Why Do You Need EVP Reporting Standards?

Today, reporting on community involvement activities and demonstrating their ROI are becoming more commonplace activities among socially responsible corporations. As the use of employee volunteer programs has grown as a cost-effective way for companies to maintain their community involvement commitments, a standardized approach to EVP reporting, measurement, and performance benchmarking has become a critical need. The Employee Volunteer Program Reporting Standards respond to that need.

How Were The EVP Reporting Standards Developed?

The EVP Reporting Standards (formerly known as the Corporate Volunteer Reporting Standards) were first developed by a group of key stakeholders in February 2006 in response to a growing need for standardization of employee volunteer programs and measurement. We acknowledge the following organizations that contributed to the original Corporate Volunteer Reporting Standards:

AngelPoints
Bay Area Corporate Volunteer Council
Committee to Encourage Corporate Philanthropy
Center for Responsible Business,
Haas School of Business
Levi Strauss & Co.
McKesson

Development of the standards continues to be undertaken by and for corporate community volunteer professionals under the leadership of the HandsOn Network’s Corporate Service Council and direction of its Committee on Return on Investment and Standards. Furthermore, the following co-authors of this version of the standards include:

Credit Suisse
The Boeing Company
The Coca Cola Company
The Hitachi Foundation
KPMG LLP

Northern California Grantmakers
Points of Light Foundation
San Francisco Business Times
The Volunteer Center Serving San Francisco & San Mateo Counties
United Way of the Bay Area
VolunteerMatch

LBG Associates
Points of Light/HandsOn Network
Target Corporation
The Timberland Company
True Impact
What New Content is Included in the Updated Version of the Standards?

This updated 2010 version of the standards expands on the original document, including additional reporting elements that define essential data collection and documentation standards, while facilitating the following types of measurement:

- Program needs assessment;
- Comprehensive program evaluation;
- Impact assessment; and
- Performance benchmarking.

How Should the Standards be used?

Standards for EVP measurement are particularly important for understanding how programs and projects compare to one another. When program administrators and managers see empirical evidence of how their EVP operations and processes are performing, they are better able to identify areas of success and opportunities for improvement, and determine how to leverage their resources most effectively.

Consistent with the 2006 version of these standards, this current version provides companies with definitions and standards for measurement that encourage voluntary compliance within the EVP community. While we have updated these standards to better reflect the current trends in corporate accountability, they are not all-encompassing, and purposely leave room for individual organizations to expand them as necessary. Ultimately, however, the EVP Reporting Standards are to be used in their entirety for reporting the activities of a company’s employee volunteer program.

The Standards can be used to:

- Develop a framework and guide for setting evaluation protocols for your company’s EVP;
- Establish a common baseline for benchmarking with consistent comparisons and common reporting;
- Encourage greater corporate community involvement through competition generated by benchmarking results;
- Communicate the internal and external corporate benefits of EVPs more effectively;
- Facilitate data-driven program decision-making; and
- Identify program areas of strengths, weaknesses, and needs.

Recommended Guidelines for the use of the Standards:

1. Get started! Implement the EVP Reporting Standards and use them to measure your progress.
2. Track and report! The EVP Reporting Standards are a starting point; they are not meant to limit or discourage additional reporting of other volunteer activities.
3. Use the data points to extrapolate your employee volunteer involvement and report the level of participation (i.e., “52% of total employees are employee volunteers”). Keep in mind that because not all volunteer activities are done on company time, the dollar value of volunteer hours is not meant to be reported as a corporate donation. Rather, the dollar value of volunteer hours is one data point you can use to understand the financial value of volunteer time.
4. Devise a system to track data for your programs, and maintain those records.
5. Compare performance over time among programs; use the standards to identify strengths and weaknesses in programming that affect outcomes.
6. Reference and leverage your data to make decisions around needs, support, marketing, participation, etc.
DEFINITIONS

EMPLOYEE VOLUNTEER PROGRAM

An employee volunteer program (EVP) is a planned, managed effort that seeks to motivate and enable employees to effectively volunteer under the leadership of the employer. Typically, EVPs offer a structured set of volunteer activities programmed specifically for the employees of a company.

VOLUNTEER ACTIVITIES conducted through EVPs must:

- Benefit a non-profit organization;
- Include at least one employee volunteer; and
- Have associated company-supported hours reported by employee volunteers or others through the EVP.

