Singing Your Praises… Measuring Your Impact Handouts

Volunteer Impact Leadership Training Series

SINGING YOUR PRAISES… MEASURING YOUR IMPACT

Guide to Handouts
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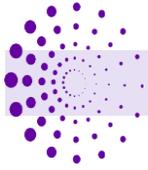
H-1: Learning Objectives and Key Concepts
H-2: Definitions and Terms
H-3: Benefits of Volunteer Program Evaluation
H-4: Designing a Volunteer Program Evaluation: 6 Key Questions
H-5: Designing a Volunteer Program Evaluation: Additional Considerations and When Not to Evaluate
H-6: Output Statistics
H-7: Customer Satisfaction Information
H-8: Sample Volunteer Satisfaction Survey
H-9: Comparison to Outside Standards
H-10: Outcome Evaluation
H-11: Logic Model
H-12: Return on Investment (ROI)
H-13: Communications with Stakeholders
H-14: Worksheet: Reporting to Stakeholders
H-15: Resources

Attachments to Handouts

Attachment A: Questions and Decisions Prior to Administering the Evaluation
Attachment B: Common Pitfalls and Suggestions for Designing Questions
Attachment C: Sample Outcomes
Attachment D: Examples of Reporting Volunteer Data in Annual Reports
Attachment E: ADVICE on Improving Your Reporting of Impact

All of the information from the PowerPoint presentation is included in the handouts.
To follow the handouts with the PowerPoint slides,
note the handout number in the lower right corner of the PowerPoint ("Handout 1" etc.).

Handout 1
**Learning Objectives and Key Concepts**

Learning Objectives

Upon completion of this module, the participant will be able to:

1. Discuss the purpose and value of volunteer program evaluation.

2. Identify key steps and questions to be answered prior to designing a volunteer program evaluation.

3. Understand the differences among four types of volunteer program evaluation techniques.

4. Identify key stakeholders who must be engaged in the creation and approval of the evaluation process and given the results derived from it.

Key Concepts

1. Evaluation begins with clearly determining the information you want, the best process to obtain that information, and which stakeholders might be interested in the results.

2. Common forms of evaluation for volunteer programs:
    • Evaluating Output Statistics
    • Exploring Customer Satisfaction
    • Program Comparison to Outside Standards
    • Outcome Evaluation

3. After data is gathered and the impact of volunteer activity is measured, effectively communicate findings to significant stakeholders.
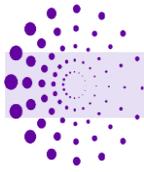
**Handout 2
Definitions and Terms**

Evaluation

Evaluation is a process of asking good questions, gathering information to answer them, and making decisions based on those answers.

The evaluation process includes:
- Planning
- Collecting information
- Analyzing and Interpreting information
- Reporting results

Volunteer Program Evaluation

Volunteer program evaluation is a process to determine the strengths, weaknesses, and impact of your volunteer program with plans to use the information to strengthen your efforts.

Terms

Formative Evaluation
During the program, for program improvement
> Formative evaluation is done for program improvement, is a developmental process, and typically done for the people who develop and implement programs.

Summative Evaluation
At the end of the program, for accountability
> Summative evaluation is typically done at the end of a project and is often done for accountability purposes.

Output Evaluation
Easily counted result of your effort
> Usually an easily counted or tracked result of your effort, such as number of hours served by volunteers.

Outcome Evaluation
A result describing what changed
> The results of your effort, usually describing what will change or what has changed because of your efforts, such as number of new immigrants who finished a language certification after participating in a volunteer run tutoring program.
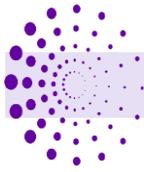
Handout 3
**Benefits of Program Evaluation**

Benefits of Program Evaluation

- The information can be used to make changes, make plans, and set goals.

- Results can help inform others about the program and its value.

- When done well, evaluation creates buy-in for the program among those involved.

Additional Benefits

- Evaluation serves as a way to educate staff and volunteers about what helps determine the success of a volunteer program.

- The results, if given to appropriate stakeholders, may stimulate needed changes.

