

National
Volunteer
Management
Conference

Masterclass (yellow)
**The value revolution:
capturing volunteer impact
for strategic power**

Chris Wade
Managing Director
Time for Impact



Time For Impact



Adobe Firefly

Our Missions

- 1. Unmask the Impact :** Reveal the hidden ROI of volunteering for mission driven organisations
- 2. Unlock the potential:** Help organisations turn goodwill into action, increasing participation in causes.
- 3. Shape the future of volunteering:** lead the charge in innovation and thought leadership.

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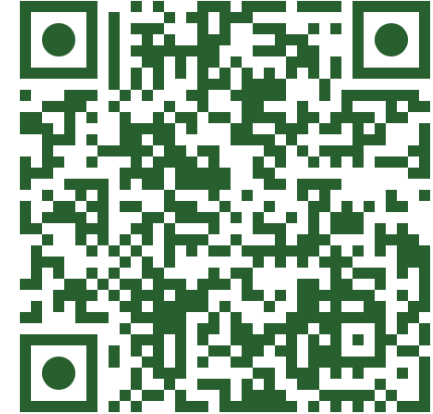


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Time for Impact Podcast



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Why focus on measuring the impact of Volunteering?

- (Almost) everyone thinks volunteering is a good thing.
- Volunteering is often central to our organisation's mission delivery?
- We often say “we cannot do what we do without volunteers”.

- **And YET...**

- Volunteering is frequently underfunded
- Few ask donors / funders to fund volunteering
- Trustees and directors often can't describe the STRATEGIC value / impact of volunteers.
- Volunteering is perceived to be free
- Volunteering is described as peripheral to our strategy



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Why focus on measuring the impact of Volunteering?

- Tells us where to focus attention : Volunteer strategy.
- Allows volunteering to better influence organisational strategy and resource allocation
- A great driver of volunteer satisfaction, community connectivity and increased donations.



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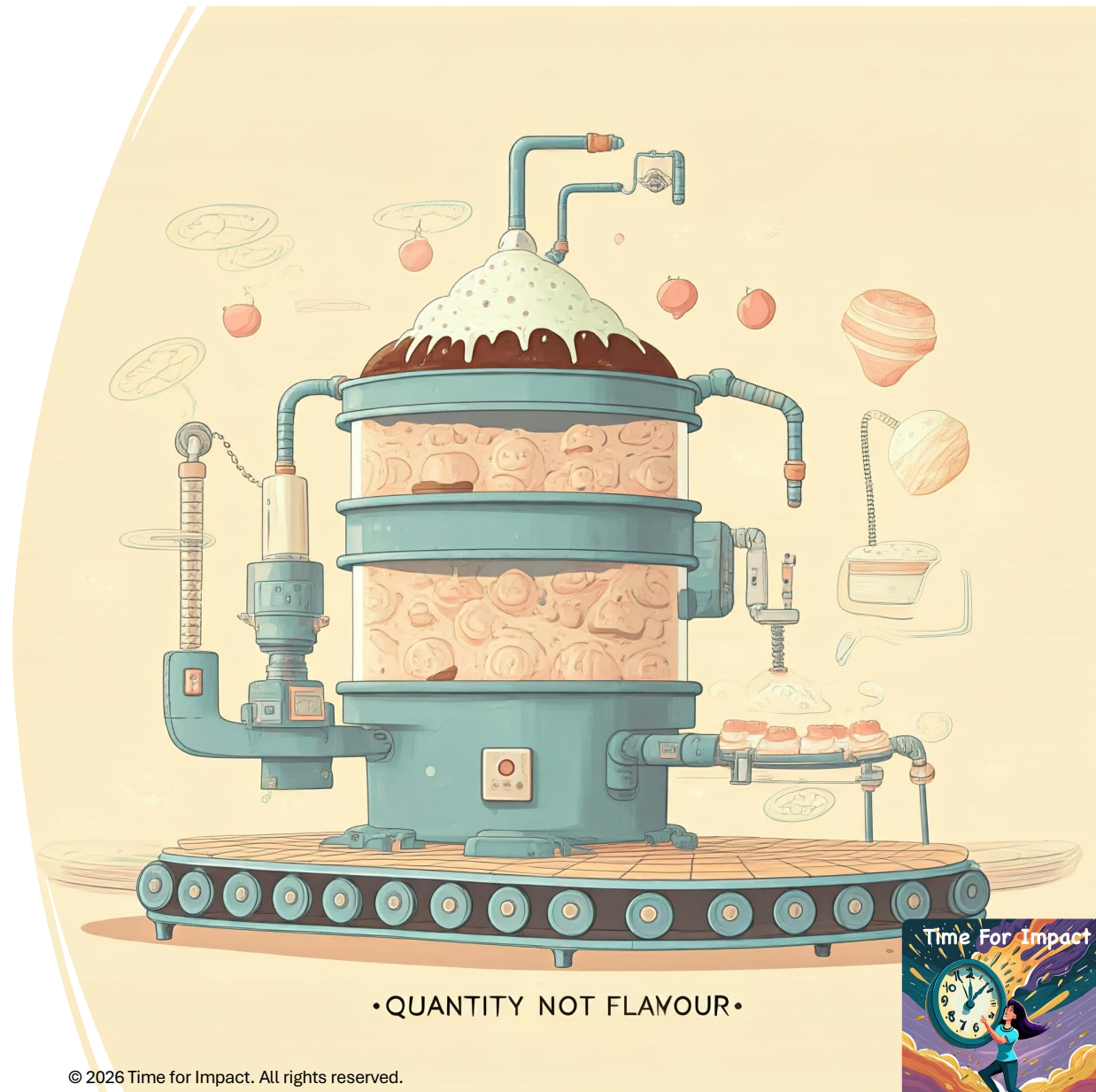
We are too busy doing great things!

