

EMPLOYER-SUPPORTED VOLUNTEERING:

The Practice and the Promise of Community Engagement



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WRITTEN BY
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FORWARD

This primer has been developed by Volunteer Canada and the RBC Foundation, based on a report produced for Employment and Social Development Canada (ESDC). In late 2013, Volunteer Canada was contracted by ESDC to conduct research on employer-supported volunteering to enhance the Department's knowledge of this type of volunteering. The report built upon the foundational work done by Volunteer Canada in *Making the Business Case for Employer Supported Volunteering (2004)*, Statistics Canada's article, *Employer Support of Volunteering (2012)*, which was based on the 2004 and 2010 results of the *Canada Survey of Giving, Volunteering, and Participating* as well as other valuable resources.

In the spring of 2014, the RBC Foundation, in partnership with Volunteer Canada and in collaboration with Carleton University's Master of Philanthropic and Nonprofit Leadership program, created the Canadian Institute for Corporate Community Engagement. The objectives of the Institute are to generate and mobilize knowledge, facilitate multi-sector engagement and convene leaders and practitioners from the public, private and non-profit sectors. A fundamental principle of the Institute is to present research in an accessible and practical format, with the aim of building bridges across cultures and sectors and increasing the capacity for corporate-community engagement. This primer is the Institute's first publication.

Methodology

Volunteer Canada's approach to this knowledge project was to build upon and synthesize existing resources, conduct field experience, gather deeper insights into current trends, collect practical models and tools and ensure that the primer reflects a range of perspectives. This was carried out through a literature review of more than 50 sources, 12 leadership insight interviews and two online polls with more than 100 respondents. On January 22, 2014, Volunteer Canada was also able to gather input at a Corporate Council of Volunteering meeting, when early findings for this report were presented and members were able to validate as well as provide examples and insights into some of the key themes. Finally, we reviewed web-based research on 28 leading employer-supported volunteering programs in Canada to provide a snapshot of current practices, program models, management structures and metrics to measure impact.

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Volunteer Canada is enormously appreciative of the wealth of experience, knowledge and insights so generously shared by those working on a daily basis to promote and strengthen employer-supported volunteering. Thank you to those who took the time to participate in interviews, complete our online polls and provide comments as reviewers. We are grateful to the authors of the rich array of literature that provided important context for this report.

In particular, we want to acknowledge the work of the Conference Board of Canada, Deloitte, SiMPACT's London Benchmarking Group Canada, PwC Canada, the International Association for Volunteer Effort, the Global Corporate Volunteer Council and Statistics Canada. Their foundational research was invaluable in framing the issues related to employer-supported volunteering.

Members of [the Corporate Council on Volunteering](#), practitioners and leaders in this field, generously took time to reflect upon and validate the early findings of our research. Our efforts were also supported by the Faculty of Social Sciences at the University of Ottawa, namely Phil Spencer, for special tabulations of the Canada Survey of Giving, Volunteering and Participation, and Brian Carriere, of the E=MC2 project, for his insights on early drafts of this report. We are also grateful to our colleagues at Employment and Social Development Canada for their foresight in identifying employer-supported volunteering as a priority, formulating the key questions of inquiry and contributing as reviewers.

Finally, I want to express my personal thanks to my colleagues at Volunteer Canada: Janelle St. Omer, Director of Corporate Citizenship and Fund Development and Steven Tipman, President and CEO, for their careful review, and Joanna Kaleniecka, Coordinator of Membership and Communications, for her steadfast support, resourcefulness and expertise throughout the development of this primer.

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Volunteer Canada

June 2014

INTRODUCTION

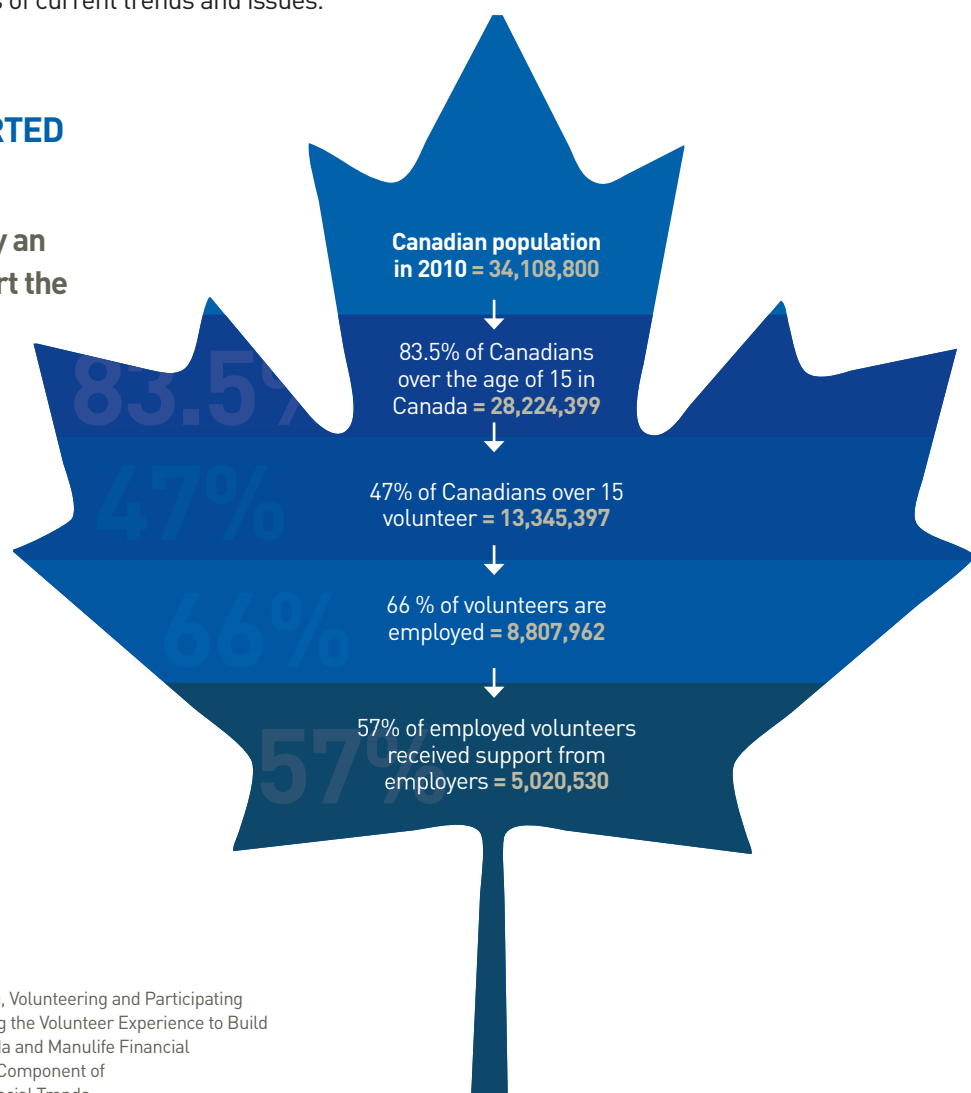
Canadians are caring, generous and highly engaged in their communities; 13.3 million people volunteer over two billion hours each year, and eight out of ten Canadians donate to organizations and provide direct assistance to those in their networks and neighbourhoods.¹ Increasingly, Canadians are looking for opportunities to get involved through their existing social structures, including workplaces, families, schools and clubs.²

More than five million Canadians (out of over 17 million in the paid labour force) reported receiving support from their employers³ to volunteer in 2010. Through a shared-value approach that “focuses on the connection between societal and economic progress”⁴, employers are recognizing the multi-fold benefits of employee volunteering, including talent recruitment and retention⁵ and skills-development⁶. While it is widely regarded as important for workplaces to support their employees’ volunteer efforts, it is often challenging to create opportunities that benefit organizations, communities, workplaces and the employees themselves.⁷ This report explores the benefits, challenges and inspiring practices of employer-supported volunteering, and examines the public policy implications of current trends and issues.

WHAT IS EMPLOYER-SUPPORTED VOLUNTEERING?

ESV is any activity undertaken by an employer to encourage & support the volunteering of their employees in the community.⁸

(Global Corporate Volunteer Council, IAVE, 2012)



¹ Statistics Canada (2012), 2010 Canada Survey of Giving, Volunteering and Participating
² Carleton University (2010), Bridging the Gap: Enriching the Volunteer Experience to Build a Better Future for our Communities, Volunteer Canada and Manulife Financial
³ Hurst, Matt (2012), Employer support of volunteering, Component of Statistics Canada Catalogue no. 11-008-X, Canadian Social Trends
⁴ Porter, Michael and Mark R. Kramer (2011), Creating Shared Value, Harvard Business Review, page 5
⁵ Deloitte Volunteer IMPACT Study (2013), Deloitte LLP and Deloitte Services LP.
⁶ City of London (2010), Volunteering: The Business Case. The benefits of corporate volunteering programmes in education. Corporate Citizenship, London.
⁷ Volunteer Canada (2014), web-based poll on employer-supported volunteering
⁸ IAVE (2012), Global Trends in Corporate Volunteering

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Employer-Supported Volunteering (ESV) and Other Terms

Other terms that are widely used in place of ESV include corporate volunteering, workplace volunteering and employee volunteering. While the focus of this field has traditionally been on employers in the *private* sector, there is growing awareness of the increasing practices in government departments and non-profit organizations to support employees' volunteer efforts. Therefore, the term corporate volunteering is seen as too narrow, and the term *workplace-volunteering* may be misinterpreted as volunteering that takes place within the workplace.

