October 2018

Dear Friends:

It is a pleasure to present NYC Service’s *NYCorporate Volunteer Engagement: A Guide to Impact*.

In 2015, our city launched *One New York: The Plan for a Strong and Just City*, which laid out our bold strategies to bring increased economic growth, sustainability, resiliency, and equity to neighborhoods across all five boroughs. As we work to prepare our city for the future and look to the challenges that lie ahead, it is vital that we continue to build upon the vision of OneNYC and work together to accomplish its ambitious goals. This can only be achieved with partnerships between local government, the corporate sector, community-based organizations, and individual residents who are committed to strengthening the fabric and foundation of our city.

In this *Guide to Impact*, you will find valuable information on the ways that you and your business can support our city’s efforts to reach our OneNYC goals through corporate volunteer engagement. Individuals who donate their time, energy, and talents are able to help us address some of New York’s greatest challenges, and when they are provided with the resources and encouragement from their employers – the businesses that keep our city moving forward – there is no limit to the things we can achieve. We look forward to working with you and your employees to uphold the spirit of volunteerism and service that is vital to New York City while helping you get the most out of your volunteer engagement programs.

All New Yorkers have a responsibility to ensure that our city remains a beacon of progress to the nation and to the world, and by working together, we can achieve this goal and make a positive impact in the five boroughs and far beyond.

Sincerely,

Bill de Blasio  
Mayor

Patricia Eng  
NYC Chief Service Officer
As a practitioner who focuses on corporate volunteer engagement, your work is a link between people, purpose, and profit, and it is growing in importance every day. With Corporate Social Responsibility (CSR) becoming further embedded in the modern workplace, you are likely seeing more volunteers, more awareness of your programs, and more connection to the community.

At the same time, you may be working through some strategic questions: Have we provided our employees a sense of purpose that can change who they are? Have I made the case that all of this effort contributes to achieving real business objectives? Am I providing maximum value to our nonprofit partners? Can we make our contribution more impactful?

And the ultimate question: **Is the City where we live and work better off because of our corporate volunteer engagement contribution?**

As you read this guide, we hope to help you answer these questions.

In 2015, Mayor Bill de Blasio unveiled OneNYC, an ambitious plan for a more inclusive and sustainable New York City. This roadmap is an effort to address New York City’s long-term challenges: the forecast of 9 million residents by 2040, changing climate conditions, an evolving economy, and aging infrastructure.

OneNYC envisions how the physical city should be shaped to address a range of social, economic, and environmental issues while building on New York City’s strengths. It draws upon best practices, but also proposes innovative solutions for our most vexing challenges.

Since the launch of OneNYC, we have achieved great successes. We are growing and thriving, with record job and wage growth and higher rates of affordable housing. We are becoming more just and equitable through programs such as Universal Pre-K serving nearly 70,000 children each year. We are more sustainable, reducing greenhouse gas emissions by 14 percent and installing more than 100 Megawatts of renewable energy. We are boosting our resiliency by preparing to withstand and emerge stronger from the impacts of climate change and other 21st century threats.
And while we are proud of the successes to date, we still have a long way to go.

New York City depends on thousands of nonprofits to deliver services to address critical issues facing New Yorkers. In fact, 2.5 million people rely on critical health and human services, delivered by 200,000 nonprofit workers who continue to experience fiscal and human capital constraints. Volunteers plug a growing hole in capacity for many organizations.

This is where corporate volunteer engagement comes in: volunteering is a mechanism for strengthening the capacity of nonprofits, upon whom we depend greatly as a city. NYC Service has undertaken research that shows the direct link between volunteer capacity-building programs and an organization’s ability to deliver increased and improved direct services to communities-in-need. Quite simply, the city needs you!

As we begin to realize the vision of OneNYC, we recognize that your corporate volunteer engagement program – no matter the size of your company – is valuable in helping New York City meet the needs of all of its residents, especially its most vulnerable.

It is through this lens that we present this guide to you.

In the following pages, you will find:
- A snapshot of corporate volunteer engagement in New York City
- A description of how corporate volunteer engagement can support OneNYC
- A set of principles to guide the implementation of your program
- A measurement protocol to support your work

People, Purpose, and Profit: A Strategy For Success

Corporate volunteer engagement brings together a company’s people, purpose, and profit. If your volunteer engagement strategy is designed effectively, the benefits can flow to all three. At the heart of the strategy is your people – and they have almost limitless potential to build capacity for organizations throughout New York City. By tapping into their purpose, you have the opportunity to motivate your employees to address critical needs in our communities. By doing this, you create a workforce of happy, healthy, engaged, and productive employees contributing to building your brand and driving customer loyalty. This, in turn, enhances profit for the company.