COMPANY SUPPORT may include:

- Staff time spent planning, promoting, and/or managing volunteer activities.
- Dollars spent in any of the following areas to support employee volunteers’ involvement in volunteer activities:
  - Volunteer activity supplies (trash bags, paint brushes, etc.);
  - Promotion (posters, fliers, volunteer management software/website, etc.);
  - Recognition (t-shirts, cups, plaques, etc.);
  - Employee volunteer support (food, sunscreen, transportation, etc.);
  - Cash grant given to a non-profit organization in conjunction with a volunteer activity.

EMPLOYEE VOLUNTEERS

An employee is defined as a person on the company’s payroll. An employee volunteer is an individual employee who participates in at least one company-sponsored/promoted volunteer activity in a 12 month period. Employee volunteers vary by the role they play as a volunteer and the services that they provide when volunteering:

- Traditional volunteers provide labor and other general support, such as mentoring, coaching etc., in service that is unrelated to their professional area of expertise.
- Skills-based volunteers use their skills and/or professional experience for hands-on programmatic-type projects, such as financial literacy for families or managing a team of individuals, but do not necessarily sell the services they provide.
- Pro bono volunteers, on the other hand, perform services for a partner organization that they typically would sell or be compensated for without pay (such as legal, marketing, finance, human resource management, etc.).

Example: A team of seven employees from a major branding company volunteer to help a non-profit organization that provides services for people with special needs and their families. The non-profit wants to change its name to make it more reflective of its mission. The team of pro bono volunteers interviews the staff and some board members of the non-profit and quickly realizes that what the non-profit needs is far more than a name change. The team develops an over arching branding strategy/identity - including a new name, logo, and messaging strategy - at no cost, saving the non-profit $250.000.

- Employee volunteer leaders are employee volunteers who coordinate and lead volunteer activities within their company's EVP (as an unpaid activity).
- Guest volunteers include company retirees, family members, or friends of employee volunteers who participate in an EVP activity.

EVP PARTNER ORGANIZATIONS

It is customary for a company to partner with organizations in order to plan and execute its EVP activities. Typically, there are two main types of EVP partner organizations.
COMMUNITY SERVING ORGANIZATIONS
A community serving organization is defined as any non-profit organization or government entity delivering services to communities of interest. Non-profit organizations must be independent 501(c)(3)s, schools, hospitals, NGOs, etc. within the United States, or equivalents outside of the United States. Typically, EVPs work with community serving organizations to deliver services directly to a targeted population served by the community serving organization.

VOLUNTEER ACTION CENTER PARTNER ORGANIZATIONS
A volunteer action center organization is defined as a non-profit organization or government entity whose mission is to connect people and organizations to service opportunities. Service opportunities include episodic and single-event volunteering coordinated through an EVP, volunteer action center, or community serving organization. Volunteer action centers typically also provide training and technical assistance around topics such as volunteer management and leadership.

DATA TRACKING & REPORTING STANDARDS
There are numerous aspects of the EVP that should be tracked and reported. Specific guidelines for each are outlined below.

NUMBER OF EVP PARTNER ORGANIZATIONS
EVP partner organizations are counted once in a 12 month period if they host a volunteer activity, connect employee volunteers to volunteer activities, or train participants of an EVP.

VOLUNTEER TYPES
Volunteer types are tracked for each individual employee volunteer or guest volunteer for each EVP activity in which they participate. Volunteer types include:

- Traditional employee volunteer;
- Skills-based Volunteers (exclude pro bono volunteers);
- Guest volunteer; or
- Employee volunteer leader.

It is possible that employee volunteers will fit multiple volunteer types; however, each type of volunteer role that they may play is distinct to each EVP activity in which they participate. In other words, an employee may not fulfill more than one of these volunteer type categories simultaneously; however, they may at different times over the course of a year serve as a traditional employee volunteer, skills-based volunteer (excludes pro bono volunteers), and employee volunteer leader for different EVP activities.

Volunteering categories addressed by the activities and volunteer opportunities offered should be tracked for the purposes of measuring where resources are being devoted. When activities are categorized, companies can discern how many volunteer activities, hours, and employees are clustered within specific areas of social need.

