Corporate Volunteerism

A Report to the Community

Corporate Volunteerism Council

On the Cover: Pillsbury employees at the United Way's "A Fair of the Heart". Volunteers served over 8 tons of Green Giant corn-on-the-cob to 70,000 fairgoers. In an annaul Paint-A-Thon, Dain Bosworth volunteers paint houses for senior citizens. Minnegasco retiree volunteer, Ray Brandes, along with eleven other retired servicemen inspected the heating systems of 200 low-income clients last year.

Ron James

Minnesota has consistently been ranked among the best in providing a great quality of life. But now our society is undergoing a fundamental change. Shifting patterns in personal and corporate income, increasing cultural diversity trends, the implications of globalization, and government contraction are but a few of the changes shaping this decade. Minnesota, as we have known it, will exist no more. It can be better in the future, but it will take careful collaborations between communities, the public and private sectors. The private sector has and should play a key role through corporate volunteerism.

Corporate volunteerism provides many investments:

(1) It puts something back into the communities which give to the corporations, employees, customers and shareholders

(2) It gives employees a chance to grow and develop skills which ultimately enhance their contributions

(3) It creates the right quality-of-life climate essential to attract talented individuals and businesses

Those of us involved with the Corporate Volunteerism Council (CVC) are well aware of the dividends these investments pay. This was clearly highlighted at the recent Minnesota Corporate Volunteerism Summit which CVC sponsored. The success of the Summit illustrated the commitment of Minnesota business to volunteerism while providing an opportunity to exchange ideas and clarify the issues that we face. I sincerely hope that the outcome will be to foster an even greater role for volunteerism in the 1990's.

I am encouraged by the growth of corporate volunteerism in recent years, and the Corporate Volunteerism Council has been an important part of that increase. Best wishes for continued success.

Sincerely,

Ron James

Ron James
Vice President and CEO-Minnesota
U S WEST Communications

1990—The Transition into a New Decade of Corporate Volunteerism

Corporate Volunteerism 1990—**A Report to the Community** marks a turning point in history for corporate volunteer programs. During 1990, there were several significant events, including the Corporate Volunteerism Council of the Minneapolis/St. Paul Metro Area's (CVC) tenth anniversary and the Minnesota Corporate Volunteerism Summit, which have helped shape the direction for a new decade of corporate volunteerism.

CVC has surveyed and analyzed corporate volunteer programs biennially since 1984. These reports document the activity in corporations across the Twin Cities in a consistent manner which allows us to see the impact of economic and societal events on corporate volunteer programs. CVC is also able to document the change within individual companies as their volunteer programs mature. This information is invaluable as we plan for the future – the next decade.

Fortunately, the attitude about corporate volunteerism is changing. In October, Summit participants discussed the various ways that volunteerism can positively affect business issues within their own corporations. This is a welcome shift from viewing corporate volunteerism as just something nice for a corporation to do and I expect this trend to flourish during the 1990's.

Please use the information provided in this report to begin or enhance your own corporate volunteer program. **Report to the Community** will continue to provide timely information about the strength of corporate volunteer programs in the Twin Cities. Thank you!

Sincerely,

Joanne

Joanne Whiterabbit
1989-1990 Chairperson
Corporate Volunteerism Council
of the Minneapolis/St. Paul Metro Area

Joanne Whiterabbit

1990 CVC Executive Committee

Joanne Whiterabbit
Chair

Susan Enright
Vice Chair

Bonnie Morey
Recording Secretary

Ellen Hufschmidt
Corresponding Secretary

Joan Sidla
Treasurer

Laurel Seeling
Membership/Marketing Chair

Dixie Nelson
Program Co-Chair

Lisa Billingham
Program Co-Chair

Jay Durbin
Communications Co-Chair

Debbie Kitt
Communications Co-Chair

Kate Jowett
Member at Large

Penny Ream
Staff

The Corporate Volunteerism Council

The Corporate Volunteerism Council of the Minneapolis/St. Paul Metro Area (CVC) is a professional association of corporate and non-profit members who respond to community needs through the promotion of corporate volunteerism. CVC was formed in 1980 and currently has 47 corporate members and 12 associate (non-profit) members.

Report to the Community

The 1990 CVC Report to the Community is the fourth in a series of biennial reports that began in 1984. The series examines the status of corporate volunteerism, including: trends, patterns, and the corporate community's commitment to volunteerism. We hope that this report will prove helpful in the development and evolution of corporate volunteer programs throughout the Twin Cities.

