

EMPLOYEE VOLUNTEERING

The Business Benefits
An evaluation toolkit

BENEFITS



FOREWORD

Employers know that investing in their people and developing their skills is the key to business success. In the current knowledge-based economy, transferable soft skills are particularly crucial to organisations' effectiveness.

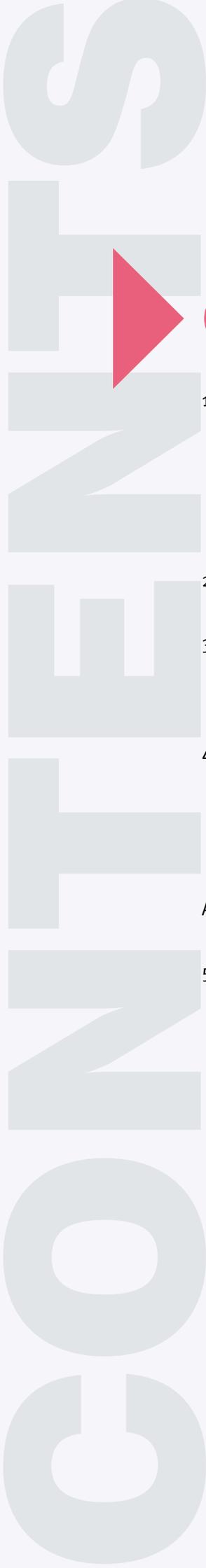
Scottish Business in the Community (SBC) encourages our members, as part of their employee volunteering schemes, to provide development opportunities for their staff that also support the long-term unemployed and disengaged young people. Evidence shows that this approach to staff development not only engages staff, gaining their loyalty and commitment, but also addresses social issues and raises the company's profile in the community.

SBC recognises that measuring the benefits and impact of employee volunteering schemes will help them to become more sustainable. Integrating them more robustly with learning and development objectives will also provide valuable evidence of the business benefits of volunteering as an investment in their people.

Responding to member demand this evaluation toolkit developed by SBC provides businesses with the advice, guidance and tools to do just that.



Jane Wood CEO

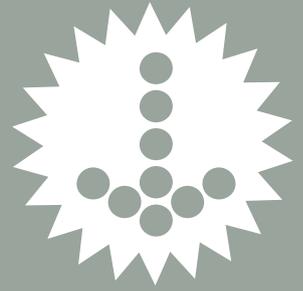


CONTENTS

1. Background and Context		
1.1	Employee Volunteering: What's it All About?	2
1.2	The Business Case for Volunteering	4
1.3	Volunteering for Skills Development	8
1.4	Volunteering for Career Advancement	10
1.5	Employee Volunteering Activities	12
2. Measuring Employee Volunteering		
2.1	Measuring Employee Volunteering	14
3. Case Studies		
3.1	PricewaterhouseCoopers	16
3.2	Anderson Strathern	17
3.3	Sodexo	18
4. Measurement Tools		
4.1	Measuring Employee Volunteering	19
4.2	Key Statistics	20
4.3	Actions	21
4.4	About the Retrospective Survey	22
4.5	About the Before and After Survey	23
APPENDIX A:	Skills Matrix – linking training needs with types of volunteering activity	24
5. Questionnaires		
5.1	Retrospective Survey	26
5.2	Before Survey	28
5.3	After Survey	30



EMPLOYEE VOLUNTEERING: WHAT'S IT ALL ABOUT?



This toolkit is concerned with measuring and harnessing the positive impact of employee volunteering on your business. It is aimed at employers who are interested in or who are already developing their people's soft skills in a way that also supports the long-term unemployed or disengaged young people.

In recent years businesses throughout Scotland have become involved in employee volunteering in a variety of dynamic ways. Employee volunteering is one of the cornerstones of a successful Corporate Social Responsibility (CSR) strategy.

Skills-based employee volunteering includes educational based activities, where staff work with young people in schools, and also activities designed to help the long-term unemployed gain the skills and confidence necessary to return to work.

Employee volunteering takes a variety of forms including mentoring young people, providing training schemes, short and long-term work placements, job coaching, running workshops on CV/interview skills and behind the scenes visits.

A valuable asset to any business

As well as benefiting the community, businesses have recognised the direct gains to their own company when engaging in these programmes. Staff want to work for a company that cares about its local community; they want to work for a company that is committed to social change; they want to use their skills to make a difference in other people's lives.

Engaging in volunteering increases staff morale, making them proud to work for a company that wishes to support its local community. Along with increased levels of commitment and motivation, businesses report the excellent training opportunities these programmes provide for their staff. They have found that skills-based volunteering activities such as mentoring and job coaching provides opportunities for staff to develop their soft skills including presentation, management and communication skills.

This toolkit provides three models for calculating the return on investment when allowing employees to volunteer some of their work time in such activities. It enables companies to answer questions such as:

- How many people's lives have we had a direct and positive impact on through our volunteering?
- What skills have our own staff developed in the process?
- What effect has this activity had on our staff members' commitment to the organisation?

Why is measuring important?

Measuring the impact of employee volunteering makes sense from both a social and a business perspective. It allows companies to set goals around these issues. It allows them to challenge and motivate their staff to make a difference in their local community. It allows companies to maximise their effectiveness in terms of both the positive social impact and the business benefits of their CSR strategy.

If companies are to harness the dramatic potential of volunteering as a development tool they must manage the process properly. This toolkit illustrates the business case for employee volunteering and underlines the importance of integrating volunteering activities into mainstream HR processes of appraisal and staff development.

