

WHAT IS REIMAGINING SERVICE?

Reimagining Service is a self-organized community of individuals from nonprofits, government, and the private sector. We are inspired by the renewed call to call to service, and believe that volunteerism and service can help solve some of society's most pressing problems. In order to maximize the potential of service, we seek to convert good intentions into greater impact.

Reimagining Service believes that one way to increase the impact of volunteering is to encourage the creation of more Service Enterprises.

What is a Service Enterprise? It is a nonprofit or for-profit organization that **fundamentally** leverages volunteers and their skills to successfully deliver on the social mission of the organization.

Is your organization already a Service Enterprise? Visit www.reimagining-service.org to download a self-assessment tool, and find out.

Whether your organization is a Service Enterprise, or you want to become one, become a signatory to the Reimagining Service Principles to show your commitment to bringing these principles to life. Sign on at www.reimagining-service.org.

A recent analysis by the TCC Group used the Core Capacity Assessment Tool (CCAT) to study nonprofit Service Enterprises. These organizations represented only 11% of all nonprofits in the CCAT dataset, and they consistently outperformed their peers on all measures of organizational effectiveness. Visit www.reimagining-service.org to download the research summary.

PRINCIPLE 1:
Make volunteering fundamental, not an add-on.

Service Enterprises use volunteers to fundamentally increase their ability to achieve their strategic objectives and advance the social mission of their organizations. Nonprofit Service Enterprises leverage volunteers to deliver programs as well as administrative, fundraising and volunteer management support. Corporate Service Enterprises align their service model with their business model which allows them to leverage their core competencies to create the most community impact while they inspire, engage and develop their talent.

PRINCIPLE 2:
Volunteering changes the core economics of organizations.

Service Enterprises have impact beyond what their cash resources allow. Nonprofit Service Enterprises use volunteers to reach more constituents with quality services at the same level of resources. Business Service Enterprises deploy employee volunteers and their skills as a multiplier for their philanthropic strategy, greatly increasing their impact on strategic community issues. In both instances, volunteers partner with paid staff to multiply the impact of the organization.

PRINCIPLE 3:
Don't let supply dictate your volunteer programs.

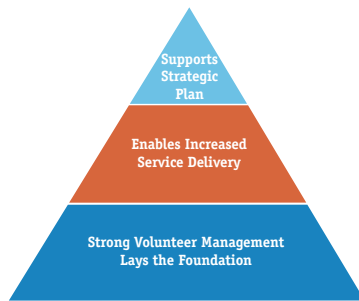
Service Enterprises don't let the supply of volunteers drive what gets done, they focus on their strategic priorities. They match those priorities with the core skills that are resident in the community – from businesses to professionals to educators to the trades. They clearly communicate what they need to recruit volunteers and build the required infrastructure to manage them. Business Service Enterprises identify their company's core skills, then put them to use to address community priorities. With this, Service Enterprises have begun to shift the metrics from hours to impact.

PRINCIPLE 4:
In order to get a return, you have to invest.

Service Enterprises are able to get as much as three to six times the value out of volunteers as the cost to manage them. This is tremendous leverage for the community, but does require an upfront and ongoing investment. Both nonprofit and business Service Enterprises invest in people, plans and programs to enable volunteers to create critical impact.

THE NONPROFIT SERVICE ENTERPRISE¹

Nonprofit Service Enterprises use a pyramid model to maximize the impact of their volunteers and allow the following:



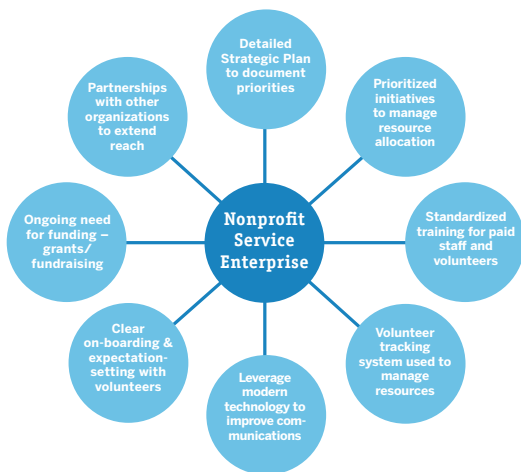
Supports Strategic Plan: Volunteers enable these organizations to accomplish their mission and strategic objectives.

Enables Increased Service Delivery: Effective use of volunteers allow these nonprofits to provide significantly more services with fewer paid resources.

Strong Volunteer Management: The strong focus on recruiting, expectations setting, training, matching volunteers with opportunities and retention are critical to becoming a nonprofit Service Enterprise.

Nonprofit Service Enterprise Characteristics

Research identified these eight characteristics as consistent and critical practices for nonprofit Service Enterprises:



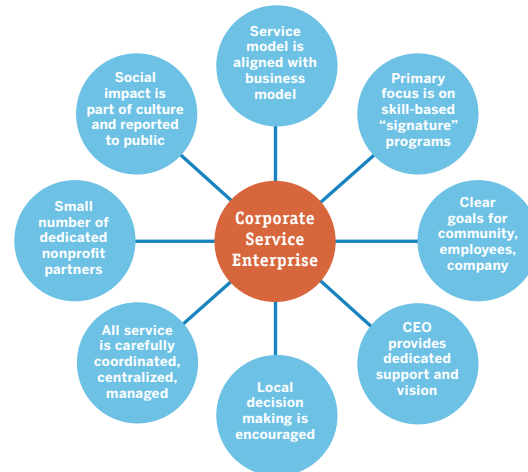
Checklist for Nonprofit Service Enterprises:

- Respond to volunteer inquiries quickly.
- Screen potential volunteers for skills and genuine interest.
- Define and communicate roles and expectations clearly.
- Implement standard training for all volunteers.
- Match skills and interests of the volunteer with opportunities.
- Establish the value of the volunteer - making sure they have an important role in the organization that impacts the whole volunteer process.
- Provide volunteers with opportunity to provide/receive feedback.
- Implement a good tracking tool to measure value.
- Provide support and assistance to volunteers at all times.
- Provide an opportunity for volunteers to connect with other volunteers and nonprofit leadership.
- Develop an ongoing recognition program.
- Develop strong relationships with partner programs.

THE CORPORATE SERVICE ENTERPRISE²

Corporate Service Enterprise Characteristics

Corporate Service Enterprises demonstrate these eight critical characteristics:



The Three-Part Diamond Service Model³

Corporate Service Enterprises structure volunteerism in three key areas. The width of the layer represents the proportionate number of people.

Executive Consulting & Board Service: Leverage some executives through highly skilled advisory services and engagement on nonprofit boards.

Core Competency-Based Volunteering & Pro Bono:

Focus on signature programs that have strategic goals and leverage skills and competencies of volunteers.

General Service: Continue to offer some general service opportunities, but be careful not to oversupply volunteers.



Checklist for Corporate Service Enterprises:

- On-Ramp: start with small changes that feel manageable
- Leadership: gain the support of the CEO / senior managers
- Alignment: connect volunteerism & service directly with business model
- Goals: have goals for community, employees, and company
- Signature: make program branded, unified, and consistent; it should leverage employees' core skills
- Management: dedicate a small team to implementation
- Local Buy-In: allow for field/office-level decision making
- Partners: work deeply with a few high-impact nonprofits
- Impact: carefully track data and publicly report progress

¹ Nonprofit Service Enterprise research conducted by Deloitte. See www.reimagining-service.org to download the research summary.

² Corporate Service Enterprise research conducted by CommonGood Careers. Download the research summary at reimagining-service.org.

³ Adapted from Capital One.