

**VolunteerMatch**  
*Solutions*

***BPN***

# **Motivating Volunteers in Tough Times**

**Linda Gornitsky, PhD**  
President, LBG Associates

# ***Open Q&A with the Audience***

**Type your questions into the question box on the right panel.**

**We will pose them to the speakers for everyone to hear.**





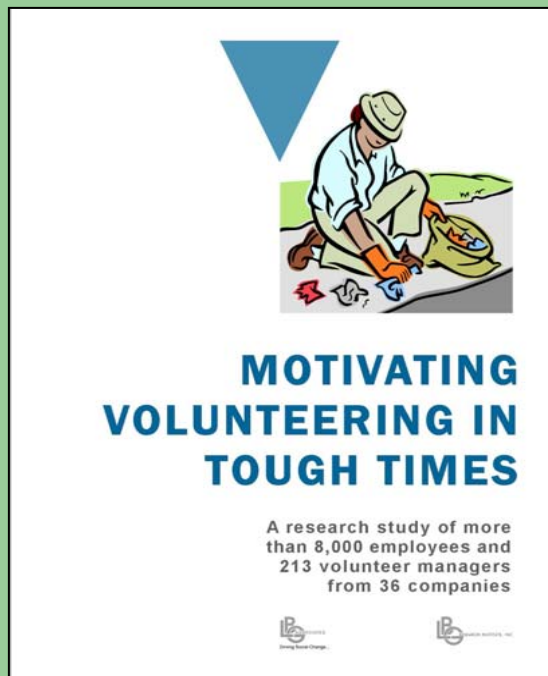
# Motivating Volunteering in Tough Times

*LBG Associates  
March 25, 2010*



# Research Results

*Newest study from  
LBG Associates  
and LBG Research  
Institute*



# Research Report Features

- Comprehensive **review and analysis** of results:
  - Employees
  - Volunteer managers—and comparisons with employee findings
- **Quotes** from participants
- Key **findings**
- Key **opportunities** for volunteer managers
- Conclusions/recommendations

# What We Will Cover Today

- Employee responses **highlights**
- Volunteer manager results vs. employee results
- Q&A period

## Genesis of this Study

- Project development began in late 2008-early 2009 as the economic crisis really hit home
- Companies were increasingly looking to employee volunteers to offset declining contributions budgets and maintain image in the community
- But LBG began to question whether employees might be afraid to volunteer during this downturn

## Central Questions:

- *How motivated were employees to volunteer during this recession?*
- *What types of motivation work?*
- We wanted to find out...

## Research Project Scope

- *Unique in that it includes the voices of both **volunteer managers** and **employees***
  - Online survey taken by 8,032 employees and 213 volunteer managers
- 36 companies participated
- Research timing: June-July 2009

# Research Sponsors

## GOLD - \$5,000

**Booz Allen Hamilton**

## BRONZE, \$1,500

Allstate

Capital One

FedEx

Moody's

## SILVER - \$2,500

CSX Corporation

Rockwell Collins

Entrepreneurs Foundation

# Participating Companies

AGL Resources	Blue Shield of California	FedEx	Land O' Lakes, Inc.	Sabre Holdings Corporation	Umpqua Bank
Allstate	Booz Allen Hamilton	Florida Power & Light Co.	Mayo Clinic	Southern California Edison	United Illuminating Company
Amway	Boston Scientific	Fluor Corporation	McGraw-Hill Companies	State Street Corporation	Verizon
Arch Chemicals	Capital One	Gap, Inc.	Moody's Investors Service	Steelcase Inc.	Wal-Mart Stores, Inc.
Aveda	C.R. Bard, Inc.	Genworth Financial, Inc.	PNM Resources, Inc.	Texas Health Resources	Walt Disney Company
Bank of New York Mellon	CSX Corporation	KPMG	Rockwell Collins	Timberland	Waste Management

# Highlights of Research Findings



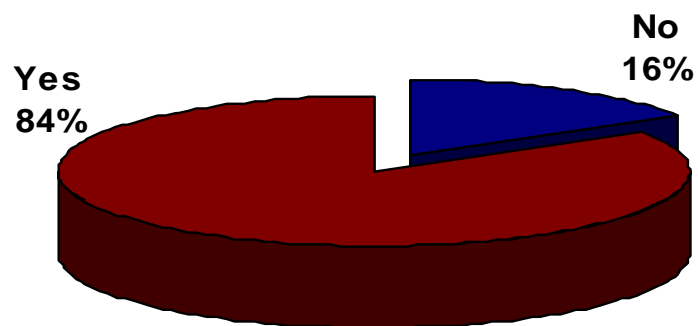
**Employee Results**

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# Volunteering and Company Values

- **Good news:**  
The majority of the employee respondents say support for volunteering is *part of their company's values*

Do you believe support for volunteerism is part of your company's values?



# Volunteering Programs: Good for Employee Relations

- **More good news:**  
71% of the employees say the volunteering program makes them feel **“more positive”** about their company



## The Economy Makes an Impact

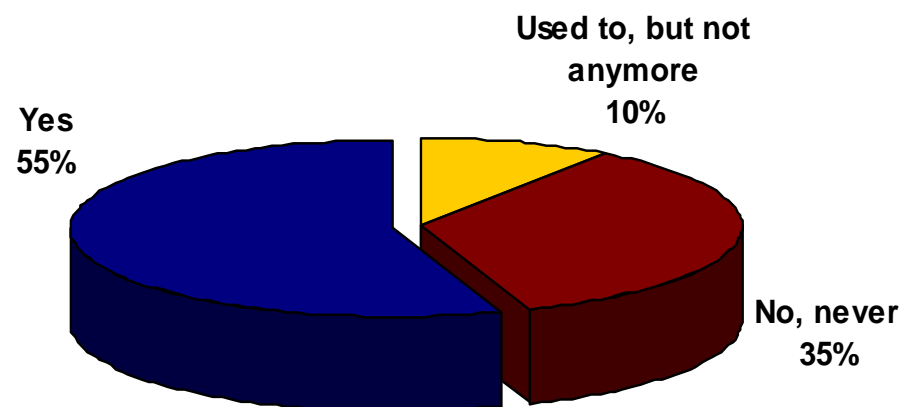
- **50%** of the employee respondents say volunteering for company-sponsored programs is “**more important because of the challenging economy**”