The term *employee-volunteering* describes who is volunteering, but does not explicitly communicate the supportive role that employers play. In light of the above, we are using the term **employer-supported volunteering** as a way of acknowledging employers from all three sectors who have a commitment to volunteering and community engagement. There is a wide range of formal supports that employers can provide to employees to encourage volunteerism, as described briefly in the table below.⁹

Type of Employer-Support	Example/Brief Description
Flexible work schedule	Extend lunch hour to attend meetings or deliver meals on wheels (time is made up)
Paid time off	Implement a policy that allows for half a day per month or one day per year to volunteer
Reduced workload	Accommodate a sales associate that volunteers to lead a fundraising campaign, where 20% of their clients are temporarily looked after by colleagues; a professor is given a course relief while serving on an accreditation review panel
Use of facilities or equipment	Provide meeting space and photocopying material; host events
Team volunteering	Bring together individuals with similar volunteer interests to volunteer as a group
Day of service	Encourage employees to participate in days of service organized by the community or employer
Volunteer granting program	Make a donation to a charity where an employee (or retiree) has volunteered a certain number of hours during the year
Community service awards	Recognize outstanding employee volunteering
Performance assessment	Recognize employees' volunteering in their annual performance review; management encourages employees to volunteer for skills-development
Other forms of recognition	Provide a letter of recognition; mention projects on corporate website, in newsletters and at staff meetings

⁹ Composite of categories used by Volunteer Canada, Statistics Canada, Points of Light Foundation, IAVE, LBG, and The Conference Board of Canada, in various publications.

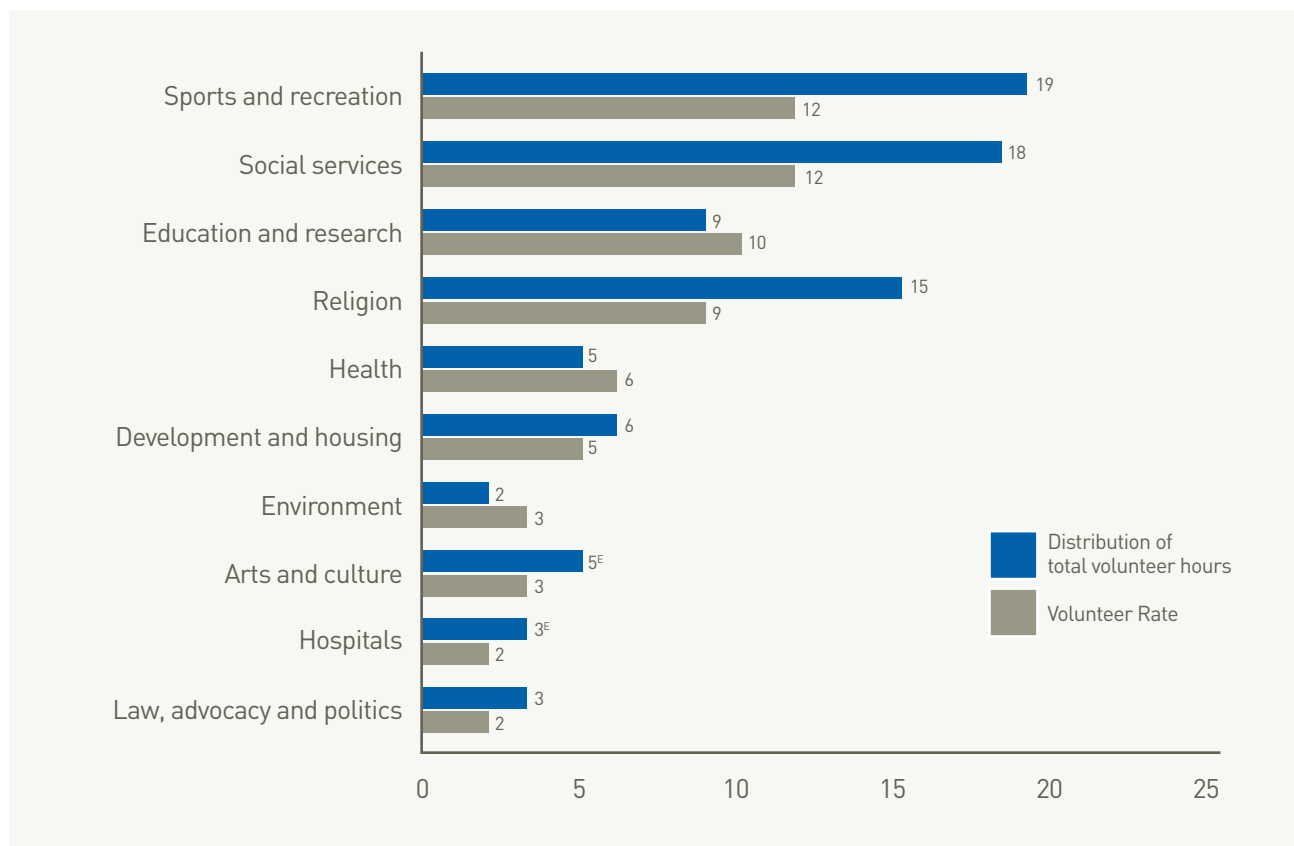
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Volunteering in Canada

With more than 161,000 non-profit and voluntary organizations in Canada, this sector is involved in every aspect of life through providing programs and services to all ages in health and social services, sports and recreation, arts and culture, the environment, human rights and social justice, housing, education, philanthropy and international development. About half of these organizations are also registered charities, including public and private foundations.¹⁰

According to the 2010 *Canada Survey of Giving, Volunteering and Participating* (released by Statistics Canada in 2012), more than 13.3 million Canadians, or 47% of those over the age of 15, volunteer an average of 156 hours each year. Together, they contribute 2.1 billion hours. More than half of these hours (53%) are contributed by 10% of all volunteers, referred to as “top volunteers.”

Many factors influence volunteer involvement, including age, life stage, education, household income, religious activity and the presence of school-aged children in the home. For example, the majority (93%) of volunteers say that making a contribution to their community motivated them to volunteer.¹¹ Other motivations include: using skills and experience (77%); being personally affected by the cause (66%); exploring one’s own strengths (44%); networking or meeting people (44%); to be with friends who are volunteering (44%); fulfilling a religious obligation (21%); and improving job opportunities (13%). The graph below illustrates how the 2.1 billion hours were distributed across the various sub-sectors, with 19% directed to sports and recreation, 19% to social services and 15% to religious organizations:

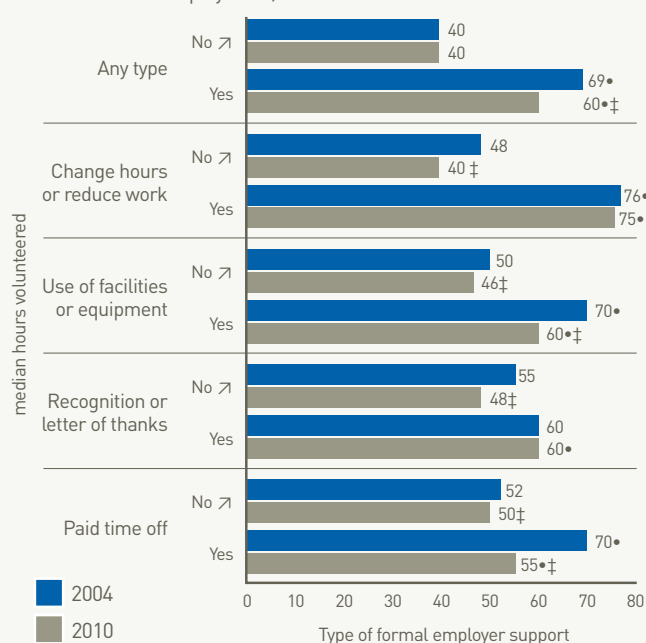


¹⁰ Imagine Canada, Statistics Canada (2004) *Cornerstones of Community: Highlights of the National Survey of Nonprofit and Voluntary Organizations*

¹¹ Statistics Canada, (2012), *The 2010 Canada Survey of Giving, Volunteering and Participating*

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CHART 2 Median hours volunteered by selected type of formal employer support, volunteers aged 15 and over with employment, 2004 and 2010



↗ reference group
• statistically significant difference (a=0.05) from the reference group
‡ significantly significant difference (a=0.05) from 2004

Source: Canada Survey of Gift Giving, Volunteering and Participating, 2004 and 2010.

ESV in Canada

Two-thirds¹² of the 13.3 million Canadians who volunteered in 2010 were employed part-time or full-time. 57% of these individuals, constituting five million volunteers, indicated that they had received some sort of formal employer-support. These included: changing hours or reducing workload; allowing use of facilities or equipment to carry out volunteer tasks; providing recognition or a letter of thanks; or offering paid time off.

