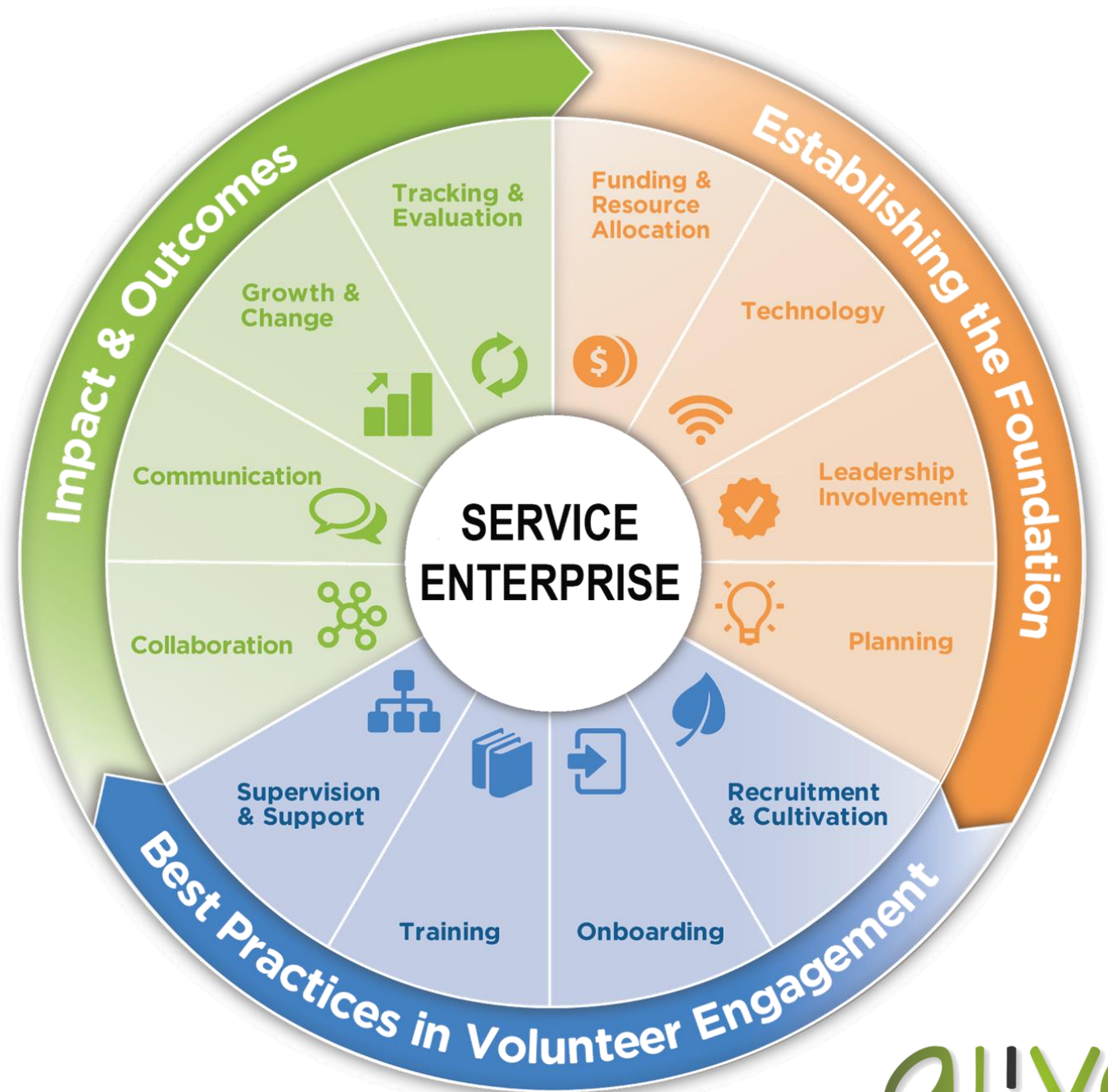# Welcome

- Make sure your name is correct and includes your pronouns

- Share where you are from and why you chose to attend today in the chat

We will begin on the hour.

Academy

ALIVE's Service Enterprise Program

December 9, 2022

Today's Agenda

- Housekeeping
- Introduction of presenter
- Main presentation
- Questions and discussion
- Announcements

Housekeeping

Please keep yourself on mute during the presentation.

Utilize the chat to post questions, reactions and get feedback from peers.

During Q&A, please raise your hand for questions to be called on.

Announcements

January 31, 2PM EST
Create Your Own Career Adventure
Angela Williamson & Carrie Hart

February 16, 2PM EST
Transforming Disruption to Impact
Beth Steinhorn

Contact Us

Website: volunteeralive.org

Email: Manager@volunteeralive.org

    Gretchen Jordan

    AL!VE Association Manager

Introduction to Service Enterprise

Helping organizations create a culture that sees volunteers as a key piece of their human capital to help deliver their mission

Welcome

Kayla Paulson, CVA

Service Enterprise Administrator

Association of Leaders in Volunteer Engagement

ServiceEnterprise@VolunteerALIVE.org

Objectives

By the end of this session, you know:

- Key characteristics of organizations that operate as Service Enterprises
- How you can bring the Service Enterprise Program to your community and organization
- Why the Service Enterprise Program isn't a volunteer management training, but an organizational change management program

What is a Service Enterprise?

An organization that fundamentally leverages volunteers and their skills to achieve its social mission.

Association of Leaders in Volunteer Engagement (AL!VE)

Mission

AL!VE serves to enhance and sustain the spirit of volunteering by fostering collaboration and networking, promoting professional development, and providing advocacy for leaders in community engagement.

Vision

AL!VE is the essential professional resource and advocate for those who engage, motivate, and celebrate volunteers and their vital contributions to our society.

