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Skills-based volunteerism at Deloitte



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Skills-based volunteerism is at the heart of Deloitte's approach to community involvement. An innovative and evolving concept in the field, skills-based volunteerism is rapidly gaining recognition as a powerful driver of social impact and business value. This brochure is designed to provide:

- A better understanding of skills-based volunteerism and its value in corporate America,
- A snapshot of Deloitte's skills-based volunteer program, and
- Key considerations for developing a skills-based volunteer program.

What is skills-based volunteerism?

Non-profit organizations are highly driven in realizing their social missions, but they often lack the capacity to address their strategic, operational and financial challenges. As a result, they are limited in their ability to resolve the critical social issues facing their clients. Deloitte's skills-based volunteerism model focuses on matching corporate talent with non-profit need to maximize impact on nonprofits, their clients and the community.

The idea is to put the unique business knowledge of our personnel to work in the non-profit sector so that we can empower nonprofits to more effectively manage their challenges and in turn, make a more significant impact in the community.

Examples of potential skills-based volunteer project outcomes:

- Improved process for budgeting
- Increased brand recognition
- Reduced employee turnover
- More effective workflow processes

Why does skills-based volunteerism make sense?

In the corporate environment, a successful business strategy relies on leveraging existing resources to drive the most significant results for our clients. Skills-based volunteerism enables us to apply that same strategy to our community involvement efforts, with similarly powerful results for the participating nonprofits, the community and our business.

Social impact and business value

Rather than focusing on a single social cause, our focus in the community is to do what we do best. It's a competency-based approach intended to enhance the capacity of leading local and national nonprofits that address a range of community concerns. This type of strategic volunteerism exponentially expands the scope of impact that we can have in the community and enables our personnel to engage with nonprofits that are meaningful to them.

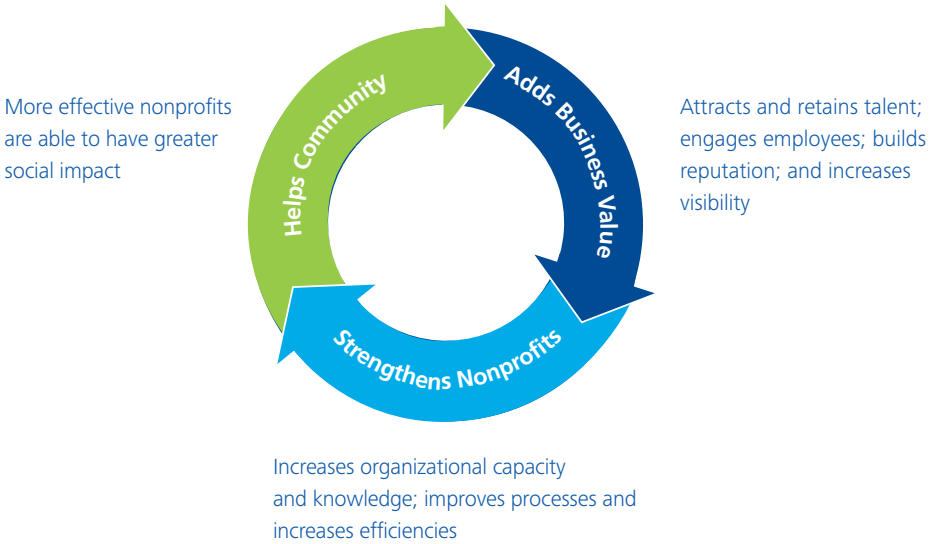
"Skills-based volunteerism is transforming community involvement in corporate America and opening the door to the idea that corporate community outreach is not just an important driver of social change, but an innovative and effective business strategy."

- Evan Hochberg, National Director of Community Involvement
Deloitte Services LP

In addition, a strong skills-based volunteer program can serve as a valuable business strategy in so far as it improves the health of the environment in which a company operates and provides an effective and cost-efficient platform for:

- Showcasing organizational capabilities in the marketplace,
- Enhancing corporate image,
- Generating resonance and interest among stakeholders,
- Providing valuable professional development and networking opportunities for employees, and
- Assisting in ongoing recruitment and retention efforts.

In essence, skills-based volunteerism creates a win-win-win scenario for all involved: the nonprofit, the community and the business.



Yet, according to recent research, skills-based volunteerism remains a largely underutilized resource by both businesses and nonprofits.

Consider this:

- According to the Taproot Foundation, at least six million professionals in corporate America are available to volunteer.
- If those volunteers provide one hour of hands-on volunteering, the value to nonprofits would be \$108 million, based on the Independent Sector's advised rate of \$19.51 an hour.
- If those same volunteers applied their professional skills and resources to help nonprofits – valued at an average consulting rate of \$200 an hour – the value to the nation's charities would be closer to \$1 billion.