Of the group of employed volunteers (8,807,962), those who received at least one form of employer-support volunteered more hours (average of 60 hours) than those who did not receive any employer-support (average of 40 hours). The time of support and the number of supports also influenced the number of hours that employed volunteers contributed. For example, those who were supported by flexible hours or by a reduced workload volunteered an average of 75 hours. **Chart 2** illustrates the impact of the different types of support on the number of hours volunteered. **Table 2** illustrates the impact that employer support has on participation rates in different types of volunteer activities.

Information about how many of the more than one million employer businesses in Canada offer some type of ESV is inconsistent or outdated.¹³ Previous research found that 3% of companies in Canada had a formal policy, codified in writing, on employer-supported volunteerism. In terms of an international comparison, in his Statistics Canada article, Matt Hurst states, "other research has noted that compared with the United Kingdom, the United States, and other European countries, Canada's uptake on employer-supported volunteer is lower."

TABLE 2 Participation rate in different types of volunteer activities, by formal employer support, volunteers aged 15 and over with employment, 2010

Type of volunteer activity	Formal employer support	
	No ↗	Yes
	percentage	
Organizing events	37	52•
Fundraising	42	55•
Teaching or mentoring	25	36•
Office work, bookkeeping	17	26•
Collecting, serving or delivering food or other goods	24	32•
Counselling or providing advice	22	30•
Sitting on a committee or board	25	33•
Maintenance or repair	11	17•
Driving	13	19•
Providing health care or support	14	19•
Environmental protection	14	18•
Canvassing	11	14•
First-aid, fire-fighting or search and rescue	6	9•
Coaching, refereeing or officiating	20	22
Other activities	15	14

↗ reference group
• statistically significant difference (a=0.05) from the reference group

Source: Canada Survey of Gift Giving, Volunteering and Participating, 2010.

¹² Hurst, Matt (2012), Employer support of volunteering, Statistics Canada, Catalogue no. 11-008, Canadian Social Trends,

¹³ Statistics Canada and Industry Canada (2013)

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How are companies responding to what Canadians think is important?

A growing number of Canadian companies are participating in London Benchmarking Group Canada's community investment benchmarking program. In the 2012 report, most (98%) of the 42 participating companies indicated that they offered some form of an employee volunteering and giving program.

The left side of the table below outlines the issues addressed by companies selected for their community investment initiatives; the centre column shows the results of a 2011 Nano poll on what issues matter to Canadians; and the column to the right reports on a Volunteer Canada poll taken in August 2012 asking Canadians what issues they believe companies ought to address. Interestingly, the issue of jobs/economy and employment support were identified as issues by Canadians in both the Nano poll and Volunteer Canada poll, yet none of the LBG companies identified it as a priority issue.

<p>LBG Canada 2012 Benchmarking Report</p> <p>What are the issues Canadian companies are addressing</p>	<p>2011 Nano Poll</p> <p>March 30th, 1,200 people surveyed, margin of error 2.8, 19 times out of 20</p> <p>What issues do Canadians care about</p>	<p>2012 Volunteer Canada Poll</p> <p>What are the top five issues Canadians think companies should address¹⁴</p>
<p>95% Health & Wellness</p> <p>90% Education</p> <p>80% Arts and Culture</p> <p>80% Environment</p> <p>78% Sports & Recreation</p>	<p>28.5% Health</p> <p>19.5% Jobs/Economy</p> <p>7.9% Education</p> <p>4.8% High taxes</p> <p>4.7% Environment</p>	<p>91% Youth (support education & entrepreneurship)</p> <p>53% Arts & Culture</p> <p>46% Senior Support/Elder Care</p> <p>28% Social Inclusion</p> <p>27% Mental Health</p> <p>25% Employment Support</p> <p>21% Disability & Accessibility</p> <p>20% Conservation & Climate Change</p>

Shared-Value

Rather than looking at business objectives and social responsibility as separate, "the concept of shared-value can be defined as the policies and operating practices that enhance the competitiveness of a company while simultaneously advancing the economic and social conditions in the communities in which it operates."¹⁵ At the *Next-Gen Corporate Social Responsibility & Shared-Value Forum*, held in Calgary in February 2014, shared-value was referred to as a **way** of doing business, as opposed to simply a **component** of business. This integrated approach calls for an understanding of what is important to the community.

¹⁴ Online poll conducted by Volunteer Canada, asked Canadians what issues were important to them that they felt workplaces/corporations ought to be addressing through their community engagement strategies. The poll was open from August 20th-September 9th, 2013, and completed by 110 Canadians with representation from every region

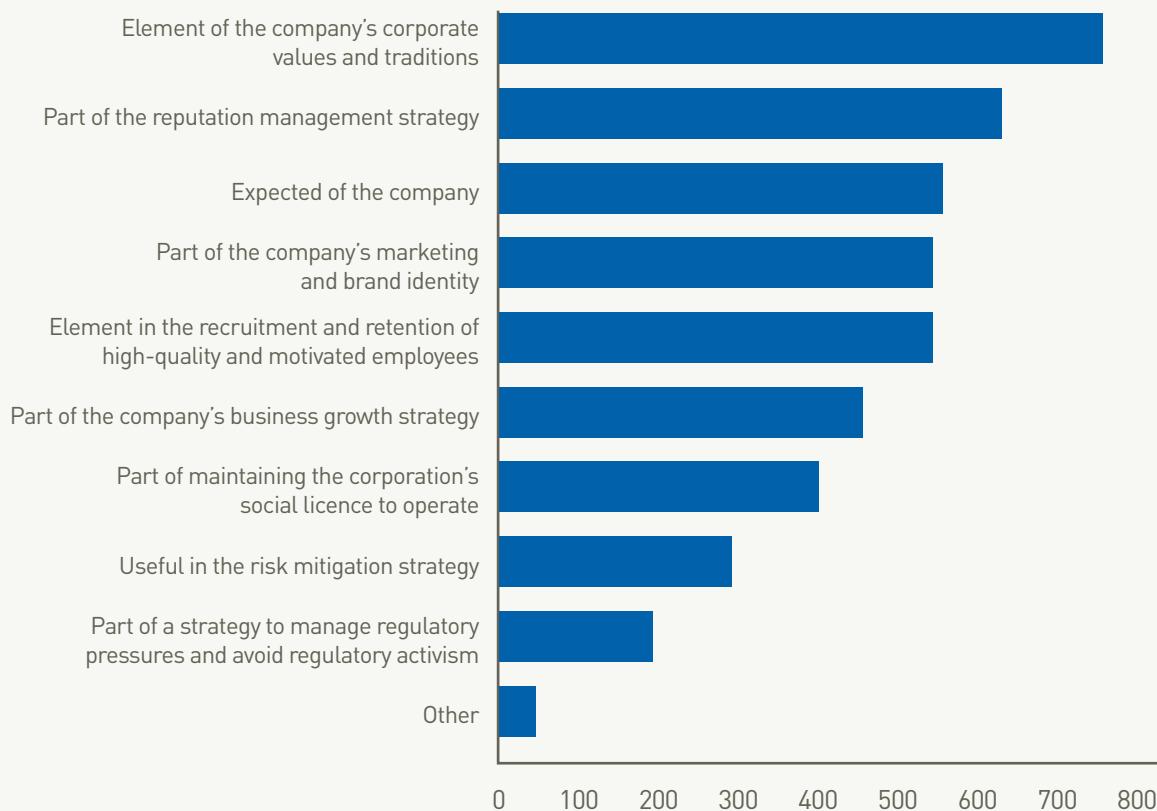
¹⁵ Porter, Michael E. and Mark R. Kramer (2011), *Creating Shared Value*, Harvard Business Review, page 6

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How much support are companies allocating to community investment and what are their motivations for doing so?

In 2012, the Conference Board of Canada released the results of the [Corporate Community Investment in Canada Benchmarking Study](#),¹⁶ which examined the range of strategies of 180 Canadian companies: 63% had fewer than two employees dedicated to community investment, 86% indicated that their budgets had either stayed the same or increased in the past year and 56% had employee volunteering programs. The chart below illustrates respondents' motivations for their community investment programs:

CHART 4 Motivations for the Community Investment Program
(sum of weighted responses; responses ranked on scale from 0 to 5, from Not applicable to Very Important)



