was mixed with concern. We were noticing a decrease in energy level

among volunteers. It was felt, at the time, that both internal and external factors contributed to this situation. The organization was undergoing a period of down-sizing, restructuring and repositioning itself within the industry. Many volunteers were lost through layoffs, additional work responsibilities and occupational stress. Volunteers exhibited a general malaise with regard to their involvement in EAP, although they strongly believed in the programme. Had we perhaps failed properly to recognize and support our most valuable resources? We sought the advice of experts in the field of volunteer organizations.

We have learned much from their experience. We are presently embarking on a totally new philosophy. It is based on a better understanding of what motivates volunteers. We value our volunteers for their contribution to the success of the programme. In exchange, we believe it is important that they find self expression and satisfaction in what they are doing. We will give them this choice in our recruitment process, while matching the right person to the right job. It will require better planning at the local committee level, but everyone will benefit. To implement the process and provide on-going support, a volunteer advocate, selected by each local team, will make sure that this exchange of value is maintained between individuals and the local programme. For example, once the committee has developed a plan of action, the volunteer advocate will lead the selection and the recruitment process by helping to identify strengths and making certain that

*continued on page 5*

## VIDEO REPORT

By Jane Davidson

### "CORPORATE VOLUNTEERISM"

The Calgary Corporate Volunteer Council video is essentially a pitch for companies to start their own corporate volunteer council. The video is very specific to the Calgary area, and for this reason could not be used in other locales in its present form.

The video makes a strong case for benefits that accrue to a corporation which sets up a council, including improved employee morale and reduced absenteeism. It also outlines the increased need for volunteers in the community since not-for-profits are more reliant than ever on volunteers because of down-sizing and budget constraints.

Corporate volunteerism is billed as the "new way of giving"- business working cooperatively so

that everybody benefits. The key spokesperson is from Alberta Government Telephone (AGT) in Calgary.

I think this video could be used as a model for volunteer agencies when they produce their own corporate volunteer programme. Although slick and well produced, it is too long, could have fewer testimonials and still get the point across. It also "backs into" the issues, so that the viewer has to wait a few minutes before getting a clear message about the purpose and content.

*Jane Davidson is Campaign Director for the United Way of Peterborough and District.*



## LOOKING AHEAD

### October 5, 1994 International Conference of Volunteer Administrators (ICVA)

(preconference)

### October 6-8, 1994

(conference)

Theme: Kaleidoscope: Changing Patterns in Volunteerism  
Disneyland Grand Hotel, Anaheim, California

### October 21-23, 1994 VOLONTEUROPE

#### - The Third European Workshop on Volunteer Action

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### May 24,25,26, 1995 Connections "95"

OAVA/ ODVH / Volunteer Ontario/ Conference Kingston, Ontario

For more information contact: Susan Flanigan at (613) 394-2222

or Doris Thomas at (613) 544-5220

## TIPS AND TOOLS

by Diana Boudreault

### SOUNDS GREAT, BUT HOW DO WE MAKE IT WORK?

Your organization has expressed an interest in "getting" corporate volunteers. You, as manager of volunteers have a feeling that this may not be a simple task! How do you go about the marketing and recruiting necessary to secure corporate support? Here are a few tips for organizations thinking of involving corporations in their volunteer programmes.

- **Involve your local Volunteer Centre.**

The Centre probably has a working committee on corporate volunteerism, and likely has a recruitment and referral programme which matches corporate volunteers to their members' requests.

- **Know your neighbours.**

Look around the neighbourhood where your organization's office is situated. Are there any businesses that would be a logical "match" to your services? Have any local entrepreneurs expressed an interest in the services that you offer or the clients that you serve? Look beyond the large corporate entity...employee volunteerism is a movement among smaller offices, too. Small businesses can no longer afford to make sizeable donations to not-for-profit organizations, but their employees and

volunteers are matched to the job they are seeking and for which they are competent. When required, personalized recruitment will be done by the volunteer advocate. This person will also provide individual support and coaching, seek feedback and address the personal needs of volunteers. They will be of great assistance, as well, to their local programme and the national operation, letting them know what is working and what is not. Finally, this person will act as a link with the national network of volunteers.