Use the five volunteering categories below to track types of activities, hours, and volunteers:

- **Education**: includes categories such as adult or child basic education, secondary education, English language acquisition, specialized learning such as math skills, reading, tutoring, academic remediation, etc.
- **Health and human services**: includes specific categories such as health and disability, family and women's services; hunger and homelessness, disease organizations etc.
- **Civics**: includes categories such as campaign support, voter registration, civics education, libraries, etc.
- **Arts and culture**: any activity based out of an arts or cultural organization (museum, theater, library, etc.), including ushering, clerical work, marketing, etc.
- **Environment**: categories could include recycling, park or beach cleanups, conservation, Earth Day volunteering, habitat reclamation, etc.
VOLUNTEER HOURS

Volunteer hours (reported as whole numbers) are tracked and collected from employee volunteers and others through the EVP. Volunteer hours are reported in whole numbers for each individual employee volunteer or guest volunteer for each EVP activity in which they participate. The hours are tracked according to the type of volunteer activity (i.e. traditional volunteering, skills-based volunteering, volunteer leadership, guest volunteering) for each employee volunteer or guest volunteer participating in the EVP. Furthermore, hours should be tracked according to when volunteer service occurs (on and outside of company time), as well as according to whether the event and hours are company-paid/sponsored or not. The following are specific guidelines for tracking volunteer hours:

- Volunteer hours should be tracked or estimated for each event. If a company sponsors a program that has more than one unique event (i.e., a tutoring program) the EVP would track each session or event. The sum of all the session/event hours will provide the total number of volunteer hours for the program.

- Registrants for an EVP activity are the employees who respond to some invitation on behalf of the EVP to participate in one or more of its activities. Volunteer registration, like participation, is often tracked in a volunteer management system.

- In the event that volunteer registration is not being captured, sign-in sheets at the actual event to capture information about employee volunteers who participate in the activity are the best way to capture information. Sign-in sheets can be prepared in advance of the activity, and supervised by the volunteer leader and/or community serving partner organization staff.

- If it is logistically too difficult to implement event sign-in sheets to track volunteer hours served in EVP activities, volunteers can be contacted after the event via e-mail and directed to an online database to self-report their volunteering hours.

- When this option is not viable, estimation procedures should be employed. Volunteer hours can be estimated using registration data for volunteer opportunities. When estimating volunteer hours based on the number of people registered, caution should be used in making estimates to account for non-participation among a proportion of individuals who registered for an event. To develop a standard rate of non-participation for use in estimating volunteer hours, it is best to survey a sample of all registrants for several events about whether they participated in events that they registered for with the EVP.

- For international volunteers, it is important to consider issues around language of tracking systems, surveys, and other data collection instruments when trying to track volunteer hours served. If a company EVP is not able to translate the tools into languages that reach all company employees, rules for estimating employee volunteer hours should be explored.

- Volunteer hours should also be differentiated according to when they were served (i.e. during or outside of work-hours) when possible.

- Volunteer hours should always be associated with one of the following:
  - Company paid/sponsored or non-company paid/sponsored events
  - Company paid or non-company paid volunteer hours
  - Occurring on or off company time

- Disaggregated hours may be aggregated into a total number of volunteer hours, but hours should not be duplicated and should only be counted once in each mutually exclusive category.
In order to assess whether an EVP is adequately engaging its target population and subgroups within it, companies should collect and maintain relevant demographic information about all the employee volunteers. This information should be collected at the time that the participant volunteers his or her time, or in post-event surveys. Sources from which demographic data about employee volunteers that can be gathered include human resource records, volunteer registration, participation records, and volunteer surveys.

Demographic information is used to identify gaps and opportunities for targeting and engaging participants. The data collected about employee volunteers are stable or do not frequently change, and can be collected annually. Demographic data categories should include:

<table>
<thead>
<tr>
<th>GENDER</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>AGE GROUP</td>
<td>Under 18</td>
<td>18-24</td>
</tr>
<tr>
<td>ETHNICITY</td>
<td>American Indian or Alaskan Native—a person having origins in any of the original peoples of North and South America (including Central America)</td>
<td>Black or African American—a person having origins in any of the Black racial groups of Africa</td>
</tr>
<tr>
<td>EMPLOYMENT STATUS</td>
<td>Full time</td>
<td>Part time</td>
</tr>
<tr>
<td>JOB TITLE</td>
<td>Companies may want to customize titles beyond these broad categories to reflect the unique structure of their organizations.</td>
<td>Associate/entry-level</td>
</tr>
<tr>
<td>YEARS WITH COMPANY</td>
<td>Less than 1</td>
<td>1-5</td>
</tr>
<tr>
<td>WORK SETTING</td>
<td>Production/Facility</td>
<td>Retail Store</td>
</tr>
<tr>
<td>WORK LOCATION</td>
<td>U.S.-based</td>
<td>Non-U.S.-based</td>
</tr>
</tbody>
</table>
VALUATIONS AND CALCULATIONS

In order to produce metrics, or standard measures to assess your EVP performance, the following valuation methods and calculations should be performed and reported.