Source: The Conference Board of Canada

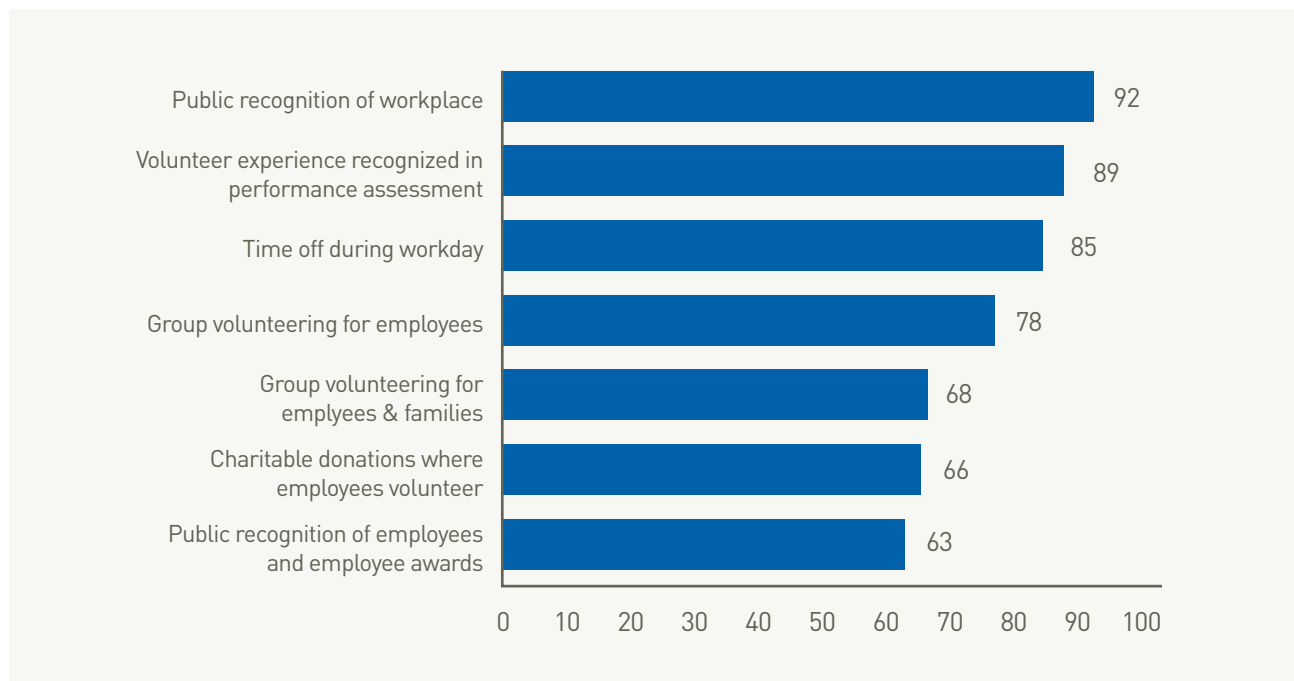
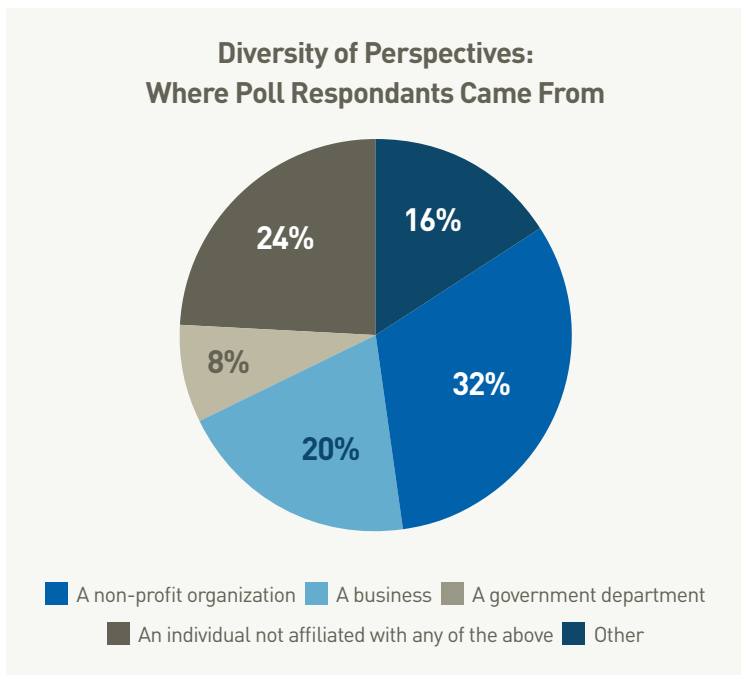
¹⁶ Bassett, Michael (2012), Corporate Community Investment in Canada Benchmarking Study, Conference Board of Canada

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What does the public think about ESV?

Between December 9, 2013 and January 27, 2014, two short polls were conducted on volunteer.ca, garnering 112 responses combined. Given the size and nature of the sample, the results are not considered to be statistically valid – but they do provide a glimpse into public opinion that is worth considering.

The second poll asked people to rate the importance of various strategies for strengthening employer-supported volunteering, on a scale of 1-10, with 1 being not important at all and 10 being extremely important. The table below illustrates the strategies rated higher than 7.



SECTION 1: TRENDS, BENEFITS AND CHALLENGES

In January 2014, we interviewed 12 thought leaders and practitioners from the public, private and non-profit sectors, about how employer-supported volunteering has evolved over the past 10 to 20 years, and the most significant trends that they had observed. (See **Appendix A** for a list of interviewees)

The most common trends identified:

- Integration, relationships and reciprocity
- Alignment of community engagement strategies with business objectives
- Professionalization and consumer expectations
- Globalization and cross-border approaches

Integration, relationships and reciprocity

More and more employers are working horizontally and selecting themes, causes or priorities to focus decisions about where to donate money, which events to sponsor and what types of volunteer activities to promote among employees. “This creates a sharper focus and maximizes the impact you can have in the community,” explained Tanya Bell, Manager of Employee Volunteering, Fundraising, and Corporate Donations at RBC.

Moving from a charitable model to a partnership model builds mutual respect, trust and a commitment to accommodating each other’s realities.¹⁷ This reciprocal approach to workplace-community engagement, with mutual benefit for workplaces and community organizations, involves valuing what each party has to offer. A company may have funding, people, goods and services to support a non-profit organization’s mission, while a non-profit organization may provide opportunities for employees to enhance their sense of purpose, deepen their connection to community, strengthen their relationships with colleagues and develop skills.¹⁸ According to Paul Forgues, Senior Manager of Governance and Corporate Responsibility, Conference Board of Canada, “Many not-for-profit organizations offer meaningful opportunities for employees and have the management skills to effectively motivate, coordinate and recognize their contributions.”

Alignment of community engagement strategies with business objectives

Although there is a renewed thrust in the private sector to align community engagement strategies with business objectives, more horizontal collaboration is needed. Lee Anne Scott, Manager of Ottawa Reads, observes that “Human Resources professionals report that younger employees want to work for companies that give back to the community and offer time off for volunteering in what’s important to the employee.

¹⁷ Points of Light Foundation (2010), Seven Practices of Effective Employee Volunteer Programs,

¹⁸ Deloitte (2013), Volunteer Impact Survey

SECTION 1: TRENDS, BENEFITS AND CHALLENGES

Human Resource and Marketing and communication professionals need to be part of the business planning team to create a business strategy that includes community engagement.” The degree to which workplaces can ensure cross-functional, holistic planning may depend upon the size, structure, culture and leadership style of the senior executives. James Temple, Corporate Responsibility Leader at PwC Canada believes that it ought to be anchored in the purpose and values:

“Businesses must focus on the connection between achieving long-term economic value and developing widespread social capital - defining how an organization’s core purpose and values are integrated within its business strategy. This kind of thinking takes corporate social responsibility one step further and goes beyond embedding good environmental, social, and governance accountabilities into its operations.

In the context of community engagement, this means working with stakeholders to understand how a business’s core services can be used to have a material impact on the world around them. At PwC, this means helping our employees use their professional skills to work with boards and leadership teams at Canadian not-for-profits to strengthen financial accountability through good governance.”

Professionalization and consumer expectations

The field of employer-supported volunteering, community investment and corporate social responsibility has become professionalized over the past decade with a number of universities offering courses and certificates as part of business degrees or as stand-alone programs. Janelle St. Omer, Director of Corporate Citizenship and Fund Development at Volunteer Canada, commented that, “While it was once seen as exception for a company to get involved in community, it has now become mainstream. Businesses know that it has become a serious criterion for candidates to consider, when they are negotiating employment offers.”

Globalization

Many issues are global in nature: employees, especially younger workers, see themselves as global citizens; international movements are amplified via technology; and more companies enter global markets.¹⁹ This can pose both challenges and opportunities, as global community investment strategies can create cohesion throughout a corporation and about their desired international social impact; at the same time, every region, country and community has its unique assets, social context and issues, so what may be appropriate in one jurisdiction, may be inappropriate in another.²⁰

¹⁹ Carleton University (2010), Bridging the Gap: Enriching the Volunteer Experience to Build a Better Future for Communities”, Manulife Financial and Volunteer Canada

²⁰ Allen, Kenn, (2012) Global Companies Volunteering Globally, International Association for Voluntary Effort (IAVE)

SECTION 1: TRENDS, BENEFITS AND CHALLENGES

Global Trends in ESV

In 2011, the Global Corporate Volunteer Council (an IAVE program) conducted an international study, *State of the Health of Corporate Volunteering*,²¹ which found significant regional differences in the stage of development of corporate community engagement around the world.

In 2012, IAVE, through their Global Corporate Volunteering Council, undertook the *Global Companies Volunteering Globally Study*. This study examined 48 global companies to gain insight into how their employee volunteering initiatives were carried out globally. The study concluded that “*Corporate volunteering is a dynamic, global force, driven by companies that want to make a significant difference to serious global and local problems, while realizing very real benefits to their companies and their employees.*”

Wendy Mitchell, former Director of Corporate Citizenship at Volunteer Canada, has seen other changes in the field of corporate citizenship over the past decade.²² She points to an increased focus on tracking and measurement, the emergence of specialized software, growing consumer awareness, and where corporate citizenship initiatives are situated within a company: “*In the past few years, there has been a movement to create stand-alone units led by full-time staff with links to Human Resources, Stakeholder Relations, and Corporate Affairs.*”

Walden University’s Social Change Impact Report²³ compared perceptions and attitudes of social change: while 60% globally believe that individual efforts are a driving force behind social change, only 27% of Canadians hold this view. People (globally) saw non-profit organizations as a vehicle for involvement in social change; however, there was also a common perception that too many funds are directed to administration and overhead, as opposed to direct service.