# Volunteering Participation

- The majority participate in their company's volunteering program

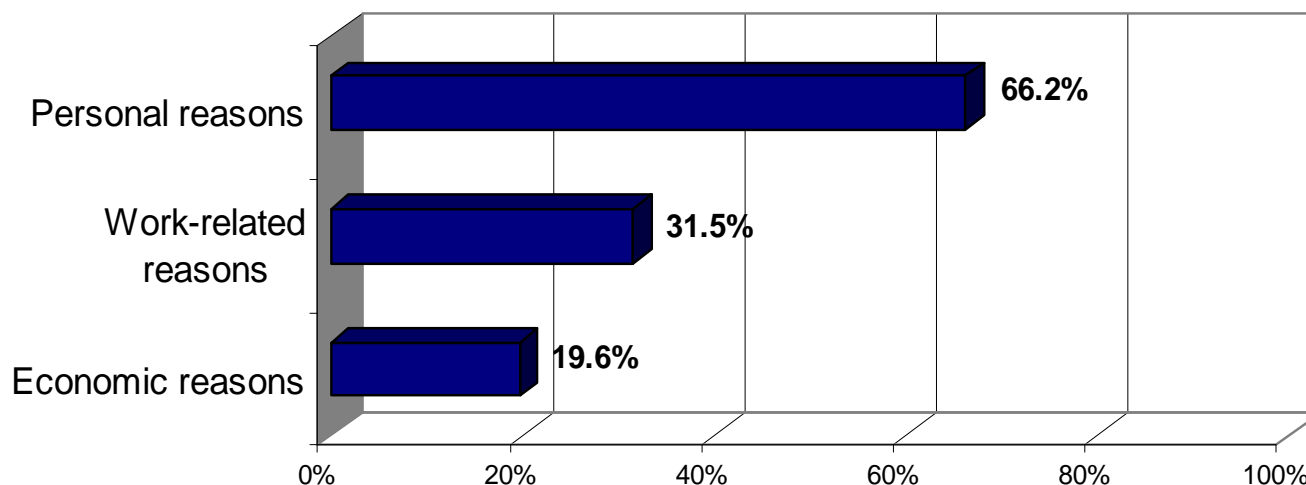
Do you volunteer for causes through your employer's volunteer program?



## For the 45% Who Don't Volunteer...

- Personal reasons dominate

Why don't you volunteer for company-sponsored events?



# Top Volunteering Motivators

Please rate how important each of the following is when you decide to participate in company-sponsored volunteering programs:	Average rating (1-5)
The cause is important to me personally	4.35
Community organizations are experiencing economic hardship	3.61
My volunteering results in a donation for the organization from my company	3.53
The cause is important to my company	3.35
The charity came to the company to talk about what they do in the community	3.08

## Question

- How important do you think recognition is as a motivator for employees?
  5. Extremely important
  4. Very important
  3. Important
  2. Not terribly important
  1. Not at all important

## A Big Surprise: The Low Importance of Recognition

- In terms of what *motivates* employees to participate in a company-sponsored event, recognition receives a low rating:
  - Company recognition for volunteering was **#10** out of 18 possible motivators
  - Recognition from the charity was **#11**

## A Change from 2004 Findings

- In LBG Associate's 2004 research, *Measuring Corporate Volunteerism*, volunteer managers viewed recognition as the number one predictor of a successful volunteer program
- But employees are altruistic: *Personal recognition is secondary to the need to help nonprofits financially*

# Volunteering Recognition

<b>Please rate how important the following types of volunteer recognition are to you:</b>	<b>Average rating (1-5)</b>
A donation made to my charity when I volunteer	3.67
Internal communication recognizing my participation in volunteering	2.47
A letter from senior management recognizing my participation	2.37
A letter from my supervisor recognizing my participation	2.31
A special lunch or dinner to honor all volunteers	2.29

# Workday Volunteering

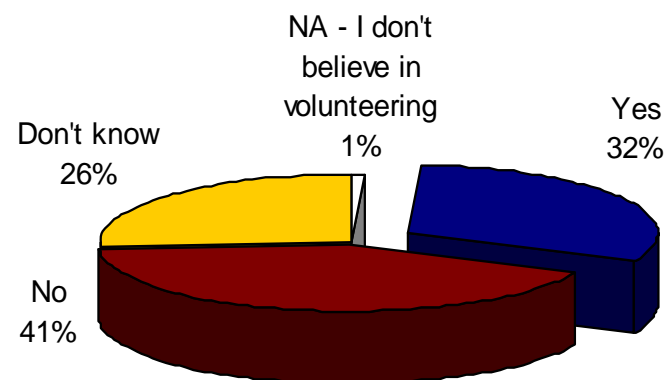
- More than a third (34%) are allowed to volunteer during the workday
  - Of these employees, **57%** take advantage of the program
- 26% are not allowed to volunteer during the workday
- 40% do not know if they are allowed



# Workday Volunteering

- Nearly a **third** of all respondents worry that workday volunteering could **negatively affect their job security**

In today's economy, do you feel volunteering during the workday could negatively affect your job security?