The toolkit will enable both employees and employers to measure the impact and benefits of volunteering within their organisation. It provides concrete strategies for maximising the positive effects of these programmes and delivering bottom line business benefits.

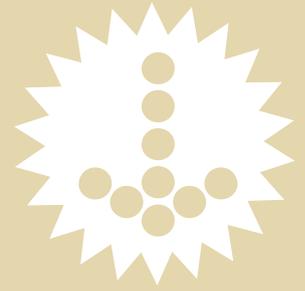


▲ A few pointers

This toolkit will help point you in the right direction when measuring the benefits of employee volunteering



▶ THE BUSINESS CASE FOR VOLUNTEERING



Q: How well TRAINED are your employees?

- 22% of employers say that the skills of their workforce are not of the standard required
- The lack of basic skills costs a typical business of 50 employees £165,000 per year
- UK productivity is 13% below that of other major economies
- In Britain employers spend £4.5billion on training each year*

Q: How COMMITTED are your employees?

- The average cost to a UK business to replace an employee is £6,125, rising to £9,000 for senior managers or directors
- Employee loyalty is driven by two key factors:
 - the business' own focus on its employees
 - training and development opportunities**
- The Confederation of British Industry (CBI) estimates that 175million working days were lost in 2009 to sickness absence, at a cost to the UK economy of £13billion

Q: How MOTIVATED are your employees?

- Almost half of UK employees are currently looking for another job or are in the process of leaving
- Just under one quarter of employees expect to leave their current employer within the year
- There is a direct correlation between employee engagement and issues of job satisfaction, advocacy and performance***

* 2003 National Employers Skills Survey: Ernst and Young, Office of National Statistics

** Chartered Institute for Personal Development: 2007 Walker Information Report on Employee Loyalty, <http://www.workingforhealth.gov.uk>

*** CIPD Employee Engagement Survey 2006



ASK
YOURSELF
SOME
QUESTIONS



THE BUSINESS CASE FOR VOLUNTEERING

Employee volunteering has been proven to have direct economic benefits for businesses involved. There are real effects on the bottom line from being engaged in volunteering activity.

- **Skill development** is one of the major impact areas for employees engaged in volunteering. Many companies integrate these valuable skills gained through volunteering within their annual review process and broader staff development strategies.

“Members of staff are proud of helping to improve local communities and schools and this also helps them to develop their own skills and experience. Staff comment that learning how to communicate and connect with young people makes communicating with colleagues much easier.” (John Lewis, Retail)

- **Winning new contracts** is often a direct result of engaging with the issue of employee volunteering. Most tenders with local authorities and publicly funded bodies now require an element of community engagement and youth employment.

“Our clients like that we have apprentices and see that we are dedicated to a long-term training programme that benefits both CCG and the local community. This is good for our reputation and relationships. Bringing apprentices into jobs helps not just individual projects, but also grows our own workforce.” (CCG Ltd, Construction)

- **Improving morale** among existing members of staff can be a highly valuable result of engaging in volunteering activities.

“Working with young offenders has allowed the company to start to diversify its approach to recruitment. It has led to the recruitment of motivated and effective staff. Existing staff have a sense of pride in the company’s involvement in employability initiatives. It has helped grow the team ethos within the company and has pulled people together.” (Redeem, Environmental Recycling Specialists)

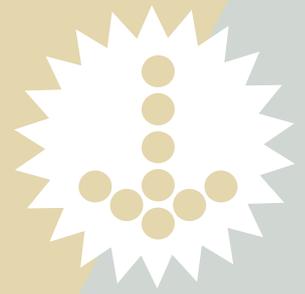


Winning new contracts

is often a direct result of engaging with the issue of employee volunteering. Most tenders with local authorities and publicly funded bodies now require an element of community engagement and youth employment



VOLUNTEERING FOR SKILLS DEVELOPMENT



The link between employee volunteering and skills development has long been established. Research from the 1990's, for example, shows that volunteering can help in the acquisition and development of key business skills.

A 2010 report into volunteering across 16 businesses in the City of London identified 4 key skill areas where employee volunteering had direct benefits:

- Communication skills, including the ability to communicate clearly and concisely with a wide range of people and listen actively
- Ability to help others, set individual performance goals, coach and counsel, provide training and development and evaluate performance
- Adaptability and ability to be effective in different surroundings and with different tasks, responsibilities and people
- Influencing and negotiating skills, including persuading others, resolving conflicts and negotiating agreed solutions

Crucially, skill development by volunteers in this research was not only measured by self-report. Line managers were also involved in assessing the positive skill acquisition that their staff gained through volunteering activity. The 'Before and After Skills Survey' featured in section 4.5 of this toolkit provides a model by which line managers can evaluate skill acquisition among their staff, and integrate it as part of their annual review process.*

Research carried out by leading employers in Scotland involved in skills-based volunteering activities found that staff developed:**

- Management, training and mentoring skills when they acted as 'buddies' or coaches for new-starts recruited from employability agencies
- Supervisory, feedback and project management skills when they volunteered to be buddies for people on work placements

For many employers involved in the research, the professional development benefits that staff identified were surprising and very welcome. It is this kind of anecdotal evidence that has led Scottish Business in the Community and employers to start thinking about ways to maximise and measure the benefits.

