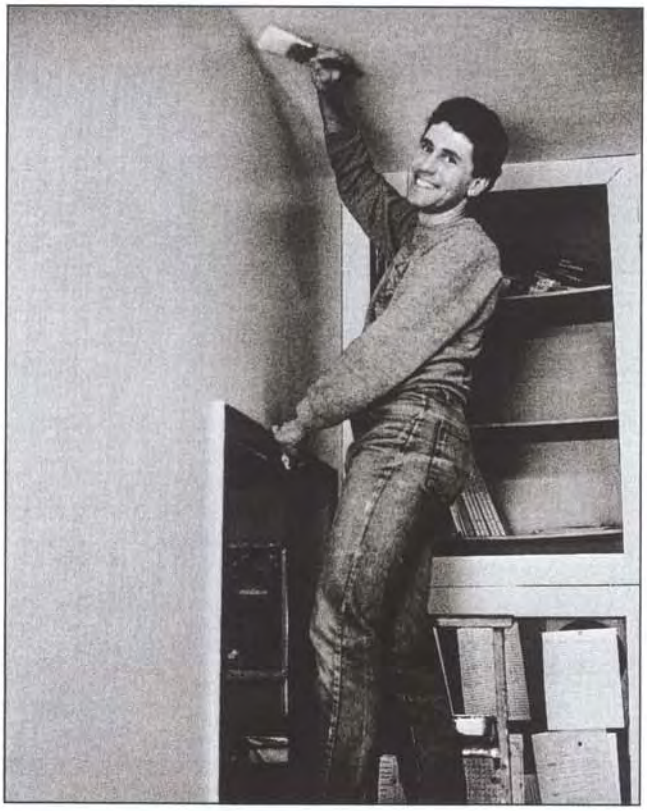
Corporate Volunteerism

A Report to the Community



Corporate Volunteerism Council

On the cover: Phil Griffin of United Healthcare, chooses another selection for a holiday sing-a-long with Molly Darby, a resident of Minnehaha Highrise. Mike Crocker, a General Mills volunteer, participates in a painting and fix-up day at Minneapolis Education and Recycling Center. Roseann Palopoli, an H.B. Fuller employee, focuses on youth development by working intensively with children at local daycare centers.

Corporate volunteerism goes beyond the corporation. In the Twin Cities, corporate volunteerism offers individuals, companies, and the communities in which we live an opportunity to flourish. As such, corporate volunteerism efforts must continue.

At Cray Research, we champion an environment that encourages volunteerism both inside and outside company doors. We know that different projects bring an abundance of learning experiences and growth opportunities, and we've seen the results. Our employees grow. Cray Research receives the benefit of employees with augmented skills and experience. And the community receives the much-needed attention of people who care.

We must continue to encourage corporate volunteerism. I am pleased to see other Twin Cities companies expand their corporate volunteer programs, in spite of our changing business environment. The Corporate Volunteerism Council of Minneapolis/St. Paul provides the spark that keeps the corporate volunteerism movement alive. The Council keeps the connection between companies and community strong; and together, we will help our community prosper for the benefit of all.

On behalf of Cray Research, Inc., I express our appreciation of the efforts of the Corporate Volunteerism Council of Minneapolis/St. Paul. And I know I speak on behalf of many Twin Cities companies when I say I look forward to its continued success.

Sincerely,

John Rollwagen
Chairman and Chief Executive Officer

Corporate Volunteerism 1988-Holding Its Own

Corporate Volunteerism 1988-A Report to the Community is the result of the third biennial survey on the status of corporate volunteerism among members of the Corporate Volunteerism Council. The first two reports—one in 1984 and another in 1986—traced the origins and diversity of employee volunteer programs among Twin Cities companies. It became evident early on that corporations here were exceptional in their commitment to the community. We have continued to follow the progress of this commitment as it relates to employee volunteers not only to track trends, but to remind community and political leaders of the tremendous contribution thousands of corporate volunteers make to our way of life each year, and the stake we all have in keeping this type of involvement healthy and dynamic.

