

# Basic Employee Volunteer Program Infrastructure

The following are key lessons regarding the infrastructure of Excellent EVPs.

## Excellent EVPs can be housed anywhere

It appears that high-performing EVPs can blossom from any corner of the corporate enterprise. The 18 Excellent EVPs are housed across nine functional areas: community relations, corporate philanthropy, corporate social responsibility, diversity, executive office, general counsel, human resources, public policy and work-life balance.

Fifty-percent of Excellent EVPs are housed within units that are focused externally. Examples include AT&T's Foundation/Public Affairs and Cisco's Community Relations departments. A small proportion (22 percent) of Excellent EVPs are housed in internally focused departments, including Discover Financial Services' Corporate Communications, Qualcomm's Human Resources and Old National Bank's Diversity & Work Life departments. The remaining 23 percent of Excellent EVPs are housed in departments that combine internal and external orientations, such as PwC's Corporate Responsibility department.

## Excellent EVPs invest an average of \$179 per employee every year

On average, Excellent EVPs invest \$960,000 per year, amounting to \$179 *per employee* (whether they volunteer or not) and less than half a cent per dollar of revenue. This investment figure covers salaries, travel, website design and maintenance, printing, communications, t-shirts, food, recognition items, supplies and other operational items. They exclude community grants such as dollars-for-doers payments in which small grants are issued to nonprofits served by employees. However, Excellent EVP budgets vary greatly, investing anywhere from less than \$15 to more than \$800 per employee. Excluding salaries (and continuing to exclude grants to nonprofits), Excellent EVPs spend \$104 *per employee* annually.

## Investments in Excellent EVPs are modest compared to corporate investments in employee training


Investments among Excellent EVPs are low compared to employee training, the most cost-comparable corporate function. The average Excellent EVP investment of \$179 *per employee* is less than one-fifth of the \$1,000 U.S. companies spend, per employee, on training. Excellent EVPs spend on average \$416 *per volunteer*; also significantly lower than the \$1,400 that U.S. companies spend, on average, on employee training per participant.<sup>1</sup>

## EVP program funding appears to be on the increase

If the Excellent EVPs are any indication, it appears that employee volunteering receives significantly more corporate support today than half a decade ago. The 2005 and 2006 Points of Light Corporate Award finalists invested an average of \$30 per employee, excluding salaries and grants, as compared to \$104 that today's Excellent EVPs invest.<sup>2</sup>

Excellent EVPs spend on average \$179 per employee and \$416 per volunteer.





The average Excellent EVP investment of \$179 per employee is less than one-fifth of the more than \$1,000 that US companies spend, per employee, on training.



## Excellent EVPs are more likely to receive adequate funding

There appears to be a relationship between the size of the investment in the EVP and its level of performance: 47 percent of Excellent EVPs meet or exceed the \$30 per employee (excluding salaries and grants) recommended by the Drivers of Effectiveness for Employee Volunteering and Giving Programs, as compared to six percent of Fortune 500 company EVPs overall.<sup>111</sup> As mentioned previously, on average Excellent EVPs spend \$104 per employee annually.

## Excellent EVPs average one full-time staff position for every 28,000 employees

Excellent EVPs have, on average, 4.1 full-time staff members (or the equivalent distributed among more individuals). This translates into one full-time position for every 28,000 employees. However, the range is wide. Some Excellent EVPs have fewer than one full-time staff person per 200,000 employees and some have more than one full-time staff person for every 200 employees. It should be noted that these staff figures do not fully reflect the manpower that goes into managing Excellent EVPs. They do not account for outsourced services, such as technology applications, communications and consultants; and they do not account for time dedicated to EVP event organizing conducted by employee volunteers.

## Conclusions

When it comes to providing the basic infrastructure for EVP excellence, companies should:

- **House the EVP where it seems most productive**
- **Consider investing at least \$179 per employee (a modest amount compared to training expenditures)**
- **Employ an EVP team of at least one full-time staff position for every 28,000 employees**