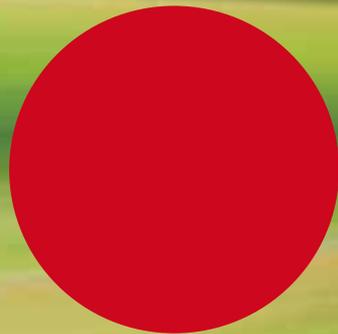
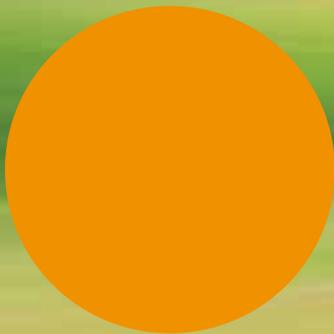
Developing staff through skills-based volunteering programmes is a particularly innovative and practical way for staff to learn and practice their new skills.

Increasingly, organisations that support employers becoming involved in employability activities also deliver some training associated with the employability activity. This can become a critical part of the staff development opportunity.

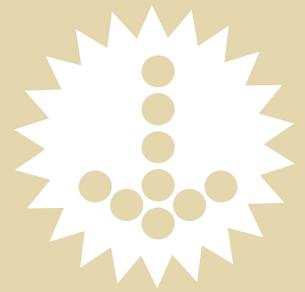
* Volunteering – The Business Case (City of London, 2010) ** Scottish Business in the Community (2007), Tapping into Scotland's Talent

Volunteering helps staff develop

- 89% of employees surveyed agreed that volunteering helps enhance problem solving skills
- 93% of those surveyed agreed that volunteering offers the opportunity to enhance leadership skills



VOLUNTEERING AND CAREER ADVANCEMENT



Employee volunteering has been proven to have a positive impact on career development.

When asked whether the skills and experience gained through volunteering made them better able to apply for more senior positions, almost a quarter (24%) of employees agreed that volunteering is helpful in this way.

However, for those employees who have their volunteering experience assessed as part of their official appraisal process, the proportion that agree that they are better able to apply for more senior positions rises to 42%.

This underlines the value of not simply engaging in volunteering, but instead linking it to formal processes of assessment and career management within companies.*

Top Tips to incorporate skills based volunteering with staff development:

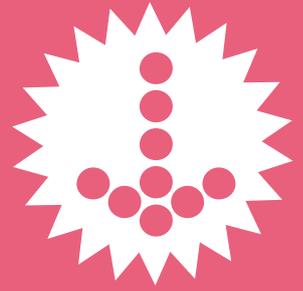
- Offer staff the opportunity to get involved in skills based volunteering activities as part of their personal development
- Identify the organisational competencies that your staff need to develop
- Identify the competencies the volunteering activities your company are involved with can develop
- Advise line managers and staff of the volunteering activities
- Support staff and line managers to match their development needs with the appropriate volunteering activity

Get on the road to success

Employee volunteering has been proven to have a positive impact on career development helping staff achieve more, get more job satisfaction and feel more confident when it comes to applying for more senior roles



EMPLOYEE VOLUNTEERING ACTIVITIES



Businesses across Scotland are currently engaged in a multitude of various volunteering activities. These include:

Pupil Mentoring

An appropriate staff member (who can be at any level in a business) pairs up with a young person. The aim of the mentor programme is to build the young person's confidence and support them into a positive work or training destination (training/employment/further education).

Career Workshops (Think Ahead to Work Event)

Two or more staff members work together to deliver short interactive workshops about their roles and industry to primary school pupils at the secondary school they are about to enter. The workshops prepare pupils to think about their futures by building understanding about the range of roles available and the qualifications and skills needed.

Work Placements

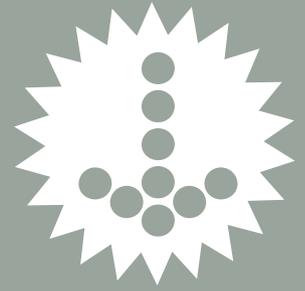
Employers open their doors for a long-term unemployed adult to come in for a specified period of time to undertake particular duties within the organisation. A staff member is trained to act as their buddy and mentor. The aim of a work experience placement is to build the individual's confidence, increase their awareness of the workplace, learn new skills and provide them with a recent reference.

Broaden your horizons

There are plenty of different volunteering activities staff can undertake all of which have a positive impact on not only employees' professional lives but provide skills and experiences that benefit their day to day lives too



EMPLOYEE VOLUNTEERING ACTIVITIES



Job Coaching

An appropriate staff member (who can be at any level in a business) pairs up with an unemployed adult to help support them with their CV, application forms, interview skills and generally build their confidence and assist them with the process of applying for work.

Behind-the-Scenes Visits

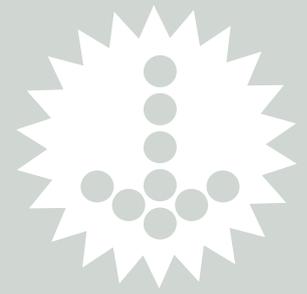
Employers open their doors to school pupils or unemployed adults. They run an interactive and participative morning aimed at enhancing knowledge of the workplace and student/adults' ability to apply for a job.

Mock Interviews and CV Workshops

Staff members conduct mock interviews and then provide constructive feedback to school pupils or unemployed adults. These can be conducted on your premises, at the school or at the employability partner. In addition, staff will support pupils and adults in developing their CV and filling in application forms.

Scottish Business in the Community has developed a matrix that maps skill development and key competencies with particular kinds of volunteering activities. This matrix is included in this toolkit as Appendix A.

MEASURING EMPLOYEE VOLUNTEERING



What makes measuring so challenging?