- The results may aid in anticipating future concerns that can be worked on to avert significant future problems.

- Carrying out an evaluation helps to build professionalism into the volunteer program.

- Evaluations can help diffuse negative feelings if the evaluation does not find these negative reactions to be held by many within the organization.

- Depending on the sophistication of the process used, evaluation can help analyze cost/benefits of the volunteer program to the organization (or any component of that organization).

- Volunteer evaluations are a great tool for a new staff person to use to objectively evaluate the current program and develop needed changes.

- Evaluation can gather various viewpoints from those involved in the delivery of the volunteer program.

- The results can be the basis for a staff retreat to enhance the program.
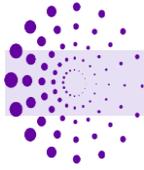
Handout 4
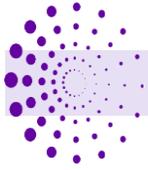**Designing a Volunteer Program Evaluation**

Key Concept #1

Evaluation begins with clearly determining the information you want, the best process to obtain that information, and which stakeholders might be interested in the results.

Six Key Questions

1. For what purpose is the evaluation being done? What do we want to be able to learn and decide as a result of the evaluation?

2. Who are the audiences that will want this information?

3. Do we have the support and involvement of those who will be able to carry out the results or suggestions arising from the evaluation?

4. What kinds of information are needed to make decisions and from whom?

5. What methods can be used to access that information? (e.g., survey, focus groups)

6. What roles will be taken and by whom to:
   • Develop/pilot test/approve the questions
   • Carry out the tabulation/analysis/interpretation of the results
   • Present the material to appropriate audiences

Handout 5
Designing a Volunteer Program Evaluation – Additional Considerations

Additional Considerations

- How will confidentiality be handled?

- Do you have the necessary resources to carry out an evaluation?

- Who is leading the process?

- Always involve a task force/committee/working group to carry out the evaluation.

- Make certain that those in the position to carry out the eventual recommendations are in support of the evaluation.

- The size and culture of your organization will impact how you obtain information.

When <u>Not</u> to Evaluate?

- Evaluation would produce trivial information.

- Evaluation cannot yield useful, valid information.

- Evaluation is premature.

  - Qualified people to help guide the evaluation are not available.

  - No one will use the results.
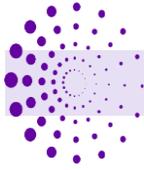
Handout 6
Output Statistics

Key Concept #2

Common forms of evaluation for volunteer programs
- Evaluating Output Statistics
- Exploring Customer Satisfaction
- Program Comparison to Outside Standards
- Outcome Evaluation

Output Statistics

Measures quantitative information about a volunteer program

- # of volunteers in an organization
- # of hours that volunteers served
- # of volunteers serving in different capacities
- % of volunteers by gender, ethnicity, educational levels, etc.
- % and number of volunteers who gave financial donations
- value of volunteer time (see below)
- # and type of clients served

Methods

- Recordkeeping (new systems or existing records)
- Sign-in sheets
- Timesheets (paper or online)
- Applications/intake forms
- Other…

Ways to Compute the Value of Volunteer Time

- **Minimum Wage**: Multiply minimum wage by the total number of hours given by volunteers.
- **Imputed Wage System**: A Department of Labor figure (average per-capita amount earned by a non-agricultural employee in the US) found on the Independent Sector website: https://www.independentsector.org/volunteer_time
- **Equivalent Wage System:** Giving volunteer hours an equivalent value to pay job classification, even adding a fringe benefit cost: http://independentsector.org
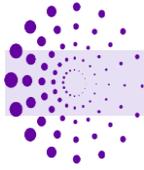
Benefits

- Change in numbers or kinds of volunteers in your organization
- Information for volunteer insurance purposes
- Volunteers who are giving financial support to the organization
- Others…

Shortcomings

- Outcomes may not reflect the impact or quality of the work donated
- Others…

Handout 7
Customer Satisfaction Information

Qualitative information collected from any "customers" of the volunteer program, including:

- Staff
- Volunteers
- Clients (if appropriate)
- Executive management
- Funders
- Other organizations
- Others…