In terms of organized corporate volunteerism, the Corporate Volunteerism Council of Minneapolis/St. Paul—which was first organized in 1980 to support and encourage employee volunteerism—is definitely getting into its "mature years." We would love to be able to say "We're not getting older, we're getting better," however, reality tells us that the very nature of corporate volunteerism makes it subject to the ups and downs of economic and cultural trends. But the good news is that despite some tough times in 1988, corporate volunteerism seems to now be a permanent fixture in many Twin Cities companies. The challenge remains to find ways of not just keeping these programs stable and intact, but in finding ways to enable them to grow to their full potential so that every employee can at least know once the joy of going beyond themselves to give to the less fortunate of our community.

Those of us who have been involved with CVC for awhile have seen some difficult times in 1988 for peers in companies that have been acquired, restructured or down-sized. As an organization, we have tried not only to offer support so that the volunteer programs of these companies could survive but we also have had to make adjustments to our own organization to reflect the changing business environment. I hope that you will take the time to look at this report carefully to understand the extent of what is being accomplished by these member companies despite these many challenges, and it is our hope that it will convince other companies that the support of such programs is a small cost compared with the true value of what they give. It is a tribute to all the caring, committed executives, employees and volunteer program staff and administrators in these companies. Life here wouldn't be the same without them.

Sincerely,

Kimberly M. Roden
1988 Chair, CVC of the
Minneapolis/St. Paul Metro Area

A Report to the Community

Corporate Volunteerism Council/What It's All About

The Corporate Volunteerism Council (CVC) of the Minneapolis/St. Paul Metro Area is a professional association of corporate and non-profit members who respond to community needs through the promotion of corporate volunteerism. In part, CVC's mission is to heighten the social awareness of its 48 Twin Cities corporate members and 12 associate members. By offering networking opportunities and sharing ideas for community volunteerism, CVC seeks to meet the needs of its members and the community at large. CVC is credited by many of its members for enhancing the development of corporate volunteer programs and strengthening their impact within the community. This organization continues to lend credibility and visibility to corporate volunteer programs.

A program sponsored by U.S. West brings generations closer together.

CVC Report to the Community/ Its Purpose

The 1988 CVC Report to the Community is the third in a series of biennial reports which began in 1984. The series examines the status of corporate volunteerism in the Twin Cities. According to Barbara L. Schmidt, former chairperson of CVC, the 1984 Report to the Community "marked the first time anywhere that corporations and businesses evaluated the extent, diversity and value of volunteerism in one community." As programs have developed and become more formalized in the years following 1984, the 1986 report examines major trends and emerging patterns—as well as the corporate community's commitment to volunteerism. In 1988, we see the possibility of employee volunteerism becoming deeply rooted in our corporate culture. This report looks forward to opportunities for change and improvement and recognizes the growth and development which has occurred. In addition, it allows the community and corporations to examine what others are doing in their programs. CVC encourages its use as a tool to promote enthusiasm and excitement for volunteerism!

Major Findings/Trends: Past & Future Examinations

- While there is still room for growth, the importance of employee volunteerism continues to be engrained in our corporate community. Nearly all CVC member companies (96%) have some type of employee volunteer program (formal or informal), compared to 89% in 1984. Of the few companies that do not have a program, intentions were expressed for establishing one.
- Programs continue to become more formalized, with a majority managed by Community or Public Affairs Departments. Eighty-seven percent of programs have a staff person assigned to coordinate volunteerism, and the majority of companies support their programs financially through established budgets.
- Evidence of further formalization is the increased use of computerized documentation of employee volunteer data (# of hours, activity, interests, etc.). Most companies saw an increase in employee involvement with the formalization of employee volunteer programs. However, a few organizations expressed that formalization was counter-productive—that the computerization and tracking of data violated an employee's right to privacy and stunted the growth of employee participation in volunteer activities.
- There appears to be a growing involvement in and support for volunteerism among chief executive officers (CEOs) and upper management. Seventy-three percent of companies expressed high CEO involvement and support for volunteerism; 20% medium; 7% low. The majority of companies strongly supported the "trickle down effect." CEO involvement visibly demonstrates to the employee the value of volunteerism and a company's commitment to it.

Peggy Howard, A Pillsbury employee, delivers a hot meal to a client on the Meals on Wheels Program.

"Our CEO paints in the Paint-A-Thon; his involvement demonstrates to our employees that volunteering is part of our company's value system:" ADC Telecommunications.

