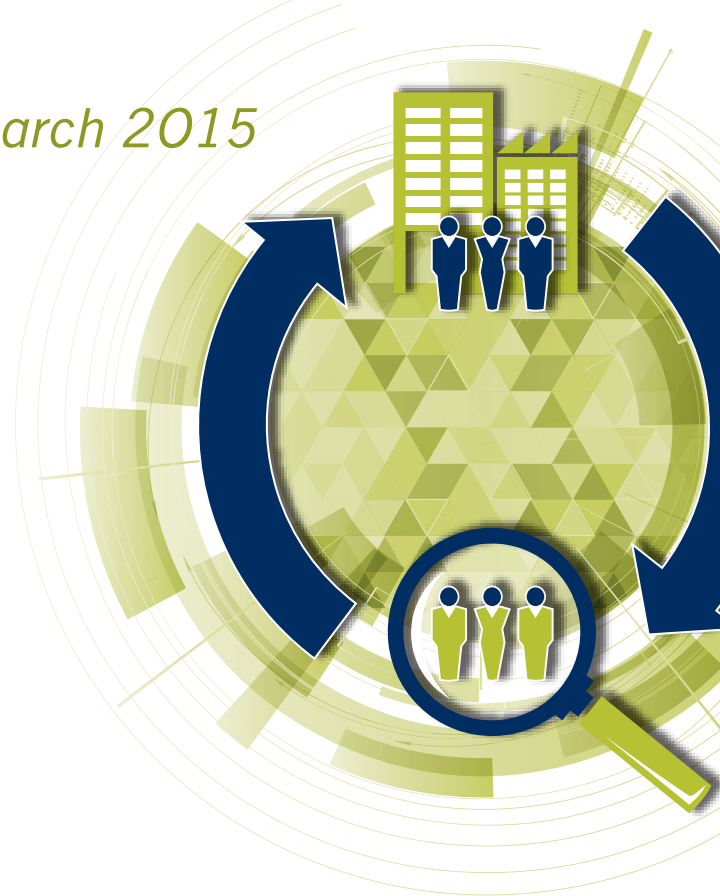
ROTTERDAM SCHOOL OF MANAGEMENT
ERASMUS UNIVERSITY

HOW NONPROFIT ORGANIZATIONS, COMPANIES AND INTERMEDIARIES CAN APPLY CORPORATE COMMUNITY INVOLVEMENT TO STRENGTHEN SOCIETY

A collection of facts from research 2015



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With special thanks to: Eva van Baren

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Lonneke Roza and Lucas Meijs are affiliated with the Department of Business-Society Management at the Rotterdam School of Management (RSM), Erasmus University. This collection was made possible by the 'Circle of Research on Corporate Community Involvement' – a collaborative partnership between academia and practice, which aims to bring the two worlds together in dialogue, to determine a research agenda that is of interest to both academics and practitioners, and to make knowledge on the topic of Corporate Community Involvement accessible to a broad public. As of 2015, this partnership consists of the following: Alliander Foundation, ING, IBM, KPMG, Nationale Nederlanden, Nuon Foundation, Ricoh, TommyCares and Vebego Foundation.

This collection is based on ongoing research and previous publications by the authors. It offers information concerning various aspects of Corporate Community Involvement. If you have any questions about the topic, the publications or studies, please contact Lonneke Roza (lroza@rsm.nl).

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PREFACE

We are pleased to present the second collection of facts from research in the area of Corporate Community Involvement (CCI). This annual collection is intended to make the ongoing academic research on CCI that is being conducted at the Rotterdam School of Management, Erasmus University (RSM) accessible to a broad audience. The collection is the product of a team of researchers and Master's students who are investigating this rapidly developing field in the Netherlands and abroad. They are doing this in collaboration with – and with support from – the companies participating in the Circle of Research, which was established in 2014, and which consists of the following: Alliander Foundation, ING, IBM, KPMG, Nationale Nederlanden, Nuon Foundation, Ricoh, TommyCares and Vebego Foundation.

Since the first edition in 2014, the urgency of the topic has remained high within our changing society. For example, this is evident in the position of CCI in the memorandums of major municipalities concerning the Social Support Act (in Dutch, the *Wet Maatschappelijke Ondersteuning* or WMO). As observed by Lucas Meijs and Lotte van Vliet, * many municipalities at least mention companies and the business community in their WMO memorandums. It is also clear that municipalities do not yet know exactly what they should do with these companies within the context of the WMO. Governmental bodies (both local and national) are increasingly realising that their role is shifting towards that of a participating government, in which the relationship with citizens (civil society) is becoming increasingly important, as is the community involvement of companies. A participating government is characterized by a shift from government direction to government that corresponds to what is taking place in the community. In this process, the government coordinates with social-development efforts initiated by community organizations and companies. It thus seems as if CCI and the role of companies in community issues will continue to increase in importance in the Netherlands for the coming years.

This observation corresponds to the notion that the need for knowledge is gradually shifting away from the necessity of explaining the 'why' of CCI – the description of possible results and the presentation of inspirational

* http://www.socialevraagstukken.nl/site/2014/12/11/wmo-2015-sublieme-kans-voor-partnerschap-tussen-gemeenten-en-bedrijven/

stories – towards questions concerning the complexity of the 'how' in practice. This 'how' question implies a substantial refinement of an instrumental, goal-oriented approach to CCI. Leaders in CCI and corporate volunteering are no longer satisfied with enjoyable activities whose results are largely coincidental. Instead, they are searching for a systematic approach in which each type of activity has its own objective. This applies to both the business community and nonprofit organizations (NPOs). This process is transforming CCI and corporate volunteering into a more professional activity that requires specific knowledge and skills. This development corresponds to the much broader trend of Corporate Social Responsibility (CSR), as well as to the tendency to deploy volunteering in an instrumental manner (e.g. in finding employment or creating a meaningful retirement).

This search is reflected in the topics of this edition. The first part focuses explicitly on CCI as an instrument for organizations – both companies and community organizations. The first part consists of four articles. In the first article, we discuss a typology of CSR/CCI that can be used by both employers and employees. One advantage of this typology is that it can be used to achieve the frequently sought match in CSR based on comparable types. The second article outlines the possibilities of corporate volunteering as a tool for Human Resource Management (HRM) in the various stages of the employee-employer relationship within a company. This typology goes beyond simple categorizations based exclusively on the age and/or position of the employee. The third article concerns the type of programmes companies can organize in order to achieve the effects (or objectives) described in the second contribution. The fourth (and final) contribution in the first part addresses corporate volunteering as a tool for HR in NPOs, with particular attention to the potential effects of contact with corporate employees on NPO employees.

The second part focuses on the management of Corporate Community Involvement. Aimed at companies, one of the contributions examines ways of increasing employee participation in volunteering programmes (including corporate volunteering). In addition to providing an overview of possibilities for promoting participation, we discuss several barriers that can create a type of ceiling that prevents employees from participating. Another contribution addresses the importance of programme choices made by CCI managers. Finally, we present several contingencies (possible pre-requisites/

conditions) for NPO managers with regard to corporate volunteering programmes. This contribution is based on the notion that, in such programmes, NPO managers no longer negotiate directly with volunteers concerning what they will be doing in the NPO and when, instead negotiating indirectly through the corporate manager. The two most important criteria for negotiation are thus 1) the type of volunteering that the company will allow its employees to do through the employer and 2) the period in which these activities are to take place.

The third and final part of this collection addresses he effects of CCI on the community. The two articles in this part are based on studies conducted in Russia and Switzerland, in which we became involved. The Russian study outlines the spillover effects of corporate volunteering on other citizenship behaviours (i.e. donations of money and time in private life). In contrast to the marginal contributions of companies in the Netherlands to the total amount of volunteering performed in this country, corporate volunteering plays a remarkably important role in the organization of volunteering in Russia. It is even the most common type of formal volunteering. The Swiss study provides insight into the reactions of NPO clients. The results indicate that the clients of community organizations have very little or no involvement in the development and implementation of corporate volunteering. Nevertheless, the results also indicate that clients who are involved in the process take a much more positive view of the benefits that companies offer to community organizations.

We would like to close this introduction with a view of the near future. Lonneke Roza's dissertation on Corporate Community Involvement is scheduled for completion in late 2015. Many of her studies and draft chapters from the dissertation have been addressed in the two editions of this collection. The dissertation defence will be followed by a two-year research project on corporate foundations. To this end, we will be challenging and inviting a team of international researchers to collaborate on a book that will take the research one step further. At the same time, the Circle of Research will take on the challenge of writing and presenting practical variants of these studies. In short, a new collection is likely to be available in 2016, given the continued high level of curiosity on the part of the Circle of Research. We hope that you will read this collection with a great deal of interest and pleasure. If you have questions, please contact Lonneke Roza (lroza@rsm.nl).

About the authors

Lonneke Roza MSc. is a PhD candidate at the Rotterdam School of Management, Erasmus University. She is affiliated with the Erasmus Centre for Strategic Philanthropy (ECSP). She has worked under the supervision of Lucas Meijs since 2009, conducting a wide range of research on volunteering, nonprofit management and CCI. In 2012, she began her doctoral research on CCI, with a special interest in corporate volunteering. This research addresses the perspectives of both companies and NPOs. Lonneke expects to complete her doctoral research in late 2015. In addition to her research activities, she teaches on the topics of nonprofit management and Social Enterprise in both the Bachelor's and the part-time Master's programmes.

Professor Lucas Meijs is Professor of Strategic Philanthropy at the same university. He is also affiliated with the ECSP. He has been involved with the introduction and study of corporate volunteering since the first initiatives of the Dutch association of volunteering organisations (NOV) and 'Community and Company'. He serves a variety of governance roles on the boards of NPOs and corporate foundations. One common thread throughout his career has been the importance of research (and the research agenda) to the instrumental deployment of volunteering (by companies, NPOs and governmental bodies) in the achievement of organizational or societal goals. In addition, Lucas is one of the three editors in chief of Nonprofit and Voluntary Sector Quarterly, the leading academic journal on nonprofits and civil society.

Lonneke and Lucas would like to thank Eva van Baren for her support in the preparation of this collection.
Eva is a researcher on volunteer management and a lecturer at the Rotterdam School of Management. She is also affiliated with the ECSP. Her research focuses on volunteering, with a special interest in episodic volunteering from the perspectives of both organizations and volunteers. In this regard, she focuses specifically on effects that can emerge at the individual, organizational and societal levels. In 2014, she collaborated in the development and implementation of the minor curriculum 'volunteer management in the sport sector'.

PART 1: CCI & HR FOR THE COMPANY AND THE NPO

This part is devoted to the discussion of studies on the relationship between CCI and HR, for both the company and the NPO.