In the fall of 1990, CVC's 47 corporate members were mailed a survey. This report is based on the responses to that survey.

Trends and Findings

While there is room for increased volunteer involvement, nearly all (98%) of survey respondents have some type of corporate volunteer program. The one company reporting no program does in fact have an active retiree volunteer program.

Les Larson, along with other Minnegasco retirees, volunteers as a driver for a nonprofit organization that provides transportation to and from medical appointments.

Pillsbury volunteers feed 350 needy children at a holiday party.

The correlation between active employee involvement and a formal volunteer policy appears to be strong. Of the 17 companies reporting 11+% employee involvement, 15 of them have a written policy on volunteerism.

Only two companies reported stronger mid-management support of their volunteer programs than senior management support. This statistic suggests the importance of involvement from the top in creating an atmosphere conducive to successful volunteer programs.

Perhaps as a means of better leveraging their resources, 70% of companies report a direct link between volunteer activities and corporate contributions.

The trend toward more formalized volunteer programs continues, from 57% of such companies with such programs in 1986, 64% in 1988 to 66% in 1990. In line with this move toward formalization, is a growth in the number of companies with volunteer coordinators, from 73% in 1986, 87% in 1988 to 89% in 1990.

Program Structure

Sixty-three percent of responding companies report that their volunteer program is at least five years old.

All companies included in this report encourage their employees' involvement in volunteer activities. Most (66%) have formal volunteer programs. These programs often utilize formal research, planning, implementation and evaluation strategies. The more informal volunteer programs are often found at smaller companies and may be administered via employee-driven councils or committees, rather than a volunteer coordinator.

Fifty-five percent of survey respondents report a volunteer program based on a written volunteer policy. Those companies without a written policy tend to have the more informal of the volunteer programs. Several companies reported that written policies were being developed.

Program Involvement

The relationship between corporations and community organizations remains strong. Sixty-eight percent of companies work with agencies, including: United Way, Junior Achievement, Courage Center and Minneapolis Youth Trust.

An increasing number of companies provide volunteers for boards and commissions, 91% in 1990 compared to 73% in 1988.

Eighty-five percent of companies report providing volunteers in managerial and technical capacities, often through the Management Assistance Project (MAP).

Companies also loan their executives to a variety of community organizations (63%) and provide volunteers for fundraising purposes (62%).

Corporate Volunteer Activities

Peat Marwick's Lisa Eslinger at the starting line of the Twin Cities' First Annual Mini Grand Prix. The race is a fundraiser for the Arthritis Foundation.

Employee Involvement

Thirty-eight percent of companies report utilizing a formal method to determine employee interest in volunteerism. Generally, this is accomplished with an interests survey. Many other companies report more informal, face-to-face interactions to determine employee interests.

Employee involvement varies greatly from company to company. Of the 42 companies that calculate involvement, thirty-six percent report involvement at 5% or below, while 64% report employee involvement in volunteer activities at six percent or above.

Employee involvement continues to grow. While 62% of respondents report that the level has remained constant, 30% report an increase and only 8% report a decline in involvement.

Forty-four percent of companies report active retiree programs. Most of these programs have participation levels of 11% or better.

Administration

Eighty-nine percent of surveyed companies report having a designated staff person assigned to coordinate the volunteer program(s). Several companies utilized employee councils or committees to administer corporate volunteer activities.

Sixty-nine percent of program administrators report spending less than one-half of their time on volunteerism, while 31% report spending more than half of their time on volunteerism. Only 12% of administrators are involved in the volunteer program exclusively.

Forty percent of volunteer coordinators work in community affairs/relations departments. Nineteen percent are in public affairs/relations; 14% in human resources; and others in consumer affairs, marketing, communications and administration.

Twenty-one percent of companies report tracking volunteer hours and two companies are in the process of developing a tracking system. The cited methods for tracking volunteer hours include: annual or quarterly surveys and project evaluation forms.

Only 30% of companies report a systematic evaluation of the volunteer program's overall effectiveness. While this is down from 48% in 1988, four companies are currently developing evaluation tools. Companies appear to be more likely to use employee surveys to evaluate *specific* volunteer projects.

Program Support

In addition to an enthusiastic volunteer coordinator, survey respondents cited the support of senior management as crucial to a volunteer program's success.

Support from senior management for the volunteer program appears to be slipping. A majority (58%) report their senior management to be "very active and supportive" of the volunteer program, however, this is down from 73% in 1988. Unfortunately, this trend seems to hold true for middle managers as well. In 1988, 33% of respondents rated middle managers as "very active and supportive," while in 1990 just 18% received this rating.