Looking ahead, seventy percent of the companies surveyed believe executive involvement will increase; thirty percent predict it will level off or stay the same. The extent of executive involvement seems to be affected by the changing business climate, including budget cuts and corporate take-overs. One critical weakness in corporate volunteerism programs is the limited support and involvement of mid-management. Thirty-three percent expressed high mid-management support; fifty percent medium; seventeen percent low. This may be due to the "lack-of-time" factor more than anything else. Several companies surveyed commented:

"Our managers support volunteerism as long as it does not interfere with the job."

"Their involvement is sometimes not as great since they are responsible for getting the job done."

"We'd like to have mid-management make a greater impact."

Philosophy of Volunteerism/A Responsibility to the Community

All corporations recognize a primary benefit of volunteerism, in that, the community served by the volunteer programs will more favorably perceive the corporations involved. More importantly, however, corporations derive benefits from their employees' involvement in volunteerism and find value in the potential each employee has for making an impact in the community. For each employee, volunteerism fosters a greater sense of self-esteem, pride, and awareness. Volunteerism builds bridges between the corporation and the community.

Survey Results

Program Structure

- Ninety-six percent of CVC's member corporations have a volunteer program. The two companies that do not have a program promote volunteerism in an unstructured manner (i.e. primarily posting opportunities on the bulletin board). One company plans to implement a program in 1990.

Chuck Luckenbill, a Dayton Hudson employee, passes out achievement awards to Cub Scouts. He serves as a cub master for the group.

▲ Cargill retirees, Hazel Johnson (left) and Pat Emerson volunteer as shoppers for Store-To-Door, a grocery shopping service for the homebound.

Cargill volunteers host opening ceremonies for the Minnesota Special Olympics Summer Games at Macalester College.

- Sixty-four percent of companies surveyed have a formal volunteerism program (up from 57% in 1986). However, many of these programs previously have operated for many years on an informal basis.

Objectives and Written Policy

- Seventy percent of CVC's members have programs based on a written policy (identifies immediate and long-range program goals and objectives). Twenty-three percent have no written policy, and seven percent are developing one. Sixty-five percent of companies feel it is important to communicate this policy to employees via company publications, new employee orientations, materials, in-office memos, annual reports, meetings, and bulletin boards. Thirty-five percent of companies are not actively communicating a policy.

Program Involvement: Agency Involvement

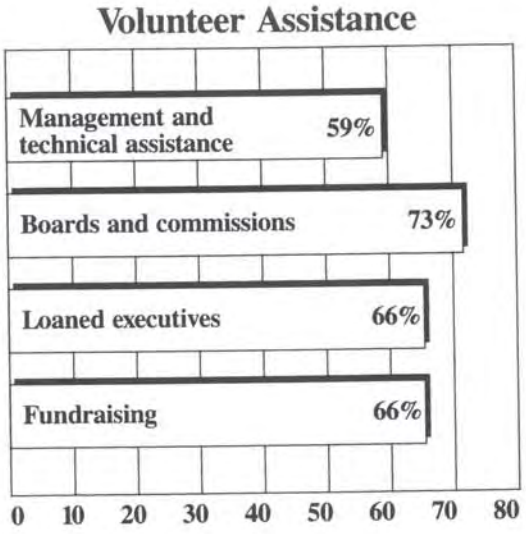
- The relationship between the corporation and social service, philanthropic, and human service organizations remains strong. Sixty-six percent of companies continue to work with agencies such as: United Way, Junior Achievement, The Management Assistance Project(MAP), The Business Economic Education Foundation (BEEF), and many more. Thirty-six percent noted a specific focus on youth, family, education, hunger, the elderly, and employment.
- Involvement in group projects remains popular. Projects frequently noted were: Metro Paint-A-Thon, Special Olympics, Adopt-A-High-Rise, Buddy System, Business Partners, Adopt-A-Family, and The Minnesota AIDS Project.
- Seventy-three percent of companies continue to provide volunteers for boards and commissions, fifty-nine percent for management and technical assistance (primarily through MAP), and sixty-six percent for loaned executives (retirees used heavily.)

Employee Participation/Who Participates?

Ninety-eight percent of the companies surveyed indicated that their entire Twin

Cities employee population (management, non-management, full-time, part-time, retired, union, and non-union) are encouraged to volunteer. In the case of "loaned executives," volunteers are generally drawn from higher levels of management as well as from retirees.