1. CCI as an employer-employee matching mechanism

Sinds jaar en dag proberen we mensen en organisaties in hokjes te stoppen. "Hij of zij is zo'n type," of: "Die organisatie kunnen we typeren als…." Dit maakt de complexe realiteit van alledag makkelijker te begrijpen. Met betrekking tot MBO (en het bredere MVO) is dat zeker niet anders. Een van de redenen om organisaties en werknemers te typeren, is dat we dan makkelijker kunnen kijken of deze uit hetzelfde hout zijn gesneden.

Since time immemorial, we have tried to fit people and organizations into boxes. 'He or she is this type', or 'This organization could be characterized as…' This makes it easier for us to understand the complex reality of everyday life. The situation is no different with regard to CCI (and the broader concept of CSR). One reason for classifying organizations and employees is that it makes it easier to determine whether they are fundamentally the same.

According to one recent insight, CCI (and the broader concept of CSR) can contribute to the match between employers and employees. For example, studies have demonstrated that shared values in the area of CCI can strengthen the ties between employers and employees. In addition, organizations that are firmly rooted in the community and that act accordingly tend to be more attractive to current or prospective employees. Moreover, organizations are increasingly selecting candidates who demonstrate involvement in the community (e.g. through volunteering). It is therefore important to classify employers and employees in comparable ways. To do otherwise would be to compare apples to oranges, making it impossible to determine any true compatibility in the area of CCI. This contribution therefore aims to develop a typology that can be applied to current or prospective employees and to employers, thus allowing CCI and CSR managers to identify and measure the match between the company and its employees.

Comparing apples to apples: Creating a parallel typology

The identification of particular types of CCI employers and CCI employees requires the examination of two specific aspects: CCI identity and actual CCI behaviour.

The CCI identity of a company is manifested in the extent to which CCI has become embedded in the heart of the organization – the extent to which it figures into its strategy, values, culture, mission, vision and structure. The same applies to the identification of various types of employees: those with a strong CCI identity, community involvement is a part of who they are, and it is embedded in their moral standards and values. A strong CCI identity implies that CCI is truly 'in the DNA' of the organization or the individual, while a weak identity implies that it is not particularly important to the employer or employee. The extent to which organizations and employees actually engage in activities (usually in the form of developing and carrying out concrete programmes) is a result of CCI behaviour. These activities may include efforts in the area of sustainability and ethics, as well as corporate volunteering and payroll giving. The latter is defined as donations that staff members voluntarily have deducted from their salary, always with the support of (and, in some cases, matched by) the company. Like CCI identity, CCI behaviour may occur to a greater or a lesser extent. A low level of CCI behaviour indicates a relative lack of concrete activities undertaken by the organization or the staff member. Higher levels of behaviour indicate the presence of an active community programme.

It is important to note, however, that organizations and people do not always act according to their moral standards and values, or in line with what they say is important to them. Organizations and staff members CCI might consider CCI important, while being unable to find any time or opportunity to convert these ideals into action. For example, the short-term priorities of organizations or the personal circumstances of staff members might prevent them from actually contributing any effort to CCI. In a similar manner, other organizations and staff members who do not regard CCI as important at all might nevertheless organize or participate in CCI activities from an instrumental motivation (e.g. enhancing the company's competitive position or improving the relationship with the manager). When categorizing staff members and organizations, therefore, it is important to treat behaviour and identity as separate, albeit potentially related constructs. When the CCI identity and the actual CCI behaviour of both the company and the employee are known, they can be categorized according to the model presented in *Figure 1.*

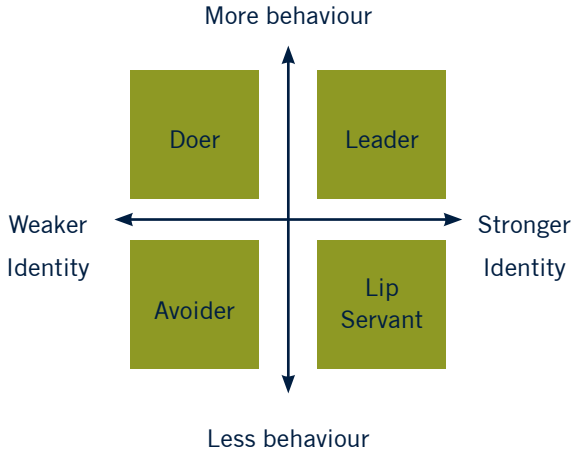

Figure 1: CSR typology of organizations and employees

The following four types are presented in Figure 1.

1. *Avoiders:* This term refers to employees and companies with a low level of CCI behaviour and a weak CCI identity. These employees and organizations are not interested in CCI, do not consider it important and do not develop or implement any CCI activities. Few if any large companies could now be classified as Avoider organizations, in part due to pressure from stakeholders (interested parties surrounding the company). Some small and medium enterprises do continue to fall into this category. It is easier for staff members to avoid CCI, as such behaviour is regarded as optional, and thus not included in their job descriptions. This is not to say that staff members in this category have absolutely no community involvement. They could obviously be involved in their private lives, with a preference from keeping such efforts outside the realm of work.

2. *Lip Servants:* This term is used to refer to organizations and employees who say that CCI is important to them, but whose actions do not reflect their words. These employees and organizations have either no interest in or no time for actually engaging in CCI behaviour. For example, employees might say that their jobs are already keeping them quite busy, such that they do not see any opportunity to demonstrate CCI behaviour at work. Moreover, any number of circumstances in private life could prevent them from participating in CCI activities in addition to their regular work-related responsibilities. Organizations face the same challenges. Any number of internal or external factors (e.g. a lack of good partners, a lack of internal or external support for CCI programmes or a lack of support from organizational leaders) could make it impossible for the organization to organize CCI activities.

3. *Doers:* The organizations and employees in this category are the opposite of those in the Avoider category, in that they do exhibit CCI behaviour without having CCI

as a part of their identities. These organizations or staff members develop and implement CCI programmes, usually motivated by egoistic goals or because it is required. For example, a company might have an active CCI programme because the government requires some element of community involvement as a part of its tendering procedures. Many local and other governmental bodies are including such sections in their tenders. Similarly, employees might participate in such programmes in order to curry favour with their managers or because they believe that their participation will benefit them in some other way. (Everyone is obviously free to do so.) In other cases, staff members might be more or less obligated to participate in a company's CCI activities, even if they do not personally appreciate the importance of such efforts. For example, many trainees are used in CCI programmes without having any choice in the matter. Some of them might participate, even if they do not regard it as important at all. This does not rule out the possibility that such people might come to regard CCI as important after they have been exposed to it.

4. *Leaders:* This type is characterized by a strong CCI identity and a high level of CCI behaviour. Such organizations and employees could be seen as true CCI leaders who motivate others to participate. In 'Leader' companies, CCI is regarded throughout the organization as an important part of 'who they are', and it is simply 'what they do'. The organization is thus highly active in community-related matters, both internally and externally. In such companies, CSR is often integrated in corporate processes, and civic standards and values are a fundamental part of the culture and identity of the organization. Employees who could be characterized as CCI leaders actively promote CCI within the organization. Many of these staff members consider themselves ambassadors for the company's community programme, seeking to inspire and motivate others to participate as well.

Once the type of the organization and the employee has been identified, it is possible to determine whether a match exists between them. This could help to predict what would happen if an employee is of the same (or the opposite) type as the employing organization. This issue is addressed in further detail in the next chapter.

This contribution is based on the following article (which also constitutes a chapter in the dissertation by Lonneke Roza): Haski-Leventhal, D., Roza, L. & Meijs, L.C.P.M. (accepted). Congruence in Corporate Social Responsibility: Connecting identity and behavior, employers and employees. Journal of Business Ethics.

2. Consequences of a match (or mismatch) between employer and employee

In the preceding contribution, we classified employers and employees according to the extent of their CCI identity and CCI behaviour.

The discussion yielded four possible types of employees and employers:

1. **Avoiders** (low levels of identity and behaviour)
2. **Lip servants** (high level of identity, low level of behaviour)
3. **Doers** (low levels of identity, high levels of behaviour)
4. **Leaders** (high levels of identity and behaviour)

This typology can be applied to organizations (employer) as well as to employees. This makes it possible to place them alongside each other and to examine whether there is a match (or a mismatch) between employers and employees. In this contribution, we consider the consequences of such comparisons and the challenges that are likely to accompany a match or a mismatch.

Which matches (or mismatches) are possible?

Our research suggests that there are three types of match (or mismatch: 1) a perfect match, in which both the employer and the employee completely fit within the same type; 2) a partial match, in which the employer and employee share either the same identity or behaviour; and 3) a perfect mismatch, in which there is no overlap between the employer and the employee in terms of either identity or behaviour. Each of these types of match has its own HR implications. We explain this in greater detail in the following section.

The perfect match is like a happy marriage

A happy marriage is characterized by harmony in the relationship. This is expressed through correspondence in terms of both behaviour and identity. With regard to our topic, this leads to a perfect match in CCI. Both the organization and the employee display the same patterns with regard to CCI behaviour and CCI identity. A perfect match does not necessarily imply that both parties are Leaders. A perfect match can also exist when both parties are Avoiders, given that neither regards CCI as important and neither does anything in this regard. The same applies to the other types. A perfect match thus exists when both the employer and the employee are of exactly the same type, regardless of the level of CCI.

Based on this theory, the results of our research indicate that a perfect overlap in type can be

of great importance to companies and to employees. Our reasoning is as follows:

- Employees are more committed to the organization.
- Employees are more satisfied with their jobs.
- Employees stay longer than is the case with a perfect mismatch. In other words, turnover is reduced.

Nevertheless, a perfect match between CCI Leaders is different from a perfect match involving any of the other three types. A match based solely on behaviour (Doers) or identity (Lip Servants), can have the same consequences for CCI as a match between Leaders, although they are not likely to be as strong. If neither the employer nor the employee regards CCI as important and if neither does anything in this regard (i.e. both could be classified as Avoiders), active CCI is simply not a mechanism that could affect the relationship between the employer and the employee. Other mechanisms (e.g. product affinity, fringe benefits or organizational culture) are likely to be at work in such situations, but CCI is not amongst them – with the possible exception of the absence of any CCI policy. Nevertheless, even happy marriages require a great deal of work. Circumstances can cause one party to shift between types. If both parties are Leaders, it is important for them to stimulate and encourage each other to continue developing in the area of CCI. Given that the results of research have indicated that the Leader type has the most positive HR consequences (more than the other perfect matches based solely on identity or behaviour), organizations and employees who could both be classified as Doers or Lip Servants might wish to influence themselves and each other in such a way that they shift to the Leader type. For this to happen (thus maximizing the maximum HR benefits), they would have to align their identities and behaviour. For example, Lip Servants might develop CCI programmes in which employees can participate, or Doers might integrate the values of CCI (or CSR) within the core values and communicate them as such. If both parties are Avoiders, both the organization and the employee should be prepared to cope with increasing pressure from stakeholders if they choose not to participate. Because CCI and CSR have become so customary, organizations and staff members that do nothing in this regard it is becoming increasingly difficult to defend their reasons for not participating. Table 1 provides a brief summary of the consequences and challenges associated with a perfect match.