Measuring, monitoring and reporting on the benefits of volunteering activities has traditionally been seen as quite challenging and in some cases unnecessary. Indeed many employers currently do not formally measure the impact of their volunteering activities. Employers cite a range of reasons for this including:

- **“We do it because we know it is the right thing to do”**
Some organisations feel that participating in volunteering activities is something that fits with their brand value and corporate social responsibilities. They do not feel therefore that measuring the business impact is an imperative
- **“It is something our staff do voluntarily”**
Some employers therefore feel reluctant to monitor and measure activities that are not considered core to the business and are on a voluntary basis
- **“It is too difficult and time consuming, and will kill the point of it”**
This is one of the most common reasons identified by employers. There is some truth in this response as organisations have traditionally found it difficult to measure the development of soft skills and what it is attributed to

What are the benefits of measuring?

However, employers are now beginning to recognise the benefits of measuring, monitoring and reporting on the impact of their volunteering activities. These benefits include:

- Supporting managers and staff – measuring the positive impact of volunteering activities provides an opportunity for managers and staff to utilise the benefits and opportunities more widely. It can also help instil a confidence in managers and staff that this is a valid staff development process
- Return on investment – as employers look to streamline their activities and utilise staff time well, it is even more critical to understand what brings value to an organisation and its staff. By measuring the impact of volunteering activities, organisations can make sensible decisions as to how they can leverage the benefits delivered through these activities
- Making the business case – the current economic climate has forced some employers to reflect on the activities they participate in which might not be considered core to the business. Making the business case and highlighting – robustly – how volunteering activities benefit an organisation can ensure that staff continue to reap the benefit of their involvement

The evaluation tools contained in this book provide three different ways of measuring the impact of employee volunteering. Companies involved in these activities have suggested such evaluation would be useful when designing new volunteering projects. Such data would allow them to match their industry specific expertise and skills to suitable kinds of volunteering.

Mapping expected outcomes in this way can help companies and their community partners identify and agree on project goals at the outset, as well as monitoring progress during the programme and assessing skills gained at the end of the programme.



▶ Making it all add up

As employers look to streamline their activities and utilise staff time well, it is even more critical to understand what brings value to an organisation and its staff. By measuring the impact of volunteering activities, organisations can make sensible decisions as to how they can leverage the benefits delivered through these activities



CASE STUDIES

PricewaterhouseCoopers

PricewaterhouseCoopers is a worldwide professional services firm, operating in 144 countries. PwC's vision is 'to be a powerhouse of a commercial enterprise that does the right thing for our clients, our people and our communities.' PwC have three offices in Scotland – Aberdeen, Glasgow and Edinburgh – where they employ over 850 partners and staff.

VOLUNTEERING ACTIVITY

PwC Scotland's Force for Good (FFG) programme harnesses the passion of their people to give something back to their communities. PwC's staff volunteer in a number of volunteering projects. In 2009 these included:

- Running a financial literacy programme in conjunction with Learning & Teaching Scotland (LTS).
- Participating in the Barnardo's Store Wars project.
- Forming a strategic partnership with the School of Social Entrepreneurs (SSE) in Scotland.
- Hosted and presented knowledge sharing workshops on CSR with Scottish Business in the Community's member organisations.

KEY PERFORMANCE INDICATORS

- PwC gives its people up to 6 days per year during work time to volunteer through the range of activities in the FFG programme.
- Total volunteering in 2009 = 2,872 hrs, a 39% increase on the previous year's figure of 2,058hrs.
- 21% of PwC employees now have community activities as part of their annual objectives, a 25% rise on the previous year's figure.
- PwC's 2010 FFG survey confirms the motivational benefits of engaging in volunteering. 88% of staff say the company's CSR activity contributes to making PwC 'a great place to work.'

MEASUREMENT

PwC measure the success of FFG internally using three methods that include both hard and soft measures:

1. Annual 'Force For Good' questionnaire.
2. You Matter (six monthly staff engagement survey).
3. Project specific data and feedback.

They also circulate an annual 'Force for Good' questionnaire every year. To gauge how their people feel about FFG activities that they have been involved in and what other activities they would like the company to do. They are also keen to establish how their people have developed through their FFG involvement and how that learning has helped them in their day to day roles.

They measure retention figures through a firm-wide survey, 'You Matter', which includes five questions on corporate social responsibility. This goes to all staff on a six monthly basis and its completion is compulsory. It gives a really good idea of the well-being of staff and results are compared regionally.

"We collect short written articles from the staff who have volunteered. These outline which project the person was involved with, why they got involved, what they learnt and how this has impacted on their role at PwC. These articles are circulated through all of our regular communications channels – emails, online news, the Scottish news bulletin etc."

(Maggie Robb, PricewaterhouseCoopers Ltd)

CASE STUDIES

Anderson Strathern

Anderson Strathern are a full service law firm. The company's vision includes 'a commitment to sustainability and to acting in a way which is socially responsible in our workplace, in our marketplace, in our environment and in our communities.' They currently employ 47 partners and 250 staff across five offices in Scotland.

VOLUNTEERING ACTIVITY

Anderson Strathern are currently involved in a number of volunteering projects:

- They work with Scottish Business in the Community in a Youth Education programme supporting pupils in schools with reading and social skills. In the last year Anderson Strathern were involved in two careers workshops at secondary schools for 240 pupils. They have also been involved with working with a number of primary schools in a mock court case helping 90 children put together a prosecution and defence including running a mock trial.
- They are involved in the SBC Ready for Work programme, supporting hard to reach client groups to build confidence and develop employability skills, by helping them with CV writing and mock interviews. In the last year they have delivered 22 of these sessions.

MEASUREMENT

Anderson Strathern adopts a qualitative approach to measuring their volunteering activity. They focus on individual events and gather feedback from staff to understand the impact of the activity and the way in which it relates to both staff development and the delivery of the company's CSR goals.