The process of change takes time. Many challenges are facing us, such as the adoption of new attitudes within our EAP community, and serious budget constraints. The increasingly competitive work environment which adds stress to the workforce will have an impact on availability of volunteers. Whatever the difficulties, we must be prepared to provide genuine opportunities for involvement at all levels and develop administrative systems that will encourage volunteer satisfaction. This effort will mean that volunteers can be recruited and retained even in our work environment.

Our warmest thanks to the experts who have helped us grow and learn.

*Jeanne Turmel  
is National EAP Administrator for the  
Canadian Broadcasting Corporation*



## LE BÉNÉVOLAT EN MILIEU DE TRAVAIL

par Jeanne Turmel

Les employés sont généralement disposés à accorder bénévolement du temps à des activités sociales reliées à leur milieu de travail, notamment aux campagnes de Centraide ou à l'organisation des réceptions de Noël à l'intention du personnel. La participation des employés à divers comités (p. ex. la santé et la sécurité au travail) est une autre forme de bénévolat accomplie durant les heures de travail. On demande également aux employés de participer à des projets spéciaux à l'extérieur (p. ex. des programmes d'aide scolaire). Quel que soit l'objet du service, le recours au bénévolat dans le milieu de travail doit enrichir le travail des salariés. Il doit compléter, sans jamais remplacer le travail rémunéré.

C'est en participant au Programme d'aide aux employés (PAE) de mon entreprise que je suis entrée en contact avec des bénévoles en milieu de travail. Au cours de la dernière décennie, un nombre croissant d'entreprises ont mis sur pied un PAE. Ces programmes offrent aux employés des renseignements sur diverses questions ou leur fournissent le nom de spécialistes, quel que soit le sujet : santé mentale, problèmes matrimoniaux, familiaux, juridiques, financiers ou reliés au travail.

Un comité conjoint représentant les syndicats et la direction constitue le corps administratif du Programme d'aide aux employés de mon entreprise. Des comités locaux sont chargés de gérer et de promouvoir les services à 13 000 personnes dans 29 établissements situés dans toutes les régions du Canada. Des conseillers fournissent une consultation professionnelle, sur une base contractuelle, à l'extérieur du milieu de travail. Afin qu'il soit adopté et appuyé par le personnel, le programme repose sur les principes de la confidentialité, du libre accès aux services et de la prise en charge du programme par les employés.

L'idée de solliciter la participation de bénévoles et née du besoin de faire administrer le programme "par des employés pour les employés". Les membres fondateurs estimaient par ailleurs que le recours aux bénévoles devait être soutenu par des gens clés au sein de l'entreprise. Des consultations ont donc été entreprises à divers échelons. La haute direction et le personnel cadre des syndicats ont donc été invités à appuyer l'initiative.

Nous avons alors entrepris de recruter les bénévoles. Chaque établissement régional a sélectionné deux personnes pour assister à une séance d'orientation. Le but de cette séance était de faire de ces employés des leaders chargés de présenter le concept du PAE dans leur milieu de travail et d'inviter leurs collègues à participer bénévolement à sa mise sur pied. Les personnes désireuses de se porter bénévoles pouvaient choisir de participer à l'administration du programme en faisant parti d'un comité conjoint ou d'agir comme agents d'accueil, responsables d'informer leurs collègues et de les référer aux professionnels appropriés.

Permettez-moi de vous expliquer le rôle de nos bénévoles. Les personnes faisant partie d'un comité local participent à la sélection et la négociation du contrat de service avec un professionnel ou une agence dans leur communauté. Sur une base annuelle, ils évaluent les services contractuels et renouvellent l'entente. Ils coordonnent le lancement du programme et promouvoient les services de façon suivie. Ils organisent des activités éducatives visant à promouvoir le bien-être de leurs collègues, tels que des déjeuners-causerie. Ils évaluent le fonctionnement de leur programme local sur une base annuelle et recrutent des bénévoles parmi leurs pairs. Le tout s'exécute avec l'appui et la direction d'une organisation nationale. Les agents d'accueil, par ailleurs, ont un contact plus humain.

