

# Skills-Based Volunteerism Case Study



Hands On  
NETWORK

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## Deloitte Center for Leadership & Community (DCLC):

### Building Nonprofit Excellence through Skilled Volunteerism

#### Deloitte Volunteer Facts

**Total Deloitte Volunteers:** 33,000 annually across all programs, nationwide

**Major Community Focus Areas:** Contributing Deloitte's intellectual capital through skills-based volunteering, including pro bono and board leadership.

**DCLC Community Alliances:** Varies by office. Has included the Center for Nonprofit Management of Southern California, Community Partners, Drucker Institute, Silicon Valley Leadership Group, Volunteer Center of San Francisco and San Mateo Counties, Youth I.N.C., and various United Way offices.

**DCLC Budget:** Varies by office. Sessions have been done for as little as \$5,000 each.

#### PROJECT DIMENSIONS:

**Resources:**  
Teams with different skills

**Engagement Model:**  
Done in a day

**Types of Skills:**  
Business

**Geography:**  
National

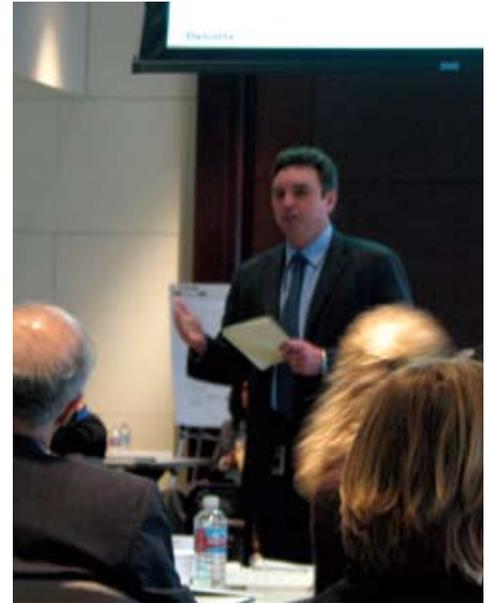


For more information about skills-based volunteerism, please contact  
Veronica Parages, [vparages@HandsOnNetwork.org](mailto:vparages@HandsOnNetwork.org).

## The Need

Nonprofit leaders are under increasing pressure to enhance the performance of their organizations. Growing community need, shrinking resources, and donors who want maximum value for their investment are factors contributing to an increasing need for higher standards of excellence around planning, management and results. Naturally, this has also increased the need for the kind of world-class training and leadership development that would make these higher standards possible, especially for smaller nonprofits that are even more resource constrained. This situation has created an opportunity for

nonprofits and businesses to collaborate in new ways to enhance operational and strategic excellence, cultivate talent, and improve results in the nonprofit sector. Research has shown that while nonprofits believe their volunteers' workplace knowledge could benefit them, most are not yet assigning their volunteers tasks that would capitalize on their workplace skills. Specifically, the 2006 Deloitte Volunteer IMPACT Survey revealed that while 77% of nonprofit leaders believe that skilled volunteers could significantly improve their organization's business practices, only 12% use volunteers for that purpose.



## The Model

As a professional services organization, Deloitte is well positioned to offer assistance to nonprofits that want to enhance their organizational capacity. The organization's community involvement strategy focuses on helping people and communities thrive by using its best thinking to build stronger nonprofits. In addition to its formal \$50 million pro bono program, which enables Deloitte to serve the nonprofit sector just as it serves its clients, Deloitte has also pioneered a new model of executive management training for local nonprofit executives called the Deloitte Center for Leadership & Community (DCLC).

Launched in 2007, it has been recreated in a number of Deloitte offices around the country including Atlanta, Chicago, Dallas, Detroit, Los Angeles, New York City, San Francisco, San Jose, and Washington, D.C. To date, more than 300 executives have participated.

DCLC is designed to leverage the talent of Deloitte personnel to deliver free workshops

structured around critical and emerging issues for senior nonprofit executives, such as Strategic Planning, Continuity Planning, Talent Management, Fraud Awareness, Board Governance, Succession Planning, Managing Effective Teams, Emotional Intelligence, Project Management, Tax Reporting, and Office Greening (among others). These are all issues that Deloitte is well qualified to address.

The training sessions are led by Deloitte personnel with subject-matter experience. They are intended to convene large groups of executives and create a peer learning environment that promotes collaboration and communication. Moreover, sessions are conducted in Deloitte offices whenever possible, which keeps costs low and fosters a unique sense of trust and goodwill. Executives invited to participate in DCLC workshops represent nonprofits with which Deloitte has an ongoing relationship, i.e. as a member of their local/national board, through volunteer programs, etc. Topics covered address issues that these leaders have indicated

to be sources of concern. Plans are currently under consideration to expand the focus of DCLC workshops to include leadership training for school principals and regional management support for individual nonprofits.