To learn more about our services or member benefits
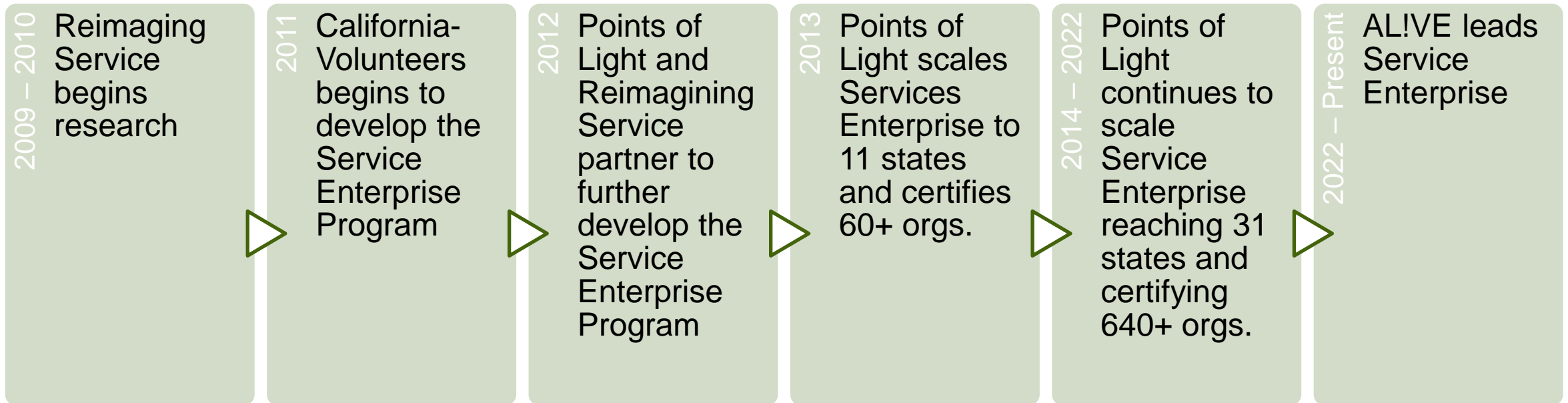
visit volunteeralive.org

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AL!VE's Goal for Service Enterprise

Strengthen the capacity of organizations to strategically and effectively engage volunteers to address organizational and community needs.

Service Enterprise's Journey

2009 – 2010	2011	2012	2013	2014 – 2022	2022 – Present
Reimaging Service begins research	California-Volunteers begins to develop the Service Enterprise Program	Points of Light and Reimagining Service partner to further develop the Service Enterprise Program	Points of Light scales Services Enterprise to 11 states and certifies 60+ orgs.	Points of Light continues to scale Service Enterprise reaching 31 states and certifying 640+ orgs.	AL!VE leads Service Enterprise

REIMAGINING SERVICE

tcc group

California Volunteers

Corporation for NATIONAL & COMMUNITY SERVICE ★★★

POINTS OF LIGHT

rgk CENTER FOR PHILANTHROPY AND COMMUNITY SERVICE

Deloitte.

ALGORHYTHM

al!ve
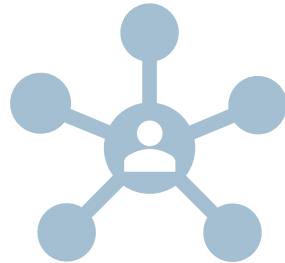ASSOCIATION OF LEADERS IN VOLUNTEER ENGAGEMENT

Research, Concepts, & Characteristics

Service Enterprise

Guiding Principles

Volunteer Ecosystem

Make it Core

True Community Needs

Need to Invest

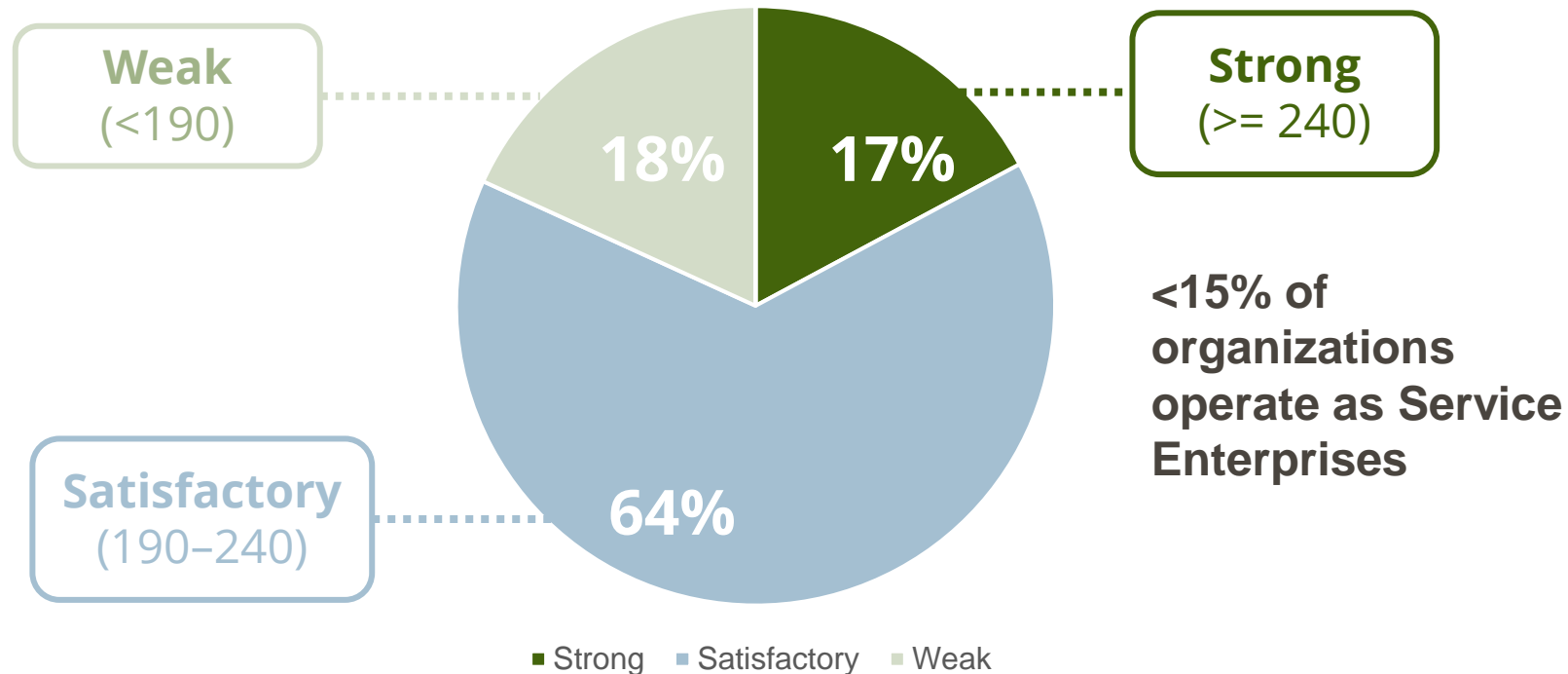# What is a Service Enterprise?

