

DRIVERS

According to the Boston College Center for Corporate Citizenship, the following six 'drivers', provide a benchmark for measuring the effectiveness of employee volunteering:¹

- **Cause-effective configuration.** Before committing to initiatives, companies should consider two important dimensions of corporate volunteering. The first dimension pertains to 'business motivation', i.e. the way a company articulates the purpose of its volunteer activities in the context of its business strategy. The second dimension stresses the issue of leveraging a company's expertise, in other words the degree to which corporate volunteer programs draw on the professional skills of employees in providing high-value services.

-**Strategic business positioning.** This driver seeks to ensure that employee volunteering should help to improve the competitiveness of the company and support its financial results. It stresses the regularly overlooked fact that employee volunteering can improve the company's human resource development, especially with regards to recruitment and retention, skills development, team building, public relations, branding and sales

-**Sufficient investment.** A company should ensure that employee volunteering has the operating budget and staff support required for successful operations. An example of this kind of investment is the way in which volunteers are being recruited, trained and engaged in voluntary workplace activities.

- **Culture of encouragement.** This driver encompasses two components: Facilitative procedures/practices and as well as workplace culture. While procedures for the facilitation of the volunteering process are a necessary pre-requisite, the successful mobilizing of corporate volunteers does also require a workplace culture that considers volunteering relevant to the company's operations. An example would be the opportunity for employees to post their volunteer stories on the company's website or intranet.

- **Strong participation.** To stimulate a stronger commitment by employees to voluntary activities and to attract those who may not otherwise volunteer, it is useful to provide them with incentives (such as additional vacation time) and to more strongly match employees' interests and skills to existing volunteer opportunities

-**Actionable evaluation.** This component stresses the importance of measuring progress toward goals of analyzing and learning from the data in order to make appropriate management adjustments. Examples for measuring outcomes would be the conduct of satisfaction surveys among employees and collaboration with other corporations in order to draw from the broadest possible range of competencies and expertise.

¹ [Mapping Success in Employee Volunteering: The Drivers of Effectiveness for Employee Volunteering and Giving Programs and Fortune 500 Performance'](#)