Ils sont des intervenants importants dans le processus de référence au professionnel du PAE. Ils informent leurs collègues en difficulté sur les services offerts et les encouragent à chercher une aide confidentielle. Si nécessaire, ils donnent un soutien à la personne en attente d'aide professionnelle.

Plus de 250 personnes ont répondu à l'appel, chiffre qui dépassait toutes les attentes. Pour mieux utiliser nos ressources, nous avons accordé la priorité à la formation des administrateurs du programme et des agents orienteurs.

Peu de temps après la mise sur pied du programme, nous avons demandé à un expert-conseil d'évaluer notre démarche. Il a confirmé que la formule et les concepts du programme correspondaient bien à la culture de l'entreprise. Malgré leur grand enthousiasme, les bénévoles étaient toutefois sous-utilisés comme agents d'accueil. Les employés semblaient préférer garder l'anonymat et consulter directement les spécialistes désignés. On nous a alors conseillé de réorienter l'action de nos bénévoles. Nous avons donc entrepris un important virage et invité les bénévoles à participer directement aux activités de leur comité local. Ce changement a été très bénéfique. Pour de nombreux bénévoles, il s'agissait d'un moyen plus concret d'aider leurs collègues. Certains ont organisé des ateliers sur la santé, d'autres se sont chargés de la promotion du programme. Un petit nombre a opté pour des tâches administratives. Cette période en fut une de grande énergie, créativité et satisfaction pour les bénévoles. De même, les employés exprimaient leur confiance et leur satisfaction dans le programme et ils avaient davantage recours aux services.

Notre succès n'était toutefois pas sans réserves. Nous avons remarqué une baisse d'énergie parmi les bénévoles. Nous estimions à l'époque que cette situation était due à des facteurs internes et externes. L'entreprise traversait alors une période de réduction des effectifs, de restructuration et de

repositionnement au sein de l'industrie. Les départs, l'augmentation de la charge de travail et le stress professionnel ont contribué à réduire sensiblement le nombre des bénévoles. Les bénévoles se sentaient gênés de participer au PAE, bien qu'ils aient une grande confiance dans le programme. Avons-nous négligé de reconnaître et d'aider nos plus importantes ressources? Nous avons alors décidé de faire appel à des experts dans le domaine du bénévolat.

Les conseils de ces experts nous ont été des plus utiles. Nous avons adopté une philosophie totalement différente, qui repose sur une meilleure compréhension des éléments de motivation des bénévoles. Nous apprécions à sa juste valeur la contribution de nos bénévoles au succès du programme. En revanche, il est essentiel que leur expérience soit valorisante et enrichissante. Nous devons leur permettre d'exercer leur choix au moment du recrutement, tout en harmonisant les compétences et les tâches. Cette méthode exige une meilleure planification de la part du comité local, mais tous y gagneront. Afin d'initier ce processus et d'offrir un soutien continu, un bénévole conseil sera désigné par chaque équipe locale. Il/elle assurera le respect des valeurs qui soutiennent notre démarche au sein de l'équipe et du programme. Par exemple, lorsque le comité local aura développé son plan d'action, le bénévole conseil dirigera le processus de sélection et de recrutement. Il veillera à ce que les tâches s'harmonisent avec les aptitudes et les désirs des personnes de son comité. Au besoin, il se chargera du recrutement de façon personnalisée. Le bénévole conseil offrira un soutien et un suivi individuel, il/elle encouragera le dialogue et répondra aux besoins personnels des bénévoles de sa localité. De plus, le bénévole conseil apportera une aide indispensable à son programme local et à l'organisation nationale en partageant ses observations. Cette personne agira en outre comme contact avec le réseau national des bénévoles.

Tout processus de changement est long. Nous faisons face à de nombreux défis, notamment l'adoption d'une nouvelle vision par les intervenants du programme, de même que d'importantes compressions budgétaires. Le renforcement de la concurrence sur le marché du travail et l'augmentation du stress qui en résulte se répercuteront sur la disponibilité des bénévoles. Quelles que soient les difficultés, nous devons nous efforcer d'offrir des occasions intéressantes à tous les échelons et de mettre au point des systèmes administratifs qui favorisent la gratification des bénévoles. Ces démarches nous permettront de recruter et de conserver des bénévoles dans le cadre du milieu de travail.