An organization that fundamentally leverages volunteers and their skills to achieve its social mission.

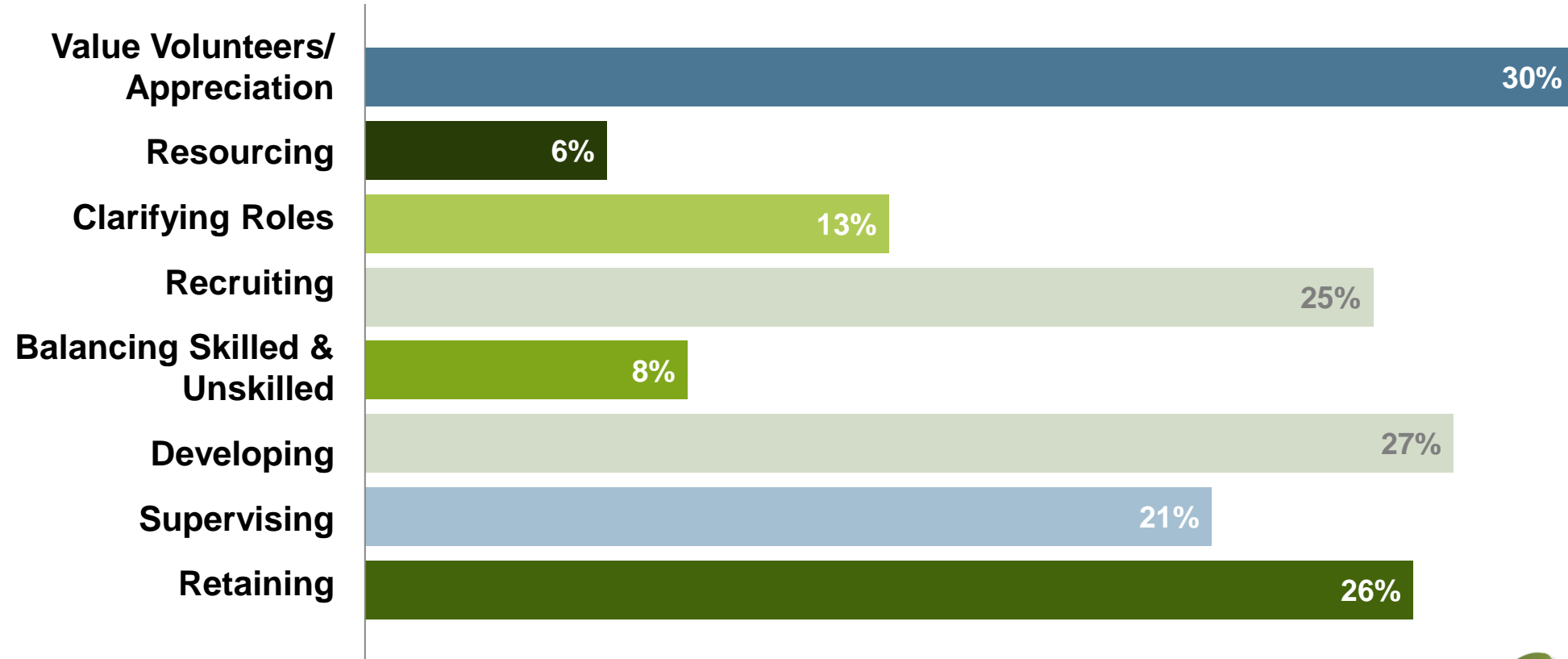# Service Enterprise Excitement

-

Service Enterprise Research

% of Nonprofits by CCAT Volunteer Management Score Category

Weak (<190)

Strong (>= 240)

17%

18%

64%

Satisfactory (190–240)

<15% of organizations operate as Service Enterprises

■ Strong ■ Satisfactory ■ Weak

Does not total to 100% due to rounding.

Volunteer Management Best Practices

Percentage of CEOs who rated their organizations as "effective"

Practice	Percentage
Value Volunteers/ Appreciation	30%
Resourcing	6%
Clarifying Roles	13%
Recruiting	25%
Balancing Skilled & Unskilled	8%
Developing	27%
Supervising	21%
Retaining	26%

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ASSOCIATION OF LEADERS IN VOLUNTEER ENGAGEMENT

Research by TCC Group found that there were top performers in volunteer management and organizational performance. **These organizations represented 11% of nonprofits in the country.**

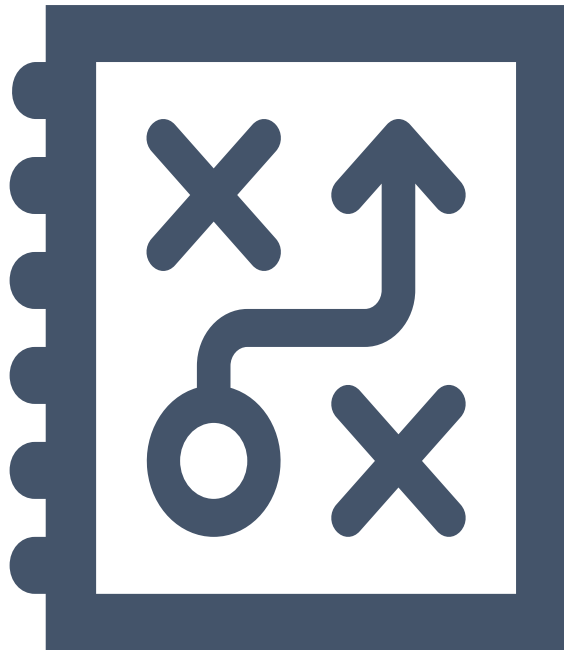They called these top performers **Service Enterprises.**

What were the key findings that defined Service Enterprises?