Other research has explored consumer attitudes towards the social purpose reflected in a company’s community investment activities, and these may affect their purchasing choices. The box on the following page highlights some of these results.

²¹ Allen, Kenn (2011) *State of the Health of Corporate Volunteering* (IAVE)

²² Excerpt from an interview with Wendy Mitchell, Director of Corporate Citizenship at Volunteer Canada from 2006 – 2012. (September 2012)

²³ Walden University (2013), *Social Change Impact Report*

SECTION 1: TRENDS, BENEFITS AND CHALLENGES

The 2012 Edelman Good Purpose Study, Edelman¹

- 76% of global consumers believe it is acceptable for brands to support good causes and make money at the same time.
- When price/quality are equal, the next most important factor influencing choice is purpose.*
 - “Purpose” is defined as the social purpose/social benefit that are reflected in a company’s purchasing, human resources, environmental, and business development practices and how well they are aligned with an individual’s values
- 87% of global consumers believe that business needs to place at least equal weight on society’s interests as on business interests.
- The top attributes consumers find most important for companies addressing social issues are to focus on employee welfare and to listen to customer needs/feedback.
- Rapid Growth Countries (PGCs), such as China, India, Indonesia, Malaysia, UAE and Brazil, are quite focused on purpose. RGC consumers show preference (80%) for purpose across all facets of life, including buying, sharing, donating, volunteering, praising and punishing.
- Consumers in Bear Market economies (North America & Europe) show less interest (60%) in Purpose across all facets of life.
- 44% of global consumers say that, compared to 5 years ago, they have more power/influence to make a difference.

Benefits of ESV – Making the Business Case

In recent years, there have been several studies that have explored and identified the benefits of employer supported volunteering.²⁴ “Volunteering is being put to work, in varying degrees, as a strategic asset to help achieve business goals, including managing and changing culture, strengthening the brand, building external relationships, and improving employee engagement” (Global Trends in Volunteering, IAVE 2012).

ESV Benefits in the Work Place

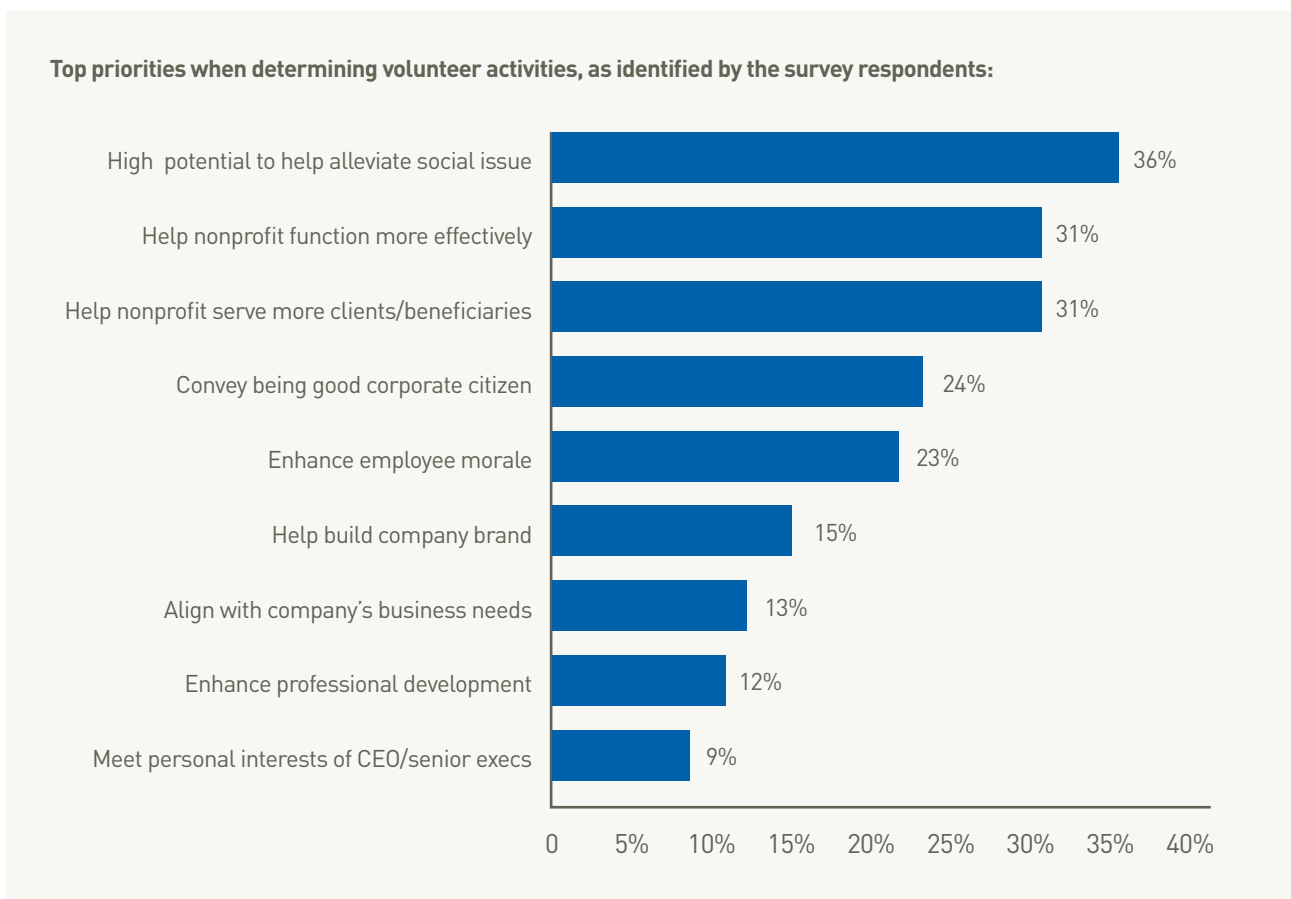
Talent Recruitment	Employee Engagement	Employee Retention
Employee Morale	Team Building	Internal Communication
Social Awareness	Understanding Community	Knowledge of Consumers
Productivity	Reduced Absenteeism	Team Performance
Brand Recognition	Company Image	-
Stakeholder Relations	Professional Networking	Business Development
Expression of Employer’s Values	Expression of Employees’ Values	Responsiveness to Expectations of Younger Workers
Skills Development	Professional Development	Leadership Development

²⁴ Numerous studies have documented the benefits of employee volunteering including Deloitte Volunteer Impact Survey(2010), Global Trends in Volunteering (2012), Corporate Citizenship (2011) Making the Business Case for Corporate Volunteering (2011), Graff, Linda, (2004) Making the Case for Employee Volunteering , Volunteer Canada

SECTION 1: TRENDS, BENEFITS AND CHALLENGES

The City of London, England commissioned a study of the benefits of employee volunteering within the educational sector.²⁵ They examined the skills that employees gained through different types of volunteer activities, such as one-to-one reading, helping in homework clubs, mentoring school administrators and organizing school theme days and special events. Then, they calculated a fair market value for acquiring training in the skills employees had gained through volunteering, such as planning, relationship building, problem solving and leadership. From there, they were able to demonstrate a substantial return on investment, given the costs of managing an employee volunteering program.

In addition to the business and career benefits that were identified in Deloitte’s 2010 Volunteer Impact Survey, employees placed a high value on being able to help alleviate social issues, help a non-profit function more effectively and help non-profits serve their clients/beneficiaries. The graph below illustrates employees’ top priorities when determining volunteer activities:



²⁵ Corporate Citizenship (2010), Volunteering – the Business Case: The benefits of corporate volunteering programmes in education, City of London, England

SECTION 1: TRENDS, BENEFITS AND CHALLENGES

A number of established scholars have found that employee morale improves and productivity increases when the workplace has corporate philanthropy activities they can support.²⁶ A 2012 study discovered that when employees are involved in the planning and conception of a volunteer activity, the opportunity becomes more attractive to them, which builds on the employee's emotional competence and their ability to work with their team and foster trust.²⁷ Workplaces with employer-supported volunteer programs have also benefited from increased legitimacy and trust within the community over the long-term, which helps secure loyal customers and brand establishment.²⁸

Challenges of ESV

Although it is widely regarded as important for employers to support employees' volunteer efforts, there is also recognition of the challenges involved in designing programs that truly benefit employers, workplaces, employees, non-profit organizations, the people they serve and communities.²⁹ Leadership insight interviews shed more light on what these challenges are, as listed below:

The most common challenges identified:

- Power imbalances and starting the conversation
- Cultural differences
- Unclear expectations
- Screening practices
- Capacity and resources
- Shifts in the economy and resource requirements
- Relationship building and follow-up

Power imbalances and starting the conversation

Power imbalances can be created when non-profit organizations feel pressured to accommodate a request from a corporation that is also a funder, to engage their employees as volunteers. Acknowledging these potentially challenging dynamics can sometimes increase everyone's comfort to negotiate the kinds of activities that are truly beneficial to all parties. A perceived power imbalance can feed into myths that the private sector and non-profit sector have about one another.