74% of surveyed companies believe that corporate volunteerism positively impacts both their employees and their bottom line.
Corporate Volunteer Engagement in New York City

Today, corporate volunteer engagement is a strategic imperative for many New York City businesses. Whether they work for a small, medium, or large business, employees expect their company to foster their sense of purpose, and allow them to express their passion for the community. Employees and nonprofits clearly benefit from this; research now shows that mobilizing employees to address the community’s most critical needs has a direct business impact, too, proving that being a good corporate citizen enhances brand, boosts productivity, and contributes to profit.

Corporate volunteer engagement can be defined as:

“Any activity undertaken by an employer to encourage its employees to exhibit voluntary prosocial behavior in the community.”
Given the incredible level of talent of New Yorkers working in this field, it is no surprise to see our city’s businesses leading the charge on corporate volunteer engagement. In a survey conducted by NYC Service of over 70 small, medium, and large businesses in New York City, we found the following:

9 out of 10 NYC businesses feel they can act as a capacity-building resource for nonprofits.

94% of surveyed companies believe that corporate volunteerism demonstrates a company’s position as a good corporate citizen.

Almost 80% of surveyed companies in NYC have a formal volunteering program.

2/3 of surveyed businesses have a skills-based/pro-bono program.

80% of surveyed companies believe that volunteer programs influence their ability to hire and retain employees.
How Corporate Volunteer Engagement Can Support OneNYC

We call on all New York City businesses to strategically mobilize employees to address the city’s biggest needs. Here’s how.

NYC Service, a division of the Office of Mayor Bill de Blasio, promotes volunteerism, engages New Yorkers in service, builds volunteer capacity, and mobilizes the power of volunteers and national service members to address New York City’s greatest challenges. We convene and connect volunteers and national service members with city agencies and nonprofits to create and strengthen volunteer and national service programs that focus on education, economic opportunity, environment, health, and emergency management.

We leverage public-private partnerships as a way to drive our mission and vision by tapping into the time, talent, and skills of corporate volunteers to create local change and build nonprofit capacity.

Civic engagement is a key element of OneNYC and our city’s vision of growth, equity, sustainability, and resiliency. A key measure of civic engagement within OneNYC is the NYC Service goal to increase New York City’s volunteer rate from 18 percent to the 25 percent national average, as measured by the U.S. Census Household Survey and NYC Service Measurements.

Mapping your corporate volunteer engagement goals to the OneNYC visions can be an effective way to align and measure your impact against the city’s most pressing needs. In fact, some companies are already aligning their cause areas to OneNYC.

Our Growing, Thriving City

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*Companies listed with permission
The 5 Principles For Effective Corporate Volunteering Engagement

Through constructive discussions with New York City businesses of all sizes, local nonprofits, and leaders in the field of corporate volunteer engagement, we have compiled a set of principles to help you build a more effective and impactful program.

PRINCIPLE #1:

Drive Company Strategy and Employee Passion

Today, CSR programs are a strategic element within the modern-day business. As a result, aligning corporate volunteer engagement with CSR values and priorities has become the norm. Having a focus and a cause area for volunteering events can lead to deeper impact in our communities; however, not every employee wants to volunteer for causes featured by the company. In fact, you can discourage volunteers if they feel that they are volunteering for the company, instead of for themselves or a cause they espouse.

There are two methods to ensure you maintain focus on strategic cause areas while still giving your employees the freedom to express their purpose:

1. Choice Rules
   It is important to offer a wide diversity of volunteering opportunities. This means encouraging employee passion projects as much as your signature cause areas so that you avoid the risk of losing potential volunteers. While it is impactful to have a signature cause, making room for employee choice gives employees agency to give back in ways that fit their personal values. It looks like this:
   - Ensure your program features regular, sustained volunteer events related to signature cause areas. Communicate these events by linking it to the company’s strategy and the impact that can be generated “if we all pull together.” This strategy can entice those who may not yet have a cause they want to support.
   - Promote employee choice as much as possible. This shows employees that the company wants their inner purpose and passion to shine. They will love you for it!
   - Provide the same incentives and paid time off for signature causes and passion projects.
   - Map signature cause areas and employee choices to the OneNYC visions, to show that their service is contributing to a much larger goal.