Methods of collecting information

- Surveys/Questionnaires (paper or online)
- Interviews (in person, over the phone)
- Group interviews or focus groups
- Case studies
- Observation
- Others…

Potential Benefits:

- Satisfaction from these folks greatly impacts the success of the program
- Determines major weaknesses and strengths in the program from the perspective of those who know it
- Gain buy-in from staff for volunteer program
- A form of volunteer appreciation
- Others…

Potential Shortcomings:

- Answers not accurate if there are organizational trust issues
- Must prepare respondents regarding reasons for the evaluation and what you will do with results/recommendations
- May not provide information on the outcome of volunteers' efforts
- Others…
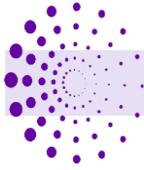
Handout 8
Sample Volunteer Satisfaction Survey

Please check one box that best describes your experience:

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1. I am satisfied with my volunteer experience.					
2. I am well utilized as a volunteer.					
3. I feel well prepared to do my work.					
4. I feel the work I do is recognized by staff.					
5. I feel that my volunteering is valuable to the organization.					
6. I receive the direction I need from my supervisor.					
7. I have the opportunity to learn new skills.					
8. I would recommend volunteering here to others.					
9. I feel welcome and included while volunteering.					

10. What about your volunteer experience do you like the best?

11. What would improve your volunteer experience?
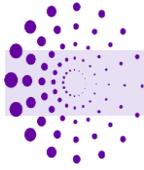

12. How long have you been a volunteer?
    Could include check-off options such as "less than six months," "6 mos. – 1 year," etc.

13. In what position(s) have you volunteered?
    Could include check-off options

Thank you

Handout 9
Comparison to Outside Standards

Comparing your volunteer program to outside standards

Experts in volunteer program management have developed standards against which you can compare your program**.** For the best result, include someone familiar with the standards and/or outside of your own organization in the process of evaluating your program against the standards.

Potential standards to use

- The Canadian Code (http://volunteer.ca/ccvi)
- The self-assessment in the "Position Your Program for Success" module of this series
- Reimagining Service "Service Enterprise Quiz (http://www.reimaginingservice.com/nonprofit-service-enterprise-quiz.html)
- Others…

Potential Benefits

- Way to demonstrate excellence of volunteer program in meeting standards
- Identification of areas of weakness that may be greatly impacting your program
- Gives you expert information that will help you develop goals for improving the program

Potential Shortcomings

- Takes dedication/time
- Not helpful if no action occurs after you identify areas needing improvement
- May be challenging to compare your program to a set of generic standards
- Others…
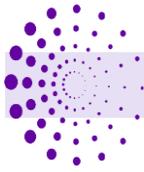
Handout 10
Outcome Evaluation: Types of Change

Outcome Evaluation

- Focus on results – not activities. (e.g., not "how many hours did children receive one-on-one tutoring" but "how many children who received one-on-one tutoring improved their grades, test scores, attendance, etc., and by how much.")

- What has changed in the lives of individuals, families, the organization, or the community as a result of this volunteer program?

- Examples of change: knowledge gained, behaviors changed, improved skills.

You can strive to demonstrate the impact that volunteers have on the mission, clients, organization, or on the volunteers themselves. Typically, outcome evaluation attempts to measure and report on:

- Knowledge gained
- Values altered
- Behavioral adjustment
- Attitude change

- Change in economic status
- Improved skills
- Client reaching set goals
- Mood, stress reduction in clients

Researchers can design questions to use in this process. These processes can be very time consuming, and not all organizations are in a position to effectively carry out research activities. When we gain knowledge of any of the above changes, it can still be difficult to know if volunteers were the cause of these changes, or if they were one of many factors. But striving to evaluate volunteer impact is still more powerful than only stating volunteer hours.

