

The nonprofit service enterprise.

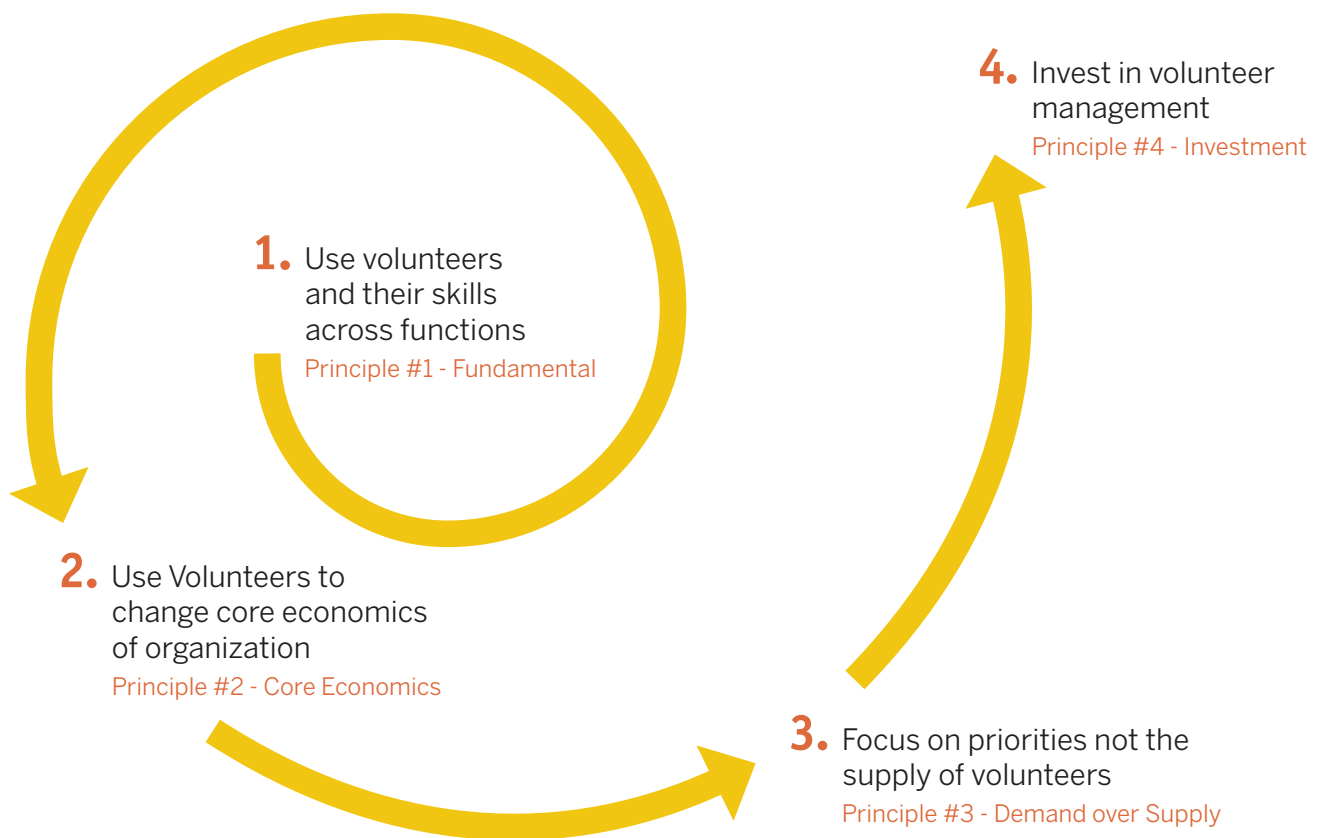
A Service Enterprise fundamentally leverages volunteers and their skills to successfully deliver on the social mission of the organization.

Service Enterprises Outperform Their Peers

Service Enterprises significantly outperform their peers in all key indicators of organization effectiveness.

Path to Becoming a Service Enterprise

Service Enterprises focus on using volunteers across core functions— from program delivery to administrative tasks, which requires a focus on organizational priorities and an investment in volunteer management infrastructure.



New York, NY – June 30, 2010 – NCVS Conference Worksession

Based on research by the Taproot Foundation, TCC Group, Gap, Inc, and Deloitte.

Are you a nonprofit service enterprise?



Do you use volunteers across your organization?

YES

Does your organization...

- Have a strategic plan that defines how volunteers help achieve your mission?
- Use volunteers in programs, administration, and fundraising activities?
- Have partnerships with other organizations to extend your reach?



Where could you be using volunteers to increase your effectiveness?

What have other similar organizations done?



Do you use volunteers for roles that would otherwise require paid staff?

YES

- Have you standardized training for paid staff and volunteers?
- Have at least 50 volunteers performing functions that would otherwise require staff?



How can you reframe how your organization uses volunteers to serve more constituents with quality service at the same level of resources?

Who needs to make the decision and how will they make it?



Do you drive your volunteer priorities based on your strategic plan, not the supply of volunteers?

YES

- Have volunteer tracking systems used to manage resources?
- Have a clear process for prioritizing initiatives?



How can you post and screen for volunteers to better align them with your priorities?

Are you using online matching tools effectively?



Per hour of labor, do you invest at least as many resources in managing your volunteers as your paid staff?

YES

- Leverage modern technology to improve communications?
- Have a clear on-boarding & expectations setting process for volunteers?
- Perform ongoing fundraising to cover the costs of volunteer management?



What tools and practices do you already have that could be leveraged to manage volunteers?

What external resources could you draw in?

Success Story:

Upwardly Global, A Service Enterprise

Upwardly Global helps highly qualified immigrants who are already work-authorized and permanent U.S. residents. Upwardly Global prepares these workers to be part of the U.S. workforce and connects them with progressive employers. The nonprofit:

- Uses over 800 volunteers to mentor clients, do mock interviews and support placement.
- Has fully integrated volunteers into their management infrastructure.
- Has used volunteers not only in programs, but also in fundraising and administrative functions.

Result

- Upwardly Global has helped businesses put the right people in the right jobs and has shown them how to reap the benefits of diversity.
- Upwardly Global gets three times the impact for every dollar they spend on volunteer management



Learn more about
becoming a **service**
enterprise at
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