98% of surveyed companies believe that corporate volunteer programs enable employees to connect with causes and nonprofits that are important to them.

Does your company regularly promote and share volunteer opportunities with employees?
Yes 82%  No 18%
2. Meet People Where They Are

Your employees are from diverse walks of life, and have likely experienced some form of volunteerism in their lives, but every employee who volunteers brings something different to the table. For some, it may be their first time volunteering. Others may have decades of community service under their belt. Realized Worth – a global agency that specializes in employee volunteer training, program design, and employee engagement – calls this the Journey of the Volunteer.

Think of your employees as tourists, travelers, and guides. While your tourists and travelers have the potential to become great leaders, it is your guides who really lead the charge and help drive leadership development through volunteerism. By finding, elevating, and training your guides to become official volunteer leaders, you have an opportunity to tap into a passion and enthusiasm unrivalled anywhere else in your company.

What do the stages look like? How can you tell the difference between a tourist, traveler, and guide?

Stage 1: Tourists

These folks are not hard to spot. Many of them are volunteering for the first time. They are at the stage of casual curiosity. Representing approximately 70 percent of your employees, tourists need a great first volunteer experience. You need them to fall in love with volunteering so they come back again. That is where travelers and guides come in.

Stage 2: Travelers

Travelers make up approximately 25 percent of your volunteers. At this stage of meaningful discovery, travelers are beginning to find their intrinsic motivation to volunteer. As they start to feel a sense of belonging, they will continue and come back. They will shine and be on their way to becoming future cause leaders – future guides.

Stage 3: Guides

Once you know what to look for, you can identify these people in an instant. They are the organizers and the do-gooders. They show up early, stay late, pick up all the supplies, invite their entire department or function to attend, and constantly talk about why volunteering matters. This group of ambassadors usually makes up 5-10 percent of your employees. At this stage, guides are intentionally aligned and intrinsically motivated. They get it! And they want everyone else to get it, too.

Recognizing the stage of each volunteer can help determine the most effective way to engage them. Providing the space for people to move from tourist, to traveler, and, eventually, to guide (if they are ready) can be an effective way to help build capacity for your nonprofit partners.

Over 83% of companies surveyed are committed to corporate volunteer engagement because it’s “the right thing to do.”
Tourist
(First Time Volunteer)
Attends and completes the task. A time of investigation and curiosity. Needs a great experience!

Traveler
(Volunteers With Some Experience)
Supports the event by helping to organize logistics. Has begun to internalize the cause – it’s a time of discovery!

Guide
(Seasoned Veteran Volunteers)
Leads the event, invites volunteers. Completely motivated by personal or intrinsic reasons. Cause and volunteer are fully aligned!
Partner Effectively

Planning and implementing a corporate volunteer event can be a rewarding experience. To make it easy for you, we asked New York City nonprofits and businesses to identify what each side needs to partner effectively on a volunteer project.

**PRINCIPLE #2:**

1. **IT’S ABOUT THE MISSION**
   Curated days of service are most impactful when they are driven by the needs and mission of the nonprofits being supported. Companies should be sure to ask a nonprofit about their mission and goals and how their corporate volunteers can help support the work already being done. Nonprofits should ensure that potential corporate partners clearly understand their mission and are provided with ways to connect with the services they offer to clients and the community. Furthermore, nonprofits should be honest with a potential corporate partner if a project they propose does not meet their mission or needs.

2. **WHAT’S MEANINGFUL**
   Skilled volunteering opportunities are most meaningful to the nonprofits being served when they are longer-term. Companies should approach potential nonprofit partners knowing what the ‘why’ is – why do you want to work with this nonprofit? What impact do you intend to make? Understanding the ‘why’ could help engage corporate volunteers on a longer-term basis. Furthermore, nonprofits can work with potential corporate partners to use service days as an entryway to more frequent engagement opportunities.

3. **DON’T MIND WHERE**
   A business’ impact can be even greater when they look beyond their immediate community for service opportunities. If funding is available, think about busing employees to projects in areas with the greatest needs (especially the outer NYC boroughs, where there is always great need but limited interest from corporate volunteer projects). Nonprofits can help encourage potential corporate partners to engage in service projects outside of their immediate area by providing them with demographics (statistics and personal stories) on the communities that need their support the most.