A full 70% of respondents reported a formal link between their company's contribution program and the corporate volunteerism program.

Contributions Based On Volunteerism

Corporate Volunteerism Summit

In October, CVC held the 1990 Minnesota Corporate Volunteerism Summit. The Summit, a "think-tank" style gathering, provided 30 of Minnesota's senior executives with a day-long opportunity to examine the role of corporate volunteerism in meeting business needs. The Minnesota Summit was the first of the regional meetings recommended by the participants who attended the 1989 National Summit on Corporate Volunteerism, hosted by the National Council on Corporate Volunteerism (NCCV). The Minnesota Summit, as with CVC itself, was developed with the goal of promoting corporate volunteerism.

Our vision was to provide a structure in which senior level executives could examine the relationship between workforce issues and corporate volunteer programs. We began by exposing the participants to a diverse spectrum of workforce issues presented by the keynote speaker, William Ashley, and our local CEO panel. Once the issues were on the table, the participants entered into small working groups to prioritize workforce issues that they felt were critical to the success of their businesses. The participants then explored whether corporate volunteer programs could effectively address those issues.

(continued next pg.)

Communication

Companies report using a variety of methods to inform their employees about volunteer programs and various opportunities. In order of the most often used vehicles, companies employ bulletin boards, newsletters, fliers, memos, face-to face interactions, phone solicitations, employee meetings, brochures, annual reports, electronic mail and personal letters from the CEO, among many others.

Volunteer Recognition

Seventy-seven percent of surveyed companies have some type of volunteer recognition program. The most common means used to recognize employee volunteers are: publicity, often in a company newsletter; events; awards; and letters from the chief executive officer. Seventeen percent of respondents report that employees' personnel records are noted as a means of recognition.

Many of the companies who report no volunteer recognition program do, however, provide verbal praise and often informal release time.

Recognition Methods

CEO panelists at the 1990 Minnesota Corporate Volunteerism Summit. From left to right: John Pearson, The NWNL Companies; moderator, Tom Triplett, Minnesota Business Partnership; Irwin Jacobs, Jacobs Management; and Ron James, U S WEST Communications.

Following the small group work, one representative from each group provided a summary to an audience of participants and approximately 60 invited observers. John Rollwagen, Chairman and CEO of Cray Research, Inc., after listening to the summaries, spoke of the similarities in themes and findings between the groups. These similarities then formed the basis of the Minnesota Summit Statement on Corporate Volunteerism (opposite page). The statement appeared in half-page advertisements in two local papers and was intended to serve as a charge to champion volunteer programs within the State's companies.

We at CVC hope the Summit and the Statement serve to further the promotion of corporate volunteerism throughout Minnesota and look forward to future **Reports to the Community** to gauge its impact.

Soo Line employees participating in the popular and very successful Metro Paint-A-Thon. In 1990, over 9,500 volunteers painted 319 homes.

Conclusions

While 45% of companies report active retiree volunteer programs, this area remains a largely untapped community resource.

More and more companies (57%) are reporting a special volunteer focus on areas such as education, poverty and the elderly. This is up from 22% in 1986.

As the fluctuation in the level of senior management support of volunteer programs indicates, the business climate appears to play a major role in these programs. Further work needs to be done to foster the idea that "volunteerism isn't just for the good times" as one Summit participant put it.

An afternoon of fun for Cray Research employees and Willard Elementary School students. Cray and Willard have developed an active business-school partnership.