FINANCIAL METRICS

The following calculations determine financial metrics for EVPs and are used to compare the standard rates of EVP investment across programs and companies.

COMPANY PROFILE

The company profile should include the following information:

- Total employees: total number of employees on the company’s global payroll at year-end
- Average employees: average number of employees for the year (non-seasonal, non-peak)
- Total employee FTE: combined employee full-time equivalency (FTE)

To calculate your FTEs, divide your total number of labor hours for one year by 2,080. (An FTE is the equivalent of one person working full time: 8 hours/day X 5 days/week X 52 weeks/year = 2,080 hours/year.)

**Example:** 1 person working full time = 1 FTE; 2 people each working 4 hours per day, 5 days per week = 1 FTE.

**Example:** A department’s total labor hours as reported to payroll for January through December 2009 were 13,104. Divide 13,104 by 2,080 to get a total of 6.3 FTEs.

An FTE value stays the same over time (except when you adjust your usual staffing pattern). Do not multiply it by days, weeks, or months.

- Total operating budget: total cost of company operations at the year-end
- Total revenue: total revenue generated from company operations at the year-end

EVP BUDGET

The EVP budget comprises the total dollar amount budgeted to support employer-based volunteer programs, including staff positions, supplies, equipment, leave time, tools, and materials donated to community service organizations, etc. The EVP budget is used for internal organization purposes and to calculate the corporate volunteering percentage of total community involvement budget. Corporate volunteering budget line items include:

- Staff/personnel;
- Supplies/equipment assets; and
- Value of donated paid leave.

EVP PERCENTAGE OF TOTAL COMMUNITY INVOLVEMENT BUDGET

To calculate the corporate volunteering percentage of your total community involvement budget (including grants, charitable sponsorships, giving, in-kind donations, volunteerism), divide the total corporate employee volunteering budget by the total community involvement budget.

UTILIZATION METRICS

The following calculations are used to compare the standard rates of participation, program access and use, and the threshold of benefits relative to EVP engagement.

**Note:** Exclude Dollars for Doers Grants when calculating your EVP program budget. Costs should be limited to the categories outlined above.
The EVP participation rate is calculated in order to demonstrate the rate of benefit utilization, and represents the proportion of total employees who were documented as serving at least one volunteer hour during the year. This calculation is used to benchmark and develop standards for rates of EVP participation. Benchmarks and standards are to be developed according to company size. The EVP participation rate can be calculated in a number of ways, and may be estimated or verified counts.

AGGREGATED MEASURES OF PARTICIPATION
Aggregated measures account for all the various categories of unduplicated volunteer hours tracked by your EVP, including: Volunteer types (i.e. employee volunteers, skills-based volunteers, and employee volunteer leaders); Company paid/sponsored or non-company paid/sponsored events; Company paid or non-company paid hours; and volunteering occurring on or off company time.

• Based on total number of employees: Divide the total number of all employee volunteers by the total number of employees.
• Based on total employee full-time equivalency (FTE): Divide the total number of all employee volunteers by the total number of FTEs.

DISAGGREGATED MEASURES OF PARTICIPATION
Disaggregated measures track volunteers and volunteer hours by specific mutually exclusive categories. The following disaggregated utilization measures for EVPs can be used to track and report.

• Proportion of all volunteers in traditional volunteer role: Divide the total number of all traditional employee volunteers by the combined total number of employee volunteers (including traditional, skills-based and volunteer leaders).
• Proportion of all volunteers in skills-based volunteer role: Divide the total number of all skills-based employee volunteers by the combined total number of employee volunteers (including traditional, skills-based and volunteer leaders).
• Proportion of all volunteers in employee volunteer leader roles: Divide the total number of all employee volunteer leaders by the combined total number of employee volunteers (including traditional, skills-based and volunteer leaders).

COMPANY PAID-SERVICE UTILIZATION RATE
Tracking the percentage of hours served at company-paid events or on company time used versus the total hours offered enables all companies with paid time EVP’s to benchmark how well they are engaging employees in company-sponsored volunteerism. The following are several measures to determine company-paid service utilization for EVP’s.