Key Finding #1

All organizational capacities are **significantly and markedly stronger** for nonprofits with a strong volunteer management
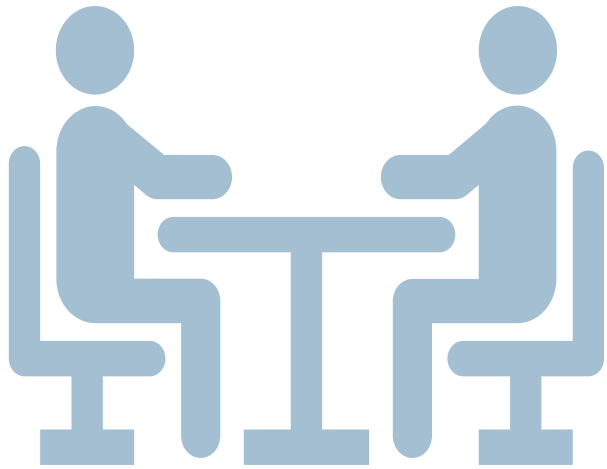
Key Finding #2

When organizations engage and manage any number of volunteers well, they are **significantly better led and managed**.

Key Finding #3

Service Enterprises not only lead and manage better, they are **significantly more adaptable, sustainable and capable of going to scale**.

Key Finding #4

Operating as a Service Enterprise requires **strong and well-developed human resource management practices**.

Key Finding #5

Organizations that engage volunteers are equally as effective as their peers without volunteers but at almost **half the median budget**.

3 Domains & 12 Characteristics

Required Characteristics

Benefits

Service Enterprise

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80% of **Service Enterprise** organizations report an increase in both volunteers and skills-based volunteers, leading to increased capacity to deliver on their mission.

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Service Enterprise Program

According to research by Reimagining Service, every **$1** invested in effective volunteer engagement can lead to a **$3 to $6** return on that investment.

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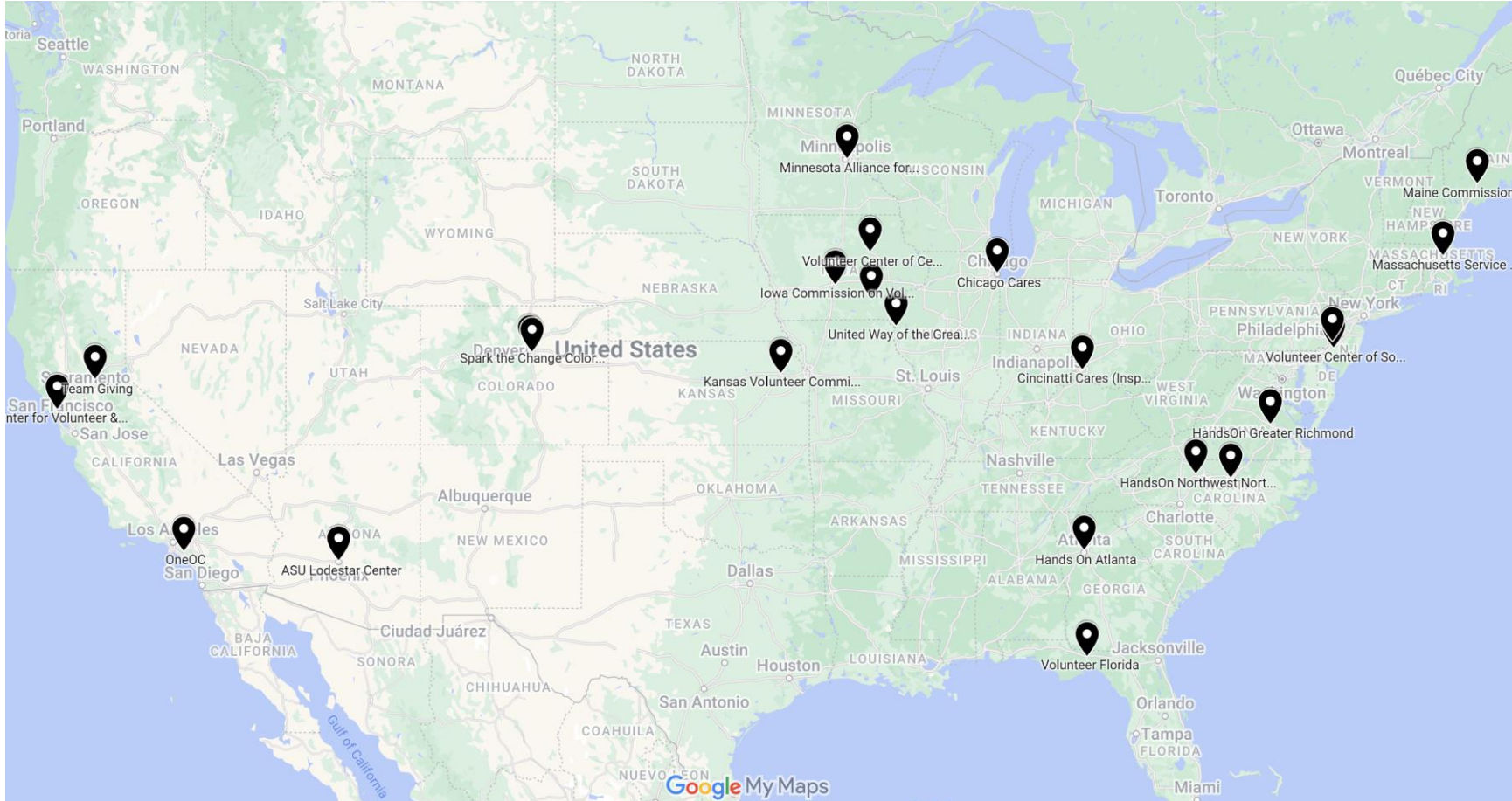Service Enterprise Program

Goals, Model & Process

Service Enterprise

Service Enterprise Program **strengthens the capacity** of organizations **to strategically and effectively engage volunteers** to address community needs.