PPERFECT MATCH ON	BOTH ARE LEADERS	BOTH ARE LIP SERVANTS	BOTH ARE DOERS	BOTH ARE AVOIDERS
Consequences	Committed, satisfied staff members and low turnover	Committed, satisfied staff members and low turnover, but to a lesser extent	Committed, satisfied staff members and low turnover, but to a lesser extent	CCI has no effect on the relationship between employer and employee.
Challenges	Stimulating and encouraging each other to continue developing CCI	Developing CCI programmes in which employees can participate; aligning identity and behaviour	Integrating the values of CCI within the core values and communicating them internally as such; aligning behaviour and identity	Coping with pressure to participate; defending the choice not to participate in CCI

Table 1: A stable marriage between employer and employee

Many combinations involve a partial match between the employer and the employee. If the employer (or employee) is a Leader and the other is a Lip Servant or Doer, there is a partial match with regard to CCI. For one, this overlap has to do with behaviour, while the other concerns an overlap in identity. If the employee's level of CCI behaviour and/or identity exceeds that of the employer (e.g. if the employee is a Leader and the employer is a Doer or Lip Servant), this can lead to dissatisfaction on the part of the employee. Such dissatisfaction is likely to stem from a feeling that CCI is not being taken seriously and that it is being used only for instrumental purposes (identity) or that the company is taking too little action (behaviour). Although the partial match is likely to generate at least some HR effects, these two situations also have the potential to produce negative effects (e.g. lack of trust). If the organization's level of CCI identity and/or behaviour exceeds that of the employee, the potential HR effects are unlikely to be optimal.

Employees with stronger CCI identities or higher levels of behaviour are faced with the challenge of bringing their employers to the same level. This is because employees are not eager to go to work if they feel that

they do not fit in well. Authenticity has been shown to be extremely important with regard to perceptions of CCI and CSR, and a lack of authenticity can have negative consequences, including internal and external reputation damage. If the employees are Leader types and the employer is a Lip Servant, staff members could organize bottom-up CCI activities in order to send a message to the employer: 'We feel that it's important to do this'. If the employee is a Leader and the employer is a Doer, an internal dialogue could be started with regard to core values and the importance of CCI within them. In this context, we obviously assume that the employee is capable of actually demonstrating CCI Leadership. Such is not always the case in practice.

If the employer is a Leader and the employee is a Lip Servant or Doer, the challenge obviously involves influencing either the identity or the behaviour of the staff member. For staff members who are Doers, it is important for the organization to try to influence the values of these employees. This is difficult, and it requires a long process, given the inherent difficulty of changing moral standards and values. One consistent step that organizations could take would be to make the values of CCI a part of the core values of the company and to communicate this throughout all layers of the organization. Leadership is important in this regard. Managers (and particularly upper managers) could set the example by always keeping these values as a focal point. The role-modelling function of Leadership is also of considerable importance when influencing the behaviour of staff members. Direct managers could encourage employees to participate in CCI efforts. Finally, organizations could organize different types of programmes for different types of staff members, corresponding to their own interests and values (see also further in this collection).
Table 2 provides a brief summary of the consequences and challenges associated with a partial match.

PARTIAL MATCH ON:	BEHAVIOUR	IDENTITY
Consequences	Potential positive effects (e.g. commitment and satisfaction), albeit to a lesser degree, given the lack of a perfect match. This is because values are highly important in a match employee and employer.	Potential positive effects (e.g. commitment and satisfaction), albeit to a lesser degree, given the lack of a perfect match. Both words and actions are important.
Challenges	If the employee's level of CCI behaviour exceeds that of the employer, the company should increase its activity with CCI. If the company's level of CCI behaviour exceeds that of its employees, the organization should challenge its employees to increase their participation in CCI.	If the employee's level of CCI identity is higher, a deeper CCI policy should be developed. If the company's CCI identity exceeds that of its employees, the organization should invest in a broad campaign.

Table 2: Consequences and challenges

A mismatch is like a serious marital crisis

There are also situations in which the employer and employee do not correspond at all with regard to CCI identity and behaviour. Such a case involves a perfect mismatch. Given that increasing numbers of organizations are eager to hire staff members who would like to become involved in the community and who fit the identity of the organization, companies are not likely to be pleased with such a situation. Increasing numbers of citizens are also searching for jobs in organizations that they perceive as being involved in the community.

One consequence of a perfect mismatch in the area of CCI could be that the employees simply do not fit within the organization, thereby increasing the likelihood of turnover, reducing productivity, generating dissatisfaction and lessening employee commitment to the organization. Such situations should be avoided in the interest of both the employer and the employee.

In this case as well, the party who could be classified as a CCI Leader is likely to try to influence the other party with regard to CCI. In such situations,

the organization could apply the strategies mentioned above: organizing a CCI programme, incorporating CCI into the core values of the organization and communicating this. Because the gap between the employer and the employee is so great, however, this would require a considerable time investment from the company. The same would also apply to employees who are CCI Leaders and organizations that are CCI Avoiders. Employees could try to initiate an internal dialogue on CCI or organize activities on their own, thereby creating a base of support within the organization.

In this contribution, we have shown that CCI can play a role in the relationship between employees and employers. A typology explained previously in this collection can be used to identify the positions of employees and employers with regard to CCI. The potential that CCI offers in the area of HR is nevertheless much broader. This is elaborated further in the next contribution.

This contribution is based on the following article (which also constitutes a chapter in the dissertation by Lonneke Roza): Haski-Leventhal, D., Roza, L. & Meijs, L.C.P.M. (under review). Congruence in Corporate Social Responsibility: Connecting identity and behavior, employers and employees. Journal of Business Ethics.

3. Using CCI programme to support HR goals

Recent scientific research has identified a growing interest in the link between CCI activities (including corporate volunteering and donation programmes) and the HR objectives of companies. It is therefore odd that, in practice, there tends to be very little communication between those who are responsible for CCI and the managers who are responsible for HR. This contribution demonstrates that CCI can support the realization of a variety of HR goals in the various stages of the relationship between employers and employees. Although we do not pretend that CCI is the best or only instrument for achieving these goals, we are convinced that CCI can contribute in this regard, as part of a broader portfolio. Dialogue between these two departments is thus crucial if CCI is to support organizational goals as well.

All staff members are not created equal

In our discussion of HR goals, it is important to acknowledge the diversity existing amongst staff members. This diversity is not restricted to age or position, but also concerns the relationships between individual employees and their employers. Particularly in discussions concerning the HR effects of CCI, it is important to make distinctions between phases in these relationships. These distinctions allow the identification of clear objectives and associated decisions concerning the types of programmes and projects that would be suitable for particular staff members.

As illustrated in Figure 2, we distinguish roughly four different phases in the relationship between employees and employers. The first is the 'nomination phase', in which there is not yet any official working relationship between the employer and the employees. In this phase,

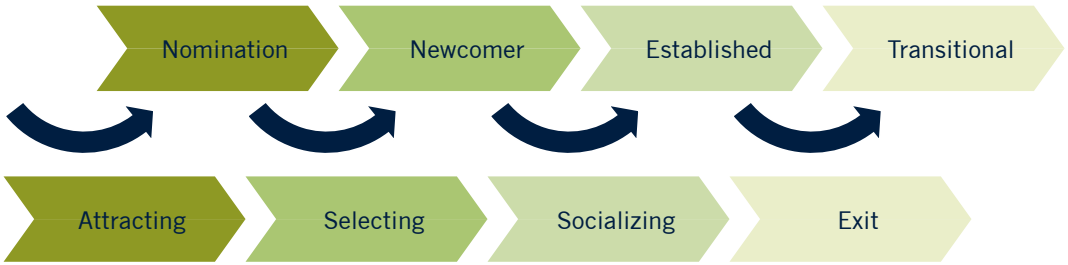

Figure 2: Phases in the employee–employer relationship

employers seek to attract talented candidates (at all levels) and to select the right people. This phase thus involves attracting and selecting prospective employees. The second phase is the 'newcomer phase', in which the employee is new to the organization, and in which the employer seeks to socialize the employee to the organization and to the job. The third phase is the 'established phase', which involves an employee-employer relationship that has existed for some time (longer than 5-7 years). In this phase, employees have already been socialized, and other matters have become more important (e.g. satisfaction and the maintenance of productivity. We refer to the final phase as the 'transitional phase', in which the employee desires to or is forced to terminate the relationship with the company for one of two reasons: 1) the employee leaves for other paid employment or 2) the employee retires.

HR managers should be interested in CCI

If we link the literature on the HR effects of volunteering (including corporate volunteering, Corporate Social Responsibility and Corporate Community Involvement) to the aforementioned phases and transitions between phases, we can identify several HR goals that could be important in each of these phases. Despite a certain level of overlap between the HR goals of various staff members in various phases, the assumptions presented and illustrated above can be used to describe several goals that have priority in each of the phases.

In the nomination phase, CCI has the potential to attract talented prospective employees to an organization. Multiple studies on CSR and CCI have demonstrated that increasing numbers of people – particularly those with high potential – have a strong preference to work for companies that fulfil civic roles. This trend is likely to persist and become even more important in future generations. In addition, employers can use volunteering during the selection procedure in order to determine 1) the presence of skills that could be developed alongside the formal training process (i.e. informal learning through volunteering) and 2) whether candidates are able to demonstrate their personal moral standards and values through community activities. Many companies are also eager to have staff members who are involved in the community, as studies have shown that such staff members are likely to be more productive, more effective and more committed to the company.

In the newcomer phase, CCI can contribute to HR goals by socializing new (or relatively new) staff members to the organization. One way would be to have them

participate in activities (in this case, CCI activities) that reflect the organization's moral standards and values. Another way involves using corporate volunteering to create internal and/or external professional networks and to allow employees to develop work-related skills in informal settings. For example, Stichting Laluz, a foundation in the Netherlands, facilitates in-company and inter-company programmes involving community issues as a way to promote the development of young professionals. Other organizations (e.g. Stichting Present) excel in facilitating teams who volunteer for those in need. Many community organizations are well-suited to the core values companies and are capable of assisting companies in bringing these values into practice.