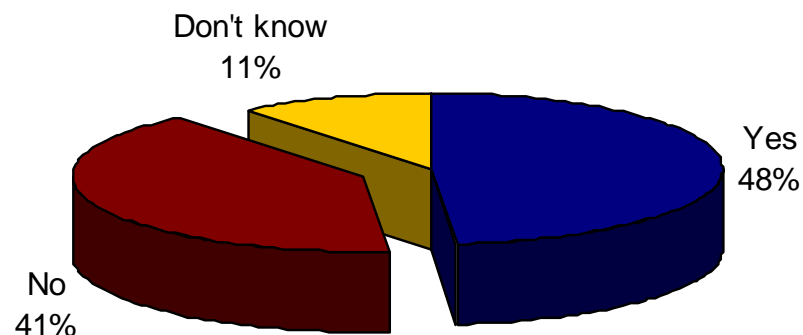


# Workday Volunteering and Job Security

- More than 40% did not worry about workday volunteering and job security before the economic crisis

**Did you feel this way a year ago, before the economic crisis?**

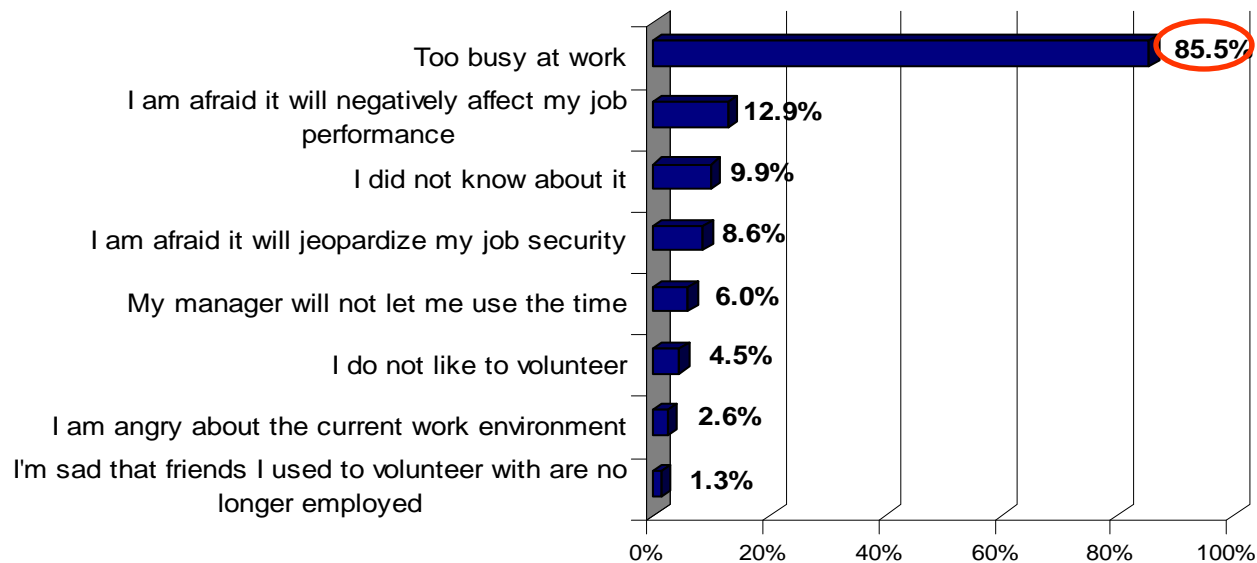
*(Of just those who fear workday volunteering could negatively affect job security)*



# Why Employees Don't Use Workday Volunteering

- The vast majority are “too busy at work”

Why don't you use the program allowing you to volunteer during the workday?



# Pro Bono Volunteering

- Less than 5% are participating in a pro bono/skills-based volunteering program
  - But of those employees whose companies offer these programs, **41%** are taking advantage of it



# Pro Bono Volunteering: Most Do NOT Perform Tasks During Workday

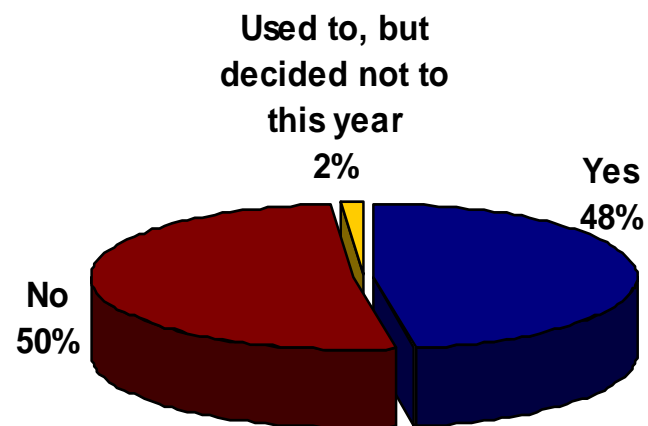
- When do employees do it?
  - The minority (20%) are doing these tasks primarily during the workday
  - Most do pro bono work on off hours or during both the workday and off hours



# Employee-directed Programs

- Of those working for companies offering Dollars for Doers or volunteer grants programs, **48%** participate

Do you participate in your company's Dollars for Doers/volunteer grants program?