Nous remercions vivement tous les spécialistes qui nous ont permis d'apprendre et de nous perfectionner.

*Jeanne Turmel est l'Administratrice nationale du Programme d'aide aux employés pour la Société Radio-Canada.*



## CORPORATE VOLUNTEERISM

### A Different Approach, A Greater Return

by Keith Seel, M.A.

#### Introduction

As a trend, corporate volunteerism is just under 10 years old in Canada. It has been, however, only in the last couple of years that Canadians have begun to widely discuss what corporate volunteerism means to communities, employees, and the companies. The time it has taken to reach this point has been partly due to the time taken for a paradigm shift to occur in both the not-for-profit and profit sectors. This paradigm shift has, quite generally, been about redefining how business or service delivery occurs. This redefinition has taken place in a difficult economic environment. The effect has been twofold:

- Corporations and businesses are strategically looking for ways to meet community needs that are less dependent upon monetary donations
- Not-for-profit agencies are looking for ways to meet an increasing demand for services while traditional sources of money are drying up.

Businesses and not-for-profits have partly found what they are looking for in the corporate volunteerism movement. This article explores corporate volunteerism as a win-win-win opportunity for companies, for employees, and for the community.

#### What is corporate volunteerism?

A corporate volunteer programme is any kind of company support for employees and/or retirees who wish to volunteer their time and skills in service to the community. Company support for such a programme varies widely but could include:

- providing information on community volunteer opportunities;
- making monetary grants available to the agencies where employees volunteer;
- providing recognition to employees who volunteer;
- encouraging and enabling employee group projects;
- forming a partnership with an agency or school and encouraging employees to become involved.

A corporate volunteer programme will increase its impact in the community when an open process of negotiation between community agencies, the corporation, and the employees has occurred. In any such programme there are three key stakeholders: the company, the community, and the employees. Each of these stakeholders needs must be considered in order to develop a common sense of purpose and generate meaningful results. In other words, a corporate volunteer programme is a strategic initiative within a community.

Many resources on the topic of corporate volunteerism begin by stating that corporate volunteer programmes are a way for a company to, "be a responsible corporate citizen." Corporations do indeed enjoy the rights of a citizen and therefore may owe something back to the community. This argument does little by way of convincing any of the stakeholders that they should initiate a corporate volunteer programme. Each of the stakeholders wants to have its own needs met. Just as individual volunteers are tending to have increasingly higher expectations of their volunteer experience (learning new skills, accessing opportunities to transition between careers etc.), so too are corporations looking for substantial outcomes of the corporate volunteer programme. These business expectations may include:

- enhanced employee team work skills
- improved employee morale
- training opportunities for employees
- enhanced impact of limited corporate donations
- improved company image.

Not-for-profit agencies that recognize that these are the kinds of vested interests that corporations and employees may have, are more likely to access or initiate corporate volunteer programmes. Not-for-profits can, for example, highlight how they can provide training in a positive setting, attract media attention, and provide opportunities for employees to learn and grow personally from their volunteer experience. Corporations are more likely to work with agencies who make the process simple and impactful.

#### Opportunities for Action

The voluntary sector is facing several daunting realities. Corporate volunteerism is a way to turn difficulties into

opportunities. Adversity can be seen as a motivating reason for corporations and agencies to work together in a mutually beneficial way. Here are some ways that corporate volunteerism can help turn difficult realities into positive actions:

**Reality 1 - Government is downloading services** - for not-for-profits, corporations can become powerful partners in lobbying government and in providing new resources to help agencies shoulder the burden.

**Reality 2 - There is a need to find creative solutions** and to see things from different perspectives - this is an opportunity for business and not-for-profits to share perspectives and transfer problem solving expertise in a mutually supportive fashion.

**Reality 3 - The rate of change is increasing** - corporate volunteerism grows a broader pool of skills and expertise in participating agencies which can provide a richer set of ideas, solutions, and perspectives on change.