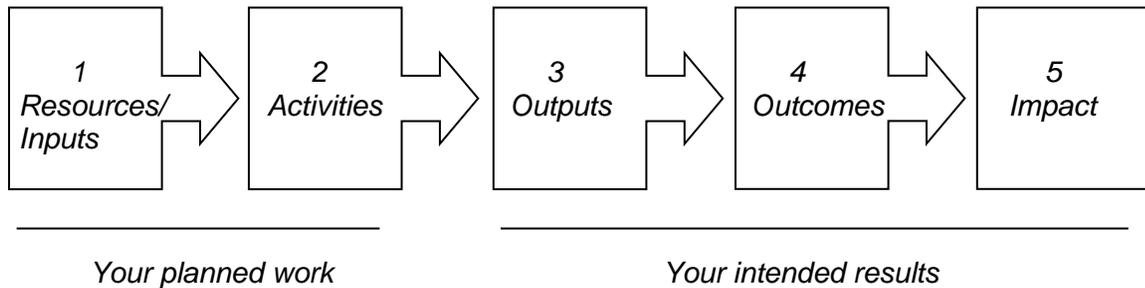**Potential Questions to Answer**

- What target groups will change
- What about the target will change and in what direction will it change
- What will happen to create that change
- How the change will be identified and tracked
- How the change will be measured
- How the change will be causally linked to the service being provided
- How long the change must remain in effect before being considered successful
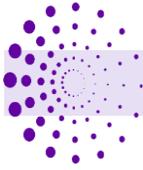
Handout 11
Outcome Evaluation – Logic Model

A **logic model** is a visual way to look at the relationship between your activities and what you hope is achieved by those activities. (*Based on work by the W.K. Kellogg Foundation)*