4. **MANAGE EXPECTATIONS**
   Companies should keep their volunteer engagement numbers in mind and be flexible; nonprofits often get requests for service opportunities that engage 50-100 people in one site, which can be challenging to arrange without significant advance notice. Think about ways to effectively split up big groups – for example, start or end the day rallying the group before or after their service. Nonprofits should also manage change effectively by communicating any modifications to scope of work and the reason for them as early in the process as possible.
5. **BE SENSITIVE**
Companies should be mindful of the language used to describe the population being served when framing service opportunities to its employees. Work with the nonprofit to understand the language they use when talking about their populations or need, and develop employee outreach that mirrors this language. Nonprofits should also be sensitive to the histories and experiences that corporate volunteers bring to the table.

6. **BE PREPARED**
Companies should educate their employees about the project beforehand to help them understand the critical needs they are helping address; provide a pre-service primer to employees about the nonprofit being served, the need being met, and the expectations of their commitment, such as being on time, courteous, and engaged. Nonprofits should also lead on-site orientation before each service project to drive home these values.

7. **COMMUNICATE THOUGHTFULLY**
Begin an open and healthy relationship in person but use phone and email as ways to set and confirm agreements. Be aware that while important to nonprofits, corporate service projects are often one of many initiatives that need your contact’s attention. When communicating with a nonprofit during the planning of a service event, be mindful that they are likely organizing, executing and managing multiple corporate service opportunities at once. Furthermore, employee resource constraints are often experienced on both sides so it is important to set communications expectations at the on-set of a partnership.

8. **GIVE PLANNING TIME**
Nonprofits often order supplies and set up extra staffing specific for corporate projects, and are at a loss if plans change suddenly. Companies should provide advance notice of plans, as well as any reduction or increase in volunteer numbers for a planned project, so that the nonprofit can adjust accordingly. Nonprofits should conversely work with the partner company to identify a contingency plan.

9. **REFLECTION IS KEY**
Create pre- and post-service refection opportunities for your employees in order for them to walk away with tangible take-aways. A “brief” before the event - which can include a story of an individual beneficiary to activate empathy - connects volunteers to why the work matters and who it matters for. You may also mention how their service supports the city-wide vision of OneNYC. A “de-brief” after the event can spur volunteers to reflect on their experience. Ask the questions, “What did you experience today?” and “Was it what you expected?”

10. **TRUST THE PROCESS**
Many nonprofits have experience organizing and managing service opportunities for corporate partners, and have tried-and-tested internal systems to ensure that your company and its employees have a smooth and meaningful volunteering experience. Be clear in defining your goals for the service opportunity with your contact – what does a successful volunteer experience look like? What do you expect at the end of it all?
Tips to Recruit Your Employees as Volunteers

The most essential aspect of recruiting volunteers is to put yourself in their shoes and ask the age-old question: what is in it for me? Here is an example:

Karen works for a tech company in the Meatpacking district and for the past year has volunteered at a food pantry in Brooklyn. Each month, she signs up for a three-hour shift after work. She thinks that people in her office would really find the volunteering fulfilling and decides to invite them. Knowing that many of her co-workers are similar to her, she makes a list of their attributes. Here is her list:

- Most people at the office are single and between the age of 25-30 years old
- Most people live in Brooklyn and commute to/from Manhattan
- Most people like to be social – it is not uncommon to see several co-workers enjoying an after-work drink together
- Most people are stressed-out from never-ending deadlines and increased client demands
- Most people are active on social media and are known as “joiners”

Using these attributes, here is Karen’s email to her co-workers, inviting them to volunteer with her:

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Hi Everyone,

Feeling stressed and need an outlet? Looking for something different to do after work?

On February 7th, I will be volunteering with a few people from work at the XYZ Food Bank in Brooklyn. The shift runs from 6-9pm, which gives us enough time to get there from the office.

There’s a great Mexican restaurant across the street where we can go afterwards.

I checked in with HR and they said they would provide a donation if we can get 8 people. Email me by Monday at noon if you want to do some good!

Sincerely,
Karen

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PRINCIPLE #2:
Tips to Recognize Your Volunteers and Partners

Everyone loves a good pat on the back for helping out – in fact, some of your employees may volunteer just for that reason! Nonprofit partners also like to be recognized. Here are some tips to help you:

**Lead with the Impact Created**

- Volunteers want to know the bigger picture – how did their small part make a dent in the issue?
- Consider tying the impact back to the OneNYC visions (see page 4).

**Thank your Nonprofit Partner**

- Tell a positive story from one of your volunteers (and how the opportunity affected them) – always want to hear that the experience was positive from your side.
- Ask for critical feedback - the goal is to always get better. How can the next event be more effective for the nonprofit?
- Inquire about repeat/regular events.