# Economic Crisis: Impact on Willingness to Volunteer

- For the majority of employees, the downturn had **no major impact** on their willingness to volunteer for company-sponsored events:
  - 63% said it had “no impact”
  - 23% said it had a “positive” or “very positive” impact
  - 13% said it had a “negative” or “very negative” impact

## Economic Crisis: Impact on the Time Available to Volunteer

- **62%** said the downturn had no impact on the time available to volunteer during the workday
- But **27%** said it had a “negative” or “very negative” effect on the time they had during the workday to volunteer
- Just **11%** said it had a positive impact on the time available

# Volunteering and Performance Evaluations



- The vast majority—**84%**—say their company does NOT include criteria related to volunteering in their performance appraisals
- Respondents are split (**52% no, 48% yes**) regarding whether having this criteria would increase their motivation/willingness to volunteer

# Volunteering Communication

- **71%** find out about company-sponsored volunteering events via e-mail messages
- **61%** get this information from other colleagues (word of mouth)
- Just **13%** find out about these events from senior executive communications



# New Communication Methods

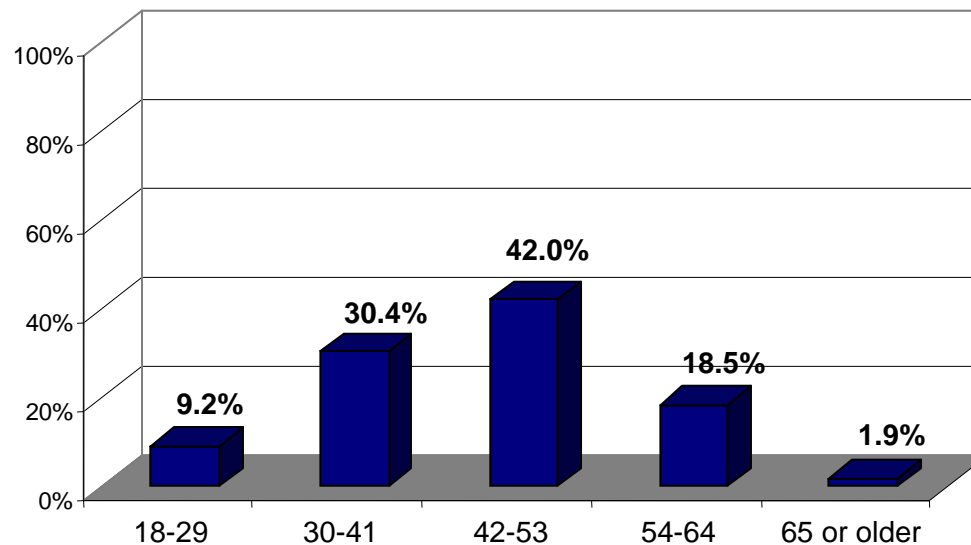
- Some respondents provided new communication methods their company is using, including:
  - Dedicated volunteering websites 
  - Volunteer coordinators, advocates, councils
  - Paycheck stub flyers
  - Social media messaging 
  - New employee orientation materials
  - Lobby volunteering information desk
  - Community service kiosks 
  - Closed circuit TV messages



# Employee Demographics

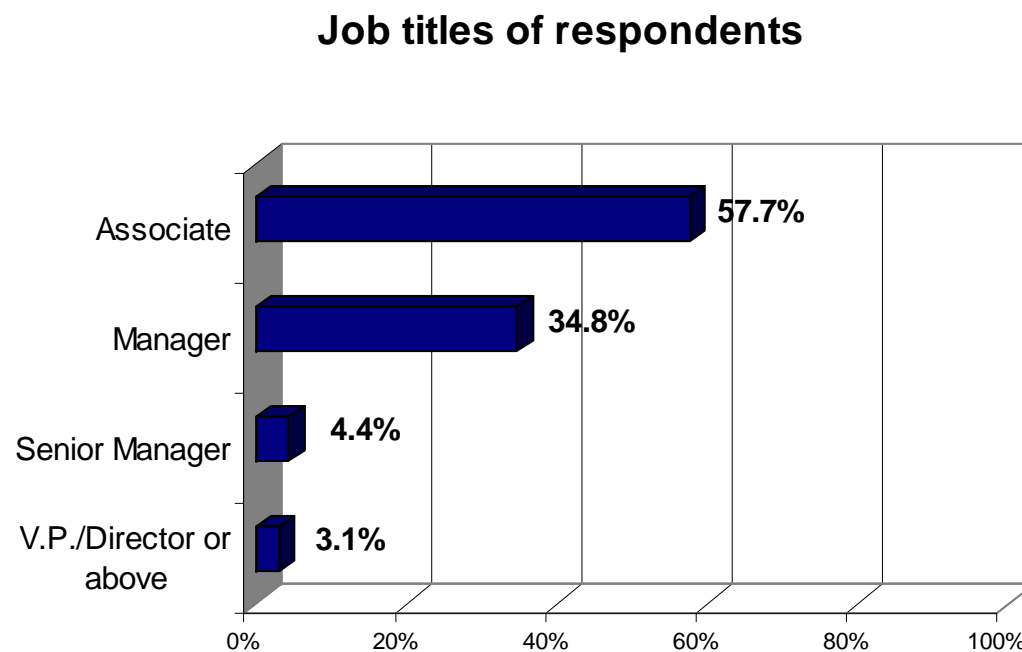
- 56% female; 44% male
- Most between 42-53 years of age