In the established phase, staff members have become well socialized to their jobs and their companies. Nevertheless, professional development continues to be important, particularly given the likelihood of shifting to new roles or positions after several years within a company. Such shifts often require new skills. In this phase, the focus is on the retention of staff members, ensuring that they are able to go home after work with a good feeling and return eager to start the next day. This benefits productivity. In this regard, therefore, it is important to support staff members both personally and professionally, and CCI activities are able to facilitate the networks that are needed in order to accomplish this.

During the phase in which staff members indicate a desire to leave an organization, in which the organization decides that an employee should leave (e.g. due to redundancy) or in which an employee is approaching retirement, CCI can help to facilitate the associated transitions. For cases in which staff members wish to continue their careers elsewhere or no longer feel at home in the organization, or when an organization decides that some staff members will not be able to remain with the company, corporate volunteering can help to enhance the employability of the employees concerned. This obviously requires advance notice of the staff member's departure. Employability can be enhanced through external networks, the development of new or existing skills, the creation of opportunities outside the company and through the facilitation of career orientation. Research has demonstrated that volunteering can help in these cases. It is also important for a company to retain a good reputation as an employer, and it is in the interest of the company for employees who leave (whether voluntarily or

NOMINATION	NEWCOMER	ESTABLISHED	TRANSITION	
			Other employment	**Retirement**
Attracting talented candidates and selecting people	Socialization to the organization and the job	Retention of employees, satisfaction and productivity	'Employability' and a good reputation as an employer	Supporting staff members in the creation of a meaningful retirement.

Table 3: Role of CCI in various phases of the relationship

involuntarily) to speak well of the company.
For staff members who are approaching retirement, companies can play a supporting role in the transition from work to retirement. Companies can try to assist employees who are nearing retirement age to find meaningful roles in the community after leaving the company. Studies have also indicated that volunteering can offer a way of assigning meaning to the time that has become available (i.e. 'serious leisure'). Finally, the current participation-based society includes an ageing population, and it is important that people remain active in the community, even in old age. This has been referred to as 'active ageing'. Volunteering and informal care can be regarded as activities within the framework of active ageing. Companies would do well to encourage such activities, as studies have indicated that active ageing and serious leisure contribute to the physical and mental well-being of older people. Table 3 provides a brief summary.
Having established that CCI can contribute to HR, the next question obviously concerns the organization of such efforts. The second part of this collection addresses this issue in greater detail.

This contribution is based on the following publications:
Roza, L., Haski-Leventhal, D. & Meijs, L.C.P.M. (in progress). An instrumental approach to volunteering for HR. Chapter in the dissertation of Lonneke Roza (expected in late 2015).
Roza, L. & Meijs, L.C.P.M. (2014). Involved learning. Chapter in: Karr, L.B., Meijs, L.C.P.M. and Metz, J.W. (eds). Volunteering and Youth Services. Essential readings on volunteering and volunteer management for social work, social policy and urban management. SWP, Amsterdam, Netherlands.

4. The HR consequences of corporate volunteering in NPOs

For NPOs, the proper use and facilitation of corporate volunteering is anything but simple. Such efforts are quite demanding, and they pose a major challenge to volunteer management within NPOs. For example, many aspects must be organized by the NPO, which must often mobilize people within their own organizations in order facilitate volunteers from the business community. One aspect that has been clearly under-estimated in the academic literature is that corporate volunteering also has consequences for individual NPO staff members. These consequences result from the considerable interaction that takes place between the employees of the company and the people working within the NPO (whether volunteer or paid). In addition to the opportunities this interaction can offer to those working within NPOs, it can have disadvantages. We elaborate on this in the following section, in addition to describing factors that can affect these opportunities and disadvantages, such that NPO managers should be able to manage accordingly.

Why corporate volunteering 'works' for the staff members of the NPO

Volunteers from the business community can be utilized according to their general 'human' skills, as well as according to their 'professional' skills. Both types of skills are relevant for the staff members of the NPO.

First, when corporate employees support NPOs with their professional expertise, knowledge and skills, this can provide new knowledge to the staff of the NPO (as well as to the corporate employees themselves). In this regard, a distinction can be drawn between 'single-loop' learning and 'double-loop' learning. In single-loop learning, the NPO directly applies the knowledge of a volunteer, such that the change results in improvement within the existing rules and practices of the NPO. One example could be a professional web designer who builds a new website for an NPO within the framework of corporate volunteering. The website is likely to be better and more attractive, and the NPO staff member supporting these efforts is likely to gain additional professional knowledge in the process, but no fundamental changes will take place within the NPO. The situation is different with double-loop learning.

This type of learning process occurs when knowledge and skills that have been transferred lead to a change in the NPO's manner of organization (i.e. the knowledge could be described as indirectly applicable). Examples could

include attitudinal changes with regard to the services delivered and changes in the culture of the organization. For example, we are aware of NPOs that have undergone changes in their attitudes regarding outside parties. In these NPOs, people have become much more conscious of the importance of being open to other organizations and insights. As demonstrated by our research, both types of learning can contribute to positive change within the organization of an NPO, as well as within its organizational culture and management practices.

In addition to the learning that takes place, we have observed that the presence and assistance of corporate volunteers contributes to the acknowledgement and pride of the people working within the NPO. For example, they hear outside parties (corporate volunteers) compliment the work that they are doing or express surprise at the complexity or difficulty of the work. In addition to a sense of personal pride, NPO staff members often become more aware of their own pride in their organizations and the target groups with whom they work. People working in NPOs enjoy telling about what they do and showing that pre-conceived notions are not necessarily accurate. The extra hands provided by corporate volunteers are also a welcome addition, which can ease the workload considerably. It can also make it possible for NPO staff members to deliver better services to their beneficiaries (e.g. by having time to provide more personal attention) or to concentrate on their professional duties, without being bothered by a wide range of minor tasks.

We refer to these forms of learning, pride, workload reduction and acknowledgement as motivating factors. These factors are important in any job (or volunteering activity), due to their stimulating effects.

Why corporate volunteering is not a panacea

It is important to be realistic. The use of corporate employees as volunteers can obviously work out in less positive ways as well. In our research, we have observed that NPOs are increasingly using volunteers (including corporate volunteers) to replace staff members or external parties (i.e. the 'displacement effect'). Although this might appear to be a smart way of coping with decreasing income (e.g. from subsidies) or other negative developments, the current and former employees and volunteers of the NPO are likely to have a different – and justified – view of the situation.

Displacement can occur when volunteers take over the more routine duties instead of assuming additional operational duties that require 'general human' skills.

It can also take place in situations requiring specific skills. For example, a grounds keeper might be replaced by corporate volunteers sent to do ‘odd jobs’, or corporate volunteers might be utilized as painters, even if they work as accountants in ‘real life’.

MOTIVATING FACTORS FOR NPO STAFF MEMBERS:

1. They can learn from corporate volunteers.
2. They receive acknowledgement from corporate volunteers.
3. They realize how proud they are of their own work, targert group and organization.
4. The extra hands lighten their workload.

Such replacement raises questions concerning the fact that not every corporate volunteer possesses the skills needed for the tasks to which they are assigned. This reflects a classic challenge of volunteer management: the skills that are to be offered are determined by the volunteer (in this case, the company), and not by the NPO. For this reason, NPO staff members are sometimes left to complete the tasks after all. One NPO told us about a project in which corporate volunteers assembled benches, which promptly fell apart at the end of the day. In addition to the added burden to NPO staff members, corporate volunteering requires preparation and supervision. For example, many companies require that everything be prepared and waiting upon their arrival (‘After all, we have only one morning’). Moreover, it should not be assumed that corporate volunteers are always capable of interacting well with beneficiaries from any conceivable target group. This requires NPO staff members to provide a great deal of supervision and guidance. Taken together, many corporate-volunteering projects translate into extra work for the NPO.

Finally, corporate volunteers often accompany beneficiaries on outings (e.g. to a zoo, museum or amusement park). This obviously results in a highly enjoyable day for both the corporate volunteer and the beneficiary. Given their increasingly tight budgets, however, many NPOs are not able to afford such outings. In many cases, therefore, the enjoyable activities are carried out by corporate volunteers, while NPO staff members are often left out of them. This often reduces the number of NPO staff members who are able to participate in such outings, thus resulting in the loss of a valued perk. These three points are demotivating factors, which do not make the work more enjoyable.

What can NPO managers do to make it work?

The results of this study reveal three design choices with regard to the use of corporate volunteering, in relation to the motivating and demotivating factors for NPO staff: length of involvement, additional/routine tasks and professional/general skills.

The first element that affects the possibilities of corporate volunteering is the length of time during which the volunteer is to be involved. This choice involves using corporate volunteers for one-off, short-term (i.e. episodic) volunteering activities or according to specific projects (e.g. as a teacher or buddy for a specified period). One-off, short-term corporate volunteering is exceptionally well suited for providing additional attention to beneficiaries or for performing odd jobs that would otherwise go undone. For NPO staff members, this can be motivating, as it allows them to provide better service to their clients, while making it possible to concentrate on the most important tasks, thereby relieving the workload. In general, NPO staff members are grateful to corporate volunteers in this regard. On the other hand, such arrangements might eliminate many 'human' elements from the professional work. Permanent NPO staff members might experience this as a reduction in the quality of their jobs or volunteering efforts. In contrast, corporate volunteers working on a project basis are better able to transfer knowledge and skills to NPO staff members, thus enhancing mutual learning.

DEMOTIVATING FACTORS FOR NPO STAFF MEMBERS:

1. They are afraid of being replaced by corporate volunteers.
2. They are required to perform more/extra work.
3. The fun jobs are taken over by corporate volunteers.

A second choice concerns the need to achieve a proper balance between regular and supplementary tasks for corporate volunteers. Even though supplementary tasks can result in additional work for NPO staff members (e.g. someone must make the necessary arrangements and supervise them), they do not make these staff members feel threatened. Such arrangements also offer NPO staff members the opportunity to be acknowledged and appreciated, or to demonstrate the value of the work that they do each day. The use of corporate volunteers for regular tasks can also be highly rewarding. It can lighten the workload by having more people perform the same activity. It can make it possible to do more with beneficiaries, and it can facilitate mutual learning

on the job. This strategy can also have disadvantages, however, including the risk that NPO staff members will feel threatened. In other words, 'If someone else is able to perform a part of my duties, will I be replaced?' This is obviously not the case for specialized tasks, although it probably does apply to many enjoyable peripheral activities that make the job more pleasant.