**Reality 4 - There is an increasing commitment and expectation from volunteers** - high expectations and commitment in participants can help improve programmes and service delivery in the community.

**Reality 5 - Reduced resources** - this is an opportunity for agencies to redefine their resource base by drawing on gift in kind corporate resources such as skilled people, management and business expertise or possibly products or services.

**Reality 6 - Changing workplace and community** - this is an opportunity for companies and agencies to share skills, to enter into short term contracts and consultations, to increase their responsiveness to diversity in the community; and to generate new methods of human resource management which emphasize the significance of quality over quantity.

**Reality 7 - Increased competition** - this reality encourages partnerships which encourage participants to develop new skills while reducing redundant operations.

It is important to recall that two thirds of all volunteers are employed<sup>1</sup>. This statistic underscores the



importance of corporate volunteerism as a way to make meaningful linkages between the employer, the employee, and the agency where the employee is choosing to volunteer. By turning current realities into opportunities for partnership, not only will these linkages be forged, but participants will help to create a more unified approach to solving Canada's social problems.

#### A Rationale for Corporate Volunteerism

Priorities for companies, employees, and communities are changing. In 1990, the Conference Board's Council of Community and Public Issues identified four business priorities for the '90's:

- Global Management
- Changing Work Force
- Productivity/Quality
- Education

Corporate volunteerism supports each of these priorities in the context of community development. Global management emphasizes a trend towards working as a unified whole within a bigger context. The changing work force indicates a trend towards greater diversity as well as the impact of employee values such as amount of time with one's family. Movements such as Total Quality Management emphasize teamwork and process while having a dual focus on productivity and high quality. Education is seen as lifelong with more of an orientation towards broad based competency than single skill expertise. By keeping an eye to how these priorities develop over the decade, stakeholders can expand or modify their corporate volunteer programme to support the changes that are sure to occur.

Other trends are emerging that also need to be monitored. Human resource professionals<sup>2</sup> tell us that organizations, whether not-for-profit or profit, face a number of challenges. The first challenge is that 41% of the work force is stressed and openly worried about losing their jobs. Second, more work force cuts are predicted for 1994. Finally, organizations are faced with the lowest ever levels of work force morale and commitment. The proposed solution to these challenges is twofold:

- Have fun by implementing such things as workplace celebrations, symbolic rewards, and small cash donations (possibly to an agency where an employee volunteers), and
- Implement a fitness and wellness programme with flex time being a major component.

Corporate volunteerism facilitates the process by which a company can operationalize each of these solutions. Agencies are particularly good at recognizing volunteers and celebrating significant moments in the volunteer's experience. As well, scientific evidence shows that volunteering positively effects mental and physical health.<sup>3</sup> David Lewin's research into employee morale found that it was three times higher in companies that had corporate volunteer programmes.<sup>4</sup> Lewin also found that the increase in morale was positively correlated with both the financial performance of the company and employee retention.

Another fundamental reason for businesses giving corporate volunteerism a serious look is the trend towards social marketing. Social marketing is a form of promotion which emphasizes the social commitment and high social values of a company. Studies surveying Canadians' expectations of business have begun to show the importance of social marketing on a company's bottomline.<sup>5</sup> For example, most Canadians:

- feel that business' social responsibilities have increased;
- feel that business donations to the community should be increased or held at current levels;
- prefer that business support agencies by: donating money, donating employee expertise and time, and encouraging employees to donate their time;
- boycott businesses that do not demonstrate social responsibility.

Clearly, corporate volunteer programmes give businesses a practical, low cost way to demonstrate a strong social commitment to the communities in which they operate. For business, the bottom-line outcomes are significant and for the community, important new resources are channeled towards solving social problems.