Age of respondents



# Employee Demographics

- Majority are Associates



# Highlights of Research Findings



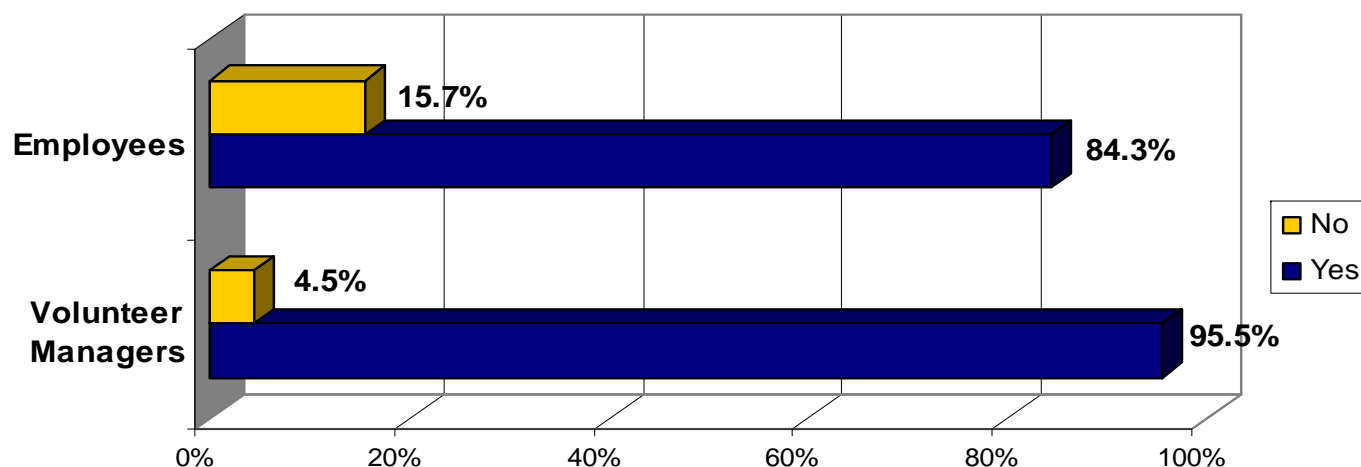
**Volunteer  
Managers—and  
comparisons to  
Employees**

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# Volunteering and Company Values

- Majority of both groups **agree** that support for volunteering is part of company values

Do you believe support for volunteerism is part of your company's values?



# Volunteering & Employee Relations

- More volunteer managers are positive about the effects of volunteering programs:
  - **85%** of the volunteer managers say the volunteering program makes employees feel “more positive” about the company, compared with **71%** of employees saying the same



# Volunteering Participation

- The plurality of Volunteer Managers see **no change** in participation

Compared to a year ago, rates of employee participation in company-sponsored volunteering events have:	% of volunteer managers
Increased	22.6%
Decreased	24.5%
<b>Stayed about the same</b>	<b>40.4%</b>
Don't know	12.5%

# Volunteer Managers' Reasons for Participation Changes

- Major reasons for increased participation: *improved communication* and *the economy*
- Major reasons for decreased participation: *lack of time* and *the economy*
- Among those who have seen changes in volunteering participation rates, **many cite the recession as the reason**—regardless of whether rates increased or decreased

# Volunteering Motivation Comparisons (Volunteer Managers' top 5)

Please rate how important each of the following is when employees decide to participate in company-sponsored volunteering programs (average rating, 1-5):	Volunteer managers (rating, #rank)	Employees (rating, #rank)
The cause is important to them personally	4.44 #1	4.35 #1
Employees get paid time off during the workday to volunteer	4.14 #2	2.85 #9
Coworkers are participating in the event	4.02 #3	2.96 #7
The company recognizes employees' participation in the event	3.90 #4	2.83 #10
Senior managers are endorsing the event and encouraging participation	3.83 #5	2.73 #12

## The Most Important Motivators from the **Company**

- Both groups were asked “What is the most important thing **your company** does to motivate you to volunteer?” (a slight twist on the question asking for reasons employees volunteer)
- The thousands of open-ended responses can be categorized into distinct categories or “themes”...

# Top Ways **Companies** Motivate Volunteers: Managers vs. Employees

## Volunteer Managers

1. Communication and promotion
2. Providing time off to volunteer
3. Management support
4. **Recognition of volunteers**
5. Company donations/grants for volunteering
6. Making it easy to participate

## Employees

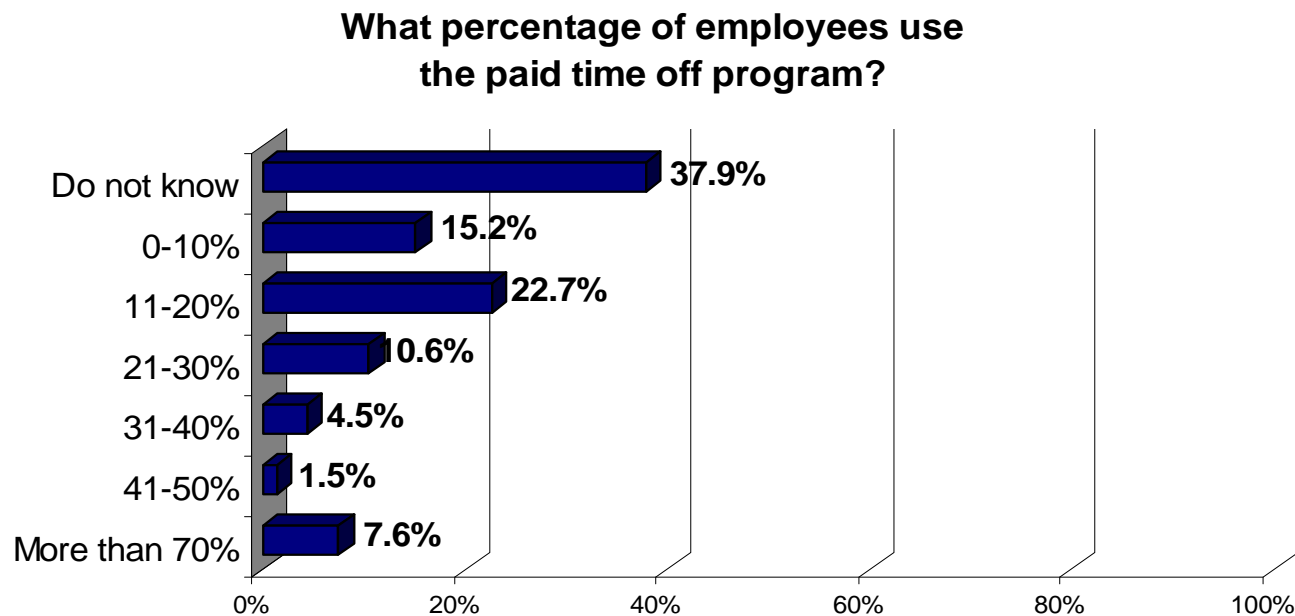
1. Communication and commitment
2. Company donations/grants for volunteering
3. Providing time off to volunteer
4. Management support
5. Providing new opportunities for volunteering
6. Offering charities that employees support
7. Making it easy to participate
8. Tying volunteering to performance evaluation or bonuses