A final element involves the choice between practical tasks (e.g. extra help during activities) and tasks based on knowledge and expertise (e.g. building a website). As discussed above, both types of tasks have advantages and disadvantages. For example, knowledge-intensive tasks can generate mutual professional learning. At the same time, they can cause NPO staff members to feel threatened, being suddenly confronted with highly educated professionals from the business community who know better (or at least think they do). Having corporate volunteers roll up their sleeves and perform more practically oriented tasks offers the opportunity for outsiders (i.e. the corporate volunteers) to see what they can mean to the beneficiaries, what the NPO does and why it is so important. For corporate volunteers, this can be a true eye-opener. They realize how demanding and difficult it is to work with or care for certain populations/ beneficiaries. In addition, NPOs can almost always use a few extra hands. Nevertheless, such practical tasks often require considerable preparation and supervision. These activities also offer less opportunity for professional learning.

Once NPO managers are aware of the opportunities and challenges associated with corporate volunteering, they will be better equipped to take decisions regarding the instrumental goals for which corporate volunteering is particularly well suited. The managers of NPOs should thus delve more deeply into their portfolios of volunteer jobs, making conscious choices regarding *where* they would most like to utilize volunteers and *the manner in which* they would most like to use them. This automatically results in a customized approach to corporate volunteering.

AT LEAST THREE QUESTIONS ARE IMPORTANT IN THE ORGANIZATION OF CORPORATE VOLUNTEERING:

1. Will it involve supplementary tasks or regular activities?
2. Will it involve short-term (one-day) activities or project-based activities?
3. Will it involve professional skills or extra hands?

This contribution is based on the following article (which also constitutes a chapter in the dissertation by Lonneke Roza): Roza, L., Shachar, I., Hustinx, L. (under review). Opportunities and challenges of involving corporate volunteers: A micro-level approach. Nonprofit and Voluntary Sector Quarterly.

PART 2: MANAGEMENT OF CCI PROGRAMMES

This part of the collection examines the management of CCI programmes, first addressing internal management within companies and then discussing areas in which NPO managers should negotiate with corporate managers.

1. Employee participation in CCI: Why is there a ceiling, and how can it be raised?

Academics and practitioners are becoming increasingly convinced that CCI has the potential to contribute to corporate objectives (see also Part 1 of this collection). As the managers and directors of corporate foundations become increasingly aware of these advantages, they are facing greater pressure to involve more of their staff members in CCI (and CSR). Most organizations are able to achieve at least one-time employee-participation rates of 10%–15%, with exceptional cases reaching or slightly exceeding 20%.* In many cases, however, objectives often call for increasing the current number of participants by 3%–5%, obviously with a factor for annual growth. Given the potential benefits of such activities, it would seem logical for these objectives do not call for involving as many people as possible, in order to maximize the benefits. Nevertheless, potential growth is limited by a number of mechanisms.

There are specific, concrete reasons why people do not participate in CCI programmes. This article examines five individual-level obstacles that can make it difficult or impossible for certain groups of employees to participate in CCI programmes. Even though it is highly unlikely for any company to achieve 100% participation, we are convinced that the ceiling on participation in most CCI programmes can be raised by reducing or eliminating as many of these obstacles as possible. To this end, we also offer practical solutions for breaking through these obstacles. Fortunately, most companies should be able to realize these solutions largely within their own organizations.

Most important tip: It is quite possible to increase employee involvement if the organization is capable of adjusting its new or existing CCI programmes to make them flexible enough to accommodate multiple opportunities for participation. Briefly stated, in combination with a working environment that encourages, supports and acknowledges such participation, programmes offering something for everybody should inevitably increase employee participation. So many people, so many preferences!

* For example, see the reports of the organizations that are ranked on the Dow Jones Sustainability Index and Giving in the Netherlands

SO MANY PEOPLE, SO MANY PREFERENCES!

Most important tip: It is quite possible to increase employee involvement if the organization is capable of adjusting its new or existing CCI programmes to make them flexible enough to accommodate multiple opportunities for participation. Briefly stated, in combination with a working environment that encourages, supports and acknowledges such participation, programmes offering something for everybody should inevitably increase employee participation. So many people, so many preferences!

Staff members do not participate because...

Unwillingness or inability to participate in CCI can be explained in part by structural impediments with which people must constantly struggle in their everyday lives. In addition to restraining them from participating in CCI, these obstacles can make it difficult for them to engage in regular volunteering or making monetary donations in their private lives. It is therefore important to examine obstacles within the company from an individual perspective, as non-participation in CCI is likely to be affected by obstacles existing in private life as well. This is obviously related to the working environment and the employing organization. For example, a lack of flexible opportunities within the CCI programme or the conviction that companies should not concern themselves with CCI form additional obstacles that could keep certain employees from participating in the existing programmes. In the section below, we explain each of five obstacles: lack of resources, lack of socialization, social anxiety, lack of suitable opportunities and the undesirability of CCI.

1. Lack of resources

One of the most common explanations for non-participation in civic activities (donations of time and money) is that an individual perceives a lack of money, time, knowledge or other resources. For example, studies have demonstrated that people who think that they do not have access to sufficient financial resources are less likely to donate money than are people who do not have such perceptions. The same applies to time. People often think that they do not have enough spare time to available to engage in volunteering alongside all of their other daily activities. Moreover, within companies, employees might think that the resources available to them do not correspond to the CCI programmes of their employers. For example, a programme might focus on monetary donations, while an employee feels best suited to donate time (i.e. through volunteering). Other CCI programmes are set up to offer the expertise of the company's employees to

NPOs, while the employees themselves would prefer to engage in activities that are not related to their work. In this way, a mismatch can emerge between the specific focus and expectations of a CCI programme and the way in which the programme is perceived by employees, who would otherwise be willing and available to participate, if only something else were to be offered.

2. Lack of socialization

Giving behaviour is not genetic. It is learned. Research has demonstrated that people volunteer or donate money because they have always done so, and probably because their parents and/or partners have also done so. This is the result of socialization – the process through which an individual learns (whether consciously or unconsciously) the standards and values that are needed in order to be a part of a community. For example, the moral standards and values that occupy a central position in religion have been shown to promote giving behaviour: people who subscribe to a religion tend to be more likely to give. We should obviously not assume, however, that everyone has learned such behaviour. If an organization wishes to promote CCI behaviour amongst employees to whom such behaviour does not come naturally, the organization must socialize the staff members to the values of giving behaviour, in the same way that it teaches them to subscribe to other corporate values.

3. Social anxiety

Some people must cross a psychological threshold before they can actually dare to participate in a civic activity. This is more likely to be the case for participation in volunteering than for the more anonymous practice of donating money. This threshold can be formed by a form of social anxiety or social phobia, in which people become anxious in certain unfamiliar social situations, or in situations involving unfamiliar people. These types of obstacles prevent some employees from engaging in corporate volunteering, even though they might support the cause and have the necessary time and proper skills. These people are simply afraid of encountering new situations and/or new people.

4. Lack of accessible opportunities

Another common reason for why employees do not engage in community involvement through their employers is that they have not been asked directly or because they are not aware of the call to participate in an activity. In some situations, employees might even be unaware that the companies for which they work are concerned with CCI at all, let alone the manner in which they act on such concerns (e.g. the type of programme and the activities associated with it). It would not be logical to expect participation from employees who have not been properly

informed about the CCI policies of their employers and the opportunities associated with these policies. Even if they are aware of these matters, the employees might not completely understand the community problems chosen by the company. Alternatively, they might have no affinity with the cause, thus being less eager to devote time and/or money to it. Finally, the type of activity might not be attractive to some employees, who might thus choose to refrain from participating.

5. Lack of desirability of CCI

Employees who do not consider CCI important or who do not regard it as belonging to the company's responsibilities are also less likely to sign up to participate. Some employees feel that the CCI policy and its associated programme and activities do not correspond to the general mission that plays a central role in the company. They are thus likely to regard such programmes as distractions, not contributing at all to the ultimate goal of a company (e.g. maximizing profits), therefore seeing no reason to participate. Other employees might doubt the sincerity of the CCI programmes of their employers, suspecting that they have been established with improper intent or that the programmes are entirely inconsistent with what the companies do or stand for. Finally, some employees might regard giving through their employees as an invasion of their privacy. They consider volunteering and donations as highly personal activities, preferring to do them only in their own time and in their own manner. They do not feel that the company should have anything to do with what they consider an activity belonging to the realm of private life.

A PROGRAMME SHOULD BE VARIED, AS DIFFERENT STAFF MEMBERS HAVE DIFFERENT PREFERENCES.

Encouraging staff members by...

It is not easy to encourage participation in CCI activities amongst people facing structural obstacles. The first step involves making a subjective assessment of whether an individual perceives obstacles so great that participation cannot be expected. In theory, the employer retains the option of using coercion by making it part of the job description. Leaving this option aside, the potential participants are thus those who could be expected to need to be prodded or for whom it would be necessary to reduce obstacles before they could be persuaded to participate. The task of involving people facing one or more of the aforementioned obstacles inevitably requires long-term efforts on the part of CCI managers. Nevertheless, adjustments to the programme and the organizational context could be helpful.

First, simple, one-size-fits-all CCI programmes that allow no element of choice for employees are unlikely to generate high rates of community involvement on the part of employees – quite the contrary. Companies should consider the needs of individual employees, as well as any individual and organizational obstacles that might reduce or eliminate their ability to participate.
It is therefore important to design broad, flexible programmes that have something for everybody. While one employee might prefer to donate money, another might prefer to volunteer. Such differences are inevitable. Although people with social anxiety are particularly unlikely to participate in volunteering, this does not mean that they would not be willing to donate money.
In addition, some employees are likely to prefer to engage in corporate volunteering alone, while others would prefer to do so with a group of their co-workers.
A variety of options is particularly important for people who feel that they do not possess the resources needed in order to participate, in addition to a high level of flexibility. If employees feel that they do not have enough time, the company should make it possible to volunteer either during working hours or in the employee's own time, depending upon the situation. Companies wishing to go even further might also wish to cooperate with multiple charities or target groups, thus allowing their employees to make their own choices regarding the causes to which they wish to contribute and how.

Staff members who do not know about CCI programmes are unlikely to participate in them. Companies should therefore distribute as much information as possible about their CCI policies and the associated programmes and activities to staff members through the usual channels of communication (e.g. the intranet, newsletters and annual reports). For example, the company's director (or CEO) could periodically write a blog about the programme or say something about it at the New Year's reception. In this way, companies could reach and inform more employees, while demonstrating that CCI truly is an element of the moral standards and values that apply throughout the entire company.

Spread the word! And ask...

As a part of the communications strategy, it would be good to eliminate any obstacles involving socialization and social anxiety by adopting a highly personal manner of asking. For example, companies could recruit several internal CCI ambassadors who not only participate, but who also truly believe in the CCI policy/programme and who are capable of reflecting this and transferring their enthusiasm to the rest of

the employees. Companies should not forget that it is often simply a matter of asking someone to participate, and co-workers are often the best one to do the asking. In order to include an element of pressure, such requests could be directed through managers.