#### Emerging Issues in Corporate Volunteerism

Over the next few years, corporations, communities, and employees will have to find solutions to some issues that are just beginning to emerge:

**Issue 1 - Dealing with volunteerism as a foreign concept.** Questions are starting to be asked about the roles of "volunteers" in a "business" setting. In the public sector (e.g., hospitals and governments which have large numbers of employees and numbers of volunteers), ethical concerns about replacing paid employees with "volunteers" are a real concern for managers of volunteers;

**Issue 2 - Is corporate volunteerism a programme or a process?** This issue goes to the question of "fit" within a company. The more a programme becomes part of the process of doing business, the more likely it is that corporate volunteerism will remain as a viable tool in community, corporate, and employee development;

**Issue 3 - Emphasis on a high quality product.** The focus on customer service and total quality has meant that employees, the company, and the community will be expected to track and evaluate the outcomes of a corporate volunteer programme. Programmes that cannot be shown to add value are not likely to survive;

**Issue 4 - Clarifying the difference between "corporate volunteerism" and "employee volunteerism."** Companies and employees often have different expectations of a volunteer programme. "Corporate volunteerism" generally involves activities that are carried out in the name of the company such as sponsorships. It can also involve tangible services or product that the company can give. "Employee volunteerism" generally involves the personal commitments of the people within a company who are volunteering for their own reasons on their own time. Employee volunteerism is often endorsed by companies but not necessarily enabled through such things as flex time or release time;

**Issue 5 - Level of commitment between the stakeholders.** The question of commitment between employees, the company, and the community is a delicate one. If only two of the stakeholders have a strong commitment to working together, the partnership

will not thrive. All three stakeholders need to be involved in planning in order to maximize the level of commitment to the work they will be doing.

#### Conclusion

Corporate volunteerism is a strategic alliance between three stakeholders - the company, the community, and the employees. Quite remarkable benefits can be gained through this working partnership if the needs and expectations of each is openly explored and projects designed which achieve or exceed expected outcomes. Corporate volunteerism as a true collaborative effort builds on the strengths of all participants in a way which makes meaningful, much needed change, in our communities across Canada.

- 1 Ross, D., & Shillington, E. R. (1989). *A profile of the Canadian volunteer - A guide to the 1987 survey of volunteer activity in Canada*. Ottawa: National Voluntary Organizations.
- 2 William M. Mercer Ltd. *The Organization of the Future* (1993). A presentation at the Calgary Personnel Association 11th Annual Compensation and Benefits Conference. November 8. Calgary.
- 3 In both American Health. March, 1988). *Beyond Self*. (pp. 51-53; and in Graff, L. (1991). *Volunteer for the health of it*. Etobicoke: Volunteer Ontario.
- 4 Lewin, D. (1991). Community involvement, employee morale, and business performance. IBM Worldwide Social Responsibility Conference, March 25, 1991.
- 5 Market Vision (1993). *The market vision 2000 study - A nation-wide study of consumers' attitudes toward business: "What it takes to have a relationship with Canadians in the 1990s."*

*Keith Seel is working as the Coordinator of Program Development at the Volunteer Centre of Calgary. Keith is responsible for the Calgary Corporate Volunteer Council and a number of successful community initiatives intended to increase and promote the diversity of volunteers in Calgary. His background includes experience with municipal, provincial, and national evaluations for nonprofit agencies, graduate work in communicative theory, and work as a Multicultural Organizational Change Trainer.*



owners are often flattered to be asked to support your cause in the spirit of neighbourliness and community spirit.

- **Make it your business to know their business.** Be certain that you are aware of the hierarchy and etiquette of the corporation or business before you make your request for volunteer involvement. Make your request to the appropriate person, even if you have a "contact" within. Be familiar with the "product" of the business, to ensure that there is no possibility of a conflict with your own service. Making a faux-pas at this stage could cost you valuable time, reputation and volunteers.
- **Involve your own network.** Can you develop partnerships from within your own circles? Think about your network, and how its members could become committed to your cause...your children's school or youth group; your partner's office; groups of retirees or recreational groups; the corporate identities of your own Board of Directors!
- **Think creatively.** Target specific skills that you need and that the employee group has to offer. Keep the process simple for the volunteers.
- **Sell your programme.** Promote the fun, the education and the experience that you have to offer to employee volunteers. Many do not have the opportunity to participate in activities that reflect their commitment

to a personal cause, such as the environment, the community or the family. Keep the corporation or business leaders interested by offering their employee group a high profile in the press or any of your own promotional material.