**Share your Stories**

- Think about writing a blog for your company’s website or other internal networks.
- Share your stories and pictures on social media.
- Tell your co-workers, family, and friends about your experience.
- Share your story with NYC Service so we can share your work with the City!

**Recognize First Time Volunteers**

- Reinforce new behavior and ensure first-time volunteers have more opportunities to get involved.

Look into these recognition awards to find out how your star employees can receive custom accolades for their commitment to service:

The **Mayoral Service Recognition Program**, run by NYC Service, recognizes individuals who have demonstrated remarkable service in New York City. Individuals who serve 100+ hours in a calendar year at a single nonprofit receive a special recognition certificate signed by Mayor de Blasio and Chief Service Officer Paula Gavin. Those who serve 1000+ hours receive an invitation to a recognition ceremony in April. And if your business engages 20% or more of its New York City-based employees as volunteers, you qualify for a special business champion designation. Visit [nyc.gov/service](http://nyc.gov/service) to learn more.

The **President’s Volunteer Service Award** encourages and recognizes citizens for their commitment to ongoing volunteer service and civic engagement. Individuals, families, and groups are honored at different stages of their service journey by acknowledging annual volunteer hours served and the resulting positive community impact. Visit [presidentialserviceawards.gov](http://presidentialserviceawards.gov) to learn more.

The **Daily Point of Light Award** honors individuals and groups creating meaningful change in communities across America. Each weekday, one volunteer or volunteer effort is recognized with the Daily Point of Light Award. Visit [pointsoflight.org](http://pointsoflight.org) to nominate a Point of Light in your life.
Recognize the Continuum of Volunteering

People are introduced to volunteering in many different ways and for various reasons. Providing a diverse portfolio of volunteer opportunities, cause areas, and scenarios means there are more ways for employees to find a volunteer event or project that resonates.

Remember - if some of your employees are ready to move from tourist, to traveler, and eventually to guide, offering a variety of volunteering opportunities can provide the space for that to happen.

1. Team Volunteering
   (Individual- or company-organized)

   A friend at work invites you to volunteer for a food pantry in Queens.

   Example: Deutsche Bank

   We have a standing dinner service shift at Food Bank For New York City’s Community Kitchen & Food Pantry in West Harlem. Currently, we send a group of up to 8 employees to volunteer on the third Thursday of every month. Any employee can sign up; many sign up just once, but we also have returning volunteers. While this is a one-time project, the standing shift communicates that our company has an ongoing commitment to Food Bank. There also is flexibility; if someone cannot volunteer on a given date, they know there will be another opportunity soon. The regular schedule also encourages other groups to schedule their own volunteer shifts outside of the monthly dates. In 2016, Deutsche Bank was among Food Bank’s top corporate volunteers based on number of hours served.

83% of surveyed companies believe that corporate volunteerism increases employees’ workplace skills.
Day of Service
(Company-organized)

Each year, the company takes one day to volunteer together. You sign up to help beautify a school in Brooklyn.

Example: DigitasLBi

We partnered with Break A Difference, Green Thumb, and the Boys and Girls Club for our 2017 Community Service Day. Our goal with Community Service Day each year is to identify locations and partners that personally matter to our employees. The Variety Boys & Girls Club was the primary site for our volunteer day, and multiple employees mentioned that they either 1) attended the club when they were kids; 2) sent their kids there; or 3) live in the same neighborhood as the Boys & Girls Club. We brought over 400 employees to Variety Boys and Girls Club in Queens. We spent the day painting, cleaning locker rooms and classrooms, designing and painting murals in the basement and playground, cleaning the gymnasium, refurbishing the theatre, and renewing the playground. In addition to the work at the Boys and Girls Club, we also took a group of employees to a local community garden, run by GreenThumb. There, we helped cut down overgrown brush, built a new composter, raised planter beds, and helped with a number of tasks that local gardeners requested.
As a professional, you have gained various skills that have helped you grow in your career. A nonprofit invites you to use these talents to help New Yorkers in need.

Example: Brookfield
Big Brothers, Big Sisters, our workplace mentoring program for high school students, is also a skills-based form of volunteering. Bigs use their skillsets and life experiences to provide the students guidance on SMART Goals, paying for college, career exploration, interviewing prep, internship hunting, networking, and transitioning from high school to college.

You have been invited to use your job skills to help a social services nonprofit in the Bronx improve their delivery services.