	Annual Revenues	Twin City			Corporate Head-quarters	Volunteer Program		Types of Activities &	
		Employee Pop.	Work Locations	Retiree Pop.		Formal	Informal	Retiree Program	Agency Involv.
ADC Telecommunications, Inc.	B	1,200	6	46	MN	•			•
Alliant Techsystems	D	5,000	8	100	MN	•			•
American Medical Systems	A	550	2	1	MN	•			
Arther Anderson & Co.	NA	500	2	NA	MN		•		•
Bemis Co.	D	350	4	15-20	MN		•		•
Cargill Inc.	PH	2,400	8	460	MN	•		•	•
Cray Research, Inc.	C	1,000	2	3	MN	•			•
Dayton's Department Store	D	9,000	12	1,500	MN	•		•	•
Deloitte & Touche	NA	600	5	5	CT		•		•
Deluxe Corp.	D	1000-2500	8	100-500	MN		•	•	
Ecolab, Inc.	C	1,200	8	200	MN	•			
First Bank System, Inc.	NA	1,200	38	1000	MN	•		•	•
General Mills, Inc.	D	2,950	11	850-1000	MN	•		•	•
Graco, Inc.	B	1200	5	200	MN		•	•	•
H.B. Fuller Co.	C	650	8	200	MN	•		•	
Honeywell, Inc.	C	10,837	17	7000	MN	•		•	•
IDS Financial Services	D	3,500	8	400	NY	•		•	•
International Multifoods Corp. (Retiree Only)	D	300	3	100-150	MN			•	
Inter-Regional Financial	B	750	5	< 50	MN	•			•
Jostens, Inc.	C	300	4	~ 50	MN	•			•
KARE 11	NA	200	1	NA	NA		•		•
KPMG Peat Marwick	NA	400	2	20	NY	•			•
Land O'Lakes, Inc.	D	900	2	150	MN	•		•	•
Lutheran Brotherhood	D	1,000	1	70	MN	•			
M.A. Mortenson Co.	NA	500	40	< 10	MN		•		•
Marquette Banks		1200	46	NA	MN		•		•
Medtronic	C	2800-3000	5	100	MN		•		
Minnegasco	C	1200	13	1,000	MN	•		•	•
Mona Meyer & McGrath	A	70	2	1	MN	•			•
National City Bank	NA	300	3	25	MN		•		•
Northern States Power Co.	D	4,700+	15	2200+	MN	•		•	•
Norstan Communications	B	300	3	2	MN		•		•
Northwestern National Life Insurance Co.	C	2,200	5	60	MN	•		IP	•
Norwest Banks	C	2500+	80	500	MN	•			
OPUS Corp.	B	< 500	2	< 100	MN		•		
Park Nicollet Medical Center	NA	2150	23	NA	MN	•			
Pillsbury/Grand Metropolitan	D	2500	5	750	MN	•		•	•
Piper Jaffray Inc.	B	1100	4	150	MN	•		•	•
Prudential Insurance Co.	NA	3500	5	500	NJ	•			
Soo Line Railroad	C	1200	6	950	MN		•	•	
Target Stores	D	< 2500	23	NA	MN	•			•
TCF Banking & Saving	NA	1800	25	100	MN		•	•	
3M	E	19,000	75	6000	MN	•		•	•
Unisys Corp.	D	9,000	15	1000	PA	•		•	•
United HealthCare	NA	2000	4	NA	MN		•		
US West Communications	D	5,554	82	3751	CO	•		•	
Western Life Insurance	B	1,000	1	50	MN	•			•

A - < $ 100 Million B - $ 100-499 Million
D - $ 1-10 Billion E - >$10 Billion
NA - Not Available

Programs							Volunteers Provided				Recognition		Administration	
Individual Placement	Focus Area	Social Service Leaves	National Projects	One-Time Projects	Group Projects	Cooperative Projects	Management & Tech. Assistance	Boards & Commissions	Loaned Executive	Fund-Raising	Formal	Informal	Written Policy	Staff Person
•				•	•	•	•	•	•	•	•		•	•
•	•			•	•	•	•	•		•	•		•	•
•	•			•	•		•	•		•	•		•	•
•	•				•		•	•		•	•		•	
				•			•	•	•					•
	•		•	•	•	•	•	•	•	•	•		•	•
•	•			•	•	•	•	•		•			•	•
	•			•	•	•	•	•	•	•	•		•	•
•				•	•	•	•	•	•					•
•	•			•	•	•	•	•	•	•		•		•
•				•	•	•	•	•	•			•		•
•	•	•	•	•	•	•	•	•	•		•		•	•
•		•		•	•	•	•	•	•		•		•	•
•	•			•	•	•	•	•	•	•		•		•
•					•	•	•	•		•	•		•	•
•	•		•	•	•	•	•	•	•		•		•	•
•				•	•	•	•	•		•	•			•
				•	•	•	•	•	•	•	•		•	•
	•			•	•	•	•	•	•	•	•		•	•
	•							•						•
•				•	•		•	•	•	•	•		•	•
•				•	•		•	•	•	•		•		•
•	•		•	•	•	•	•	•	•	•	•		•	•
•				•	•			•		•	IP			•
				•	•	•	•	•	•	•		•	•	•
				•	•		•	•				•		•
•				•	•	•	•	•	•	•	•		•	•
•					•		•	•		•				•
	•			•	•		•	•	•			•		•
•	•			•	•	•	•	•	•	•	•		•	•
•	•				•		•	•		•				•
•				•	•		•	•	•	•	•		•	•
•				•	•		•	•	•	•				•
	•				•		•	•						
	•		•	•	•	•					•		•	•
•	•			•	•	•	•	•	•		•		•	•
•	•		•	•	•	•	•	•	•	•	•		•	•
	•					•	•	•	•	•	•		•	•
				•	•	•						•		•
	•			•	•	•	•		•			•		•
	•			•	•	•	•	•	•	•		•		
	•			•	•	•	•	•	•	•	•		•	•
•	•			•	•	•	•	•	•	•	•			•
					•			•					•	
	•			•	•	•		•	•		•			•
•				•	•		•	•				•	•	•