They have a debriefing process. HR seeks the views of staff at the end of their involvement in employability projects in order to identify not only if the activity has been positive and enjoyable, but also how it could be more effective.

In terms of reviewing the impacts of any CSR activity more strategically, an appraisal process is used to give staff the opportunity to discuss experiences in employability projects. The challenges are learning and sharing from the experiences in employability activities, identifying whether they could have done more and building up a pattern to deal more effectively with issues raised.

Volunteers have highlighted a personal satisfaction at being involved in not-profit-driven projects which contribute to the community. They also believe that the company's reputation is enhanced. It adds another dimension to the organization, raising awareness of the firm and highlighting their belief in the value of community involvement.

Being involved with employability gives the business the opportunity to offer staff a different experience to help them make the most of their potential. This helps in team building between work colleagues from different departments and locations who would never have the opportunity to work together. It also helps with tenders for business, affording an opportunity to demonstrate involvement at the Pre-Qualification Questionnaire stage, and reinforcing a commitment to CSR community activities.

"CSR supports our philosophy, strategy and how we implement our business operations to improve our impacts in the workplace, marketplace, community and environment. Both staff and external stakeholders are aware of our strong ethos which seeks to maximize the potential of all our people."

(Robin Stimpson, Anderson Strathern)



ANDERSON STRATHERN
SOLICITORS

CASE STUDIES

Sodexo

Sodexo designs, manages and delivers comprehensive on-site service solutions for clients, ranging from foodservices to construction management, reception to the maintenance of scanners and laboratory equipment, management of data centres to leisure cruises and from housekeeping to rehabilitation services at correctional facilities. www.sodexo.com

VOLUNTEERING ACTIVITY

- During the 2009 – 2010 academic year, Sodexo partnered with Glasgow's Lochend Community High School in the 'World of Work' Programme, supported by Scottish Business in the Community and Glasgow City Council. Students gained experience of applying for a job, interviewing and work responsibilities at one of Sodexo's key Glasgow contracts, the Glasgow Sheriff Court. Students also saw a court session, police cells and met a court officer.
- Sodexo participated in the 'Ready for Work' programme run by Scottish Business in the Community. The programme provides work placements and CV writing support for people who are finding it particularly challenging to find a job.
- Sodexo continues to participate in the 'Springboard Ambassadors' scheme. 'Ambassador' employees promote the industry through presentations, attending careers fairs, managing work experience programmes, and visiting schools, colleges and universities. Ambassadors deliver a minimum of three sessions in a year including helping students with CVs, mock interviews and providing careers advice.

MEASUREMENT

Sodexo has a strong record of local community engagement in Scotland. Its commitment is embedded in Sodexo's mission which includes contributing to the economic, social and environmental development of the communities it operates in, and the 'Better Tomorrow Plan', Sodexo's sustainability strategy to 2020. Sodexo's local community activities help staff to develop their communication and training skills, for example by acting as 'buddies' for young people on work experience.

Sodexo's employee engagement survey asks employees for their view of the company's commitment to corporate citizenship, focus groups are held in Scotland twice a year to gather more detailed feedback and a 2009 external stakeholder perception audit also included relevant questions.

A low staff turnover rate has been noticed at sites that are actively involved in employability programmes and Sodexo employees who are involved often see their profile increase through recognition.

Local community development opportunities are not only limited to Sodexo as clients can also engage with those on their premises undertaking work placements and often invite them to understand their business too. Community engagement is often included in Sodexo quarterly reviews with clients and has proven beneficial when bidding for contract renewals and new business.

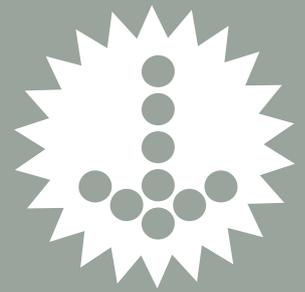
"Employees' experiences and contributions are featured in 'Stars', the magazine for Sodexo employees, which is circulated across the UK and Ireland. Sodexo's corporate citizenship report is published annually and includes reports on local community development."

(Denise Coulter, Sodexo)





MEASURING EMPLOYEE VOLUNTEERING



The following section of the toolkit outlines three different ways in which companies can evaluate their employee volunteering activity. They are designed to be easy to use and in each case do not take more than five minutes to complete.

The three different types of evaluation are:

1. Key Statistics
2. Retrospective Staff Survey
3. Before and After Questionnaire

These different measuring tools enable companies to capture the relevant data concerning employee volunteering.

Key Statistics gathers essential data and allows a company to quantify its involvement in various volunteering activities. The individual who manages the company's volunteering programmes, normally the CSR manager, best completes it. Included under key statistics are some suggestions as to how this information may be used to recognise, encourage and develop existing volunteering within the business.

The Retrospective Staff Survey* takes the form of a questionnaire, normally filled out by employees immediately after the completion of their volunteering activity. It addresses the impact of this volunteering activity on employees' motivation, commitment and general skill acquisition. This data can be used to inform future decision-making regarding both the value and kind of volunteering that companies wish to partake in. Staff might also use it as part of their formal review processes.

The Before and After Questionnaire* is designed to use volunteering as part of employees' official learning and development process. It takes the form of two surveys, one filled immediately prior to the commencement of the volunteering activity and the other immediately after its completion. These questionnaires allow both employees and their managers to reflect on questions of skill acquisition and the ways in which the volunteering activity did and did not influence this area. The Before and After Questionnaire can also be used as part of staff's official appraisal process, both as a barometer for measuring existing competency and a diagnostic tool to identify future development needs.