In order to measure the impact of DCLC workshops, post-event surveys are conducted. These surveys provide feedback on overall satisfaction, workshop effectiveness, areas for improvement, topic recommendations, and long-term benefit to executives.

To sustain and grow the program, a DCLC "toolkit" was created and posted on Deloitte's Community Involvement intranet.

The "toolkit" provides online support and is a repository of best practices. It contributes to the scalability of the DCLC program, while giving each office the freedom to tailor the program to their community needs and unique mix of nonprofit relationships.

## Client & Community Impact

From the beginning, the response to DCLC – from both personnel and nonprofit leaders – has been very positive. Deloitte volunteers have been motivated by the ability to strengthen the nonprofit sector and their communities by contributing their professional skills and knowledge.

And, because the majority of DCLC workshops are hosted in Deloitte offices during work hours, volunteers are able to contribute in a way that is convenient. This is significant for an organization that recognizes the links between volunteerism, employee satisfaction and the training and development opportunities that volunteering can provide.

The program has also enjoyed strong participation from nonprofit leaders. Session evaluations – issued and sent back via email – have typically exceeded favorability ratings of 90%. The written evaluations reveal tangible outcomes and point to areas for improvement.

For example, a survey issued recently to 50 NPO executive officers following a DCLC workshop called “Managing Through Difficult Times” – a deep dive into scenario planning led by senior members of Deloitte’s Enterprise Risk Services group – shows 80% believing the topic chosen was “very valuable;” 76% integrating elements of prior DCLC sessions into their work; 94% sharing their DCLC experiences with others in their field or organization; and 95% willing to recommend the DCLC to another nonprofit leader.

In the case of one large, well-established community service organization in East Los Angeles, the experience has been significant. A few months after participating in a workshop on coaching, the nonprofit’s executive director applied for a federal grant, in excess of \$1 million. The organization was awarded the grant and the executive director attributes the result to what he learned during the coaching workshop, specifically the interpersonal communication techniques.



## Participant Stories

*“On behalf of Special Olympics Southern California, I am writing to thank you and your staff for providing an innovative and challenging inaugural class for the Deloitte Center for Leadership and Community. Four SOSOC executives were among your class of approximately 50 not-for-profit leaders from the Los Angeles area, and our team came away impressed and energized from what we learned. The Deloitte teaching team provided us with a very practical “how-to” in the areas of executive coaching and feedback. The information was concise and logical, and it was provided in a manner that was easily absorbed. I cannot thank you enough for Deloitte’s commitment to the not-for-profit community. We are very excited about the future of our relationship.”*

**Bill Shumard**  
President/CEO,  
Special Olympics Southern California

*“The session on emotional intelligence was terrific. Thank you so much for including me in this program – I think it is so valuable to all of the nonprofits that were invited to participate. With our crazy schedules and limited budgets, we typically do not have access to this type of training. Deloitte is providing an incredible service to our nonprofit community.”*

**David Eads**  
Senior Vice President & COO,  
Los Angeles Area Chamber of Commerce

### About Deloitte

As used in this document, “Deloitte” means Deloitte LLP. Please see [www.deloitte.com/about](http://www.deloitte.com/about) for a detailed description of the legal structure of Deloitte LLP and its subsidiaries.

## Volunteer Story

*“The DCLC is a unique opportunity to help the community in a way that has greater outreach and a long-term lasting impact on the participating nonprofit organizations. We are offering our talent and knowledge to benefit these organizations. I went to college to be a teacher. Education is important, so I’m glad that the firm is focused on skills-based learning and volunteerism. Of course there is value in our labor based volunteering too, but education has a lasting effect. The participants leave the DCLC seminars with new knowledge to take back and share with their colleagues to help improve and strengthen their organizations.”*

**Amber Lewis**  
HR Manager, Northern Pacific Region

*“It was a fantastic, though exhausting, experience last year to go from the initial meetings where we were trying to get our heads around the summit concept to the actual day of the event. It was interesting to see how the team’s perspective changed as we learned more about the nonprofits, the services they provide, and the topics that were of interest and value to them. Some of the nonprofits concerns are the same as our private sector clients, but there were some key differences. Each of the nonprofits, based on their constituents, their size, and their mission, had different interests and it was challenging to find the right mix of topics to make the summit valuable for each of them. I think we did a great job for our first year – and will be even better next year!”*

**Heather Holby McNamara**  
Deloitte Consulting LLP, Atlanta

For more information on the Deloitte Center for Leadership & Community, contact David Porges at [dporges@deloitte.com](mailto:dporges@deloitte.com) 213-688-5528 or Frances Kennedy at [fkennedy@deloitte.com](mailto:fkennedy@deloitte.com) 202-220-2678