# Recognition: Volunteer Managers *Overestimate* Its Impact

Please rate how important the following types of volunteer recognition are to employees:	Volunteer managers (rating, #rank)	Employees (rating, #rank)
Internal communication recognizing an employee's participation in volunteering	4.02 #1	2.47 #2
A letter from senior management recognizing participation	3.87 #2	2.37 #3
A donation made to the employee's charity when he/she volunteers	3.77 #3	3.67 #1
A letter from the employee's supervisor recognizing participation	3.64 #4	2.31 #4
A special lunch or dinner to honor all volunteers	3.46 #5	2.29 #5

# Paid Time Off Participation

- Largest group of volunteer managers report participation of 11-20%



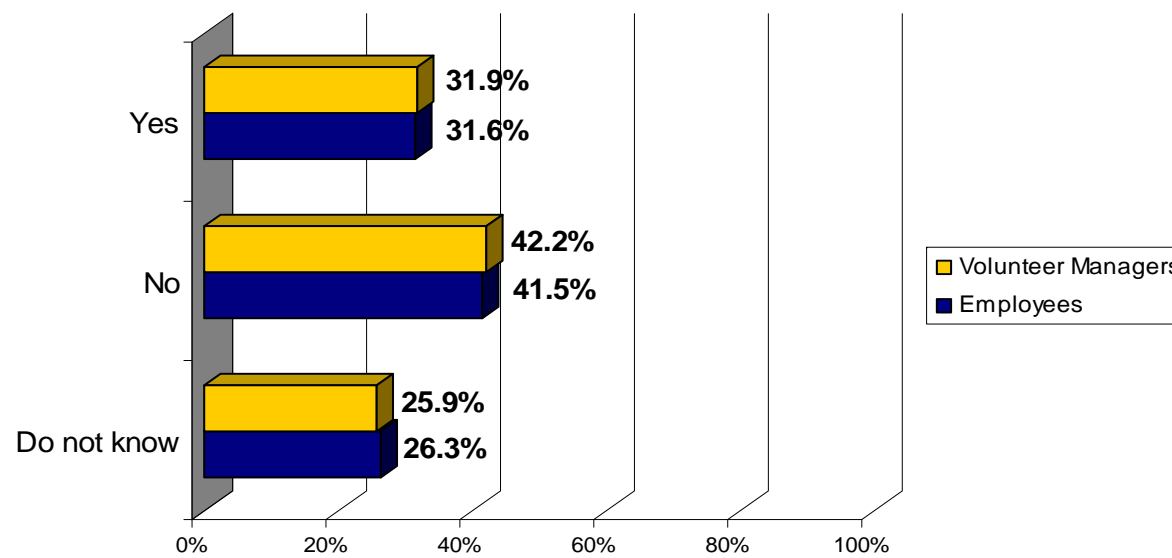
# Agreement on Top Reasons Workday Volunteering Is Not Used

Why are employees <u>not</u> using the company program allowing volunteering during the workday?	% of volunteer managers (%, # rank)	% of employees (%, # rank)
Too busy at work	88.5% #1	54.3% #1
Did not know about the program	42.3% #2	45.9% #2
Manager will not let employee use the time	27.9% #3	9.5% #5
Employees do not like to volunteer	16.3% #4	2.7% #7
Employees are afraid it will negatively affect job performance	14.4% #5	12.8% #3
Employees are afraid it will jeopardize their job security	14.4% #5	12.6% #4
Employees are angry about the current work environment	6.7% #7	3.4% #6
Employees are sad that friends they used to volunteer with are no longer with the company	5.8% #8	2.0% #8

# Workday Volunteering and Job Security

- Managers and employees in synch:

Do employees think workday volunteering could negatively affect job security?



# But Not in Synch on Employees' Feelings **Prior** to Economic Crisis

- A much higher percentage of employees DID feel this way before the crisis—indicating volunteer managers could be out of touch with employees' feelings

Did employees feel this way before the economic crisis?	% of volunteer managers	% of employees
Yes	21.2%	45.5%
No	30.3%	32.2%
Don't know	48.5%	21.6%
Do not believe in volunteering	NA	0.6%