- Who's interested? A majority of those surveyed (52%) utilize a formal method to determine employee interest in volunteerism. The most common method is an annual or biennial survey which provides the volunteer coordinator with information such as: types of activities in which an employee is interested, amount of time commitment an employee is willing to make, or whether an employee is willing to undergo training for a particular volunteer activity. Many companies also solicit interest through the company newsletter. Others send out an interest inventory only when the employee initiates contact with the program.
- Nearly one half (48%) of companies surveyed have no standard procedure for determining employee interest. Many in this group simply match the employee to volunteer activities by gaining an understanding of the employee's personality and interests through conversation.



- Employee Involvement: Many volunteer coordinators found the exact level of employee involvement (ranges from 5-70%) in volunteer programming difficult to measure. Only thirty-six percent of companies indicated an increase in involvement over the past two years; sixty-four percent reported a stabilization or no change in involvement. Overall, hours on company time appear to be decreasing. However, some companies allow employees to volunteer on company time, given approval of employee supervisors. In contrast, most companies encourage employees to volunteer on their personal time. With employer encouragement in mind, employees are using personal time to make significant contributions as volunteers.
- Retirees/A Growing Resource: Forty-five percent of the companies surveyed have retiree programs. Although activity in this area has increased during the last four years, further expansion and development is needed.
- Cargill effectively uses its retirees through a formal program of four years, Senior People Investing Career

Paint-A-Thon

Each year, thousands of employees from CVC member companies volunteer to 'paint their hearts out' in the Metro Paint-A-Thon. Administered by the Greater Minneapolis Council of Churches, this project brings together volunteers throughout the Twin Cities to scrape and paint, in a single August day, the homes of people who are physically and financially unable to do the job themselves. Since 1984, 1,099 homes have been painted. The project's unique design makes it easy for volunteers to participate. Because the time commitment is limited, it allows many to contribute their efforts. The "many hands make light work" philosophy applies here. While volunteers work together, get to know each other, and build team spirit, they also manage to have a good time. The smile on the homeowner's face and the realization that they have made a difference is the frosting on the cake. Since volunteers return to paint each year, teams and team leaders become more experienced every year. Recipients of the Paint-A-Thon's efforts offer the following words:

"I, again, want to thank you and your group for the fantastic job you did on my home last Saturday during the Metro Paint-A-Thon. Not only is the paint job beautiful, but your extra efforts—replacing rotted wood, covering holes, new window well covers, etc.—were greatly appreciated! At age 83 and on a fixed income, words cannot describe how much your help meant to me. It's good to know there are people so kind as to volunteer their time to such a cause. I've already had many compliments on my house—I'll never forget the thoughtfulness you've shown me."

(Mary)

Ellen Furuya (left) and Denise Humphrey, employees of Pillsbury, display the teamwork idea at a Paint-A-Thon.

Steve Hamm of Land O' Lakes, Inc. helped Susan Jorgenson learn how to ride the city bus. Susan is a resident of St. Ann's Residence for Retarded Adult Women in Minneapolis.

Expertise (SPICE). Forty percent of its retirees are active in Courage Center's Home Crafter's Program, Mock Juries, and the "Door-to-Door" program.

- General Mills retirees staff their own volunteer office with a day-to-day coordinator. Fifty to sixty percent of its retirees are especially active in health fairs and telethons.
- First Bank System relies heavily on its retirees to serve as loaned executives.
- Almost one-half (40%) of H.B. Fuller's retiree population participates in the company's "Fuller-up" project, coordinating Christmas gifts donated to charities.

