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2010 Executive Summary
Deloitte Volunteer
IMPACT Survey

Executive Summary: 2010 Deloitte Volunteer IMPACT Survey

Workplace volunteerism has long been viewed as an employee benefit, but it also has tremendous potential to impact serious social issues. The business community sees its promise and, in fact, has very high expectations for what volunteerism can accomplish. But are high expectations enough?

The 2010 Deloitte Volunteer IMPACT Survey was commissioned to understand the value corporate America places on skilled volunteerism, and whether businesses expect volunteerism to be effective in helping meet social goals. In addition, the survey explored the ways in which the results of volunteer time are tracked and measured. We hoped to assess what the expectations of volunteer programs are, and to determine what processes are in place to help realize them.

This seventh annual survey is the latest installment in the Deloitte Volunteer IMPACT Research series. Since 2004, this research series has been a key component of Deloitte's commitment to advancing the dialogue about corporate community involvement. This research, along with advocacy, awareness, influence, and example, is intended to spark advances in the ways in which corporate America can support its communities.

The following is a summary and analysis of key research findings.

Corporate America Gives Volunteerism a Strong Vote of Confidence.

The 2010 Deloitte Volunteer IMPACT Survey reveals that corporate America gives workplace volunteerism a strong vote of confidence as a means to make a significant, long-term difference in their communities. According to the survey findings, more than eight in 10 companies believe that volunteerism can help nonprofits accomplish long-term (84 percent) social goals.

Further, corporate managers revealed that the top priorities when determining workplace volunteer activities include the potential to alleviate a social issue, help the nonprofit function more effectively, and serve more clients. Conversely, while volunteerism is widely cited for its benefits related to professional development and enhancing employee morale, criteria related to business interests ranked lower.

"For years, we have championed the belief that volunteerism can accomplish significant social goals, and it's clear that the needle is moving in that direction. At a time when nonprofits need support more than ever, we are encouraged to find that companies realize the high potential of skilled workplace volunteerism to help them meet philanthropic objectives."

— Barry Salzberg, chief executive officer, Deloitte LLP

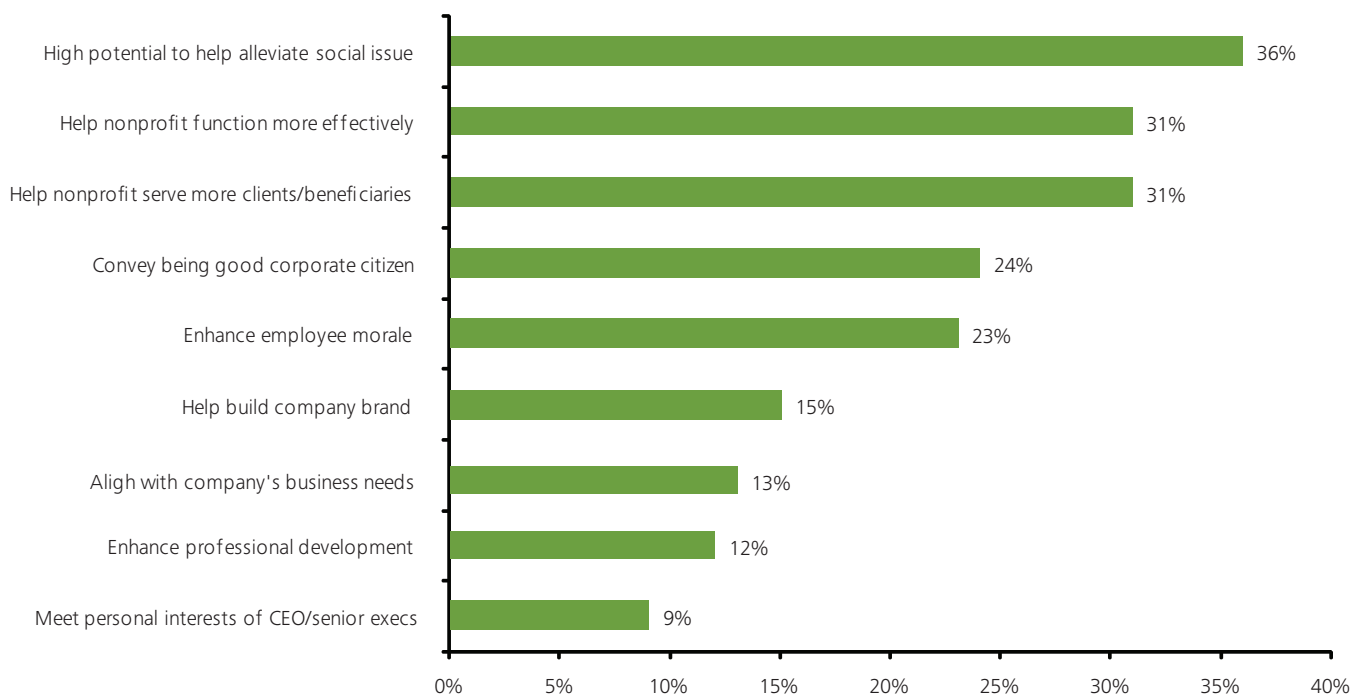
Please indicate your agreement with the following statements regarding your company's volunteer initiatives.*