Consider this:

- Ninety-one percent (91%) of Fortune 500 human resources managers said volunteering knowledge and expertise to a nonprofit can be an effective way to cultivate critical business and leadership skills. Yet, only 16 percent actually use skills-based volunteering for talent development on a regular basis.* That significant gap points to a tremendous opportunity for both corporate America and the non-profit sector.
- Nearly 2/3 of Gen Y employees say they would prefer to work for an organization that provides opportunities to volunteer their skills, but fewer than 1/3 feel their employers have compelling programs.** This discrepancy means that a skills-based volunteer program could serve as a valuable resource in the war for talent.
- Fifty-six (56%) of nonprofits feel monetary donations are the most valuable contributions a company can make. But, only 1 percent of non-profit operating budgets come from corporate money.
- Seventy-seven percent (77%) of nonprofits believe they would benefit from corporate volunteers, but only 38 percent work with corporate volunteers.
- Only 12 percent of nonprofits currently align the professional skills of their volunteers with the respective needs of their organizations.

* Deloitte 2008 Volunteer IMPACT Survey

** Deloitte 2007 Volunteer IMPACT Survey

Skills-based initiatives at Deloitte

Based on the significant need for skills-based volunteerism in the non-profit sector and its potential for driving social impact and business value, Deloitte has launched an innovative skills-based volunteer program comprised of the following initiatives:

- Year-round volunteerism/IMPACT Day
- Pro Bono
- Board Leadership
- Thought Leadership
- Problem Solvers Fund

Year-round volunteerism/IMPACT Day

Deloitte's IMPACT Day is an annual one-day celebration of our year-round commitment to driving meaningful change in our local communities. Every year, all across the country, thousands of Deloitte employees offer their time and talent to help make an impact in their local communities. From creating new work-flow processes to restructuring high school accounting curricula, the projects our volunteers engage in on IMPACT Day, and throughout the year, offer valuable solutions that enable nonprofits to more effectively address critical community issues.

“While so many nonprofits have sophisticated social missions and programs, they often struggle with the same business challenges as for-profit companies. We believe that the most valuable resource we can contribute to nonprofits is the one we offer our clients everyday — our intellectual capital and business knowledge. Helping nonprofits to become stronger organizations is the most lasting contribution we can make to our local communities.”

- Barry Salzberg, Chief Executive Officer, Deloitte LLP

The community hub model

Hosting a Hub event is one way Deloitte volunteers maximize the results of their skills-based volunteer efforts. Hub events, which are held at local Deloitte offices, bring community leaders and non-profit representatives under one roof to participate in trainings, seminars and/or workshops focused on business issues of interest to them. The events are designed to enable nonprofits to network, get quick on-the-spot advice and/or engage employee volunteers who have the skills they need for more involved projects.

Pro bono

The most comprehensive form of skills-based volunteerism, pro bono has long been a fixture on the corporate community involvement landscape and it is now a key driver of Deloitte's community involvement strategy. On June 1, 2008, we launched a new pro bono program that will provide the resources and infrastructure necessary to support up to \$50 million in cross-functional pro bono engagements over the next three years. While in the past, we have engaged in pro bono projects on an ad hoc basis, the new program takes a more strategic approach. Pro bono service will now be built, upfront, into our business units' annual planning and budgeting processes, and a formal structure and funding stream have been established. This new approach will enable us to be more strategic in project selection, identify the right talent amongst our team of 40,000+ people to meet the client's need, and track the outcomes of our efforts.

Board leadership

Board service is one of the most valuable assets the business community can offer nonprofits, and it is an excellent way for businesses to contribute intellectual capital. While our board leadership program is still evolving, we view it as a critical component of Deloitte's community involvement strategy. A number of our partners, principals and directors currently serve on non-profit boards and we continue to seek new ways of leveraging their knowledge and experience to offer strategic business advice to non-profit leaders.

Thought leadership

Deloitte is a strong advocate for advancing dialogue and building social and business cases for corporate community involvement. Through the Deloitte Volunteer IMPACT research series, now in its fifth year, we seek to develop and share knowledge about both the social impacts and business outcomes of strategic community involvement.

Problem Solvers Fund

Established in 2006, the Problem Solvers Fund provides large-scale grants to support local community initiatives where Deloitte employees are engaged in capacity-building, pro bono and other skills-based volunteer projects. Rather than providing a small financial contribution to a large number of volunteers, our emphasis is on using our funding to go deeper in our commitments; to provide more significant financial support to fewer initiatives so our volunteers can fully invest their talents where they are most needed and drive more critical lasting impact.

Thinking about a skills-based volunteer program?

Skills-based volunteerism can take many forms, from pro bono engagements to board service, but all have the potential to drive significant impact in the community. Based on our experience, we have created a list of key considerations to take into account when initiating a skills-based volunteer program. But, keep in mind, developing the type of program that will be most effective in your organization will require a great deal of careful thought, informed planning and strategic customization; there is no set formula.