Example: Moody’s
We completed a pro bono project with Hetrick-Martin Institute (HMI)—a grantee of Moody’s Foundation—to collect, analyze, and interpret key market data. The goal of the project was to equip their board and staff with objective, quantitative analysis to inform their discussion on national expansion through a federated model of HMI. We had 14 employee volunteers participate in this project from across lines of business, geographies, and title grades. We used our expertise in research, data collection, and data analysis to reach an evidence-based recommendation on HMI’s expansion into two new pilot markets.

Does your company offer skills-based and/or pro-bono volunteering opportunities to its employees? *Yes 68%  No 32%*

Good for Me. Good for My City. is a campaign designed by NYC Service in support of the NYC Youth Mentoring Initiative, which aims to increase the number of adults who serve as volunteer mentors to high schools to 14,000 annually (up from current estimated rate of 9,000).

Mentoring is a priority of Mayor Bill de Blasio’s administration. According to the National Mentoring Partnership, youth who are mentored are: *55% more likely to enroll in college*
Because of your deep interest in a cause, you have been asked to sit on a Board of Directors of a nonprofit.

Example: Con Edison

We work with our nonprofit partner organizations to place Con Edison officers and mid-level managers on their boards and provide our employees with the training and tools necessary to be successful board members. Our participation on more than 100 nonprofit boards strengthens our relationships with our partner groups, enhances our awareness of community issues, and fosters a corporate culture of community involvement. It is a great way to provide an additional service to our partner organizations while increasing the investment of our employees in the nonprofit community and helping them develop new skills.

In addition, there is a 9% increase in student performance for youth who are mentored versus those who are not.

Companies that have joined us in this campaign are an important and public-facing part of a larger effort to compel New Yorkers to embrace the transformative role they can play in the lives of vulnerable youth.

52% less likely than their peers to skip a day of school and 37% less likely to skip a class.

81% more likely to participate regularly in sports or extracurricular activities than those who do not.
Present Corporate Volunteer Engagement As an HR Essential

Corporate volunteer engagement can be used as a way to meet your company’s human resources (HR) objectives. In our survey of over 70 New York City businesses, we found that while most people see the value/benefit of linking CSR and HR, many found it a challenge to do so. In fact, this seems to be a sector-wide challenge.

Here are three ways you can present corporate volunteer engagement as an HR essential:

1. **Leadership Development:**
   In the “Tourist/Traveler/Guide” model, guides are supported and empowered to contribute at their highest level of contribution (which is, sometimes, limitless!). They become strong leaders of your program and your company, showing others how to access new opportunities and to become leaders themselves. They become more confident in their abilities at work as they develop new skills and connect with the purpose of their work and the impact it has on the community. Begin tracking the development of your guides and share the success with your HR counterparts.

2. **Building Skills:**
   The 2017 Deloitte Human Capital report says that “only one-third of Millennials believe their organizations are using their skills well, and 42 percent say they are likely to leave because they are not learning fast enough.” Volunteering offers an opportunity to build or apply skills, while supporting New York City nonprofits. When scoping events with nonprofits, think about the skills that can be strengthened as a result. When communicating a volunteer event to employees, promote the skills that can be developed and reach out to middle management to alert them to these opportunities.

3. **Diversity/Inclusion:**
   This is now a CEO-level priority for many companies (regardless of their size) and is trickling down through all levels of management. Corporate volunteer engagement can support new Diversity and Inclusion internal policies, external declarations, and the great work of Employee Resource Groups. Volunteering has a way of connecting people to their out-groups, helping to break down barriers between “us and them,” an essential piece of Diversity and Inclusion.

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*The Citi Volunteers team works in close partnership with our HR colleagues in communicating all experiential volunteer opportunities across the organization. This alignment allows us to attract, develop and retain early career talent, provide growth opportunities and cultivate Citi’s Mission and Value Proposition as a good corporate citizen.*

~Citi

*“During a candidate interview, we ask individuals if they are interested in volunteerism, which gives us a good view of the candidate and their interest in the studio. We then use volunteering as a way to develop employees’ design and architecture skills.”*  
~SCHARLY DESIGNER STUDIO, Inc.

*“Our volunteering and skills based volunteering are important ways we develop our people. We use volunteering for team building, and to provide skills building opportunities in a context linked to our company’s values.”*  
~New York Life
The famous management consultant pioneer Peter Drucker famously proclaimed that “culture eats strategy for breakfast.” His belief was that a company’s strategy cannot be successful if the conditions do not allow for people to rally behind and implement it. Put another way – a company empowers and enables success through its people.