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│    1     │    │    2     │    │    3     │    │    4     │    │    5     │
│Resources/│ ▶  │Activities│ ▶  │ Outputs  │ ▶  │ Outcomes │ ▶  │  Impact  │
│ Inputs   │    │          │    │          │    │          │    │          │
└──────────┘    └──────────┘    └──────────┘    └──────────┘    └──────────┘
    _____        _____
        *Your planned work*                  *Your intended results*
```

1. Resources/Inputs
Includes human, financial, organizational, and community resources your program has available to do your work. Sometimes these are called "inputs." Your volunteers and the hours they serve are a resource or input.

2. Activities
Your program activities are the things you can accomplish with your resources. These can be processes, tools, events, technology, or actions. Your volunteer program is an activity of your organization.

3. Outputs
Output statistics measure quantitative information about a volunteer program, such as how many people were served by volunteers.

4. Outcomes
Outcomes are specific changes in people's behavior, knowledge, skills, status, etc., such as what happened for the people your organization serves because of volunteers' efforts.

5. Impact
Impact is the fundamental intended or unintended long-term change occurring as a result of program activities. The impact may take place years in the future.
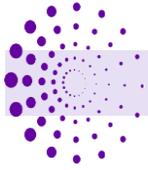
Logic Model Worksheet

1 Resources/ Inputs	2 Activities	3 Outputs	4 Outcomes	5 Impact
Resources important to your program. Volunteers, volunteer hours	*Activities performed by your volunteers.*	*Quantifiable, immediate results from volunteer activities.*	*What do you believe happens for people because of the activities and outputs?*	*What do you hope happens in the long-term because of the Outcomes?*

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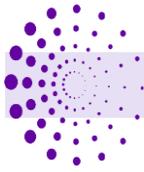
Handout 12
Return on Investment (ROI)

Return on Investment (ROI)
- An emerging form of volunteer program evaluation. There are multiple ways to calculate ROI that can be used for different purposes.
- A common calculation is:
    - Value of volunteer time (hours x $ value)
    - Investments (costs related to volunteer engagement)
- The ROI calculation can be used to advocate for investment in the volunteer program
- *Example: For every dollar invested in the volunteer program, there is a return on investment of $5 dollars, which represents the value of the volunteer's contribution.*

Potential Benefits
- Can be used to show the value of investment in volunteer resources
- Can be used to advocate for more investment
- Provides "hard data" for leaders and stakeholders who are interested in return on investment

Potential Shortcomings
- Can be complicated to calculate
- Because there are there are multiple ways to calculate ROI that can be used for different purposes and will give different results, it can be confusing to explain the measurement
- Only provides one piece of evaluation information

Keep in Mind
Not everything can be measured and not all results will be immediately evident. For example, work put into building relationships with potential new volunteers may not yield an immediate return, but will be beneficial over time.

Example ROI Calculation

Of the different types of ROI formulas, MAVA uses this one because of its simplicity.

Value

Number of Volunteer Hours	Value of Volunteer Hours*	Value of Volunteer Time
10,000 hours	x $25.43	= $245,300

*Independent Sector https://www.independentsector.org/volunteer_time

Investment

Volunteer management staff	$45,000
Volunteer supervisor time (10% of time of 3 staff)	$ 1,200
Volunteer recognition costs	$ 500
Supplies, volunteer training material and other costs	$ 2,300
Share of agency rent and overhead	$ 5,000
TOTAL	**$54,000**
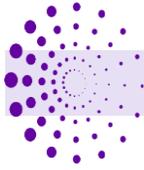
<u>ROI</u>

Value of Volunteer Time	Investment (costs related to volunteers)	ROI
$245,300	÷ $54,000	= $4.71

Conclusion: For every dollar invested in the volunteer program, there is a return of $4.71.

A calculator for assessing return on volunteer investment is available from MAVA, through the Service Enterprise Program Manager or online at https://www.sterlingvolunteers.com/resources/return-on-volunteer-investment-calculator/

**Resources for other types of ROI calculation**

Download tools for the "Relative Impact Model for Measuring ROI of Volunteer Engagement" from Better Impact at http://www.betterimpact.com/roi2/

For an ROI calculator that includes value of volunteer donations see Volunteer Frontier's calculator at: http://www.volunteerfrontier.com/service-roi-calculator.html

Several examples of ROI calculations are available on Tobi Johnson's Volunteer Management Blog "Return on Investment (ROI) for Volunteer Programs": http://tobijohnson.typepad.com/tobisblog/2012/01/roi-for-volunteer-programs.html

For additional assistance on calculating ROI

To learn more about assessing ROI, consider applying to participate in MAVA's Service Enterprise Initiative, which includes training on calculating Return on Volunteer Investment (ROVI) http://www.mavanetwork.org/serviceenterprise
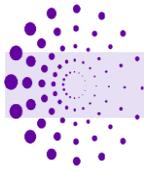
Handout 13
Communication with Stakeholders

Key Concept #3

After data is gathered and the impact of volunteer activity is measured, effectively communicate findings to significant stakeholders.