Means to Achieve Our Goal

- **Utilizing organizational assets** to strengthen the organization's capacity

- **Building leadership buy-in** for effective volunteer engagement

- **Strengthening well-developed human resource management practices** for staff and volunteers

- **Accelerating change** using a nationally recognized theory of change model

- **Developing a collaborative, supportive cohort** with other participating organizations for peer support and learning — relationships that last long after training ends

Means to Achieve Our Goal

Training Hubs

- 25 Local
- 1 National

VolunteerALIVE.org/ServiceEnterprise

Model

Holistic and customized change management approach to help organizations gain a greater return on volunteer investment and better achieve their mission.

A COMPREHENSIVE DIAGNOSTIC

Organizations have access to the Service Enterprise Diagnostic, a thorough, research-based assessment of their existing volunteer engagement practices that informs their training and provides tailored recommendations for improvement.

VOLUNTEER ENGAGEMENT TRAINING

Organizations receive up to 16 hours of training focused on change management and volunteer engagement to help them transform and reimagine how they currently engage volunteers.

COACHING

Organizations receive up to 10 hours of coaching to help them translate knowledge from the training into action for their organization.
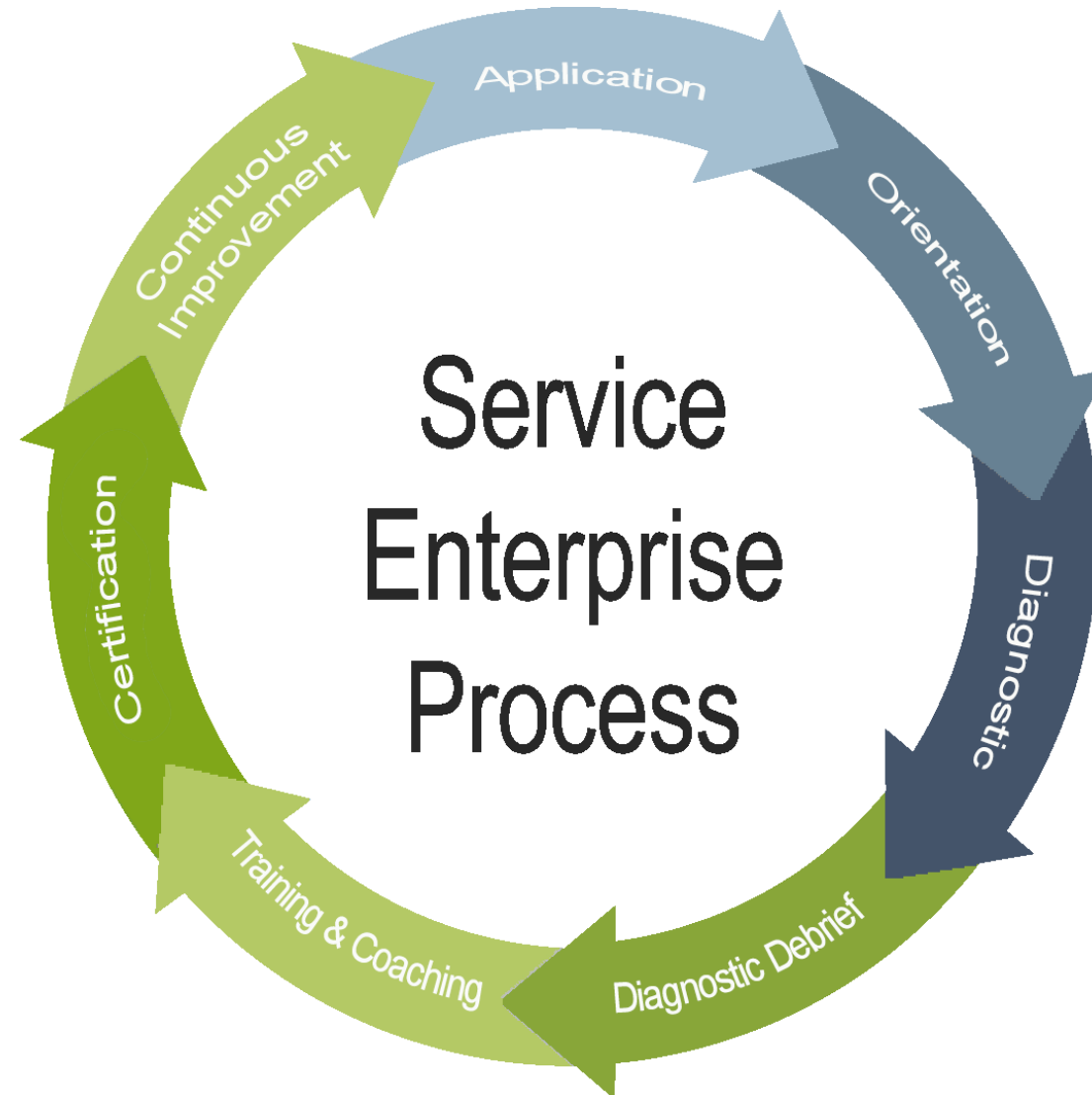
CERTIFICATION

Organizations receive a designation signifying a commitment to leveraging the time and talent of volunteers to meet the organization's social mission.