This truism can be applied to the field of corporate volunteer engagement. A sound strategy to mobilize employees to support community needs is only as effective as the culture that supports it. Here are some ways that New York City businesses are baking in a culture of service:

**Onboarding New Hires** - Brookfield has developed presentations and other materials to show new hires that the company supports a culture of service. From day one, employees know that the company can help foster their individual sense of purpose in the community.

**Senior Leadership** - While a bottom-up approach can use a company’s guides to encourage participation, a top-down approach from senior leadership can show the importance of corporate volunteer engagement to your company’s culture. This goes for all business types/sizes - one New York City business uses senior managers during company-wide meetings to promote service.

**Recognition** - A study by Volunteer Canada showed that most volunteers want ongoing, informal recognition for their service, with a strong focus on the community impact that was created. To foster a culture of service in your company, use your recognition tools strategically. You want all your volunteers to know that the company really does appreciate their commitment.

**Team-Building Events** - HBO has begun integrating corporate volunteer engagement into off-site team-building events. Doing this can help a company re-affirm its commitment to giving back.

98% of surveyed companies believe that corporate volunteerism is an effective team-building strategy.

Your employees are looking to bring their entire selves to the office, and this includes their passion for supporting causes in New York City. Baking corporate volunteer engagement into the culture of your organization must include regular, sustained opportunities to get involved. Work with your HR counterparts to determine how culture is enhanced, and what role community service plays in it.
The set of Principles you read provide the roadmap for an effective and impactful corporate volunteer engagement strategy. The next step is to measure the effectiveness of your program. According to Realized Worth, one way to do this is by looking at the following four factors:

**Capacity of the Program**
Are the structures and systems in place to achieve scale in a sustainable manner? This includes evaluating policies, communications, technology, and incentive levels.

**Competency of Volunteer Leaders**
Do volunteer leaders have the required knowledge, skills, and behaviors to generate maximum impact? Adopting a volunteer leader training program can enhance the abilities of your volunteer leaders to create meaningful events.

**Engagement of Employees**
Are employees experiencing meaningful engagement through employee volunteering? Some companies are using Net Promoter Score to track how highly employees recommend their volunteer experience to friends/colleagues.

**Results of the Program**
What are the outcomes and impact from a people, purpose, and profit viewpoint? Using these three lenses can highlight the great value that your program is generating. Showing how your activities are helping to achieve the OneNYC visions can amplify the impact you are creating.

97% of surveyed companies view volunteerism as an effective way to build or develop employees’ leadership skills.
# Measurement Checklist

Here is a checklist of the items to measure within each factor:

## CAPACITY OF YOUR PROGRAM

<table>
<thead>
<tr>
<th>ELEMENT</th>
<th>WHAT TO MEASURE...</th>
</tr>
</thead>
</table>
| Policies | □ Awareness  
|         | □ Linkages to company-wide objectives |
| Communication | □ Internal: approaches, messages, channels, audiences  
|             | □ External: channels, marketing data |
| Volunteer Tracking Technology | □ Awareness  
|                           | □ Usage  
|                           | □ Ease of Use |
| Incentives | □ Adoption rates  
|            | □ Demographics of users  
|            | □ Individual vs team uptake |
| Volunteer Leader Training | □ Course content  
|                         | □ Attendance and complete rates |

## COMPETENCY OF VOLUNTEER LEADERS

<table>
<thead>
<tr>
<th>ELEMENT</th>
<th>WHAT TO MEASURE...</th>
</tr>
</thead>
</table>
| Skills | □ Ability to locate and secure worthwhile volunteer opportunities  
|        | □ Communication  
|        | □ Leadership capabilities  
|        | □ partnership building |
| Behaviors | □ Hold pre- and post-volunteer briefs  
|           | □ Observe the “stages” of volunteers  
|           | □ Recognize volunteers for their participation |
## ENGAGEMENT OF VOLUNTEERS