Administration and Coordination

- Volunteer program coordinators are alive and well! A majority of those surveyed (87%) have one staff person assigned to coordinate volunteerism (up from 73% in 1986). In one case, two staff persons are on assignment. Most are female. A small percentage of companies manage their programs through employee volunteer councils or committees. Leadership is often shared among its members.
- Department: Volunteer coordinators are on the community or public affairs staff (59%); ten percent are located in human resources; others in the public relations, marketing, or advertising areas.
- Time Spent on Volunteerism: The average amount of time a volunteer coordinator spends on volunteerism is 32%; though it varies greatly from company to company.
- Budget: Over half (57%) of those surveyed support their programs with a designated budget, while forty-three percent do not have a stated budget. Forty-three percent of volunteer program coordinators have larger budgets than two years ago; thirty-six percent do not; twenty-one percent were uncertain.
- Computerization: Eighteen percent of companies indicated that they track volunteer data on the computer; eleven percent are partially computerized; twenty-three percent are developing a system. Forty-eight percent of companies do not have computerized data.
- Tracking Hours: Because most companies (74%) do not consistently track employee hours donated to volunteer activities, it is difficult to assess whether these hours have increased or decreased over the last two years. However, twenty-six percent of companies track or record volunteer hours; most through informal end-of-year surveys. From the information obtained, twenty-nine percent reported an increase in volunteer hours; nine percent stayed the same; sixty-two percent were uncertain.
- Evaluating Program: Almost one-half (48%) of those actively evaluate the effectiveness of their volunteer program. Some companies organize an employee evaluation committee to review the programs on a per-project basis; some present a review to the CEO; others ask employee volunteers to complete an evaluation form to assess the project's effectiveness. Fifty-two percent of companies have no system for evaluation.

Communication

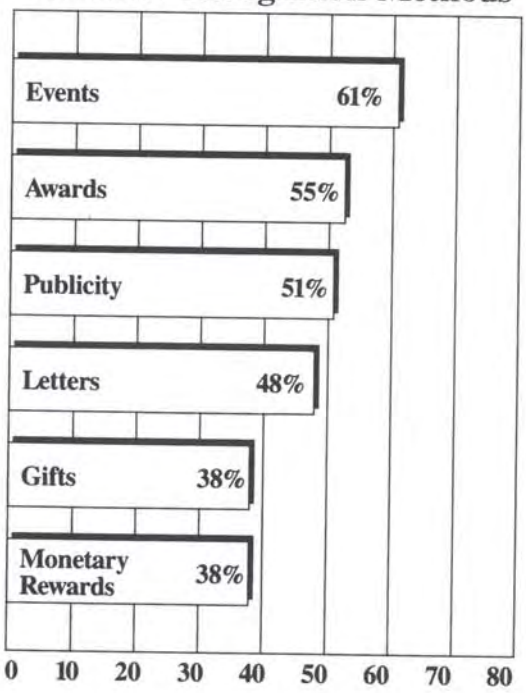
Communication with employees is important in ensuring consistency and stability in employee volunteer programming. The most popular vehicles for communication are bulletin boards, company newsletters, and in-office memos.

Volunteer Recognition Program

Most companies surveyed (83%) have volunteer-recognition programs. The most common means used for recognizing employee volunteers are: events (luncheons, reception); awards (plaques, certificates, grants); publicity (feature in company newsletter); and letters (written by CEO to the volunteer). Of those surveyed, some of the notable recognition programs include:

- ADC Telecommunications: holds a reception for its United Way coordinators at campaign's end.
- Dayton's Department Store: awards fifty $250 grants each year to the organization to which employees volunteer.
- H.B. Fuller: "Outstanding Volunteer" is presented with a pin and plaque at a recognition luncheon. A $1,000 award is given to the organization to which the employee volunteers.
- First Bank System: selects a "Volunteer of the Quarter" who is recognized with a plaque which is on display. A $500 award is given to the organization for which the employee volunteers.

Volunteer Recognition Methods



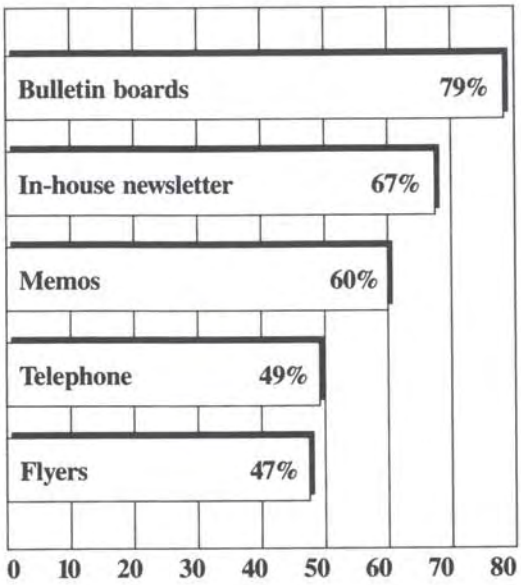
- Cargill: holds an annual recognition event for its headquarter employee volunteers. All volunteers receive a token gift. Several outstanding volunteers are nominated and awarded with a $500 gift to be given to the employee's volunteer organization. Information booths promoting successful projects are set up at this annual event.
- United Healthcare: chooses a "Volunteer of the Year" and gives $100 to the employee's volunteer organization.
- Northwestern National Life Insurance Company: holds a brunch and recognizes the volunteers during "Annual Volunteer Week."
- Honeywell, Inc.: annual Honeywell Community Service Award recognizes employees who have made a lifetime commitment to community service. A banquet is held in their honor. In addition, $500 is donated in the name of the award winner to the nonprofit organization of their choice.