Involve management (including upper management)

Finally, visible leadership also plays an important role in promoting giving behaviour amongst new employees. For example, managers can set a good example by showing that they participate as well and by complimenting others for their efforts. Although the participation of management (including upper management) does not necessarily eliminate all individual, private doubts concerning the relative desirability of CCI, it is likely to reduce the likelihood that people will express these doubts. Moreover, the support of management at all levels demonstrates that CCI is simply a part of 'who we are'.

It is therefore of the utmost importance for all CCI programmes to be varied, in addition to creating a context in which participation is promoted, valued and acknowledged.

This contribution is based on the following article (which also constitutes a chapter in the dissertation by Lonneke Roza): Roza, L. Haski-Leventhal, D. & Meijs, L.C.P.M. (under review). Employee participation in Corporate Citizenship. Journal of Corporate Citizenship.

2. The success of a CCI programme is determined by its structure

Many companies choose to anchor CCI within their organizations by presenting the business case for CCI. A considerable body of international research and years of corporate experiences have made this business case relatively simple to present. The transition from experimentation to the actual strategic or instrumental implementation nevertheless remains problematic. A well-structured programme can facilitate this transition.

The first step is to avoid organizing fun activities at random, instead backing up and actually determining what the goals of the programme should be. For example, in the preceding chapters, we have made a clear case for using CCI as a means of achieving a company's HR objectives. In this contribution, we identify the programme choices that are needed in order to realize organizational objectives (from HR to marketing), thereby further anchoring CCI within the company. We do this by presenting a continuum between two types of programmes: employer-driven and employee-driven.

Employer-driven versus employee-driven programmes: There's a cloud for every silver lining

An employer-driven programme is one in which the employer is clearly at the helm, playing a dominant role in decision-making concerning which donations are to be made or volunteering is to be done, and how, where, when and to which end. In this type of programme, the framework is clearly established, the activities are organized by the company under strict conditions and staff members sign up for set activities. For example, a company might select one or more NPOs as beneficiaries, leaving staff members with no freedom to choose. In this way, the company maintains a high level of control over the fit between the beneficiary NPOs and the company. For purposes including external marketing and the socialization of newcomers in the organization (see the preceding contribution), a certain extent of fit is needed between the strategy of the company and the mission of the NPO in order to maximize the effects of the programme. Potential customers, newcomers and similar stakeholders have only limited knowledge of how the company works and what its organizational culture. The best way to approach to these stakeholders is therefore with a logical explanation for why Company X is cooperating with NPO Y. This strategy can help to socialize newcomers to the organization. It can also fulfil an external signalling function for attracting prospective employees with high potential.

Studies have indicated that young professionals and/or high-potential candidates are attracted to companies that are actively involved in the community. This requires considerable investment from the company at all levels. The company must first allocate resources (e.g. people, budget) to organize the programme. For example, it is necessary to seek community partners that are suited to the company, to recruit/inspire participation amongst internal parties and to ensure that these parties are able to participate (e.g. provide time off for participation) and to arrange external communication.

The other end of the continuum is anchored by employee-driven programmes, in which employees play a dominant role in the decision-making process. In this type of programme, employees select the beneficiary NPOs, in addition to determining why, when and how they will be involved, with the company's role limited to providing support for their efforts. For example, a staff member might wish to volunteer as a storyteller at his son's elementary school on Wednesday afternoon. The company's role would be to allow him to have a few hours off on Wednesdays. In this case, the what, when and how would be determined by the employee, with the company facilitating his efforts by offering a flexible schedule or even making these few hours available.

The company thus fulfils a facilitating role, having a low level of control over what is actually done. In such cases, there can be a low extent of fit between the beneficiary NPO and the company, depending upon the preferences of the employee. The lack of fit can be easily explained internally. The company adopts the standpoint that it aims to facilitate the volunteer activities of its staff members, accordingly adjusting itself to what these staff members would like to do. The situation is more difficult to explain to external parties (e.g. customers). Consumers prefer to see a certain logic in the practices of the companies whose products they purchase. For companies seeking to gain external exposure through their CCI programmes, therefore, it is not beneficial to support NPOs in which this logic is not clear. Such programmes can nevertheless be highly beneficial for HR objectives. These objectives could include commitment to (or identification with) the company, a proper balance between work and private life, and preparing staff members for a meaningful retirement (see the preceding contribution). Because employees have a great deal of freedom to choose the causes to which they will contribute, such programmes can help employees to feel that they are contributing their efforts in ways that they consider meaningful.

In addition, employees like to know that they are valued and supported by the company, at least in the area of CCI, which reflects their shared moral standards and values. An employee-driven programme does not necessarily imply that the company has no influence, say or responsibility. The organization can provide active support and encouragement to employees in exploring the possibilities of corporate volunteering. Investment by the company can be considerably lower in this type of programme. For example, no external communication is needed. Support in this regard is limited to internal communication, thus reducing the actual costs of organizing the various activities.

Figure 3 provides a brief summary of the differences in the logic of these two types of programmes.

There is no clear-cut distinction between the programmes, and different programme choices can be made in order to achieve different objectives. The various programmes are also well suited to be combined. It is nevertheless important to acknowledge the characteristics of the two programme types and to consider them in the development of specific programmes. Even if the same activities are organized and facilitated within each of these orientations, their effects are likely to be different. For example, both types of programmes can involve a choice between team or individual volunteer activities.

EMPLOYER-DRIVEN	EMPLOYEE-DRIVEN
Organization dominant in decision-making	Employee dominant in decision-making
Company organizes	Company facilitates
High fit between NPO and company	Possibility of low fit between NPO and company
Emphasis on benefits to the company	Emphasis on benefits to employees
High programme limitations	Low programme limitations
Possibility of high pressure by the employer	Low level of pressure by the employer

Figure 3: Programme continuum

Activities performed in teams are a good choice for programmes aimed at improving mutual interaction amongst employees. The potential benefits of these types of volunteer activities include reinforcing mutual understanding amongst co-workers and bringing co-workers closer together, thus allowing them to share experiences that they have not previously had. If the activities involve interaction with both co-workers and staff members from other organizations, they can help employees to expand their internal and external networks. It is interesting to note that, according to a simple investigation that we conducted in an inter-company programme (in which people from several different companies engaged in volunteering together), even team activities involving employees from different organizations can strengthen organizational identity, and they can be combined with professional network expansion. Such results are easier to achieve through employer-driven programmes than they are through employee-driven programmes. In this context, employee-driven programmes have the advantage of involving other people in volunteering. Moreover, they make it possible for a greater proportion of staff members to become be involved in the community without requiring excessive investment from the company. Individual activities are well suited to targeted learning within employer-driven programmes. For example, a staff member could develop presentation skills by giving workshops. One project that we have observed involved a partnership between a customer-service department in a major company and people with disabilities. The staff members from the customer-service department had to learn to explain what was going on in very clear terms. Individual activities are also good for people who prefer to have some level of freedom to determine what they will do, for whom and when. These types of activities are also easier to schedule, given that they require availability in only one schedule. This can fit well within an employee-driven programme. Unfortunately, however, individual projects are often expensive, as they call for a high level of customization.

The same applies to volunteering aimed at using professional competences or competences of a more social or personal nature. These aims fit well within both orientations. In employer-driven programmes, different types of activities can be used in order to achieve different goals. For example, a company wishing to inspire its employees could develop activities calling for existing competences, thereby allowing employees to apply the same competences in different contexts. In some cases, new products have been conceived during such assignments. Social activities are good for the working

atmosphere or for bringing employees out of their comfort zones and helping them to develop a broader view of the community. In an employee-driven programme, employees are free to choose the manner in which they will contribute their efforts. For example, one employee might volunteer as a coach for hockey practice, while a bookkeeper might enjoy being the treasurer of a hockey club.

A third factor concerns the amount of time that staff members are allowed to devote to volunteering. In employer-driven programmes, the company organizes the activities and thus determines the number of hours to be allocated for a given activity. In this regard, the company can also manage for the learning effects that can emerge through volunteering. For example, staff members are unlikely to learn any soft skills by volunteering for four hours. Additional time is needed. Certified training companies are also likely to require several days to teach staff members how to cope with difficult customers. They are highly unlikely to claim to do this in a four-hour course. In an employer-driven programme, these effects are easiest to guide when few restrictions are imposed on what individual employees do. In contrast, employee driven programmes often allow employees to volunteer for an organization on a more structural basis, thereby increasing the impact of their efforts on the community.

The choices mentioned here are only a few of those faced by CCI managers. They nevertheless illustrate the importance of structuring programmes and their associated projects in such a way that they correspond to the goals of the programme. By offering a wide variety of projects and thus a diverse programme, CCI managers can inspire more staff members to participate (see the preceding contribution). The success of a programme is thus determined by its structure. Because CCI managers are able to steer the structure of their programmes, they are also able to steer their success.

This contribution is based on the following article (which also constitutes a chapter in the dissertation by Lonneke Roza): Roza, L., Haski-Leventhal, D. & Meijs, L.C.P.M. (in progress). An instrumental approach to volunteering for HR. Chapter in the dissertation by Lonneke Roza (expected in late 2015).

3. In negotiation with the corporate manager

In this collection, we provide many examples of companies who are eager to recruit and make their staff members available to volunteer for NPOs, particularly within the framework of their CCI policies. Companies obviously wish to contribute to the communities in which they play an important role. They also see that volunteering can truly affect their staff members, thereby enhancing their functioning with the company (see the contribution on HR benefits). In addition to other societal developments – including the implementation of civic internships in secondary schools, the introduction of service learning for students in higher education and campaigns aimed at promoting volunteering (e.g. NL DOET) – the influx of temporary volunteers into NPOs has increased dramatically in recent decades. At first glance, this appears to be an extraordinary opportunity. It could reduce the need for NPOs to search for volunteers, as other parties (e.g. companies, schools, universities) are already performing the recruitment and selection. Unfortunately, the situation is not quite that simple. According to various studies, including our own, it is anything but easy for NPOs to embed these types of volunteers within their operations.

This contribution presents a typology of corporate volunteers entering NPOs, based on two unique characteristics of volunteers. It was originally developed for corporate purposes (i.e. enhancing the match between employer and employee). This typology (and the associated activities) is intended to enhance the correspondence of incoming volunteers to the needs of the NPO, thus making it easier for NPO managers to identify what is needed within the NPO and subsequently to enter negotiations with the company, thereby maximizing the returns on the efforts of corporate volunteers.