- **Keep informed.** A number of recent publications are available about the trend toward corporate volunteerism. Janet Lautenschlager, of the Voluntary Action Directorate, has recently published "Volunteering in the Workplace, How to Promote Employee Volunteerism". Your local Volunteer Centre can help you through the maze of resource material.
- **Don't over-involve the volunteers.** Corporate or employee volunteers, like all volunteers, are involved for a variety of reasons, but most have a finite amount of time and energy to offer. Seek out new sources of corporate volunteers for different projects; your organization will benefit from the variety, and more businesses will benefit from the exposure.

*Diana Boudreault is Coordinator of Education and Promotion for the Volunteer Centre of Ottawa-Carleton*



## WHIT AND WHIMSEY

by Lynne J. Savage

### Corporate Volunteerism

A few issues ago, I addressed the topic of Negotiation in a definitive way. Thank you for your positive response to that column - 4 letters, 6 phone calls, 4 in-person-recounts and 7 third party tattlers.

Looking at CORPORATE volunteerism in a similar fashion ...

**CORPORATE:** jointly, together, mutually  
**CORPORATE:** introducing an alternative; indicating vagueness, uncertainty

**CORPORATE:** to consider the relative rank/class; a fixed charge

**CORPORATE:** (*close to CORPS*)-a body of trained people working together; (*also close to CORPSE*)-a dead body

**CORPORATE:** a rodent; a contemptible person who betrays, deserts, etc.

**CORPORATE:** Greek goddess of mischief

So...CORPORATE...means...the coming together of lifeless people to look at vague alternatives for a contemptible person who charges a fee for service as a mythical menace!

Lighten up! Don't be angry! It's a game! Remember this is a humour column! If you want to know the top ten reasons why people

participate as Corporate Volunteers read on...

- 10) So they can have extra time off work
- 9) Because the Boss thinks it's a good idea
- 8) To please a member of the opposite/same sex
- 7) So they can be excused from chores at home
- 6) So they'll be reinstated in the family will
- 5) To get free coffee and doughnuts
- 4) So they can leave early with a legitimate excuse
- 3) So they can arrive late with meaningful reason
- 2) To get away from the Boss
- 1) To earn bonus points on their Club Z card!

No matter what the reason, we're glad they volunteer!!

*Lynne Savage is a speaker, writer and trainer whose philosophy is Laugh and Learn. She works from her Fern Avenue home in Niagara Falls, Ontario.*





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**BOOK REPORT**


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By Barbara Wilson

**“VOLUNTEERING IN THE WORKPLACE  
(How to Promote Employee Volunteerism)”**

Written by Janet Lautenschlager of the Voluntary Action Directorate; Canadian Heritage, October 1993

This soft-covered booklet comprises 47 pages, 18 of which deal directly with the topic. The remaining pages are the usual before and after sections.

Easy to read and easy to refer to, because of small-print titles in the margin, Volunteering in the Workplace lists the whys and how-tos for tiptoeing into the somewhat daunting world of corporations and businesses. The booklet has indicated that most experience to date has been with BIG C Corporations: however, the door is open to approaching small businesses as well.

Relatively new to Canada, employee volunteerism has taken on many models in both the U.S.A. and Britain. Communities in our country can refer to out-of-country advice: it is listed in one of the several appendices.

Ms. Lautenschlager has organized her material well into the following progression:

- a) the rationale for employee volunteerism
- b) the corporate perspective

- c) the voluntary organization's perspective.

Statistics show us that 65% of Canada's volunteers are in the paid work force. Therefore, says the author, the workplace is a logical place to recruit volunteers in the 1990s. "Employee volunteerism should thus be seen as a viable way to inject new, creative energy into a community."

Tips are listed in this guide to carry through the idea to reality. In our economy, which encourages new thinking, new win-win situations to develop, this booklet will provide a handy reference to creative problem solvers.

Voluntary organizations + corporations = healthier communities: a proven formula!