C - < $ 500-999 Million
PH - Privately Held

IP - In Progress

Minnesota Summit Statement on Corporate Volunteerism

Our community and the world have reached a point where old models and systems are no longer able to provide effective answers to community and business problems. Potential solutions will depend on multisector approaches and collaborations. It is time for each of us to create personal vision and to enroll others in actions which will collectively make a positive difference within our communities and our companies.

We believe that corporations should focus on employee and retiree volunteer programs as a significant business strategy. Corporate volunteerism impacts workforce issues, increases the productivity of business, and positions business as a responsible citizen in the community.

Our experience indicates that volunteerism strengthens the human capital of a corporation by fostering creativity and cooperative effort, expanding awareness of the diversity in our society, developing new skills, increasing morale, and retaining quality employees.

Corporate volunteer programs can take many shapes. They may be as elaborate as professionally staffed efforts with corporate philosophies, personnel policies, release time and retiree programs. Some are corporate-sponsored projects or collaborations among groups of companies and non-profits. Or they may be as simple as a company leader encouraging employees to volunteer where they believe they can make a difference.

Successful volunteer programs demand leadership from the top, employee involvement in the design and management of the program, adequate financial and human resources to support the program, and true partnerships with the community based upon mutual respect, cooperation and a willingness to learn.

We urge business people—executives, managers, and supervisors alike, from both small and large organizations—to initiate and make a long-term commitment to volunteerism. Corporate volunteerism addresses the community's needs while building a skilled and highly motivated workforce.

For more information, we encourage you to contact the Corporate Volunteerism Council of the Minneapolis/St. Paul Metro Area, 404 South Eighth Street, Minneapolis, MN 55404. Telephone, (612) 340-7532.

Ellis Bullock
Vice President
Jostens, Inc.

Jane Campion
Administrator
Mayo Clinic

Peter Connor
Manager
OTC Division
SPX Corporation

Lance Davenport
President
Norwest Bank, Roch.

Gregory Fox
Vice Chancellor
University of Mn/Duluth

Sandra Hale
Cabinet Commissioner
State of Minnesota

George Hite
Vice President
Target Stores

Lou Howard
Department Director
NSP

Irwin Jacobs
Chairman
Jacobs Management

Ron James
V.P. & CEO Minnesota
US WEST Communications

Raymond Krause
Vice President
The Pillsbury Company

Chris Mahai
Senior Vice President
First Bank System

Edward Mahoney
President
AMEV Financial Group

Gene Nessly
Past Division President
Minnegasco

Russell Norha
Vice President
General Mills

Frank Parisi
Vice President
Cray Research

John Pearson
Chairman and CEO
The NWNL Companies

John Rollwagen
Chairman and CEO
Cray Research, Inc.

The Honorable
James Scheibel
Mayor, City of St. Paul

Gene Sipe
Region II President
Bremer Financial

Ron Speed
Vice President
Honeywell, Inc.

Don Sudor
Manager
IBM

Joanne Whiterabbit
Chairperson
Corporate Volunteerism Council

In cooperation with the Corporate Volunteerism Council of the Minneapolis/St. Paul Metro Area, Management Assistance Project, Minnesota Business Partnership, Minnesota Center on Corporate Responsibility, Minnesota Council on Foundations, Minnesota Office on Volunteer Services, Minnesota Retiree Volunteer Center, National Council on Corporate Volunteerism, Retired Senior Volunteer Program, United Way of the Minneapolis Area, United Way of the St. Paul Area, United Way's Volunteer Center, and Voluntary Action Center of the St. Paul Area.

This statement was developed October 16, 1990 at the 1990 Minnesota Corporate Volunteerism Summit. Over 30 top executives from Minnesota corporations attended the Summit; they were joined by several members of government and nonprofit organizations.

A report to the community was made possible in part
through a generous contribution from Cray Research, Inc.

CVC Corporate Volunteerism Council
United Way Center 404 South 8th Street, Minneapolis, MN 55404