• Proportion of company-paid/sponsored versus non-company paid/sponsored events:
  o Proportion of total volunteer hours from company paid/sponsored events: Divide the total number of volunteer hours occurring during company-paid/sponsored events by the combined total number of volunteer hours served.
  o Proportion of total volunteer hours from non-company paid/sponsored events: Divide the total number of volunteer hours occurring during non-company-paid/sponsored events by the combined total number of volunteer hours served.
• Proportion of company-paid or non-company paid volunteer hours (include for both company sponsored and non-company sponsored events):
  o Proportion of total volunteer hours that were company paid/sponsored: Divide the total number of volunteer hours occurring during company-paid/sponsored hours by the combined total number of volunteer hours served.
Proportion of total volunteer hours that were not company paid: Divide the total number of volunteer hours occurring during non-company paid/sponsored hours by the combined total number of volunteer hours served.

Proportion of volunteer hours occurring on versus off company time:
- Proportion of volunteer hours occurring on company time: Divide the total number of volunteer hours occurring during company hours of operation by the combined total number of volunteer hours served.
- Proportion of volunteer hours occurring off company time: Divide the total number of volunteer hours occurring during off company hours of operation by the combined total number of volunteer hours served.

Proportion of company-donated leave utilized: Divide the total number of volunteer hours occurring during company hours of operation by the total number of donated leave hours for volunteering allocated by the company within the year.

VALUATION OF VOLUNTEER HOURS

Monetizing volunteer hours is one way to estimate the value of employee volunteer service through EVPs. The concept is that a nonprofit is being provided a service for free that it otherwise would have to pay for, resulting in cost savings for that nonprofit. The most common approach to valuing a volunteer hour is to use the annual value set by Independent Sector (http://www.independentsector.org/programs/research/volunteer_time.html), based on the average, fringe-benefit-adjusted (12%) average wage across all production and nonsupervisory workers on private nonfarm payrolls workers studied by the US Bureau of Labor Statistics. In 2009, this value was $20.85. In reality, however, different volunteer activities have different market values, i.e., some activities would cost the nonprofit less than Independent Sector’s average value, and other activities would cost more. (Skills-based volunteer activities, for example, typically would cost more for a nonprofit to purchase than traditional volunteer activities, and thus are considered more valuable to the nonprofit.) However, the sector has not yet developed a consensus methodology for calculating these differing market values. Until such a methodology is developed, companies wishing to monetize their volunteer hours should either use the Independent Sector value, or their own custom calculations accompanied by a transparent accounting of the assumptions underlying their calculations.

- Dollar value of traditional employee volunteer hours and guest volunteer hours: The total number of volunteer hours multiplied by the industry standard value of a volunteer hour as set by Independent Sector (http://www.independentsector.org/volunteer_time)
- Dollar value of skills-based volunteer hours: The total number of volunteer hours multiplied by the mean industry standard value of the professional service set by the U.S. Bureau of Labor Statistics plus 12%. The 12% multiplier is used to account for fringe benefits to more accurately represent total employee compensation. (http://www.bls.gov/oes/current/naics5_541720.htm#b00-0000)
- Dollar value of volunteer leader hours: The total number of volunteer leader hours multiplied by the mean industry standard value of a volunteer hour as set by the U.S. Bureau of Labor Statistics (see the example above) plus 12%. (http://www.bls.gov/oes/current/naics5_541720.htm#b00-0000)
IMPACT METRICS is a common business metric that can be used for expressing the total financial benefit your company draws from having an EVP. To calculate ROI, first determine the total business value generated by your program, i.e., how much it helps to either increase revenues (e.g., attracting or retaining customers) and/or reduce costs (e.g., developing skills, attracting recruits, increasing productivity). Then, format the net financial benefit as a percentage of the total investment in developing, producing, and delivering the program.

\[
ROI = \frac{(\text{Total Business Value} - \text{EVP Investment})}{\text{EVP Investment}} \times 100
\]

SOCIAL VALUE AND RETURN ON INVESTMENT (SROI) are ways to express the value of your EVP to society. Social value is typically expressed in terms of how much a targeted social condition has improved as a result of your program (e.g., 10 children improved their reading skills by one grade level). SROI in turn offers a way to monetize social value by quantifying the economic ripple effects of that change in condition, e.g., resulting cost savings to government-provisioned social services, or increased revenues (taxes generated) through job or economic development. As with ROI, format the net economic benefit to society as a percentage of developing, producing, and delivering the program.