Questions

- With whom should we share evaluation findings?
- In what ways?

Communication with Stakeholders

- **Volunteers** who participated in the evaluation will want to know the results and also what is planned in response. Volunteers are always pleased to know the impact of the work they do. It is vital to constantly give volunteers feedback on the difference they are making. A way to show that volunteers are making a difference is to measure, assess and appreciate their work.
- **Staff** who are involved in the volunteer program should hear about any collective themes that may involve them. Weaknesses and strengths of the program should be shared with them. To make improvements in volunteer programs, the entire organization must be on board. To enhance the program, staff will need to be involved in the recommendations for improvement.
- **Executive Team or Executive Director and Board** should be involved in supporting recommendations that are derived from it. These folks care deeply about enhancing the work of achieving the mission. The volunteer component is or can be a significant factor in accomplishing/enhancing the work of the mission.
- **Clients,** if they were involved in giving input into the evaluation, should have a summary of results. This will vary according to the nature of the organization.
- **Funders** may require information but will be interested in the information even if they don't require it. Use findings in reports, conversations, and for future requests for funding.
- **All those** who offered their insights or helped you gather/analyze information.

Module Summary

- Answer key questions before designing your evaluation
- Select the appropriate form and methods for the information needed:
    - Outputs
    - Customer Satisfaction
    - Standards-based evaluation
    - Outcome Evaluation
- Share information with key stakeholders
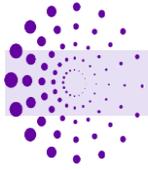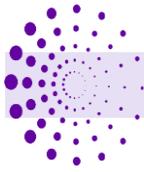
Handout 14
Worksheet Reporting to Stakeholders

Which of the following stakeholders needs to receive results of your volunteer program evaluation and in what format should they be?

Stakeholders	*Best Format to Report Evaluation Results*
Volunteers	
Staff	
Board of Directors	
Executive Management Team	
Press	
Funders	
Others	

**Handout 15
Resources on Volunteer Program Evaluation**

Websites

Return on Investment (ROI) websites

To learn more about calculating ROI, consider applying to participate in MAVA's Service Enterprise Initiative, which includes training on calculating Return on Volunteer Investment http://www.mavanetwork.org/serviceenterprise

For a worksheet for calculating return on volunteer investment using the formula in Handout 13, https://www.sterlingvolunteers.com/resources/return-on-volunteer-investment-calculator/

For the "Relative Impact Model for Measuring ROI of Volunteer Engagement" from Better Impact at http://www.betterimpact.com/roi2/

For an ROI calculator that includes value of volunteer donations see Volunteer Frontier's calculator at: http://www.volunteerfrontier.com/service-roi-calculator.html

For tools for calculating return on investment for nonprofits see: https://www.sterlingvolunteers.com/resources/return-on-volunteer-investment-calculator/

Other Websites

For volunteer program standards, see the Canadian Code for Volunteer Involvement http://volunteer.ca/ccvi

For an updated hourly valuation of volunteer time, see Independent Sector's, "The Value of Volunteer Time" - figures are available national and state level https://independentsector.org/value-of-volunteer-time-2020/

For examples of outcomes and measurement tools, see Urban Institute's Perform Well http://www.performwell.org

For a listing of resources on program assessment, see https://www.energizeinc.com/how_tos_volunteer_management/program_assessment

For an online course on volunteer program evaluation, see http://www.nationalservice.gov/sites/default/files/olc/moodle/vista_advanced_volunteer_management_topic_07/view49bc.html?id=1083&chapterid=494

For examples of volunteer satisfaction surveys and staff surveys, see the resources in the members only section of the MAVA website, www.mavanetwork.org

For an example of reporting output statistics in an annual report, see https://files.dnr.state.mn.us/volunteering/annualreport.pdf

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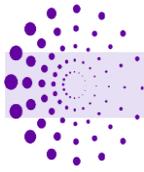
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Independent Sector. "Measuring Volunteers: A Practical Toolkit," https://www.voluntarysectorgateway.org/uploads/9/2/5/1/92512648/5.4.2_measuring_volunteering_-_toolkit.pdf

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Patton, Michael Quinn. "Evaluation Flash Cards: Embedding Evaluative Thinking in Organizational Culture, https://www.dmeforpeace.org/resource/evaluation-flash-cards-embedding-evaluative-thinking-in-organizational-culture/ (flash cards are available for download at this site)

The Grantmaker Forum on Community & National Service. "The Cost of a Volunteer," 2003. http://www.pacefunders.org/publications/pubs/Cost%20Volunteer%20FINAL.pdf

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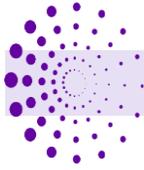
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https://www.energizeinc.com/store/measuring_impact_volunteers