# Pro Bono Volunteering: Differing Opinions on When It's Done

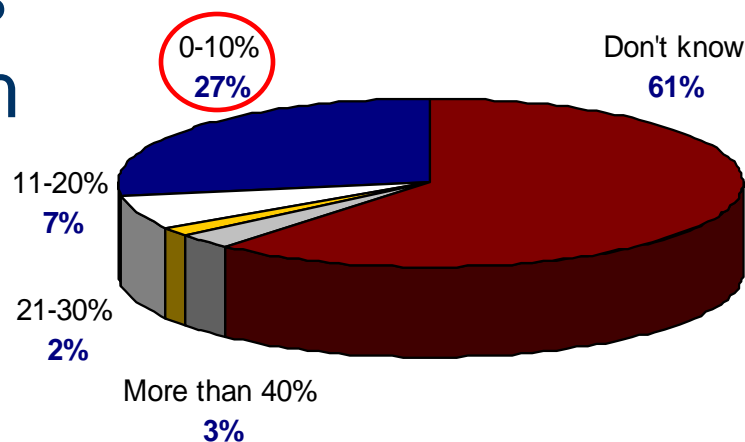
- The portion of volunteer managers saying pro bono work is done during the workday and off-hours is almost 43% higher than the portion of employees saying the same

When are the employees participating in pro bono/skills-based volunteering doing this work?	% of volunteer managers	% of employees
During the workday	12.7%	19.7%
During both the workday and off-hours	58.2%	40.8%
Primarily during off-hours	29.1%	39.5%

# Employee-directed Programs

- Of the nearly 40% of volunteer managers who know the program participation rate, the largest group (27%) says it is **10% or less**

What percentage of employees use the Dollars for Doers/volunteer grants program?



# Employee-directed Programs

- Considering the importance employees place on donations to nonprofits for volunteering, DFD/volunteer grants programs are underutilized
- Why aren't employees participating?

# Employee-directed Programs

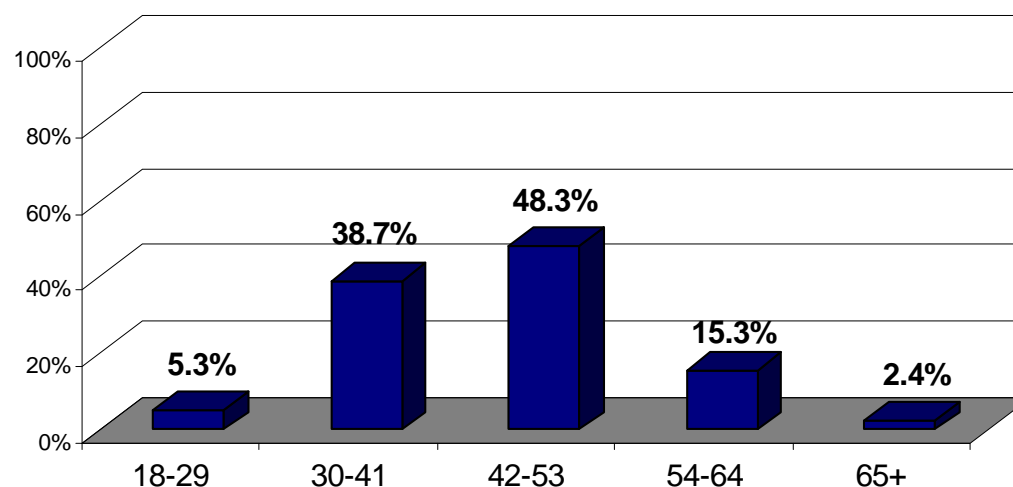
- Both volunteer managers and employees agree: **Understanding the program better** would motivate participation

What do you think would motivate employees to participate in the Dollars for Doers/volunteer grants program?	% of volunteer managers (%, # rank)	% of employees (%, # rank)
Understanding the program and how it works	87.9% #1	75.4% #1
Having more time to volunteer	56.9% #2	49.4% #2
Knowing what impact the grants are having on the nonprofit	56.9% #2	35.2% #4
Knowing what impact the employee's volunteering is having on the nonprofit	50.0% #4	32.7% #5
Senior management support of the program	44.8% #5	24.8% #6

# Volunteer Manager Demographics

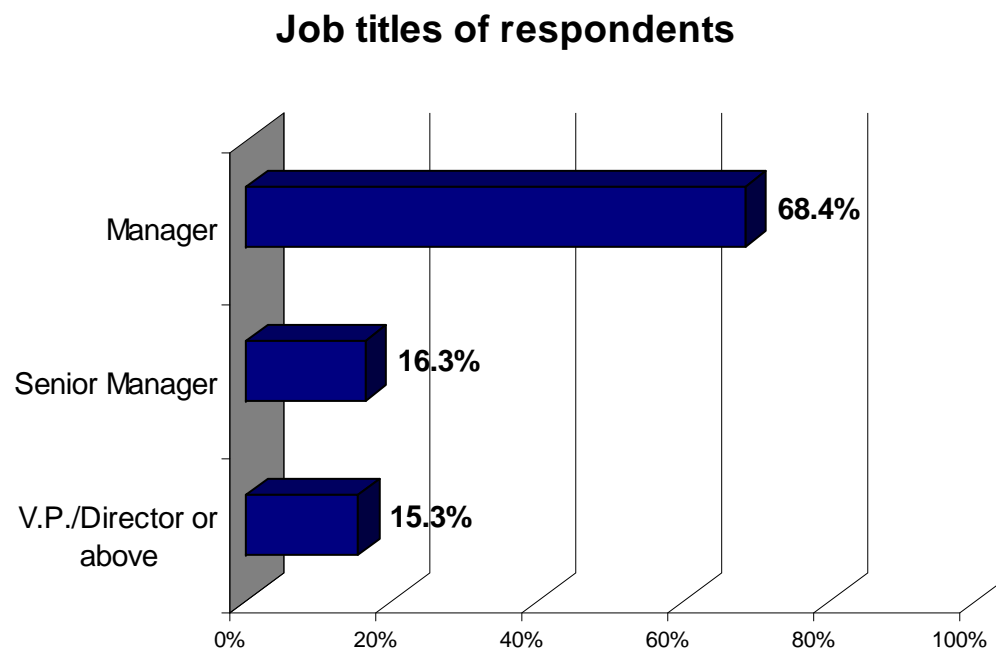
- 61% female; 39% male
- Plurality ages 42-53