*Barbara Wilson is the Program Manager of the Volunteer Bureau in Peterborough, Ontario.*




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**ITEMS OF INTEREST**


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Corporate Volunteer Council of Metropolitan Toronto and Volunteer Centre of Metro Toronto. *Guide to Building a Corporate Volunteer Program*. Toronto: 1990.

Klug, Jeanne. "Reaching the Corporate World Through Effective Corporate Volunteer Council Partnerships" in *The Journal of Volunteer Administration*. Spring 1990, VIII:3., p. 29-31.

Lautenschlager, Janet. *Volunteering in the Workplace*. Voluntary Action Directorate, Ottawa, Ontario: 1993

MacKenzie Group International. *Community Relations Practices in Canadian Corporations, 1993*. Toronto, Ontario: 1993.

McLelland, Phoebe. "Corporate Volunteer Recognition Campaign" in *The Journal of Volunteer Administration*. Summer 1993, pp. 22-25.

**Where to get Resources**

Anyone interested in acquiring these resources can call (613) 256-5516 for a list of distributors. Any distributor wishing to be included on the list is invited to send their resource and price list to the JVRM.

Nous avons perdu les services de notre traductrice et puisque nos efforts sont bénévoles, nous cherchons encore un remplaçant. Vos suggestions sont bienvenues.

.....

We have, unfortunately, lost the volunteer services of our translator and are presently looking for someone to take her place. Your suggestions are very welcome.

.....

We'd love to hear your ideas for future themes for this newsletter. Send them in!

## JOURNAL OF VOLUNTEER RESOURCES MANAGEMENT

Editorial Process and Guidelines for Authors

### Objective

The Journal of Volunteer Resources Management is intended:

1. to serve as a credible source of information on the management of volunteers in Canada;
2. to provide a forum for the exchange of ideas and to encourage networking among managers of volunteers;
3. to provide a professional development tool for managers of volunteers;
4. to recognize and encourage Canadian talent in the field of Management of Volunteers;
5. to include in each issue at least two articles that will consider different views of a specific and predetermined theme.

### Target Audience

The Journal's intended audience includes managers of volunteers, educators, media and funders of not-for-profit organizations across the country.

### Submissions

All manuscripts will be accepted either on diskette or on typed, double spaced pages. Submissions should be written according to "The Canadian Style - A Guide to Writing and Editing" - Secretary of State, Dundurn Press.

External reviewers may be engaged to review content if deemed advisable by the committee.

The revised draft is edited for clarity and consistency by the Editorial Team.

The edited version is returned to the author for acceptance along with an approval form for signature.

The signed form is to be returned to the Editorial

Team within a week along with any suggestions for final revisions.

### Format and Style

Authors are asked to respect the following word counts:

	<u>Words</u>	<u>Pages</u>
<b>Lead Article</b>	2000	5-6
<b>Secondary Article</b>	700-800	2-3
<b>Book Review</b>	150	1

The lead article will look at the topic in some depth and will normally require the author to conduct research into current trends and perspectives on the subject.

The secondary article will adopt a more practical approach, including personal experiences and opinions.

### Advertising

Limited advertising will be allowed in the Journal, for materials of direct relevance to managers of volunteer service, and as long as it conforms to the guidelines set out by the Editorial Committee. All ads are subject to the approval of the Editorial Committee.

#### Suggested Guidelines:

1. Only 1/4 page and 1/2 page ads will be accepted.
2. Ads must be camera-ready.
3. A maximum of one page of ads will be permitted per issue.
4. Ads are to be placed near "Items of Interest" or toward the end of the issue.
5. Job ads are not recommended.
6. Cost is to be determined by the Editorial Committee.



### DEADLINES FOR SUBMISSION AND THEMES

<u>Issue</u>	<u>Deadline</u>	<u>Theme</u>
<i>Fall '94</i>	articles due on the 24th of August	The Rural Volunteer
<i>Winter '95</i>	articles due on the 24th of October	Mentoring
<i>Spring '95</i>	articles due on the 24th of February	Redefining Volunteerism
<i>Summer '94</i>	articles due on the 24th of May	Legal Issues



#### A SPECIAL THANKS ...

... to Aarkade Design & Offset Printing Inc.  
for donating staff time to type our journal articles.