PROCESSES FOR EVP DATA TRACKING & REPORTING

DATA TO COLLECT

When companies measure and evaluate their EVP, they should consider collecting four types of data: input, process, output, and outcome.

- **Input** refers to resources a company invests in the planning of the project, such as staff, funds, equipment, transportation, consultation time, and space.
- **Process** is how company supported and/or operated projects are organized, managed, and staffed, and how services are delivered during the duration of the project. Process evaluation typically includes measures or descriptions of services provided, staffing and administrative structure, and policies and procedures.
- **Output** refers to the quantitative results of the project funded by the company. Outputs usually fall into one of two categories:
  - Measures of products delivered (i.e., numbers of classes offered, counseling sessions held, days of care provided, brochures distributed, public awareness messages aired, or number of hours of tutoring); or
  - Measures of people served—the unduplicated count of people who receive service over a given period of time.
- **Outcome** is the benefit or change to individuals or populations during or after participating in EVP activities. An outcome may relate to behavior, skills, knowledge, attitudes, values, condition, or other attributes. Outcome evaluation records the extent to which the volunteering project caused changes in a desired direction in the target population and in the cooperating organizations. A sound outcome evaluation demonstrates that changes or progress in participants can be directly linked to the EVP activities and services.

**Example:** One goal of an EVP is to help build capacity among non-profit organizations. In order to measure outcomes related to their pro bono and skills-based volunteer efforts, the company performs an annual survey of its EVP partner organizations to collect data on the benefits of volunteer service. Specific areas or benefits measured in the survey include increased efficiencies, resources, visibility, and direct benefits to communities served.
HOW TO COLLECT DATA

There are a variety of ways to collect the data necessary to evaluate the effectiveness of an EVP, including:

- Surveys;
- Focus groups;
- Telephone calls;
- Face-to-face interviews;
- Document and record analysis.

HOW TO REPORT EMPLOYEE VOLUNTEERING METRICS

The following metrics should be tracked and reported annually according to the definitions and calculations outlined in the previous sections. To measure performance, compare these metrics from year to year.

1. **Number of EVP Partner Organizations**
   - 1.1. Total
   - 1.2. By Type (i.e. community serving organization or volunteer action center partner organization)

2. **Number of Volunteers**
   - 2.1. Total
   - 2.2. By Type (i.e. traditional employee volunteers, skills-based employee volunteers [excludes pro bono volunteers], guest volunteers, employee volunteer leaders)
   - 2.3. By Demographic Categories (i.e., gender, age group, ethnicity, employment status, job title, years with the company, work setting, and work location)

3. **Number of Volunteer Activities**
   - 3.1. Total
   - 3.2. By Type (i.e. education, health and human services, civics, arts and culture, and environment)

4. **Number of Volunteer Hours**
   - 4.1. Total
   - 4.2. By Volunteer Type (i.e. traditional employee volunteers, skills-based employee volunteers [excludes pro bono volunteers], guest volunteers, employee volunteer leaders)
   - 4.3. By Volunteer Activity Type (i.e. Education, Health and human services, Civic, Arts and culture, Environment)

5. **Volunteer Frequency**
   - 5.1. Average For All Volunteers
   - 5.2. Average By Volunteer Type (i.e. traditional employee volunteers, skills-based employee volunteers [excludes pro bono volunteers], guest volunteers, employee volunteer leaders)

6. **EVP Participation Rates**
   - 6.1. Proportion of total number of employees and total employee full-time equivalency (FTE)
   - 6.2. Proportion of all volunteers in traditional volunteer role, skills-based volunteer role, and employee volunteer leader roles

7. **Company-Paid Service Utilization Rates**
   - 7.1. Proportion of total volunteer hours from company paid/sponsored and non-company paid/sponsored events
   - 7.2. Proportion of total volunteer hours occurring on company time and occurring off company time
   - 7.3. Proportion of company-donated leave utilized

8. **Valuation of Volunteer Hours**
   - 8.1. Total
   - 8.2. Dollar Value of Traditional Employee Volunteer Hours, Skills-based Volunteer Hours, Volunteer Guest Hours, and Volunteer Leader Hours

9. **Dollar Rate of Straight Return on Investment (ROI)**
10. **Dollar Rate of Social Return on Investment (SROI)**