Community Resources

Most companies (71%) utilize community resources or agencies to assist with their volunteer programs. Roughly one-third of those surveyed (29%) do not use community resources or agencies.

- Several companies note the use of "brown bag lunches." Human social service agencies are invited to speak to employees about their mission and volunteer opportunities.
- Many companies believe that agencies make a positive impact on their programs:

Communication Methods



"Its nice to have a sounding board . . . sometimes people in these positions feel like the 'Lone Ranger'."
— Laurel Seeling, Honeywell

"The United Way provides us with a focus . . ."
— Arthur Anderson and Mary Ann Evenson

"CVC is a resource bank for new ideas."
— Denise Ulrich, American Medical Systems

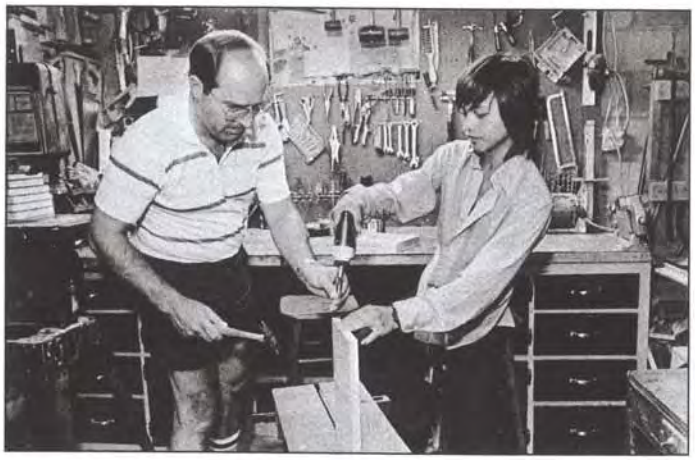
"CVC's mini-sessions provide us with valuable technical help . . . I find it interesting to learn cooperative projects and community needs . . ."
— Sally Rigler, ADC Telecommunications

"The Volunteers Investigating Expertise (VIE) group was instrumental in getting our retiree program launched and helping to formalize our goals."
— Gladys Tripp and Joy Peterson, Cargill

American Refugee Committee (ARC)

General Mills employees are easing the effort of cultural transition for American refugees. The American Refugee Committee (ARC), formed in 1983, matches volunteers with refugee families to aid in the resettlement process. Several General Mills employees spend as many as five to ten hours per week assisting families with such basic life skills as: housing, nutrition, school enrollment and language tutoring. Employees often develop long-lasting friendships with the families and serve as support systems during the challenging transitions. One of ARC's major focus areas for youth is the "Saturday Scholars" Program. This program matches volunteer mentors with newly arrived refugee youth who need help assimilating into American culture. Several General Mills employees tutor these young people in the areas of language, study, and basic life skills such as applying for a drivers license. Volunteer tutors make a full-year commitment to the program.

CVC provides a scholarship for youth involved in the "Saturday Scholars Program." This scholarship was established by CVC as a gesture of appreciation to Roberta D. Boelter, past chairperson and co-founder of CVC. The annual award is given to a "Saturday Scholar" youth who demonstrates excellence in academic achievement and community involvement.



Thomas Amiot, a former St. Paul Companies employee, is completing a craft project with Ge Hang.

Conclusions:

- CEO involvement in the community, while presently high, is now seen as more dependent on the business climate.
- Despite the current instability in the corporate community as a result of mergers, restructuring and downsizing, employee volunteer programs are holding their own, with over a third reporting an increase in participation and the remaining companies reporting stabilization of employee involvement.
- Employee volunteer programs are becoming more formalized and institutionalized; however, a key to the program's success seems to be an active program administrator.
- Retiree programs continue to develop and grow, but there is much more potential in this area of employee volunteerism.
- As in the 1986 report, the lack of involvement and limited support of mid-management once again is noted as a critical weakness in corporate volunteer programs. This most likely will continue as a challenge.