Key considerations

Build interest in your skills-based volunteer program

Find examples in your current community involvement platform to help sell the skills-based concept to stakeholders. Showcase those nonprofits which have been most receptive to the concept of skills-based volunteerism, so their leadership will be open to providing testimonials on your behalf, as well as those whose needs are most appropriately matched to your volunteers' unique skill sets. In all likelihood, your employees are already volunteering their business skills on an ad hoc basis (e.g. board service), so these examples shouldn't be hard to find.

Ensure flexibility of choice

Resist urges or recommendations to support only one cause or initiative. To do so is to jeopardize the energy of volunteers and to limit your organization's potential scope of impact in the community. With a consistent and strategic approach, there is room for multiple beneficiaries.

Consider integrating skills-based volunteerism into your existing signature programs

At Deloitte, non-profit capacity building is our "signature issue." Rather than focusing exclusively on specific causes, we believe that an important social issue, in and of itself, is the fact that nonprofits are hampered by business challenges and often lack the resources to deal with them. Skills-based volunteerism is designed to directly impact this issue, and it can deliver value to your community outreach efforts regardless of what your organization's "signature issues" are.

By incorporating skills-based volunteerism into your existing programs and leveraging your employees' business knowledge to strengthen the infrastructure of the nonprofits you work with, you will be able to make a deeper impact on the "signature issues" you work on together.

"By matching the professional skills of volunteers with nonprofits that can most benefit from their unique talents, we are able to not only realize important social outcomes, but to help volunteers better understand the power they have to make a difference. This understanding is a key motivator in driving people to take action."

- Michelle Nunn, CEO and President,
Points of Light Institute

Be consistent in implementing skills-based volunteerism across all programs

Skills-based volunteerism represents a strategic approach to community involvement, not a once-a-year program. It should be consistently woven into year-round community involvement initiatives and universally applicable across all programming.

Approach your non-profit clients as you would your business clients

If you provide the same level of planning and management to your non-profit clients as you do to your business clients, the results will be equally as powerful. With this in mind, consider taking the following steps when executing a skills-based volunteer project: 1) Clearly outline what the project will entail and put all expectations in writing; 2) Obtain approval from your manager or other senior leadership to manage expectations internally, as well as externally; 3) Stay within your approved scope – adhere to the original project plan and consider any additional work as a separate project; 4) Communicate effectively – avoid corporate jargon, acronyms or technical terminology; and 5) Practice good stewardship and deliver what you promise.

Allow for time and patience

Developing an effective skills-based volunteer program takes time. It is not an employee benefit, like casual Fridays or vacation leave. Rather, it is a corporate priority that will require considerable commitment, consistent communication and buy-in from top leadership to integrate into the fabric of your organization's culture.

Skills matrix

Below is a generic example of a skills matrix that features a list of departments common to most corporations, as well as the employee skills/functions that likely exist within each of those departments. As you can see, the matrix cross-references the potential needs of nonprofits with each of these skills/functions to demonstrate the many ways in which corporate talent can be used to meet nonprofit needs.

Departments	Skills/Functions	Needs of Nonprofits
Accounting/ Finance	<ul style="list-style-type: none"> Budgeting/forecasting Accounts payable 	<ul style="list-style-type: none"> Budgeting Fiscal planning Billing & collections Cash flow analysis
Advertising/PR	<ul style="list-style-type: none"> Media relations Communications strategy Event planning & promotion Message creation Audience segmentation 	<ul style="list-style-type: none"> Media exposure Event planning & production Reaching target audiences Fundraising
Creative Services	<ul style="list-style-type: none"> Creation and design of materials Brand strategy & management 	<ul style="list-style-type: none"> Consistent branding Promotional materials
Customer Care	<ul style="list-style-type: none"> Customer surveys Issue resolution Tracking customer feedback 	<ul style="list-style-type: none"> Donor and client feedback
Human Resources	<ul style="list-style-type: none"> Recruiting & retention Performance review process Training and development Diversity 	<ul style="list-style-type: none"> Recruiting & Retention Performance review process Training and development Employee morale Employee feedback
IT	<ul style="list-style-type: none"> Data security Systems solutions Tech support 	<ul style="list-style-type: none"> Donor/client database
Marketing/Sales	<ul style="list-style-type: none"> Customer prospecting Sales presentations Merchandising 	<ul style="list-style-type: none"> Increased fundraising Donor development Donor recognition
Product Development	<ul style="list-style-type: none"> Consumer trends Competitive analysis Product testing Quality Assurance 	<ul style="list-style-type: none"> Community needs assessment New services development Measuring outcomes
Operations/ Facilities	<ul style="list-style-type: none"> Operational effectiveness Systems & processes Building security Maintenance Space planning 	<ul style="list-style-type: none"> Volunteer coordination Improved use of physical space Improved processes

When integrated into overall corporate strategy, community involvement can be a powerful driver of social impact and business value. To maximize your organization’s potential and deliver tangible results both in the community and for your business, consider implementing a skills-based volunteer program.

For questions or to learn more about Deloitte’s skills-based volunteerism model, send an e-mail to communityinvolvement@deloitte.com.