| | Strongly agree | Somewhat agree | Neither agree or disagree | Somewhat disagree | Strongly disagree |
|---|----------------|----------------|---------------------------|-------------------|-------------------|
| A. My company's senior management expects volunteer initiatives to accomplish short-term goals for nonprofits (i.e., help serve nonprofits' clients such as packing groceries at a food pantry or serving meals at a soup kitchen). | 46% | 41% | 9% | 3% | 1% |
| B. My company's senior management expects volunteer initiatives with nonprofits to accomplish long-term goals for society (i.e., helping nonprofits alleviate the root causes of social issues). | 46% | 38% | 12% | 3% | 1% |
| C. My company's senior management expects volunteer initiatives to help nonprofits function more effectively from an organizational perspective. | 49% | 38% | 11% | 2% | 1% |

* Percentages for certain responses may not total 100 due to rounding

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Top priorities when determining volunteer activities, as identified by the survey respondents:



Cash giving in the United States declined between 2007 and 2008, while the volunteer rate increased from 26.2 percent to 26.4 percent.

— Corporation for National & Community Service, Volunteering in America 2009: State and City Trends and Rankings

There is still work to be done

While companies have high expectations that volunteerism will achieve both short- and long-term social results, the survey found that they often do not take a business-oriented approach to volunteer programs. In particular, they are not consistently communicating their goals and expectations to nonprofit partners in advance of committing employee volunteer time and also not employing follow-up measures in the aftermath.

Corporations embrace skilled volunteerism

While cash giving declined between 2007 and 2008 for the first time in more than 20 years, the volunteer rate in the United States increased¹. What's more, the Deloitte Volunteer IMPACT Survey found that skilled volunteerism is increasingly being adopted by corporations. The encouraging findings reveal that businesses see the value of their employees' skills and are turning to them to help meet philanthropic goals.

- 91 percent of respondents agree their employees' business skills would be valuable to a nonprofit organization.
 - This is up from 78 percent in Deloitte's 2009 Volunteer IMPACT Survey of corporate contributions professionals.
- 60 percent of corporate managers and other executives polled say they offer skilled volunteerism where employees self-select the issue, and 64 percent offer skilled volunteerism where projects address companies' philanthropic focus area.
 - This reveals a notable increase: In the 2009 Volunteer IMPACT Survey of corporate contributions professionals, 50 percent of respondents said their company provides skilled volunteerism to nonprofits.

Prior to a volunteer engagement, less than half of the respondents said they always discuss:

| | |
|---|-----|
| How the volunteer project can help address short-term needs | 44% |
| How the project can help the nonprofit make a long-term impact on society | 43% |
| How the project will help the nonprofit function more effectively | 45% |

"Deloitte's Volunteer IMPACT Survey is great news in terms of the potential for volunteerism. But what we cannot lose sight of is that with high expectations must come a process to achieve them; our collective social goals will probably not be realized until the business and nonprofit communities communicate more consistently, and hold each other accountable for results. There is still more work to be done, but we are making great strides."