* The surveys in this toolkit have been adapted from Volunteering
– The Business Case, City of London, 2010





KEY STATISTICS

The following questions will take five minutes to answer. The individual who oversees the company's CSR activities best answers them. They are designed to QUANTIFY volunteering activity and provide a springboard to a more dynamic engagement with these kinds of programmes.

Q: List the volunteering activities your organisation was engaged in last year:

Q: How many members of your business were involved in volunteering activities in the last year?

Q: What does this figure represent as a percentage of total staff?

Q: How many hours in total did your business contribute to volunteering activities?

Q: What is your hourly contribution per employee?

Q: How many young people/unemployed people participated in the projects run by your company?

Q: Have any young/unemployed people subsequently gone on to employment or training as a result of your activities?



ACTIONS

1. Spread the Good News

Use this data as a platform for recognising the organisation's contribution to tackling this issue. You might also wish to recognise the efforts of key individuals who made particularly notable efforts. This could take several forms:

- Internal Memo
- Company Newsletter
- Poster
- 'Good News' to begin a team meeting

2. Set Volunteering Goals

Use this data to set volunteering goals for the forthcoming year. For example:

Q: How many more staff members would you like to get involved?

Q: What kinds of activities would you like to emphasise?

Q: What would success look like in this area for your business?

Q: How might your activities become more closely aligned with the unique qualities and capabilities of your own business/industry?

The information gained from filling questions on page 20 could be used to raise awareness of your business' volunteering activities both externally and internally. It could also help your business to set volunteering goals and help inform your volunteering strategy.





RETROSPECTIVE STAFF SURVEY

Volunteering activity has a tangible impact on your staff and can be utilised in terms of training, motivation and commitment. The most effective way to capture this information is in the form of a retrospective survey.

This could be done in paper form, however there are a number of excellent websites that are easy to use and allow you to create your own bespoke survey. Moreover, these websites automatically produce the statistical results of your staffs' responses.

<http://freeonlinesurveys.com>

<http://www.surveymonkey.com>

A sample 'Retrospective Staff Survey' is included as Appendix B at the end of this toolkit. This can be used as it stands or it can be adapted to reflect the specific kinds of data that a company wishes to gather concerning staff experiences of volunteering activities.

Survey Tips

The value of feedback – remind respondents that you rely on their ongoing feedback to ensure your community and environmental efforts match their priorities and are meeting their needs.

Keep it short – the questionnaire should have no more than 20 questions, most with a quick one-click to answer, so it should not take long.

Keep it anonymous – do not attribute names to any answers, unless respondents specify that they are happy with this. Responses should largely be summarised to provide data to support future strategic decision-making.

BEFORE AND AFTER SURVEY

The 'Before and After Survey' measures specific skill acquisition and competency development for individual employees as a result of their engagement in particular volunteering activities.

Whereas the Key Statistics and Retrospective Staff Survey provide a general picture of the impact of volunteering at a company level, the Before and After Survey takes a more individual approach and allows this activity to be applied to specific staff members and their learning and development needs.

The most effective way to assess and initiate this is as part of an ANNUAL PERFORMANCE APPRAISAL. The 'Before and After Survey' is designed to allow both the employee and their line manager to gauge the effectiveness of any volunteering and to align this to the employee's wider training needs.

Many employers have a range of options that they offer their staff to enhance their skills or technical ability. These include internal bespoke training programmes, external courses, conferences or seminars. This menu of opportunities can be extended to include skills-based volunteering opportunities.

The key to this model is that you are clear on the competencies you would like to develop and that the volunteering activity matches these competencies.

Sample 'Before and After Surveys' are in Appendix C at the end of this booklet. As the name suggests, the employee completes one survey immediately before commencing their volunteering project and similar survey upon its completion.

NB: this survey will need to be adjusted once you have:

- Identified the organisational competencies that your staff need to develop
- Identified the competencies the volunteering activities you are involved with can develop

Where appropriate these TRAINING GOALS can be recorded as part of an official performance appraisal.

The 'Before and After Survey' can be used in conjunction with the skills matrix, featured as Appendix A, which matches particular training needs with specific kinds of volunteering activity.





APPENDIX A

Skills Matrix

Mapping training needs onto specific kinds of volunteering activity.

Staff Development Opportunities: working with young people and unemployed adults.

Opportunity	Ideal For
<p>Mentoring An appropriate staff member (who can be at any level in a business) pairs up with a young person. The aim of the mentor programme is to build the young person's confidence and support them into a positive work or training destination (training/employment/further education).</p>	<p>All staff, particularly those interested in developing:</p> <ul style="list-style-type: none">• mentoring and coaching skills• communication skills• their confidence, morale and job satisfaction
<p>Job Coaching An appropriate staff member (who can be at any level in a business) pairs up with an unemployed adult to help support them with their CV, application forms, interview skills and generally to build their confidence and assist them with the process of applying for work.</p>	<p>All staff, particularly those with a positive attitude and interested in developing:</p> <ul style="list-style-type: none">• mentoring and coaching skills• management and supervision skills• feedback and communication skills• people skills and building relationships
<p>Behind-the-Scenes Day Employers open their doors to school pupils or unemployed adults. They run an interactive and participative morning aimed at enhancing knowledge of the work place and students'/ adults' ability to apply for a job.</p>	<p>All staff, particularly those interested in:</p> <ul style="list-style-type: none">• structuring tasks• delivering results• developing skills as a team• being more creative and innovative• enhancing communication skills• developing project management skills
<p>Mock Interviews and CV writing Staff members conduct mock interviews and then provide constructive feedback to school pupils or unemployed adults.</p> <p>These can be conducted on your premises, at the school or at the volunteering partner.</p> <p>In addition, staff will support pupils and adults in developing their CV and filling in application forms.</p>	<p>All staff, particularly those interested in:</p> <ul style="list-style-type: none">• developing interview and feedback skills• enhancing communication skills• developing people skills• building confidence
<p>Work Experience Placements Employers open their doors for a long-term unemployed adult to come in for a specified period of time. They undertake particular duties within the organisation.</p> <p>A staff member is trained to act as their buddy and mentor.</p> <p>The aim of a work experience placement is to build the individual's confidence, increase their awareness of the workplace, learn new skills and provide them a recent reference.</p>	<p>All staff, particularly those interested in developing:</p> <ul style="list-style-type: none">• management and supervision skills• feedback and communication skills• people skills and motivating staff• staff monitoring and evaluation skills