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How is volunteering impact often measured?

- Scan annual reports and you will typically see;
 - Numbers of volunteers
 - Increase in numbers of volunteers
 - Hours given
 - An estimated value of these hours
- Yet;
 - They tell us little of the value or impact our volunteers bring?



Would you
measure staff
value by
multiplying their
hours by their
wage?



Total value
€10,0,0000 PER YEAR

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Would you
measure staff
value by
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Impact Data is your Superpower

- Case for Investment
- Motivate staff and volunteers
- Recruit new volunteers
- Build trust with supporters
- Highlight progress over time
- Cost-Effectiveness
- Honesty and Transparency



Intel as your Amplifier

- Data
- Stories
- Feedback
- Comparisons / Benchmarks
- Before and After
- Counterfactuals
- Hypotheses and pilots
- Proxies
- Quality and sustainability
- Lived Experiences
- Negative Case analysis



Align with volunteering and Strategic plan

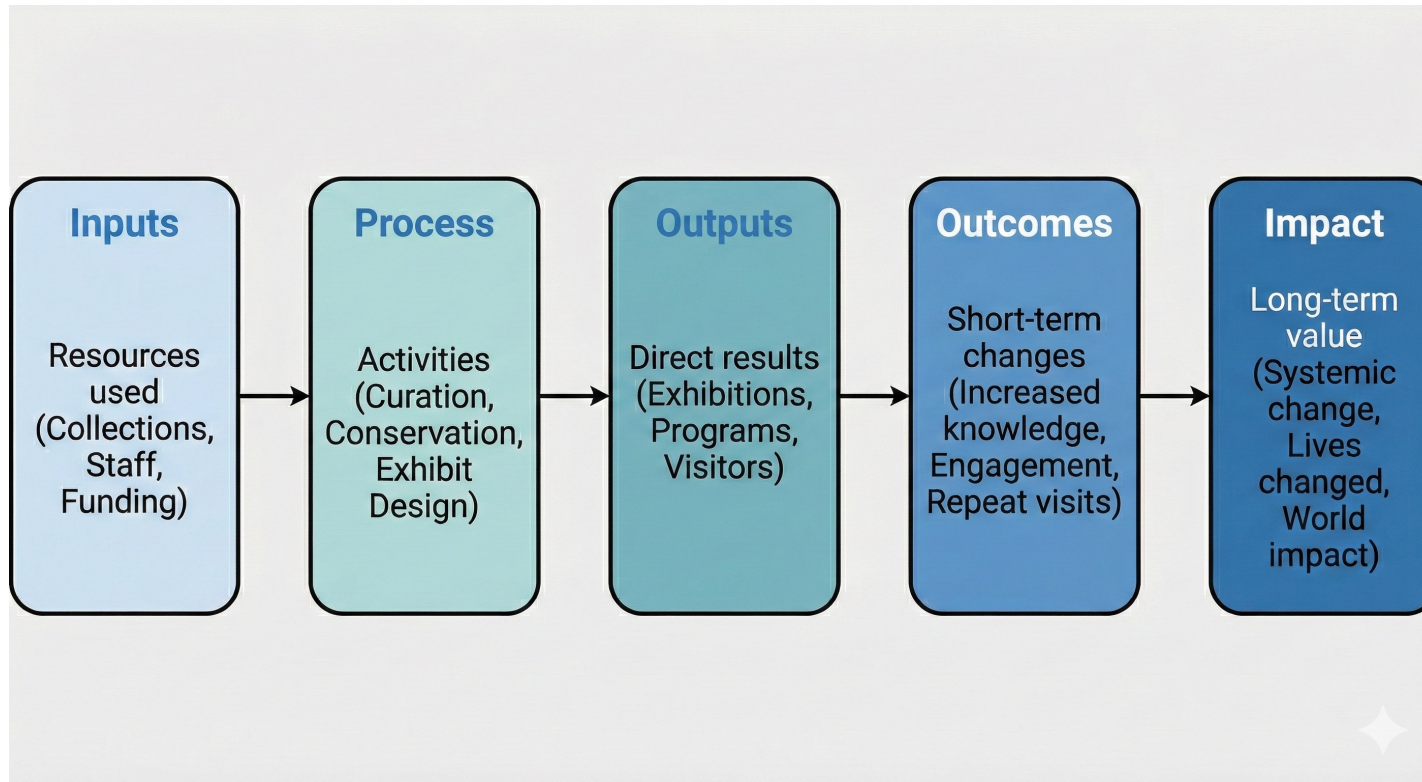
- Make sure you know your mission and strategic plan inside-out.
- Identify volunteering activities that support the strategic plan
- Identify gaps in service
- Create solutions / positions / activities that address these gaps
- Be able to articulate impact through volunteering