NEGOTIATIONS SHOULD TAKE PLACE IN AT LEAST TWO AREAS:

1) The competence that employees will bring to the NPO (i.e. hands or brains)
2) The availability of the employees to the NPO

Negotiations with individual volunteers differ from those involving volunteers coming from companies. Volunteer managers are aware that the recruitment of individual volunteers is a matter of negotiation between the preferences of the organization and those of the volunteer. The challenge in this regard involves the

difficulty of imposing demands on volunteers, in contrast to the context of paid work, in which it is relatively easy for an NPO to set requirements regarding the desired expertise and availability. It is important to ensure that demands for competence and availability do not diminish the willingness to volunteer, while remaining appropriate to the task that is to be performed at the NPO. In the context of corporate volunteering, the negotiations differ in two respects. First, the aspects of competence ('We are/are not offering our professional expertise') and availability (e.g. 'In four weeks, we will arrive with eight people for one day') are often determined by the company, and not by the individual volunteer. Second, the volunteer manager does not speak with the individual volunteers, but with the company's programme manager.

The first characteristic is the competence that the NPO needs and what the company is planning to contribute. Does the company plan to contribute professional skills (i.e. brain work) or personal skills (i.e. hands-on work)? It is obviously possible to contribute personal skills at a professional level. An accountant who enjoys odd jobs should be perfectly capable of assembling a bench. Some employees might possess didactic skills that are equivalent to those of a teacher. Nevertheless, as in the case of 'ordinary' volunteers, it would not be wise simply to proceed from such assumptions. The second characteristic is the availability of the volunteer: for how long and/or within which term can the staff member volunteer at the NPO through the company? Will it be for one day, multiple days or for short-term or longer-term projects? According to our research, NPOs that have the courage and ability to negotiate with companies are often quite capable of assigning duties to incoming volunteers that could be of benefit to both the NPO and the company. Organizations that do not negotiate these aspects are at risk of wasting the volunteer energy of corporate volunteers on activities that are of absolutely no use to the NPO. We have come across examples of organizations that have had corporate volunteers paint the wall of a client's bedroom five times. Why? 'Because companies like to do it'. This is a one-sided win.

Based on the competence and the availability to be contributed by the volunteers, we can construct a typology of volunteers from companies. This typology can be used to determine the value that they will be able to contribute and the types of tasks that should or should not be assigned to them. It could be useful for creating an internal inventory of the need for volunteers. The table provides an overview of the various types.

SKILLS (HUMAN RESOURCES) BROUGHT TO THE PROJECT	AVAILABILITY OF THE VOLUNTEER	
	Highly temporary (one day or part of a day)	**Project basis (one or more weeks or months)**
Personal skills	One-day Wonder	Interim Supporter
Professional skills	Specialist	Consultant

Table 4: Types of corporate volunteers

First, we have the *One-day Wonder.* This volunteer comes for one day (or part of a day) to perform work requiring personal skills. Appropriate activities for this type (particularly if they come in teams) include simple maintenance jobs (e.g. clearing away clutter, basic painting) or social activities with relatively easy target groups (e.g. accompanying senior citizens on a day outing to a museum). An afternoon game time for children with mild disabilities would also be a good option for this type of volunteers. At any rate, the tasks should not require much specialized knowledge. The extra hands offered by these volunteers could also help to lighten the workload of the NPO's current staff members or regular volunteers, or they could be used to perform extra activities or chores to benefit the target group.

The second type is the *Specialist*, a volunteer who is available to share professional knowledge and/or expertise for a short period. Examples could include strategic brainstorming sessions, workshops for staff members on the use of social media for marketing or fundraising, of a workshop on leadership within an organization. This knowledge transfer could also involve beneficiaries of the NPO. For example, staff members from the financial institutions could give money-management workshops, HR staff members could teach NPO beneficiaries how to apply for jobs and artists could provide an introduction to painting or sculpting.

The third type that we distinguish is the *Interim Supporter*. Volunteers of this type come to the NPO to contribute personal skills for specific projects for periods ranging from one or more weeks up to six months. One characteristic of this type is that the volunteers enter longer-term commitments to the NPO, albeit with clear starting and ending dates, thus constituting projects.

This category could include buddy projects, coaching programmes, temporary visitation work or the organization of events or fundraising activities for the NPO.

The final type based on these characteristics is the *Consultant.* These volunteers contribute their professional skills for longer periods, also with specified starting and ending dates. In our research, we spoke with NPOs that used corporate employees to teach courses lasting several weeks to children or young adults in difficult situations, as well as with companies that offered their staff members the opportunity to contribute to the development of NPOs (e.g. in developing countries) for longer periods (6–12 months). Examples of projects from the latter category include the introduction of new management systems, the implementation of new HR policies and the integration of IT systems.

One interesting feature of this typology is that it does not include structural corporate volunteers who would like to contribute personal or professional skills to the NPO for longer periods. According to our research, NPOs do not classify such situations as corporate volunteering, instead treating these people as individual (regular) volunteers. This is interesting, given that NPO boards are increasingly including volunteers who hold higher positions in the business community. Other people might not be scheduled to work on Wednesday afternoons in order to allow them to serve as trainers for a hockey club. These staff members could be allowed to make up this time during another period. If these efforts are facilitated by the company, they technically fall within the definition of corporate volunteering, even though they are not recognized as such by the NPO concerned. In theory, the breadth of the work of corporate volunteering could thus be much greater than what is generally mentioned in examples. Negotiations with companies could thus also be broader. What would keep NPOs from requesting companies to provide suitable candidates for their boards or accountant to inspect their bookkeeping for an indefinite period? In this case, the dividing line between *pro bono* work and corporate volunteering is extremely thin.

This typology and the examples of activities provided for each type represent a simplification of an often complex practice. Other considerations for NPOs could include such matters as whether they would prefer to have groups of volunteers or whether individual volunteers would be more appropriate. The limitations and possibilities of various target groups should also be considered when developing suitable activities.

The most important point, however, is to be aware of the importance of 1) negotiating in order to achieve the greatest possible contribution for the NPO and 2) including two basic components in the negotiations: the competence and the availability of the volunteer. For all parties involved, it is important to realize some benefit: everyone would like to make a difference.

This contribution is based on the following article (which is also part of a chapter in the dissertation by Lonneke Roza):
Roza, L., Shachar, I., Hustinx, L. (under review).
Opportunities and challenges of involving corporate volunteers: A micro-level approach.
Nonprofit and Voluntary Sector Quarterly.

PART 3: CCI AND THE COMMUNITY

In the third part of this collection, we elaborate further on the role of CCI in the community. To this end, we discuss two current studies in which we have been involved. The first contribution explains how companies can play a role in the promotion and development of volunteering in a country that has less of a tradition in the area of volunteering than is the case in developed Western countries. The second contribution focuses on the perspective of the beneficiaries of CCI: the clients of NPOs.

1. The role of companies in promoting volunteering

In the Netherlands, we have a strong tradition of volunteering. According to the most recent figures from the Netherlands Institute for Social Research (SCP), at least two of every five people in the Netherlands are active as volunteers. These activities take place at the local, national and international level, in sport or hobby associations, community service-delivery organizations (e.g. Resto van Harte or such care agencies as Pameijer) and campaigning organizations (e.g. Kidsright). Despite the fears of many community organizations that volunteering is decreasing in the Netherlands, studies indicate that volunteering is not becoming less common, but that citizens are structuring it in ways that are different from those to which organizations have traditionally become accustomed. One of the new ways of volunteering takes place through the CCI programmes of employers.

Despite the increasing role that companies are playing in volunteering in our country, their effects on the total amount of volunteering by people in the Netherlands are marginal. The situation is different in countries with other traditions of volunteering. Examples include former communist countries, which are working to build a civil society while undergoing a transition from a government-controlled society towards one characterized by open markets. This contribution is based on a recent study conducted in Russia, in which companies appear to be playing an increasing role in individual giving behaviour. We indicate where corporate volunteering can lead and how it does this.

We're going to do it (or not)!

The potential of corporate volunteers within the total

amount of volunteering is of considerable interest, particularly in the context of Russia (and probably other former communist countries). For example, in Russia, while informal help is of great importance, formal volunteering for NPOs remains extremely underdeveloped. Figures indicate that 24% of the Russian population are active in some form, either through informal help or through formal volunteering. More than half of this activity takes place in the form of informal help for loved ones, and not through any organized context. At the as time, only 3% are engaged in formal volunteering through community organizations, and 1% volunteer for religious organizations (e.g. churches). This image is radically different from the situation in the Netherlands, where figures from Statistics Netherlands (StatLine) indicate that the percentages engaged in informal help (more than 30%) and formal volunteering (more than 40%) are many times greater. In contrast, figures from Russia indicate that most Russians who are engaged in formal volunteering (4%) do so through their employers.

Companies as vehicles for broader citizen participation

What role do companies play in volunteering in Russia? The results of our study indicate that employees who have participated in CCI programmes have become more active in the community in two ways. First, according to our data, participation in volunteering through the employer leads to more formal volunteering outside the company. In other words, employees have also become active directly with NPOs. They are also more likely to donate money to NPOs, a practice that is not common in Russia. People do indicate that they regularly give money directly to *individual* people or families in need, but not much is given to community *organizations.* As indicated by the data, employees who participate in corporate volunteering are more willing to make donations to formal organizations. These two outcomes thus indicate that CCI programmes can help to strengthen community organizations and the broader civil society. Companies promote, support and develop opportunities to engage in formal volunteering, thereby playing an active role in the development of the country's volunteering infrastructure.

This nevertheless does not explain why these people start to give more through NPOs in terms of both time and money. One part of the explanation is that Russians generally have little trust in community organizations and governmental bodies. Despite the different roles played by the government and civil society in a democracy, many Russians continue to feel that these organizations are strongly associated with each other. Russian citizens

have little trust in the state (although not everyone would dare to say so), and thus little trust in community organizations. What do they trust? You guessed it: multi-national companies. Because companies cooperate with certain community partners, this has a positive effect on the image that their employees have of these community partners. Briefly stated, if the company trusts an organization, it must be a trustworthy (i.e. 'good') organization. This increases the employees' willingness to volunteer for community organizations, even outside of the programmes offered by the companies.

In addition, it is very important to socialize people to volunteering. General research on identifying who volunteers indicates that those who have previously volunteered are more likely to volunteer again. This applies in this context as well. By offering a corporate volunteering programme, a company introduces its employees to volunteering: how it is to volunteer and in which organizations it is possible. This socialization to volunteering appears to make employees more likely to contribute their efforts to NPOs outside the context of CCI programmes and in addition to the volunteering that they do through their employers.