QUESTIONNAIRES

1. Retrospective Survey
2. Before Survey
2. After Survey

Retrospective Survey

All the answers you provide here are strictly confidential. They will be used to underpin our future engagement with employee volunteering and to help us understand the ways in which these activities contribute to the learning and development of our workforce. We would be grateful if you could take a moment to fill out the following questionnaire.

About the volunteering activity

Name of volunteering activity _____

Type of volunteering opportunity (please tick any appropriate)

- | | | | |
|------------------|--------------------------|-------------------------|--------------------------|
| Pupil mentoring | <input type="checkbox"/> | Behind the scenes visit | <input type="checkbox"/> |
| Careers workshop | <input type="checkbox"/> | Work placement | <input type="checkbox"/> |
| Mock interviews | <input type="checkbox"/> | CV workshop | <input type="checkbox"/> |
| Job coaching | <input type="checkbox"/> | Other | <input type="checkbox"/> |

School/Community partner name _____

Date volunteering started (DD/MM/YYYY) _____

Date volunteering ended (DD/MM/YYYY) _____

Date you are completing this questionnaire (DD/MM/YYYY) _____

Objectives

What was the main driver behind you volunteering? (please tick **one** from list)

- Develop new skills
- Give something back
- Something different from usual day routine
- Encouraged to volunteer by colleague
- Other

Impact on job related skills

Please answer the following questions to indicate the degree to which you feel the volunteering you have undertaken has increased your ability & confidence in the following areas

Descriptions:	Not Relevant	No Difference	A Little	Some	Significant
Mentoring & Coaching skills	<input type="checkbox"/>				
Teamworking skills	<input type="checkbox"/>				
Communication skills	<input type="checkbox"/>				
Problem solving skills	<input type="checkbox"/>				
Leadership skills	<input type="checkbox"/>				
Project management skills	<input type="checkbox"/>				
Management & Supervision skills	<input type="checkbox"/>				

Personal impact

Descriptions: Strongly Disagree Disagree Agree Strongly Agree Not Applicable

The volunteering activity improved my... (please tick any appropriate)

Self-confidence	<input type="checkbox"/>				
Understanding/empathy of others	<input type="checkbox"/>				
Awareness of wider social issues	<input type="checkbox"/>				
Job satisfaction	<input type="checkbox"/>				
Commitment to the company	<input type="checkbox"/>				
Motivation	<input type="checkbox"/>				

Impact on career development

The skills and experience gained from the volunteering activity (please tick any appropriate)

Have helped me perform better in my job	<input type="checkbox"/>				
Make me better able to apply for senior positions	<input type="checkbox"/>				
Have been/will be assessed in my appraisal process	<input type="checkbox"/>				

Additional information

Have you benefited in any other way from the volunteering activity?

Yes

No

(if yes, write a brief description in this box)

About the volunteer

What is your job grade/level?

Admin	<input type="checkbox"/>
Supervisor	<input type="checkbox"/>
Line Manager	<input type="checkbox"/>
Senior Manager	<input type="checkbox"/>
MD/Partner	<input type="checkbox"/>
Other	<input type="checkbox"/>

How long have you worked for the company?

Less than 1 year	<input type="checkbox"/>
1-3 years	<input type="checkbox"/>
3-6 years	<input type="checkbox"/>
6-10 years	<input type="checkbox"/>
More than 10 years	<input type="checkbox"/>

Is this your first experience of volunteering?

Yes	<input type="checkbox"/>
No	<input type="checkbox"/>

Survey One

You will be asked to fill in two questionnaires. One before your volunteering begins, to provide a self-assessment of your current level of skills and/or knowledge in a particular area. You will then be asked to fill out a similar questionnaire again after your volunteering activity has finished to see whether you feel that you have noticed an improvement in any of these areas.

We anticipate that each of the questionnaires should take no longer than 10 minutes to complete. The aim of these questionnaires is to help you in monitoring the impact that volunteering is having on your personal development. The results will be fed into your appraisal process.