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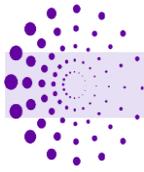
Attachment A
Article to Supplement Handout 5

Questions and Decisions Prior to Administering the Evaluation

The most important part of evaluating your program occurs months before, when you start the work being assessed: you must SET GOALS to ACHIEVE! If you do not know what you were trying to do, how can you assess if you accomplished it?

The second most significant activity is to gain the approval and support of anyone who will be in a position to support the results (Executive Director, Department Manager, Board, etc.)

The third most important part of evaluation is PLANNING -- it is the key to useful and valid evaluation. Don't do this alone. Form an evaluation Task Force to help you from the beginning to reach decisions on the following considerations:

1. **Audience:** For whom are you developing this evaluation? To whom will the results be reported? Are there several "audiences" (funding sources, agency administrators, government officials, etc.)?

2. **Evaluation Objectives:** What exactly do you want to learn about your program? The better you are at pinpointing what you need to know, the better you will be at asking questions that get at the necessary answers. Also, you cannot evaluate everything at once, so you must prioritize your concerns.

3. **Choose Data Sources:** Who will participate in your evaluation? Who has the best answers? Among your choices could be:

   - Volunteers: Active and/or inactive
   - Employees: Those who supervise volunteers and/or those who don't
   - Administrators: Board Members
   - Clients/Consumers: Present and/or past
   - The general public and/or special target Communities
   - Other related service organizations/agencies
   - You
   - Written sources: Census date, annual reports, previous evaluations

   Your choice of data sources will be determined by your evaluation objectives and design. You will also have to decide whether and how to sample your sources if they are numerous.

4. **Collection Logistics**: How are you going to get your answers and collect your data? Will you utilize written questionnaires (mailed or e-mailed), individual interviews, focus group meetings, observation, and recordkeeping? Who will help you ask the questions?

5. **Design Your Questions**: Take time to word your questions carefully: use neutral language, use the correct scale for the type of question you are asking, etc. Get expert help if necessary.

6. **Measurement and Analysis Plan**: How will you assure that the answers you receive are comparable and measurable? How will you assure that you correctly interpret the data you receive? How will you report your findings to your "audience?"

7. **Pilot Test**: Try out your design on a few people, preferably some who know nothing about your planning. Are you getting the answers you expected? Answers that are useful? If not: revise!
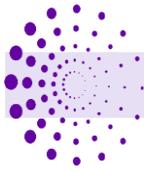
Attachment B
Common Pitfalls and Suggestions for Designing Questions

Surveys should appear easy to complete. Begin with interesting but easily answered (and non-threatening) questions and follow with more difficult questions. Use simple sentence structure with words that cannot create confusion or be interpreted more than one way. Do not use abbreviations, acronyms, or foreign words.

Don't ask about more than one topic in the same question, e.g., "Were you satisfied with the orientation, training, and supervision you received?" The answers to those might be different.

Group similar questions together. Ask biographical information (age, gender, etc.) last.

When choosing a type of agreement scale (e.g., "strongly agree, agree, mildly agree") to use, decide if you want to offer a "neutral" option (use an odd number of responses, such as 1 – 5), or if you'd prefer to force people to either agree or disagree (use an even number of responses, the same number of agree-type responses and disagree-type responses). Always make one side of the scale (e.g., "strong" or "positive") the same throughout the survey.

If you can, provide some "check off" options with common responses and not only open-ended questions. People become fatigued from writing too much and may not answer questions; analysis of open-ended responses takes much longer to complete.

Consider whether you need to know who the respondents are, or if you want anonymous responses. If there are possibilities you won't receive truthful or complete responses, offer an anonymous response option.

Don't ask leading questions, provide leading background information, or offer response scales that skew results.

Clearly state by when, how, and to whom surveys should be returned.

Consider designing on-line surveys (e.g., SurveyMonkey.com) if your audience is likely to feel comfortable using computers.

If you are asking busy people to take their time to complete an evaluation and return it, offer an incentive for doing so (e.g., they will be entered in a drawing for a meaningful prize, they can complete the survey during the time they usually work/volunteer).

Hire an experienced, neutral facilitator to lead focus groups or group interviews. Always plan for one facilitator and one recorder during focus groups.

Don't shy away from negative feedback or avoid asking people to participate who you know are critical; your evaluation can help lead to growth and change.