It can be difficult for those who have had limited contact with other sectors. Many leaders and practitioners in non-profit organizations, particularly smaller ones,³⁰ said they had a lack of confidence when approaching corporations, feel intimidated and do not know how to start the conversation. Interestingly, those in the corporate sector indicated how appreciative they were when smaller, lesser-known non-profits approached them, rather than the same, larger high-profile non-profits all the time.

²⁶ Smith, J., 2012. 'All Good Works Are Not Created Equal: Employee Sensemaking of Corporate Philanthropy', *Southern Communication Journal*, 77 (5): 369-388

²⁷ Bartsch, G., 2012. 'Emotional learning: managerial development by corporate volunteering', *Journal of Management Development*, 31 (3): 253-262

²⁸ Bowen et al. analyzed 200 academic and practitioner sources on corporate community engagement strategies. Bowen, F., Newenham-Kahindi, A., and I., Herremans. 2010. 'When Suits Meet Roots: The Antecedents and Consequences of Community Engagement Strategy' *Journal of Business Ethics*, 95 (2): 297-318.

²⁹ Volunteer Canada (2014), Employer-supported Volunteering Poll, Part 1

³⁰ 2014: During interviews for this report and by providing comments along with their responses to the poll

SECTION 1: TRENDS, BENEFITS AND CHALLENGES

Cultural differences

Cultural differences, such as language, authority, sense of timing, organizational structures, decision-making and work rhythms can also create barriers between workplaces and non-profit organizations. As Snjezana Pruginic, Manager of Volunteer Initiatives, Pathways to Education Canada, advised: “Talk to the human and not the money...we all want what is best for the community.”

Unclear expectations

These can create misunderstandings, frustrations and jeopardize the success of both the project and the partnership. Paul Forgues, of the Conference Board of Canada, believes that “clear expectations and full disclosure of what you can and can’t deliver is important. Someone needs to take the lead and manage the relationship and of course, there needs to be mutual benefits.” It can sometimes be difficult to negotiate reciprocal relationships when each other’s realities are not well understood.

Screening practices

To best match volunteers with opportunities, as per the [2012 Edition of the Screening Handbook](#), requires time and resources – particularly when people are interested in working with vulnerable populations. Lee Anne Scott, Manager of Ottawa Reads, explained that, “We have several corporate partnerships that last only one year which is a huge drain on our resources, as we have to find new partnerships, screen and train volunteers on a continuous basis. There is very high dropout rate of corporate volunteers in our programs due to the fact that our opportunities are weekly and during working hours.”

Capacity and resources

Capacity varies among non-profit organizations according to their size, stage of development, history and available resources. In a 2012 study by Volunteer Canada and Manulife Financial of close to 600 Canadian non-profit organizations, 70%³¹ of respondents indicated that they had minimal capacity to engage workplace or group volunteers. The PwC Canada Foundation undertook a broader exploration of organizational capacity in the non-profit sector.³² While they still encourage employees to get involved with non-profits in a variety of ways, they have established capacity-building as a priority.

It was also noted by several interviewees that capacity building is needed in all sectors; there is a great deal to learn from one another, in terms of how to motivate people, how to execute projects, how to measure and report on impact and how to work in multi-sector collaborative initiatives.

³¹ Hientz, Melanie and P. Speevak Sladowski, (2012) Building the Bridge for Volunteer Engagement, Volunteer Canada and Manulife Financial

³² PwC Canada Foundation (2012), Capacity Building: Investing in Not-for-Profit Effectiveness

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Shifts in the economy and resource requirements

These have had both a positive and negative impact on employer-supported volunteering. Some noted that, for those corporations who were not in a position to offer organizations cash donations due to reduced community investment budgets, employee volunteering was a way to contribute and continue to support organizations and causes that were important to employees. Furthermore, with staff development and conference budgets cut, employer-supported volunteering offered a viable option to step out of the daily work environment, be exposed to new people and ideas and develop new skills.

Relationship building and follow up

Building relationships as the key to effective ESV was mentioned by all interviewees and it is supported by the literature. While ESV may involve a one-day event, for example, it ought to be seen as the beginning of the relationship. It is a way for employees to learn more about the organization, its activities, priorities and challenges. It is a way for the non-profit organization to get a sense of the values and core competencies of the corporation. Most importantly, it is an opportunity for individuals to get to know each other as people. This can build mutual respect, trust and an appreciation for what is possible in the future.

Follow-up is something that many identified as being inconsistent. After a group volunteering activity or after employees have been volunteering for a considerable period of time, it is important for the non-profit to let them know what the impact of their time has been on the organization and the communities with whom they work. It is also an opportunity to raise awareness of other opportunities for future or ongoing involvement.

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The leadership insight interviewees and poll respondents identified the following tools and resources that: (1) currently exist and need to be better promoted; (2) exist and need to be adapted or promoted; and/or (3) do not exist and need to be developed. Through the interviews, poll and Corporate Council on Volunteering meeting (January 2014), people asked for the following that they believed would strengthen ESV. Many of these suggestions are supported in the literature as being effective in facilitating relationships, designing programs and measuring the impact of ESV.

What people are asking for to facilitate ESV

Bridges, brokers and networks
Tools, training and capacity-building
Accessible research
Strategies for small and medium-sized businesses
Public recognition

Bridges, brokers and networks

As much as we are inclined to analyze and focus on the structures and strategies that support community engagement, relationships exist between people. Leaders and practitioners from the field³³ emphasized the importance of having opportunities to connect, network, share ideas about community vitality, and learn about each other's culture. Once a common ground is created, together they can co-create a common language, tools and resources to facilitate relationships and, more importantly, direct their collective capacity to building healthy and resilient communities.

Community brokers and capacity-builders, such as local volunteer centres, United Ways, chambers of commerce and community foundations, have been active in this space in many communities across Canada. As well, there has been some national and international leadership by Imagine Canada, The Conference Board of Canada, The Global Corporate Volunteer Council of The International Association for Voluntary Effort (IAVE), London Benchmarking Group Canada and Volunteer Canada's Corporate Council on Volunteering, as described in the table that follows.

It was noted that much of the training or network opportunities available locally or nationally engage either community investment professionals or non-profit organizations separately, but few bring them both together.

³³ 2014 interviews and polls carried out for this report - respondents' comments

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Leadership, Bridges, Brokers and Networks	Description
<p>Corporate Community Investment Council Conference Board of Canada</p>	<ul style="list-style-type: none"> • Provides a forum for learning, networking and professional development for community investment professionals. • Addresses issues of key importance to CI professionals. • Identifies leading-edge, solution-based strategies that position community investment as an integral component of business strategy. • Shares corporate perspectives with other stakeholders, including the voluntary and government sectors.
<p>Corporate Council on Volunteering Volunteer Canada</p>	<ul style="list-style-type: none"> • Works collaboratively to deliver strong leadership in the area of corporate citizenship in Canada. • Brings together business innovators from all sectors to lead dialogues and initiatives focused on corporate citizenship.
<p>Global Council on Volunteering A program of the International Association for Voluntary Effort (IAVE)</p>	<ul style="list-style-type: none"> • A network for leaders of international employee volunteer programs. • Aims to showcase good and promising practices in corporate volunteering, and raise awareness of the impact of employee engagement in communities around the world. • Provides resources to inspire, support and encourage opportunities for collaboration between companies as well as partnerships between business, governments and NGOs.
<p>Caring Companies Imagine Canada</p>	<ul style="list-style-type: none"> • Good corporate citizens that drive social innovation and invest money, ideas and time in communities across Canada. • Assures customers, employees, shareholders and the public that a business is committed to investing in communities. • Strengthens the non-profit and charitable sector.
<p>Canadian Network LBG Canada Benchmarking Group</p>	<ul style="list-style-type: none"> • Over 250 community investment professionals within multiple sectors & industries across Canada. • Seeks to achieve the highest standard in community investment.
<p>Bénévoles d'affaires</p>	<ul style="list-style-type: none"> • Links business people and non-profits by having business people voluntarily offer services in their areas of expertise. • Contributes to the development and effectiveness of organizations in the greater region of Montreal and Quebec, with over 2,039 matches made.
<p>Local Corporate Volunteer Councils and Volunteer Centres</p>	<ul style="list-style-type: none"> • Establishes Corporate or Workplace Volunteer Councils.

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Tools, training and capacity building

One tool that has gained traction over the past five years is the **Spectrum of Corporate Community Engagement**, piloted through an action research project led by Martha Parker.³⁴ The spectrum is a model that encourages organizations to explore a breadth of opportunities that would appeal to both individuals and groups with a range of interests, skills and time.

“The other extremely important intent of the spectrum is to push thinking beyond traditional direct service volunteerism to understand that there is an immense amount of talent in the community that could be engaged to build organizational capacity, provide leadership and influence social change,” Martha Parker³⁵ explains. The types of opportunities an organization might include in the spectrum would fit into three main categories: (1) Education and Awareness; (2) Involvement; and (3) Leadership.