A NETWORK OF PEERS

Organizations that join the Service Enterprise program will be able to network with each other, share best practices and provide peer-to-peer support.

Process

Self-Assessment Diagnostic

A minimum of three senior leaders in the organization (including the Executive Director/CEO) are required to take the SED
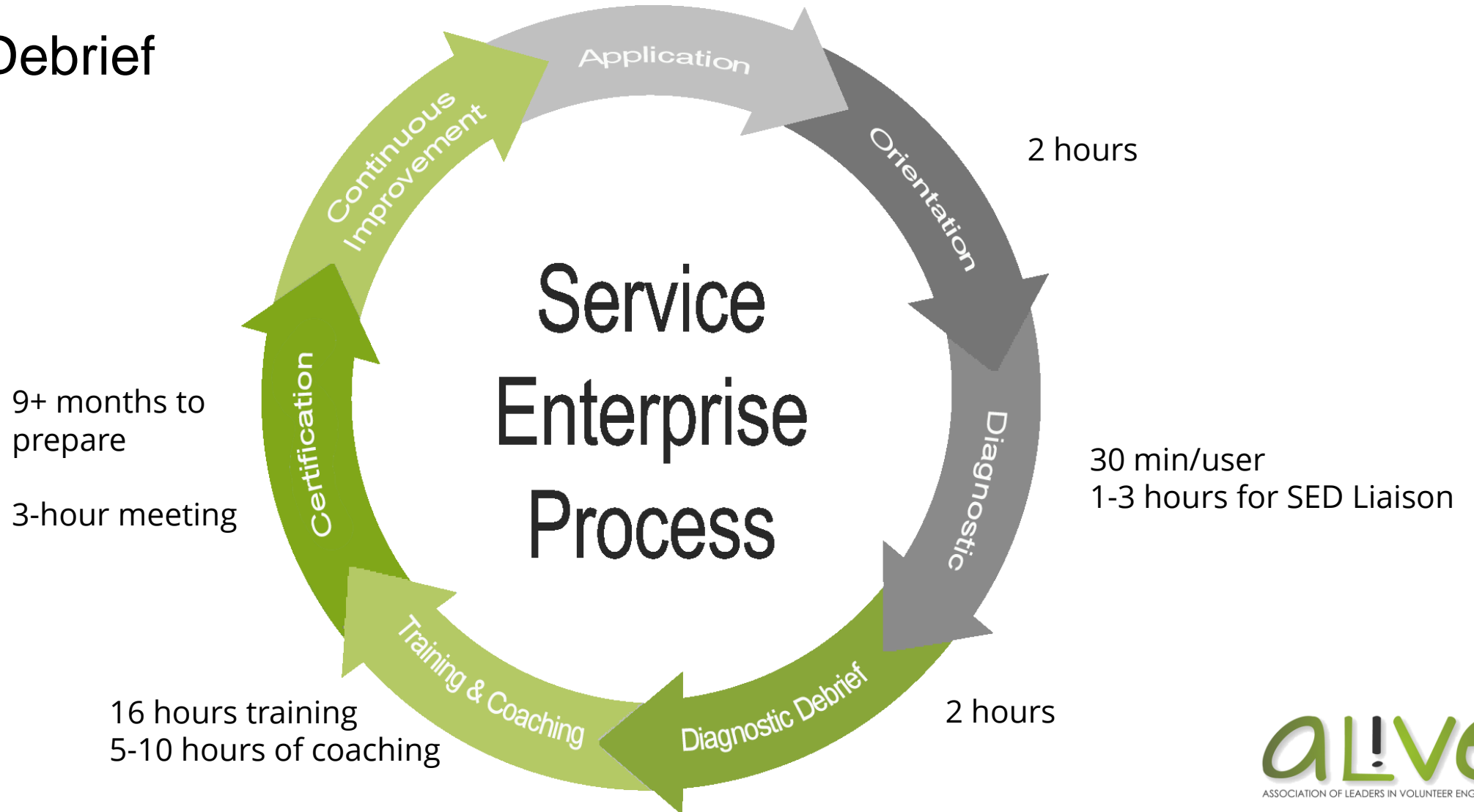
> *A senior leader is defined as someone in the organization (staff, volunteer, and potentially a board member) who has oversight and manages resources including human capital, financial resources, and materials.*