PILOT TEST YOUR QUESTIONS with a small group of likely respondents.
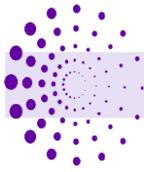
Attachment C
Sample Outcomes

Impact Framework™ for Nonprofit Outcomes from Starbucks
MAKING IT COUNT: HOW TO MEASURE THE IMPACT OF VOLUNTEERISM

*"Volunteerism benefits **nonprofit organizations** across three major areas: improving operations, increasing capabilities, and enhancing external affairs."*

Operations

Outcomes	Metrics
Increase efficiency	% decrease in program and/or administrative costs
Increase resources	% new or increased financial contributions % new or increased in-kind contributions % increase in number of active volunteers
Increase innovation	# of new NGOs, government, corporations partnership programs

Capabilities

| Outcomes	Metrics
Increase reach	# and % of potential beneficiaries reached
Increase awareness of key issues	% target population aware of issue
Reach mission or programmatic objectives	# and % of mission/program goals reached

External Affairs

Outcomes	Metrics
Increase credibility	# of expertise requests made by
Increase brand recognition	# of media mentions as expert organization by field stakeholders

Also check out Urban Institute's Perform Well that provides information and tools to measure program quality and outcomes (http://www.performwell.org/). It currently has information on tracking outcomes in:

- Education & Cognitive Development
- Employment, Housing, and Self-Sufficiency
- Health and Safety
- Psychological and Emotional Development
- Relationships
- Social and Behavioral Development
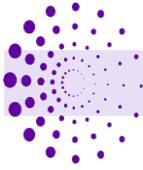
Attachment D
Examples of Reporting Volunteer Data in Annual Reports

MINNESOTA DEPARTMENT OF NATURAL RESOURCES
2014 Annual Volunteer Report

Volunteer Statistics Summary
24,843 DNR Volunteers
304,265 Hours Donated

146 FTE's (Full-time Equivalents based on a 40 hour work week or 2,080 hours/year). Volunteer hours are equivalent to an extra 179 full-time people helping the DNR manage the state's natural resources.
$6.9 Million Value - using $22.55/hour is based on the average hourly earnings of all production and nonsupervisory workers on private nonfarm payrolls as determined by the U.S. Bureau of Labor Statistics and increased by 12% to estimate fringe benefits as listed by Independent Sector.

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http://files.dnr.state.mn.us/volunteering/annualreport.pdf

Volunteers Deeply Touch the Community

Second Harvest Heartland volunteers put our work into motion by contributing over 147,000 hours of volunteer time in 2014. In addition to our typical volunteer projects, volunteers helped us execute new, innovative ways of distributing fresh food and produce. Some examples of their contributions to the fresh food efforts include:

- Repacked 3 million pounds of fresh produce at our Golden Valley facility into family-friendly packaging for our agency partners.
- Helped pilot fresh produce distributions or "produce drops" in North Minneapolis and Maplewood— distributing 82,000 pounds of fresh food to those high-need communities.
- Worked with Second Harvest Heartland staff to move 153,000 pounds of food to seniors through our CSFP drive thru in Maplewood.

Because of this tremendous contribution, our hungry neighbors received more wholesome food than ever before!

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http://www.2harvest.org/about_us/financialscommunity-report/www.2harvest.org/about_us/financialscommunity-report/leading-with-heart.html#volunteers
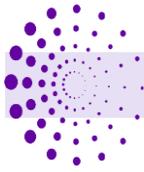
Attachment E
ADVICE on Improving Your Reporting of Impact

- Begin to think in terms of why volunteers are placed in positions and report both the activities and, as accurately as possible, the outcomes of their work.

- Because volunteer engagement is costing more to implement due to the shorter nature of time volunteered and risk management issues, it is important to evaluate, as best possible, the cost/benefit of engaging volunteers. Boards of Directors, funders and others are beginning to ask these questions.

  You may find that some volunteer positions may cost the organization more than they benefit, from a financial point of view, so it is necessary to either point out the tremendous value to clients in having this activity performed or adjust or eliminate the position.

- Incorporate, as able, new methods of impact evaluation of volunteer programs. United Way of America continues to do work in this area as does the Independent Sector and individual researchers from Universities around the world.

- There may never be a completely accurate method to determine the impact of volunteer activities but giving key stakeholders some impact information will greatly enhance your program in their eyes. Frequently, volunteers initiate new programs or have a particularly strong impact on the life of a client. Write up these "stories." Statistics are interesting and have value for you in improving your program and reaching your goals but impact stories/statistics are what will keep support coming to your program.

- Determine other benefits that are rarely measured in volunteer programs such as the aggregate funds contributed by volunteers, the value of in-kind services contributed or accessed through volunteers, and the number of volunteers recruited by existing volunteers.