Mission of Organization	Engagement Continuum	
<p>Engage corporate employees in leadership and advancement of mission</p> <p>Access passion, talent & specifically identified skills</p>	<p>Leadership</p> <p>Projects, contracts & partnerships that impact community & organizational change</p>	<p>3-5 experts, influencers gained</p> <p>↑</p>
<p>Spectrum of Volunteering:</p> <ul style="list-style-type: none"> Direct services Episodic Group Community engaged/Service learning Leadership Pro bono/Specifically skilled 	<p>Involvement</p> <p>Employees are engaged & supported</p> <p>Employees & key corporate leaders understand their role & impact</p> <p>Recognition</p>	<p>3-5 experts, influencers gained</p> <p>↑</p>
<p>Identify & communicate strategic priorities</p> <p>Understand trends & demographics impacting volunteerism</p> <p>Communicate mission/agency issues to corporate employees</p>	<p>Education & Awareness</p> <p>Create awareness of social issues being addressed by mission</p> <p>Alignment strategies identified</p> <p>Build a partnership strategy with key staff</p>	<p>3-5 corporations researched & alignments identified</p> <p>Process to engage in place throughout non-profit</p>

³⁴ Martha Parker is the former Executive Director of Volunteer Calgary and a specialist in corporate community partnerships

³⁵ Martha Parker is the former Executive Director of Volunteer Calgary that had initiated the first Corporate Volunteer Council in Canada. Martha has been a volunteer advisor on community engagement for Volunteer Canada since 2008.

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This spectrum is well aligned with the Spectrum of Volunteer Engagement, illustrated below, from the 2012 Edition of the Canadian Code for Volunteer Involvement.³⁶



SPECTRUM OF VOLUNTEER ENGAGEMENT

There are a number of readiness assessment tools that have been developed,³⁷ which range from check-lists to audits that walk practitioners through a process of evaluating their objectives, available resources, leadership commitment and management capacity to be involved (as an employer or as a non-profit organization) in ESV.

In 2011, Volunteer Canada and Manulife Financial launched [Skills-Plus](#), a tool with a competency matrix aligned with the National Occupational Classification System (NOCS). Each competency is linked to a generic volunteer opportunity that demonstrates the skills required and developed, and how they relate to specific occupations. This tool continues to be among the top three downloads on [volunteer.ca](#).

³⁶ Volunteer Canada (2012) Canadian Code for Volunteer Involvement

³⁷ Hands On Network, Global Corporate Volunteer Council, Volunteer Canada, Volunteer New Zealand

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Tracking, measurement and reporting tools and models have been developed in three main streams: (1) benchmarking management structures and community engagement strategies that are in place; (2) tracking the community engagement activities, hours and participation rates; and (3) measuring the impact of employer-supported volunteering on business objectives, employees and the community. The third stream is less developed than the others. See annex. The following table provides an overview of the key measurement, tracking and reporting models.

Tool/Model	Description	Highlights of Initiative/Report
<p>Employee Volunteering Check-up Report (2010-2012)</p> <p>The Business Case for Being a Responsible Business</p> <p>The Business Case for Employee Volunteering</p>	<p>Business in the Community (UK)</p> <p>A unique business movement that is committed to building resilient communities, diverse workplaces and a more sustainable future. They work locally, nationally and internationally with members to transform businesses and transform communities. They believe that responsible leadership is the ability to balance doing both.</p>	<p>5 key areas:</p> <ol style="list-style-type: none"> 1. Programme management 2. Measurement* 3. Volunteer opportunities 4. Employee engagement 5. Business case for volunteering <p>*This section reports on the degree to which companies are measuring the impact of their corporate volunteering programs and the variables and dimensions that are being tracked.</p> <p>Participants: 300 UK companies</p>
<p>Community Investment Audit</p>	<p>London Benchmarking Group Canada/Simplex</p> <p>LBG Canada is part of a recognized global standard built upon more than 15 years of experience and used by more than 250 companies worldwide. Launched in Britain in 1993, the LBG is used internationally from 10 national hubs.</p>	<p>7-step approach that measures both community and business impacts:</p> <ol style="list-style-type: none"> 1. Define specific and measureable program goals 2. Clarify philanthropic, social and commercial motivation 3. Understand the total investment, including in-kind, cash and management 4. Consider potential to leverage external resources 5. Identify performance indicators for community 6. Identify performance indicators for business 7. Reflect on results: understand the impact on business and community and seek opportunities for improvement <p>Participants: 35 Canadian companies, 250 global</p>

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Tool/Model	Description	Highlights of Initiative/Report
The Volunteerism ROI Tracker	<p>True Impact</p> <p>The tracker, from the Points of Lights Institute's HandsOn Network and leading corporate citizens, quantifies the social and business value of traditional and skills-based volunteerism and pro bono service.</p>	<p>The model measures:</p> <ol style="list-style-type: none"> 1. Volunteerism, Board service and Pro bono work 2. Philanthropy 3. Corporate Social Responsibility (CSR) 4. Human Resources and Diversity
2010 Deloitte Volunteer Impact Survey	<p>Deloitte</p> <p>Deloitte is the brand of dedicated professionals in independent firms throughout the world who collaborate to provide audit, consulting, financial advisory, risk management and tax services to selected clients.</p>	<p>Aimed to better understand the link between employer-supported volunteering and employee engagement, including:</p> <ol style="list-style-type: none"> 1. Employees' positive perceptions of corporate culture 2. Company loyalty 3. Pride in working with the company 4. Career satisfaction 5. Likelihood of recommending company to their network <p>Participants: 1500 Millennials (aged 21-35) in companies with over 1000 employees</p>
Corporate Community Investment Benchmarking Report (2012)	<p>Conference Board of Canada & Community Investment Council</p> <p>The foremost independent, evidence-based, non-profit applied research organization in Canada; objective, independent and evidence-based.</p>	<p>A snapshot of the range of community investment strategies that are being implemented, including:</p> <ol style="list-style-type: none"> 1. Cash contributions 2. Sponsorships 3. In-kind goods and services 4. Employee volunteering <p>Participants: 180 Canadian Companies</p>

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Tool/Model	Description	Highlights of Initiative/Report
<p>Volunteering – The Business Case (2010)</p> <p>Economic Research and Information</p>	<p>City of London (England) Corporation</p> <p>Corporate Citizenship is a commissioned, specialist global corporate responsibility and sustainability consultancy.</p>	<p>Research on the benefits of employee volunteering to businesses, including:</p> <ol style="list-style-type: none"> 1. Employee recruitment & retention 2. Motivation and morale 3. Business reputation 4. Community engagement 5. Staff development <p>*Focused on ESV in the educational field and identified which types of volunteering were most effective in generating which types of benefits.</p> <p>Participants: 564 employees from 26 London companies</p>
<p>Employer-Supported Volunteering (ESV) Reporting Standards (2010)</p>	<p>Points of Light Foundation – Corporate Council</p> <p>They inspire, equip and mobilize people to take action that changes the world, and to create healthy communities in vibrant, participatory societies.</p>	<p>This tool allows organizations to calculate the value of volunteer time in relation to the actual volunteer assignment.</p>
<p>Drivers of Effectiveness for Employer-Supporting Volunteering and Giving Programs</p>	<p>Boston College</p> <p>The Carroll School of Management Center for Corporate Citizenship at Boston College is a membership-based knowledge center.</p>	<p>Helps companies measure the following drivers that were developed through a survey of Fortune 500 companies:</p> <ol style="list-style-type: none"> 1. Cause-Effective Configuration 2. Strategic Business Positioning 3. Sufficient Investment 4. Culture of Engagement 5. Strong Participation 6. Actionable Evaluation <p>Participants: 200</p>

Accessible research

Statistics Canada regularly collects and reports on employer-supported volunteering statistics. These efforts are well appreciated;³⁸ however, many believe that this data needs to be adapted to be more accessible and applicable. Leaders and practitioners are looking for fact sheets, summaries, power point presentations, info-graphics, summary tables and other formats that can help people digest and integrate knowledge into improving practice or policy.

³⁸ ibid

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Strategies for small and medium-sized businesses (SMEs)

Given that SMEs make up the majority (98.2%)^[1] of Canadian businesses, contribute 30% to the Gross Domestic Product and were responsible for creating 43% of new jobs between 2001 and 2011,^[2] more attention ought to be paid to their collective impact on community. According to the 2012 Labour Force Survey, 89% of workers were employed by SME's, not counting self-employed individuals.

In 2010, the Volunteer Centre of Guelph Wellington was at the forefront of this issue with the launch of the “Time to Give Challenge” program, specifically aimed at SMEs in their community. This program was designed to address the unique characteristics and circumstances of SMEs, such as the challenges of employees being away from the office during business hours when staff is small, and the tendency to consider employees’ requests for support on an individual basis, rather than through a formal policy or program.

Small business owners also experience a number of benefits, including the flexibility to be responsible to emerging community needs outside the timing and parameters of a program or policy, and the ability to scale up or down employee volunteering activities, based on the season, cycle or stage of development of the business. Community organizations have also noted some of the benefits of dealing with SMEs: “You aren’t told that they have to check with head office or that they only do volunteer work during one month of the year”, said one of the respondents to Volunteer Canada’s Employer-Supported Volunteering Poll.