	Annual Revenues	Twin City			Corporate Head-quarters	Volunteer Program		Types of Activit	
	^	Employee population	Work Locations	Retiree Population		Formal	Informal	Retiree Program	Ag Invol
ADC Telecommunications, Inc.	B	11-1200	5	33	TC	*			
American Medical Systems	A	400	1	5-10	TC	*			
Arthur Anderson	NA	400	2	50	TC		*		
Bemis Company	D	400	4	100	TC		*	*	
Cargill, Inc.	PH	21-2,200	6	350	TC	*		*	
Control Data Corporation	D	10,916	47	NA	TC	*		*	
Cray Research, Inc.	C	900	9	4	TC	*			
Dayton's Department Store	D	10,000	13	5-10,000	TC	*		*	
Deloitte Haskins & Sells	NA	250	1	5	TC		*		
Deluxe Check Printers	C	3,000	10	150	TC		*		
Dyco Petroleum Corporation	A	120	1	1	TC		*		
Ecolab Inc.	D	1,200	8	200	TC	*			
First Banks	NA	6,500	55	1,200	TC	*		*	
General Mills, Inc.	D	3,000	11	1,000+	TC	*		*	
Graco, Inc.	NA	1,150	3	175	TC		*	*	
H. B. Fuller Company	C	750	9	100	TC	*		*	
Honeywell, Inc.	D	18,000	37	1,000	TC	*		*	
IDS Financial Services, Inc.	D	3,500	6	250	New York	*		*	
Inter-Regional Financial Group, Inc.	B	900	5	NA	TC		*		
Jostens, Inc.	C	250	1	4	TC	*			
KARE 11	NA	197	1	5	Wash. D.C.		*		
Land O'Lakes, Inc.	D	1,500	3	350	TC	*		*	
Lutheran Brotherhood	D	1,000	1	NA	TC	*	*		
M. A. Mortenson Company	C	150	1	10	TC		*		
Marquette Bank	B	60	6	15	TC		*		
Medtronic, Inc.	C	2,000	3	50	TC		*	*	
Minnegasco	C	1,200	14	1,000	TC	*		*	
Mona, Meyer & McGrath	A	90	2	1	TC		*		
National City Bank	B	280	3	28	TC		*		
Northern States Power Company	D	2,531	26	1,100	TC	*		*	
Northwestern National Life Insurance Company	D	2,400	6	250	TC	*			
Norwest Banks	E	6,065	43	7-800	TC	*			
Opus Corporation	B	200	1	10	TC		*		
Park Nicollet Medical Center	A	1,564	17	NA	TC	*			
The Pillsbury Company	D	3,000	10	600	TC	*		*	
Prudential Insurance Company	E	3,000	5	100	New Jersey	*			
St. Paul Companies	D	2,000	7	350	TC	*		*	
Soo Line Railroad	C	1,250	5	900	TC		*	*	
Star Tribune	NA	2,200	3	500	TC	*		*	
3M	D	16,000	60-100	5,000	TC	*		*	
Unisys	E	12,200	20	600	Pennsylvania	*		*	
United Health Care	B	1,400	4	0	TC	*			
U S. West	D	5,000	NA	4000	TC	*		*	
Western Life Insurance Company	B	800	1	22	TC		*		
First Minnesota, ESB. (No program; plans to implement in 1990)	D	800	38	98	TC		N		

^ A - Less than $100 million B - $100-499 million C - $500-999 million D - $1-10 billion E - Over $10
N - New Program I - In Progress P - Partial

Programs							Volunteers Provided For				Recognition Program		Administration	
Individual Placement	Focus Area	Social Service Leaves	National Projects	One-Time Projects	Group Projects	Cooperative Projects	Management & Technical Assistance	Boards & Commissions	Loaned Executives	Fund-raising	Formal (Awards & Events)	Informal	Data Computerized	Staff Person Assigned
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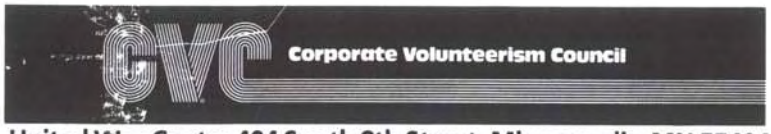

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