Age of respondents

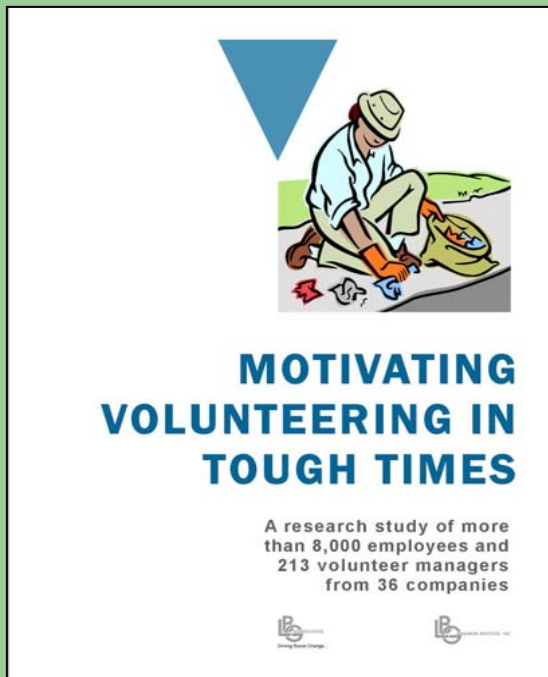


# Volunteer Manager Demographics

- Majority are Managers



# Summing Up...



## Summing Up

- **Key concern:** Improving volunteering participation rates
- **Challenge:** Volunteer managers may not be in synch with employees' current motivations for participation in company-sponsored events

## Summing Up

- Key Question: Does your program respond to your employees' current motivations for volunteering participation?

## Summing Up

- Our research showed distinct **disconnects** between volunteer managers' assumptions and what employees really think and feel.
  - For example, volunteer managers overestimated:
    - *The motivational power of recognition*
    - *The motivational power of paid time off*
    - *The motivational power of senior management endorsement*

## Summing Up

- And they underestimated:
  - *The impact of the recession on community organizations*
  - *Donations made for volunteering*
  - *The importance of a cause to the company*

## Summing Up

- A need for better **2-way communication**
  - **Bottom-up:** Employees to company
    - Companies **need more feedback** from employees about what matters most to them when they volunteer
      - Employee surveys
      - Focus groups



## Summing Up

- **Top-down:** Company to employees
  - Employees **need much more support, reassurance, and information** than they did in the past



## Summing Up

- Companies **may need to adjust their communication focus** to motivate employees:
  - *Nationwide Insurance, for example, recently discovered employees wanted more information on the impact of volunteering on the nonprofit, and changed company communications to reflect this*

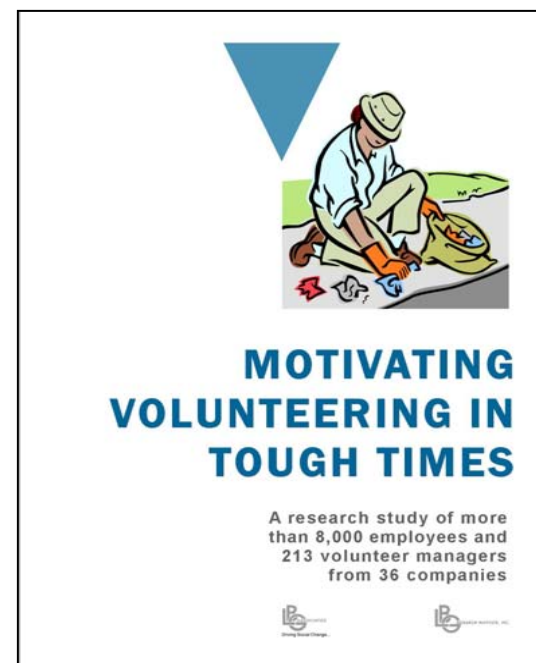
## Summing Up

- Remember, what resonated with employees in 2007, 2008, or even six months ago, **may not necessarily work today**

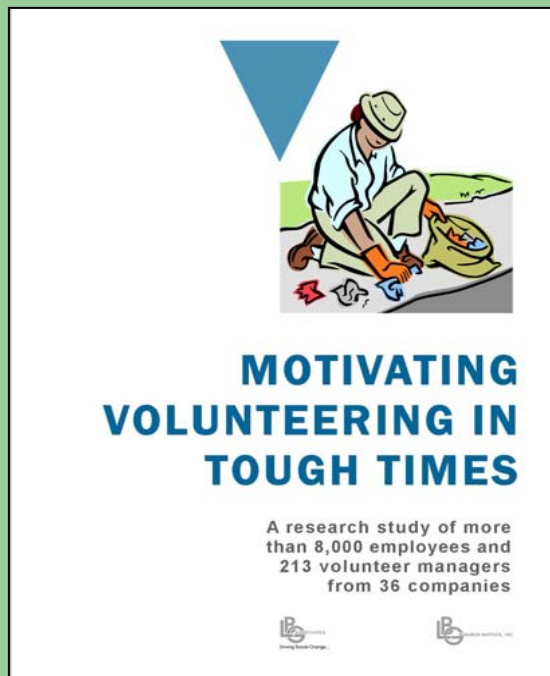
# *Motivating Volunteering in Tough Times Research Study*

- Available for purchase for \$77
- For more information, visit [www.lbg-associates.com](http://www.lbg-associates.com)

● **THANK YOU FOR ATTENDING TODAY!!**



# Questions & Answers



## CONTACT INFORMATION

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