Public recognition

Public recognition is considered to be an important vehicle to encourage and promote ESV. High profile awards tend to raise public awareness of the investments made for employers through their support, and by employees through their volunteering. It was noted that by showcasing award recipients, other employers can be motivated and inspired to develop or strengthen their own efforts in this area. The table below briefly describes some of these awards:

Award/Recognition/Certificate	Brief Description
Prime Minister’s Volunteer Awards Business Leaders Category	Nominees are businesses that demonstrate social responsibility and support the well being of their communities; they are forward-thinking companies (including social enterprises) that encourage and support their employees to contribute to social goals or that provide financial support to address social priorities.
Canadian Business & Community Partnership Awards Imagine Canada	These awards recognize and celebrate outstanding partnerships and impactful corporate community involvement between businesses and non-profit organizations that are resulting in innovative ways to support Canadian communities.
Top 50 social responsible corporations Jiantzi-Sustainalytics	Companies are selected on the basis of their performance across a broad range of environmental, social, and governance (ESG) indicators tracked by Jantzi-Sustainalytics.
The Responsible Business Awards (UK) Business in the Community	Companies from all sectors are rigorously assessed by business peers on building resilient communities, diverse, skilled and healthy workforces and a sustainable future.
Center for Corporate Citizenship Boston College	Offers CSR Professional Development Programs and Corporate Citizen Management Intensive courses.

^[1] Statistics Canada, Industry Canada

^[2] Industry Canada (2013), Key Small Business Statistics

SECTION 3: A SNAPSHOT OF ESV PRACTICES AND POLICIES IN CANADIAN WORKPLACES

A web-review of formal ESV policies, practices and programs was carried out on a cross-section of 27 Canadian workplaces.³⁹ While we were seeking information on workplaces in the public, private and non-profit sectors, we were only able to find programs and policies on private sector websites and excerpts from public sector collective agreements⁴⁰. After reviewing the profiles, the following observations were made:

Successful ESV programs

- Workplaces are naming their volunteer programs
- Families and retirees are being included
- Programs are accessing core competencies and infrastructure
- Employers are connecting employees to volunteer opportunities
- Shared-value

Workplaces are naming their volunteer programs

As programs become more established and get allocated dedicated human and financial resources, workplaces tend to name their programs; such as: Employees in Action (Investors Group), Sasktel Pioneers (Sasktel), Community Action for Employees – CAFÉ (Green Mountain Coffee), Proud2Be (Blackberry Inc.), Team Depot (Home Depot) and Canadian Tire’s Jump Start Program. A named program can provide a focal point for engaging employees and provides consistent guidelines, support and recognition.

Families and retirees are being included

Opportunities for older adults to remain connected to their former workplace community enhance their sense of wellbeing, while increasing the capacity and reach of the volunteer program with their skills, expertise and time. Family volunteering enables employees to combine family time with a work-related activity, rather than taking away from either.

Programs are accessing core competencies and infrastructure

Workplaces are taking an asset inventory of the skills and aptitudes of their employees, the products and services they offer, their relationships with customers and supplies, and their equipment and facilities. These are being considered when developing a partnership with a non-profit organization that integrates employee volunteering, pro-bono services, gifts-in-kind, fund raising, and other forms of financial support.

³⁹ The information, originally gathered by the Conference Board of Canada in August 2012, for a larger study, was updated where possible, in order to provide a current picture of both the commonalities and diversity.

⁴⁰ Charity Village contacted Volunteer Canada in February 2014 indicating that they will be publishing an article on employee volunteering in not-for-profit organizations and we can add this article as an appendix in the final version of this paper.

SECTION 3: A SNAPSHOT OF ESV PRACTICES AND POLICIES IN CANADIAN WORKPLACES

Employers are connecting employees to volunteer opportunities

Aside from having policies and programs in place for employees to access, successful programs include support to help employees find the organizations and volunteer assignments that meet their interests, concerns, as well as personal growth and career development goals. This is being accomplished through technology and by dedicated human resources to respond to community requests as well as proactively seek out opportunities that meet employees' interests and company objectives.

Shared-value

J.S. Daw and Associates, a Shared Value Initiative affiliate, convened the Next-Gen Corporate Social Responsibility – Shared-Value Forum, on February 13-14, in Calgary, Alberta.⁴¹ There, they presented basic information on how companies are moving towards shared-value strategies. The diagram below is an excerpt from their presentation; it illustrates the evolution from philanthropy to shared-value:

Shared Value Recap

The Social Engagement Portfolio

	Social and Business Values		
	Philanthropy	Strategic CSR	Shared Value
Motivation	Be generous	Be responsible	Be more recompetitive
Issue Selection	Community needs	Stakeholder wants	Strategic positioning
Resources	Funding, volunteer	CSR budget, staff skills	Corporate budget
Corporate "Home"	Foundation/CI	CSR/Sust. Dept.	Cross-functional
Look & Feel	Projects/programs	Program/initiatives	New business models
Social Value	More resources	Better resources	Enduring solution
Business Value	Goodwill	Reputation	Long-term profitability

⁴¹ Roberts, Kristina follow-up blog to the Next-Gen CSR-Shared Value Forum held in Calgary, Alberta on February 13-14, 2014. Available: <http://www.jsdaw.com/four-themes-that-emerged-from-the-next-gen-csr-forum/#.UwV3FXm99t0>

SECTION 4: CONCLUSION

As indicated in the trends identified in the interviews, ESV has moved from being an exceptional initiative to a mainstream practice among today's employers. The increased awareness of the importance of reciprocal relationships between workplaces and non-profit organizations has led to a new focus on both broadening and deepening partnerships between employers, employees and communities. The *Global Companies Volunteering Globally Report* (IAVE 2012) emphasizes that "global and local partnerships with NGOs are an essential element of success in corporate volunteering." As Kenn Allen, lead author of the report explains, "They have gone from useful to essential, from local to global, from philanthropic to transactional to transformational."

In order to leverage the growing momentum among corporations globally, policies, programs, tools and resources are needed to build the capacity for employers in all sectors to support their employees to volunteer. There are a number of local, national and global leadership organizations that bring together those involved in community engagement; some also provide tools, resources and training. The synergies among these bodies need to be amplified to maximize their collective impact. Furthermore, these initiatives bring together either businesses or community organizations, but there is no central body that consistently brings together both employers and organizations to build bridges and co-create knowledge.

⁴¹ Roberts, Kristina follow-up blog to the Next-Gen CSR-Shared Value Forum held in Calgary, Alberta on February 13-14, 2014. Available: <http://www.jsdaw.com/four-themes-that-emerged-from-the-next-gen-csr-forum/#.UwV3FXm99t0>

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APPENDIX A: LIST OF INTERVIEWEES AND CCOV MEETING PARTICIPANTS

Interviewees

Kenn Allen, Ed.D

President, Civil Society Consulting Group LLC

James Temple

Corporate Responsibility Leader, PwC Canada

Peggy Winstan

Program & Volunteer Services Coordinator,
Habitat for Humanity NCR

Tanya Bell

Manager, Employee Volunteering and Fundraising, RBC

Paul Forgues

Senior Manager, Governance and Corporate
Responsibility, The Conference Board of Canada,

Snjezana Pruginic

Manager, Volunteer Initiatives,
Pathways to Education Canada

Martha Parker

Corporate-Community Partnership Specialist
(former ED, Volunteer Calgary)

Janelle St. Omer

Director, Corporate Community
Investment, Volunteer Canada

Lee Ann Scott

Director, Ottawa Volunteers in Education,
Ottawa Network for Education

Johannes Ziebarth

Ziebarth Electric Company

Jocelyne Daw

JS Daw and Associates

Christine Oldfield

Volunteer Centre of Guelph-Wellington
(Time to Give Challenge for Small and
Medium-sized Businesses)

Corporate Council on Volunteering Meeting Participants

Members of the CCOV reviewed the preliminary findings at their meeting in Vancouver on January 22, 2014. Representatives from the following organizations attended this meeting:

Name	Organization
Deborah Swartz	Accenture
Lynne Douglas	Cenovus
Megan Marshall	Cenovus
Leila Fenc	Deloitte
Andrea Farnell	Future Shop
Delphine Acoca	GMCR
Trevor Krahn	Investors Group
Kerri Brock	Loyalty One
Sylvie Mainville	Manulife
Daniel Lanteigne	National Bank
Nicky Fried	Nicky Fried Consulting
Jennifer Cabeldu	RBC
Joel Solomon	Renewal Partners
Barb Smeltzer	Salesforce

Name	Organization
Jennifer Carreiro	SAP
Cathy Glover	Suncor
Joanne Manser	Suncor
Erin Truax	Target Canada
Kate Heron	TD
Meriko Kabota	Telus
Stephanie Franco	Telus
Dave Ramdial	UPS
Lynda Gerty	Vantage Point
Lawrence Portigal	Volunteer BC
Janelle St. Omer	Volunteer Canada
Nadine Maillot	Volunteer Canada
Steve Tipman	Volunteer Canada
Elizabeth Specht	Volunteer Richmond