<table>
<thead>
<tr>
<th>ELEMENT</th>
<th>WHAT TO MEASURE...</th>
</tr>
</thead>
<tbody>
<tr>
<td>Volunteer Engagement</td>
<td>On a scale of 1-10:</td>
</tr>
<tr>
<td></td>
<td>☐ How likely are you to participate in future volunteering events?</td>
</tr>
<tr>
<td></td>
<td>☐ How likely are you to recommend volunteering with the company to a fellow employee?</td>
</tr>
<tr>
<td></td>
<td>☐ How likely would you be to discuss your participation/experience volunteering program to a friend or colleague?</td>
</tr>
<tr>
<td>Corporate Engagement</td>
<td>On a scale of 1-10:</td>
</tr>
<tr>
<td></td>
<td>☐ How likely are you to recommend working here to a friend?</td>
</tr>
<tr>
<td></td>
<td>☐ How likely would you be to discuss the company's culture to a friend?</td>
</tr>
<tr>
<td></td>
<td>Link volunteer participation to:</td>
</tr>
<tr>
<td></td>
<td>☐ Productivity</td>
</tr>
<tr>
<td></td>
<td>☐ Absenteeism</td>
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<tr>
<td></td>
<td>☐ Turnover</td>
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</tbody>
</table>

## ENGAGEMENT OF VOLUNTEERS

<table>
<thead>
<tr>
<th>ELEMENT</th>
<th>WHAT TO MEASURE...</th>
</tr>
</thead>
<tbody>
<tr>
<td>Activities</td>
<td>☐ Program logistics</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Resources</td>
<td>☐ Human capital</td>
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<tr>
<td></td>
<td>☐ Financial capital</td>
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<tr>
<td>Outputs</td>
<td>For:</td>
</tr>
<tr>
<td>Outcomes Impact</td>
<td>☐ Employees</td>
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<tr>
<td></td>
<td>☐ Company</td>
</tr>
<tr>
<td></td>
<td>☐ Community</td>
</tr>
</tbody>
</table>
Turning this Guide into Action

Now that you have read through this guide, let us take a minute and bring ourselves back to the “why.” Throughout this document, we have described the “people, purpose, and profit” concept. Turning this guide into action requires emphasis on your people, foremost. Your employees are at the heart of your company – and, as you have read, empowering them to follow their purpose can also result in greater profit for the company.

Not surprisingly, your people are at the heart of your corporate volunteer engagement program, too. Employees willing to give their time, talent, and skills can address the city’s biggest needs and make a difference in the lives of millions of New Yorkers. Your ability to mobilize your employees ensures that our neighborhoods are growing and thriving, that our communities are just and equitable, that our city is sustainable, and that our people are resilient.

Most importantly, the contribution you are making through your corporate volunteer engagement is one of capacity. To actualize the visions as set out in OneNYC, we need to ensure that the nonprofit sector is healthy, vital, and able to do its job effectively and efficiently. Engaging private sector professionals as volunteers to a sector that is charged with supporting our most vulnerable New Yorkers means strengthened capacity to do more good.

We hope this guide has helped you by outlining some key Principles. To turn them into action, we ask you: will you join us in these commitments?

☐ I commit to...driving company strategy and my employees’ passions.

☐ I commit to...partnering effectively, and ensuring that community needs are the focus, above all else.

☐ I commit to...recognizing a continuum of volunteering, and that everyone comes to volunteering at a different stage.

☐ I commit to...presenting corporate volunteering engagement as an HR essential in my company.

☐ I commit to...further integrating corporate volunteer engagement into the cultural fabric of my company.

We want to partner with committed companies of all sizes to help you jumpstart or expand a network of nonprofit partnerships; provide you and your employees with technical support and corporate volunteer engagement training; engage you as a member of our New York City Corporate Volunteer Council; and partner with you on one or more of our signature initiatives, designed to bridge the gaps between the public, private, and nonprofit sectors through the generous donation of service. Please contact May Malik, the Director of Public-Private Partnerships, at mmalik@cityhall.nyc.gov, for more information.

For additional corporate service resources, please visit our partners, New York Cares (newyorkcares.org), VolunteerMatch (volunteermatch.org), and Taproot Foundation (taprootfoundation.org)
Acknowledgments

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Con Edison
Deloitte
Deutsche Bank
Ecodeo
Founders Entertainment
Grand Central Tech
Green in BKLYN
Guggenheim Partners
IBM
Kidmoto Technologies

Macquarie Group
Macy’s, Inc.
Mizuho Americas
MUFG
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Neuberger Berman
New York City Football Club
New York Life
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Swarovski North America
The Moody’s Foundation
Undertone
Yelp!

Special thanks to Realized Worth, a global agency that specializes in employee volunteer training, program design and employee engagement, who acted as a valuable resource for this guide.
MISSION
NYC Service promises volunteerism, engages New Yorkers in service, builds volunteer capacity and mobilizes the power of volunteers and national service members to impact New York City’s greatest needs.

VISION
Inspire and empower all New Yorkers to volunteer and serve New York City and each other.