About the volunteering activity

Name of volunteering activity _____

Type of volunteering opportunity (please tick any appropriate)

- | | | | |
|------------------|--------------------------|-------------------------|--------------------------|
| Pupil mentoring | <input type="checkbox"/> | Behind the scenes visit | <input type="checkbox"/> |
| Careers workshop | <input type="checkbox"/> | Work placement | <input type="checkbox"/> |
| Mock interviews | <input type="checkbox"/> | CV workshop | <input type="checkbox"/> |
| Job coaching | <input type="checkbox"/> | Other | <input type="checkbox"/> |

School/Community partner name _____

Date volunteering started (DD/MM/YYYY) _____

Date volunteering ended (DD/MM/YYYY) _____

Date you are completing this questionnaire (DD/MM/YYYY) _____

Objectives

What was the main driver behind you volunteering? (please tick **one** from list)

- Develop new skills
- Give something back
- Something different from usual day routine
- Encouraged to volunteer by colleague
- Other

Impact on job related skills

Below is a list of skills that you could enhance through your involvement with this volunteering opportunity. Please rate how confident you feel in relation to these skills. (Please note some of these will be more applicable to some opportunities than others)

Rating Scale:	Very Confident	Confident	Quite Confident	Not Confident	Not Relevant
Mentoring/Coaching	<input type="checkbox"/>				
Teamworking skills	<input type="checkbox"/>				
Communication skills	<input type="checkbox"/>				
Problem solving skills	<input type="checkbox"/>				
Leadership skills	<input type="checkbox"/>				
Project management skills	<input type="checkbox"/>				
Management & Supervision skills	<input type="checkbox"/>				
Feedback skills	<input type="checkbox"/>				
Presentation skills	<input type="checkbox"/>				

Additional Information

What aspect of this experience do you expect to help you build or develop new skills?
(Write a brief description in this box).

Do you anticipate the volunteering activity will benefit you in any other way?

Yes

No

(If yes, write a brief description in this box)

About the volunteer

What is your job grade/level?

Admin

Supervisor

Line Manager

Senior Manager

MD/Partner

Other

How long have you worked for the company?

Less than 1 year

1-3 years

3-6 years

6-10 years

More than 10 years

Is this your first experience of volunteering?

Yes

No

Survey Two

You have now finished your volunteering activity. You will remember that you filled in a questionnaire before you started which asked you to rate how confident you felt on a number of skill areas. This questionnaire aims to see whether you feel that you have noticed an improvement in any of those areas.

We anticipate that this should take no longer than 10 minutes to complete. The aim of these questionnaires is to help you in monitoring the impact that volunteering is having on your personal development. The results will be fed into your appraisal process.

About the volunteering activity

Name of volunteering activity _____

Type of volunteering opportunity (please tick any appropriate)

- | | | | |
|------------------|--------------------------|-------------------------|--------------------------|
| Pupil mentoring | <input type="checkbox"/> | Behind the scenes visit | <input type="checkbox"/> |
| Careers workshop | <input type="checkbox"/> | Work placement | <input type="checkbox"/> |
| Mock interviews | <input type="checkbox"/> | CV workshop | <input type="checkbox"/> |
| Job coaching | <input type="checkbox"/> | Other | <input type="checkbox"/> |

School/Community partner name _____

Date volunteering started (DD/MM/YYYY) _____

Date volunteering ended (DD/MM/YYYY) _____

Date you are completing this questionnaire (DD/MM/YYYY) _____

Objectives

What was the main driver behind you volunteering? (please tick **one** from list)

- | | |
|--|--------------------------|
| Develop new skills | <input type="checkbox"/> |
| Give something back | <input type="checkbox"/> |
| Something different from usual day routine | <input type="checkbox"/> |
| Encouraged to volunteer by colleague | <input type="checkbox"/> |
| Other | <input type="checkbox"/> |

Impact on job related skills

Below is a list of skills that may have been enhanced through your involvement in your chosen volunteering activity. To what extent do you feel your confidence in the following skills has changed since you last rated yourself?

(Please note some of these will be more applicable to some opportunities than others)

Rating Scale:	Increased	Stayed the Same	Decreased	Unsure	Not Relevant
Mentoring/Coaching	<input type="checkbox"/>				
Teamworking skills	<input type="checkbox"/>				
Communication skills	<input type="checkbox"/>				
Problem solving skills	<input type="checkbox"/>				
Leadership skills	<input type="checkbox"/>				
Project management skills	<input type="checkbox"/>				
Management & Supervision skills	<input type="checkbox"/>				
Feedback skills	<input type="checkbox"/>				
Presentation skills	<input type="checkbox"/>				

Impact on career development

The skills and experience gained from the volunteering activity (please tick any appropriate)

Descriptions:	Strongly Disagree	Disagree	Agree	Strongly Agree	Not Applicable
Have helped me perform better in my job	<input type="checkbox"/>				
Make me better able to apply for senior positions	<input type="checkbox"/>				
Have been/will be assessed in my appraisal process	<input type="checkbox"/>				

Personal impact

The volunteering activity improved my... (please tick any appropriate)

Self-confidence	<input type="checkbox"/>				
Understanding/empathy of others	<input type="checkbox"/>				
Awareness of wider social issues	<input type="checkbox"/>				
Job satisfaction	<input type="checkbox"/>				
Pride in the company	<input type="checkbox"/>				
Commitment to the company	<input type="checkbox"/>				
Motivation	<input type="checkbox"/>				

Other information

What aspect of the volunteering experience did you find the most helpful in developing new skills?
(Write a brief description in this box).

Had you hoped that the volunteering activity would benefit you in any other way?

Yes

No

(If yes, write a brief description in this box)

About the volunteer

What is your job grade/level?

Admin

Supervisor

Line Manager

Senior Manager

MD/Partner

Other

How long have you worked for the company?

Less than 1 year

1-3 years

3-6 years

6-10 years

More than 10 years

Is this your first experience of volunteering?

Yes

No



Scottish Business in the Community
Livingstone House, 43a Discovery Terrace
Heriot Watt University Research Park, Edinburgh EH14 4AP
Tel: 0131 451 1100 www.sbcscot.com

Printed on 100% Recycled Paper