— Michelle Nunn, chief executive officer, Points of Light & Hands On Network

¹ Corporation for National & Community Service, Volunteering in America 2009: State and City Trends and Rankings

“Nonprofit organizations are not just looking for more and more people to volunteer; they are looking for people who have specific skills and can help them accomplish sophisticated goals. The great news in the data is that companies have begun to look at volunteerism as a means to help accomplish social objectives, but that requires a different conversation than the one that might be had about organizing traditional, hands-on volunteerism events.”

— Evan Hochberg, national director of community involvement,
Deloitte Services LP

In addition, while nearly 70 percent of companies polled offer paid time off for volunteer activities, measurement and accountability for volunteer initiatives are lacking.

- Just 37 percent always discuss how the company can help the nonprofit collect data on resulting social impact prior to embarking on a project.
- Just 38 percent of companies polled work with nonprofits to customize metrics that specifically measure the impact of volunteer time.
- Less than half of respondents (47 percent) said they require nonprofits in receipt of volunteer time to report back on the resulting social impact.

Conclusion

The 2010 Volunteer IMPACT Survey findings reveal that the message about the potential of volunteerism has taken hold. Further, companies are optimistic about volunteerism and are increasingly turning to employees to help them make a significant social impact. However, the survey also showed that there is still work to be done as a gap exists between high expectations and the processes in place to achieve them. Experience has shown that instilling measures of accountability drives results. If this disconnect is addressed and a business-oriented approach is applied to volunteerism, it opens doors for even greater social impact.

About this survey

The Deloitte Volunteer IMPACT Research Series is a key component of Deloitte’s commitment to building the business case for, and advancing the dialogue about, corporate skills-based volunteerism and pro bono. Through compelling research on issues of strategic community involvement, as well as its own world-class program, Deloitte advocates for skilled volunteerism to strengthen the nonprofit sector, and for the strategic use of community involvement to achieve business goals. The 2010 Deloitte Volunteer IMPACT Survey is the seventh in the series. For a complete archive of the Deloitte Volunteer IMPACT Research series, visit www.deloitte.com/us/community.

About Deloitte community involvement

Deloitte helps people and communities thrive in three ways:

- We leverage our best thinking to strengthen nonprofit capacity by helping with strategic, operational, and financial challenges, so nonprofits can help more people and communities faster and better.
- We complement our best thinking with financial resources through large-scale grants and regional donations.
- We create and share new research, content, and insights on ways corporations can leverage skills-based volunteerism.

2010 Deloitte Volunteer Impact Survey methodology

Results of 2010 Deloitte Volunteer IMPACT Survey are based on online interviews of 303 corporate managers and other executives at companies with 1000+ employees who personally manage their company’s employee volunteerism and are knowledgeable about the ways in which their company provides financial support to nonprofit organizations. Interviews were conducted by Opinion Research Corp., January 27–March 2, 2010. The sample size of 303 at a 95 percent confidence level would equate to + or – 5.8 percent margin of error for a random sample.

Under the auspices of [Reimagining Service](#), a prominent coalition of leaders in nonprofit, government, business, and philanthropy issued a report not long ago with similar findings; that to truly respond to the Call for Service we, as a society, must take some critical steps to improve volunteer effectiveness. High expectations are not enough.

Transform high expectations into greater impact

Corporations can consider three important steps to help create more impactful volunteer programs.

First, businesses should consistently communicate their expectations for social impact to the nonprofits they support. Setting achievable objectives and establishing a plan to meet them are as crucial to service projects as to any other worthwhile endeavor.

Second, corporate executives should reinforce the message with employees before, during, and after their volunteer projects to instill the notion that their service has an important purpose. If social outcomes are a corporate expectation, that mindset must ring loud and clear to the people on the front lines.

Third, corporate volunteers and nonprofits need to hold each other accountable. Metrics should be established and nonprofits should report on volunteer performance against goals, but the business community has to help them. Collecting data, analyzing outcomes, and reporting on performance are often beyond the capacity of even the most well-funded and well-staffed nonprofit organizations.

Learn more about skills-based volunteerism

To learn more about skills-based volunteerism, best practices and ways to get started, corporations and nonprofits are encouraged to reach out to Hands On Network, the Taproot Foundation and Deloitte Community Involvement.

- Deloitte: www.deloitte.com/us/community
- Hands On Network: <http://www.handsonnetwork.org>
- Taproot Foundation: www.taprootfoundation.org