The total number of respondents will vary based on the following criteria:
- Structure of the organizational leadership
- Number of programs
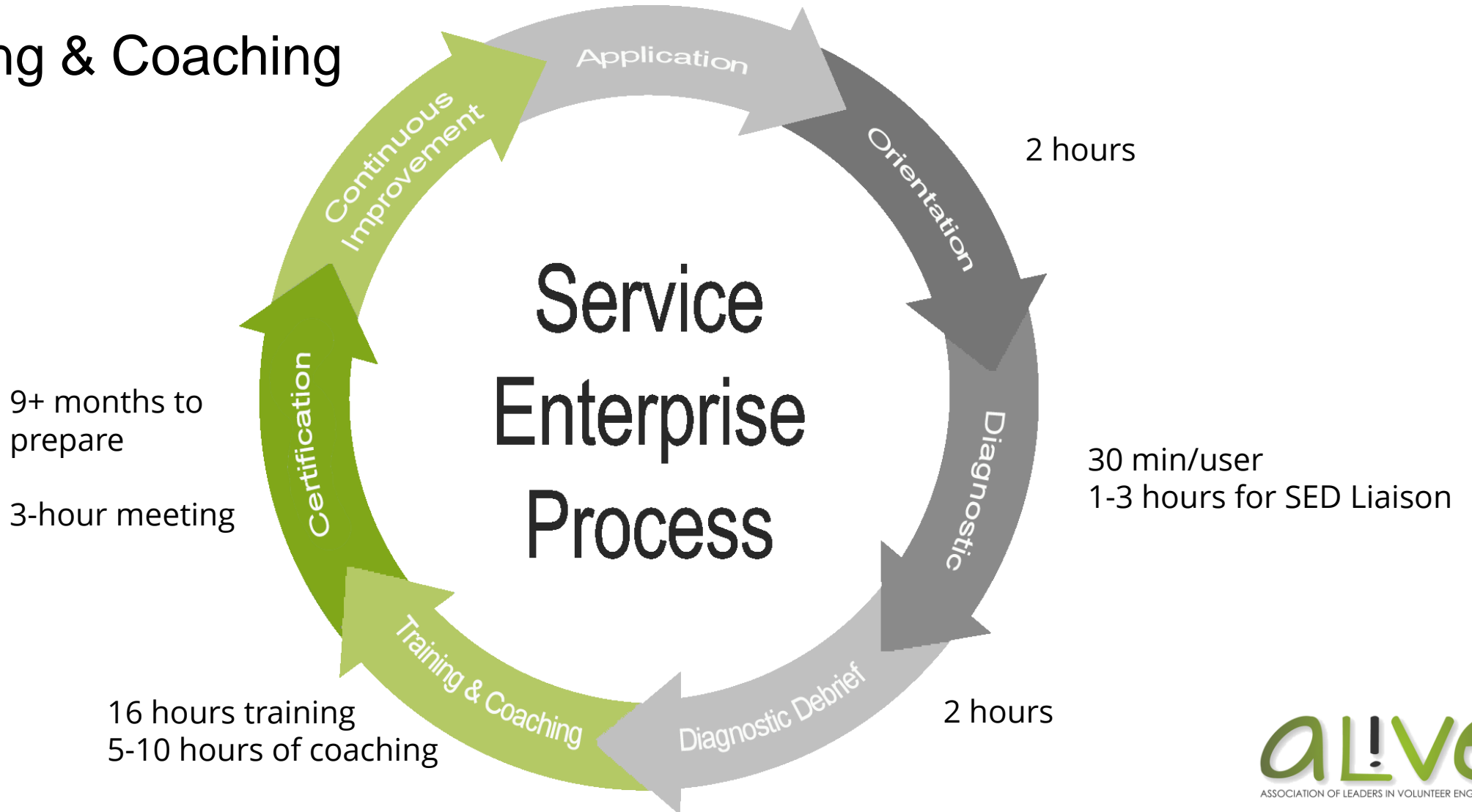- Number of locations
- Number of employees in the organization

Process

SED Debrief

2 hours

30 min/user
1-3 hours for SED Liaison

2 hours

16 hours training
5-10 hours of coaching

9+ months to prepare

3-hour meeting

Process

Training & Coaching

Service Enterprise Process

- Application
- Orientation — 2 hours
- Diagnostic — 30 min/user / 1-3 hours for SED Liaison
- Diagnostic Debrief — 2 hours
- Training & Coaching — 16 hours training / 5-10 hours of coaching
- Certification — 9+ months to prepare / 3-hour meeting
- Continuous Improvement

Service Enterprise Training Sessions

1. Laying the Foundation

2. Shifting the Paradigm

3. Putting Theory into Practice

4. Accelerating Change

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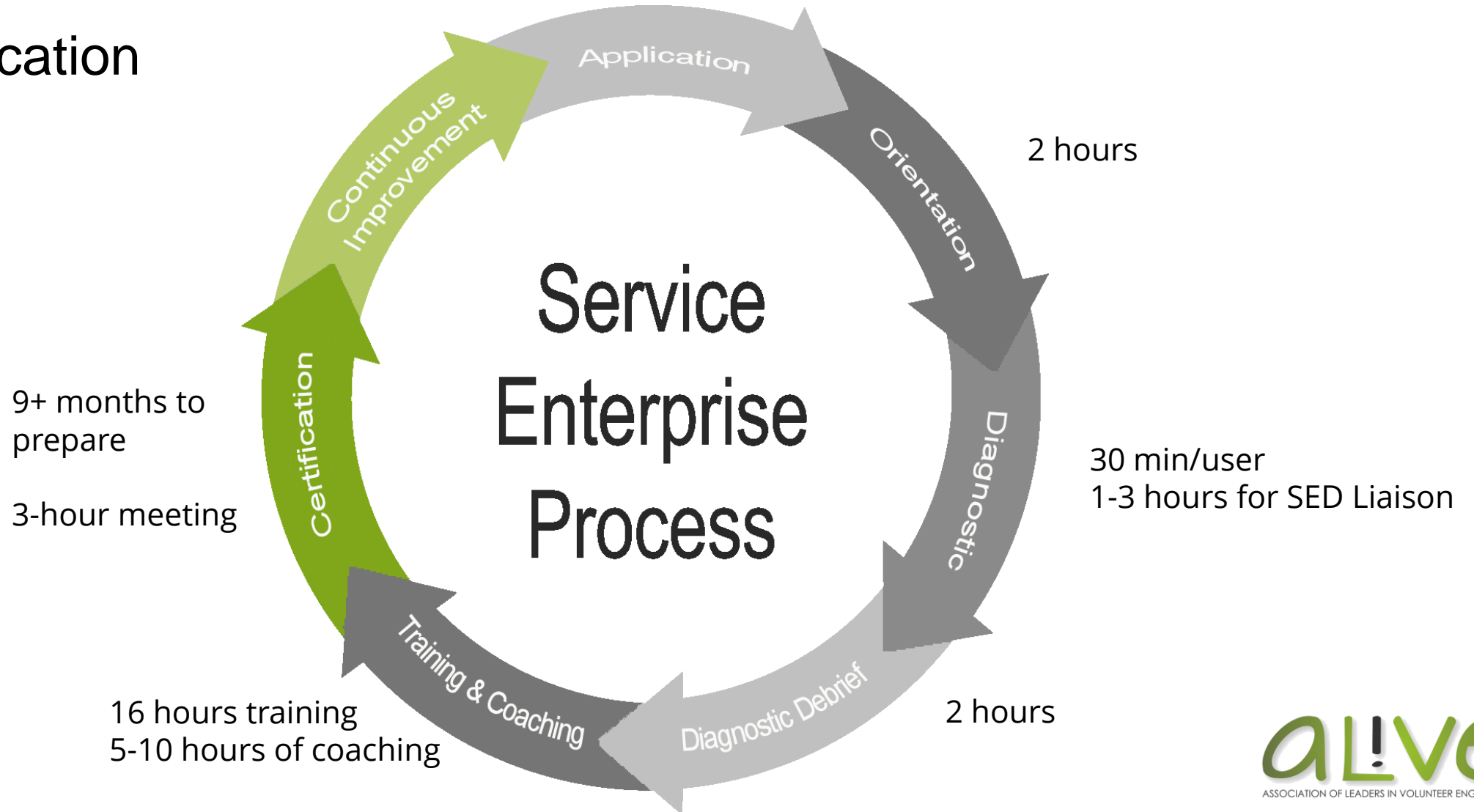
Training & Coaching