Finally, local community organizations are generally unable to mobilise people to volunteer. They need an infrastructure that develops, promotes and supports volunteering. One benefit of a strong volunteering infrastructure is that it strengthens the social cohesion between citizens (i.e. social capital). This is needed in order to achieve a flourishing, energetic and resilient society. The Russian government has only recently begun taking a few small steps to promote volunteering through such initiatives as involving volunteers in the organization and operations of the Winter Olympics in Sochi. These efforts created considerable momentum for companies to take on their civic roles in Russian society and to lend considerable effort to the development of volunteering within a context in which it is not customary. In contrast to the Netherlands, where we are already doing a great deal within the civil society and in which the structure is highly developed, the potential contributions of companies to the development of giving behaviour (in terms of time and money) is substantial.

By offering corporate volunteering programmes, companies can truly contribute to the development of volunteering, while helping to realize the necessary infrastructure. It would probably be somewhat more difficult to organize such efforts at the local level.

This is because Russia has fewer community organizations than is the case in the Netherlands or other countries, and the relationships between the business community and community organizations are still in the very early stages. Even though it may be more difficult to develop such initiatives together with social partners, doing so can increase the impact of efforts organized by multinational companies. There is thus considerable potential for multinational organizations that are active in Russia or similar contexts.

This contribution is based on the following article: Krasnopolskaya, I., Roza, L., & Meijs, L.C.P.M. (2015). The relationship between corporate volunteering and employee civic engagement outside the workplace in Russia. Voluntas, International Journal for Nonprofit and Voluntary Organizations.

2. Beneficiaries' perceptions of CCI activities

Although we are continually learning more about the importance of CCI for companies and NPOs, we know relatively little about how the beneficiaries of NPOs experience these efforts. The academic literature is particularly likely to assume a win-win-win-win situation, in which all parties involved (companies, NPOs, staff members of both organizations and NPO beneficiaries) experience positive effects when companies cooperate with NPOs. This lack of academic knowledge is remarkable. Given that beneficiaries constitute a highly important component of an NPO, it is odd that we know so little about them. Ideally, the activities of the NPO should contribute to the services that the organization delivers to its beneficiaries. This chapter therefore explores how NPO beneficiaries perceive the advantages and disadvantages of activities conducted jointly by the NPOs in which they are involved and companies that contribute the efforts of their staff members within the framework of CCI. We then discuss the possible consequences for NPO managers who organize CCI activities (e.g. corporate volunteering) within their companies.

The 'win' for beneficiaries

Recent studies of beneficiaries and NPO managers have indicated that these parties generally perceive corporate volunteering as an opportunity. With regard to selecting companies and entering partnerships with them, beneficiaries have been shown to have considerable confidence that the NPO is acting in their interest. They assume that the NPO will select the right partners and corporate volunteers. It is important to note that, in practice, the selection of corporate volunteers is often not performed by the NPO but by the company. In many cases, therefore, NPO managers have no advance knowledge of who will be coming into their organizations.

The managers of NPOs perceive that the extra hands (and additional money or other resources) contributed by corporate volunteers occasionally make it possible to do more. Budget reductions often make it necessary to eliminate annual outings to the zoo, amusement parks or playgrounds. The involvement of companies often helps to make it possible to continue these activities. Cooperation with companies can also ensure that beneficiaries have the opportunity to gain admission to these companies (e.g. as students or interns). This increases the opportunities that NPOs can offer to their beneficiaries. The same applies to beneficiaries engaging in group activities (e.g. senior citizens taking a day trip; people with disabilities enjoying an outing; a group

of clients participating in an afternoon craft session). In these contexts, the involvement of companies and corporate volunteers can increase the counsellor/client ratio, thus ensuring more personal attention for each beneficiary. For example, consider the difference between a ratio of 10:10 and a ratio of 10:1. With the higher ratio, everyone has a buddy for the day.

Beneficiaries are also positive about the possibility of coming into contact with new people. In a study conducted amongst beneficiaries, many indicated that they were happy that the volunteers were showing interest in them, and some regarded the activities as a welcome diversion from their daily routines. In the case of intramural organizations, the presence of corporate volunteers literally brings the community to the organization. This advantage thus has to do with the fact that beneficiaries are able to meet other people: people from the community. This can help them to feel more that they are a part of the broader society. Moreover, they had the idea that such cooperative initiatives with companies made it possible for volunteers to develop a better understanding of their lives, thus reducing their prejudices. In some cases, this can also contribute to the self-confidence and self-image of beneficiaries, simply because they receive attention from people from the business community. This is particularly exciting for young people, whose counsellors observe that they blossom under the attention of these volunteers. For example, one of the NPOs in which an interview was held illustrated that the attention that young people in the organization had received from volunteers (in this case, corporate volunteers) had enhanced the self-image of these young people. These effects obviously do not emerge automatically the first time a company happens brings its volunteers around, although the occasional involvement of companies and their staff members does send the message that the beneficiaries matter.

The disadvantages of involving companies

Along with the aforementioned benefits, the involvement of companies can have disadvantages, thus underscoring the observation that cooperative initiatives based on corporate volunteering do not always lead to situations in which everybody wins. The managers of NPOs tend to be cautious (or even hesitant) to allow direct interaction between volunteers and beneficiaries, due to the specific skills that are often needed in order to interact with certain vulnerable populations. Nevertheless, results from the study on how beneficiaries perceive corporate involvement indicate that they are unlikely to see this as problematic. This is apparently logical, as they do not

concern themselves with who does or does not possess the proper skills for a particular task. Their assessments are more likely to be based on the quality of interaction.

According to some beneficiaries, however, there is sometimes too little time for personal interaction (e.g. in the case of maintenance activities or when a company 'drops by' for a few hours). The one-off character of many corporate volunteering projects makes it impossible to create long-term bonds alternating volunteers and beneficiaries. Certain beneficiaries would very much appreciate such bonds. Some might also be sceptical with regard to the involvement of companies by their NPOs. This is not surprising, given that cooperation with companies could potentially offer many advantages to NPOs (e.g. additional funding, resources and name recognition). Some beneficiaries are likely to be aware of this and consider it plausible that that their NPOs are in essence 'using' them in order to take advantage of such arrangements. For example, the decision to cooperate might be made at the organizational level, without considering any direct negative consequences that it might have. Finally, some beneficiaries noted that do not enjoy disruptions in their daily routines. In some cases, the damage caused by such disruptions might outweigh any benefits. For example, people with autism or other psychological disorders have difficulty coping with brief interactions or disruptions to their routines.

Implications for NPO managers

Because of the resources that they make available, companies often have more power in cooperative arrangements than NPOs do. It is therefore important for companies to be aware that not everything that they do will automatically result in a 'win' for the NPO and its beneficiaries. Companies might be honestly convinced that they have made a major contribution if they have provided a day of support, even though their contribution is likely to have been only marginal in light of all of the activities that the NPO performs with and for its beneficiaries and/or the total amount of volunteering that is done within the organization. At the same time, NPO managers should consider several factors when organizing corporate involvement. The factors addressed below could affect the way in which beneficiaries perceive the involvement of companies and their staff members.

BENEFICIARIES WOULD APPRECIATE A MORE SUSTAINABLE RELATIONSHIP WITH CORPORATE VOLUNTEERS..

The first factor concerns whether the beneficiaries are to be involved in developing the activities to be carried out with the company. It should be obvious that not every type of beneficiary would be able to do this, but some should surely be able to have a say with regard to the activities that could be developed. One of the groups participating in the study of beneficiaries consisted of refugees who were temporarily receiving assistance from a particular NPO. They were very much aware of what they needed. This should be possible for other target groups as well. Another example from the study of the advantages and disadvantages for NPOs concerns an organization working with young people with disabilities, which operated in a highly demanded-oriented manner. They made an inventory of dreams and periodically made a few of these dreams come true with the efforts of companies. The same approach could be applied for organizations working with sick children or their families, or for those working with the elderly or middle-aged people with specific interests. In some cases, these needs can be expressed by the beneficiaries themselves (as in the case of the refugees), but they could also be expressed by the staff members or volunteers who are directly assisting them. It is also important for beneficiaries to be provided with prompt, substantive information regarding any activities with companies.

The study with beneficiaries revealed that some were dissatisfied with the fact that they had been poorly informed about the various activities and that they had not been asked to provide feedback after they were completed. Many beneficiaries would truly enjoy the opportunity to participate alongside corporate volunteers in the decision-making process and the organization of activities. In addition to giving beneficiaries a better understanding of the cooperative endeavour and the use of corporate volunteering, their involvement in the activities could help to improve any follow-up projects. Briefly stated, beneficiaries should be allowed to provide feedback and suggest ideas: ‘What will we do (and not do) next time?

The selection of the actual companies (i.e. the organizational-level relationship) should remain largely the responsibility of the NPO manager concerned. For the activities, however, they could occasionally consult with beneficiaries or those who assist them.

Some beneficiaries were also dissatisfied with the often one-sided encounters between themselves and the corporate volunteers. They observed that such encounters with volunteers almost never develop into

sustainable relationships. They would apparently like for such relationships to develop, however, given that they reported having truly enjoyed the one-on-one contact with the volunteers. This poses a major challenge to NPOs, which often use corporate volunteers for short-term, one-off projects within their organizations. In many cases, companies are unable and unwilling to guarantee that their staff members will come more than once. Such long-term involvement remains difficult, not only for the managers of NPOs, but for their beneficiaries as well. This is a job for the NPO, but the business community could also go a step further by trying to develop more long-term activities with NPOs. One example might be a three-month programme in which a staff member comes to work at the NPO once every two weeks. We are aware that such initiatives are possible, that they are being done and that beneficiaries are highly appreciative of them. By developing such efforts, companies could at least enhance their impact on the beneficiaries and the NPO. Is this not the very reason that companies engage in CCI?

In essence, NPOs exist in order to provide specific services to their beneficiaries. Even when they start to involve companies in their activities, therefore, it is important for them to consider their beneficiaries and the advantages and disadvantages of introducing companies and their staff members. The preceding article in no way constitutes a template for how any organization should approach such initiatives, given the extreme diversity of organizations and types of beneficiaries. The development of such a template would require further systematic, academic research. The studies summarized in this collection do allow us to make a number general statements, and NPOs can determine for themselves whether these statements apply to their situations.

Based on: Samuel, O., Roza, L., & Meijs, L.C.P.M. (2015). Exploring partnerships from the perspective of HSO beneficiaries: The case of corporate volunteering. Human Service Organizations: Management, Leadership, & Governance. Special Issue on partnerships.
Roza, L., Shachar, I., Hustinx, L. & Meijs, L.C.P.M. (2013). Costs and benefits of involving corporate volunteers in NPOs. Working paper for the Penn Social Impact Fellows Program at the University of Pennsylvania School of Social Policy and Practice.

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