- **Create a culture of volunteerism** through change management

- **Build capacity** by engaging volunteers throughout the organization

- **Engage senior leadership** from the beginning of the process and demonstrate a strong return on volunteer engagement investment

Process

Certification

2 hours

30 min/user
1-3 hours for SED Liaison

9+ months to prepare

3-hour meeting

16 hours training
5-10 hours of coaching

2 hours

Certification

Required

- ✓ Leadership Involvement
- ✓ Planning
- ✓ Training
- ✓ Supervision & Support
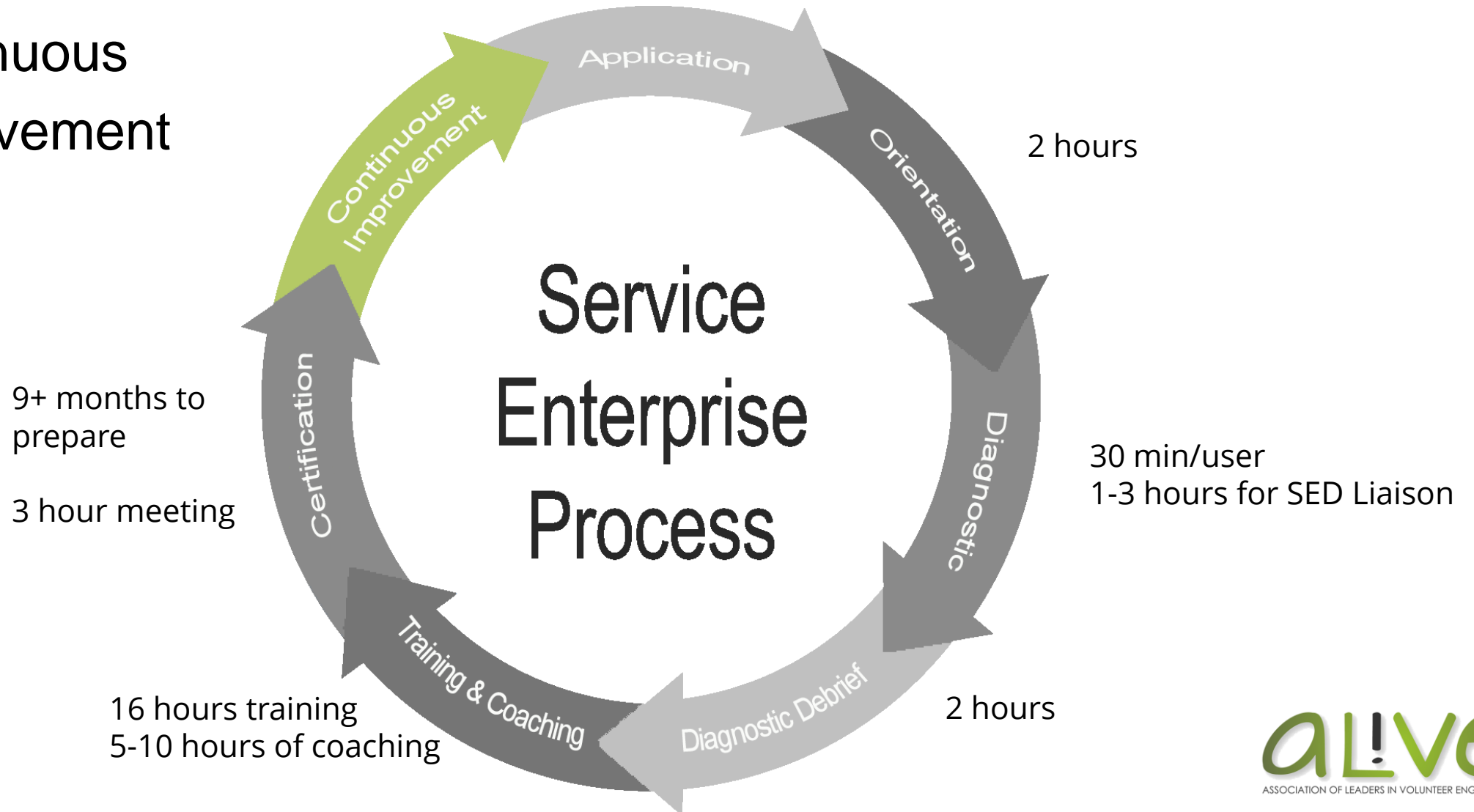- ✓ Growth & Change
- ✓ Tracking & Evaluation

Choose Three

- ❑ Funding & Resource Allocation
- ❑ Technology
- ❑ Recruitment & Cultivation
- ❑ Onboarding
- ❑ Collaboration
- ❑ Communication

Process

Continuous Improvement

2 hours

30 min/user
1-3 hours for SED Liaison

2 hours

16 hours training
5-10 hours of coaching

9+ months to prepare

3 hour meeting

Service Enterprise Process

Application
Orientation
Diagnostic
Diagnostic Debrief
Training & Coaching
Certification
Continuous Improvement

Questions & Next Steps

Service Enterprise

"It's not about getting a seat at the leadership table. It's about inviting leadership to your table."

Aimee Kane, City of Boulder

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