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Inputs, Processes, Outputs, Outcomes, Impact



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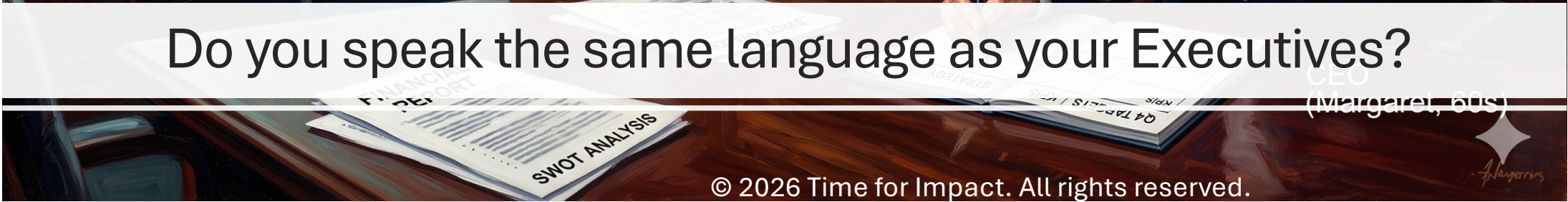
Logic Models – Can you show the link between Activity and Impact?





Manager
(Leo, 30s)

Do you speak the same language as your Executives?



Balanced Scorecard

- Tool developed for private sector by Kaplan and Norton in 1992 at Harvard.
- Recognised that financial measures alone were not good predictors of long-term investments
- Success was driven by many factors and a ‘balanced scorecard’ was needed to provide a **balanced view of likely success**.
- Companies using balanced scorecards outperformed others using financial metrics alone.





Not just measuring output metrics



Tied to strategy delivery



Focus on where we are or can make difference



Drives decision-making and investment



Unites staff, volunteers and management on key foci.



Tool to measure success, progress and determine next steps



Demonstrate Return on Investment



Influence Boards.





A Traditional Balanced Scorecard

Financial

Answers the question: How do we look to our shareholders?

Market Share
Financial Health etc

Customer

Answer the question: How do our customers see us?

Delivery speed
Customer feedback
Quality of our products

Learning and Growth

Answer the Question:
How can we improve and create new value?

Carbon footprint
Efficiency
Reduce Waste

Internal Business Processes

Answer the question: What must we excel at?

Recruitment process.
Safety
Knowledge management



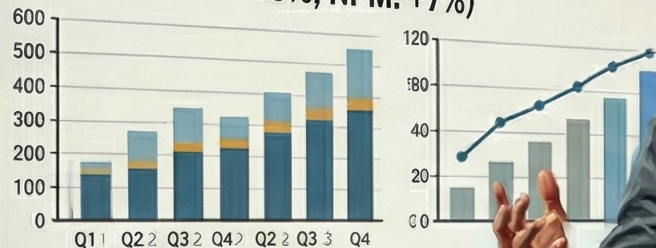
From Outcomes to Targets

Outcome / Impact	Activities / Initiatives	How Measured	Targets
<p>Outcome: young people will experience reduced isolation and anxiety. They will develop positive coping strategies and build a strong peer support network. This enables them to maintain their focus on education and social development.</p> <p>Impact: In the long term, young people who have engaged with our service will achieve better educational outcomes</p>	<p>Trained specialist volunteers deliver a structured program for young people (ages 11-18) who have a parent with a long-term illness. The program includes weekly facilitated peer support groups, and one-to-one mentoring.</p>	<p>No. of young people receive who support. Info from our database.</p> <p>Percentage of participants reporting increased confidence (on a 1-5 scale) in their ability to handle stressful situations at home.</p> <p>Percentage of participants who report feeling "part of a supportive group" or "having people who understand them.</p> <p>Percentage of participants who report an improved ability to focus on their schoolwork.</p>	<p>1000 young people receive support.</p> <p>75% report increased confidence (on a 1-5 scale) in their ability to handle stressful situations at home.</p> <p>80% of participants who report feeling "part of a supportive group" or "having people who understand them.</p> <p>60% participants who report an improved ability to focus on their schoolwork.</p>

AFTER: ALIGNED COMMUNICATION

Q4 MARKET ENTRY STRATEGY & GROWTH METRICS

● KPIs (CAGR: +15%, NPM: +7%)



● SUPPLY CHAIN EFFICIENCY: OPTIMIZED

● DATA-BACKED COST REDUCTION



Manager (Leo, 30s)

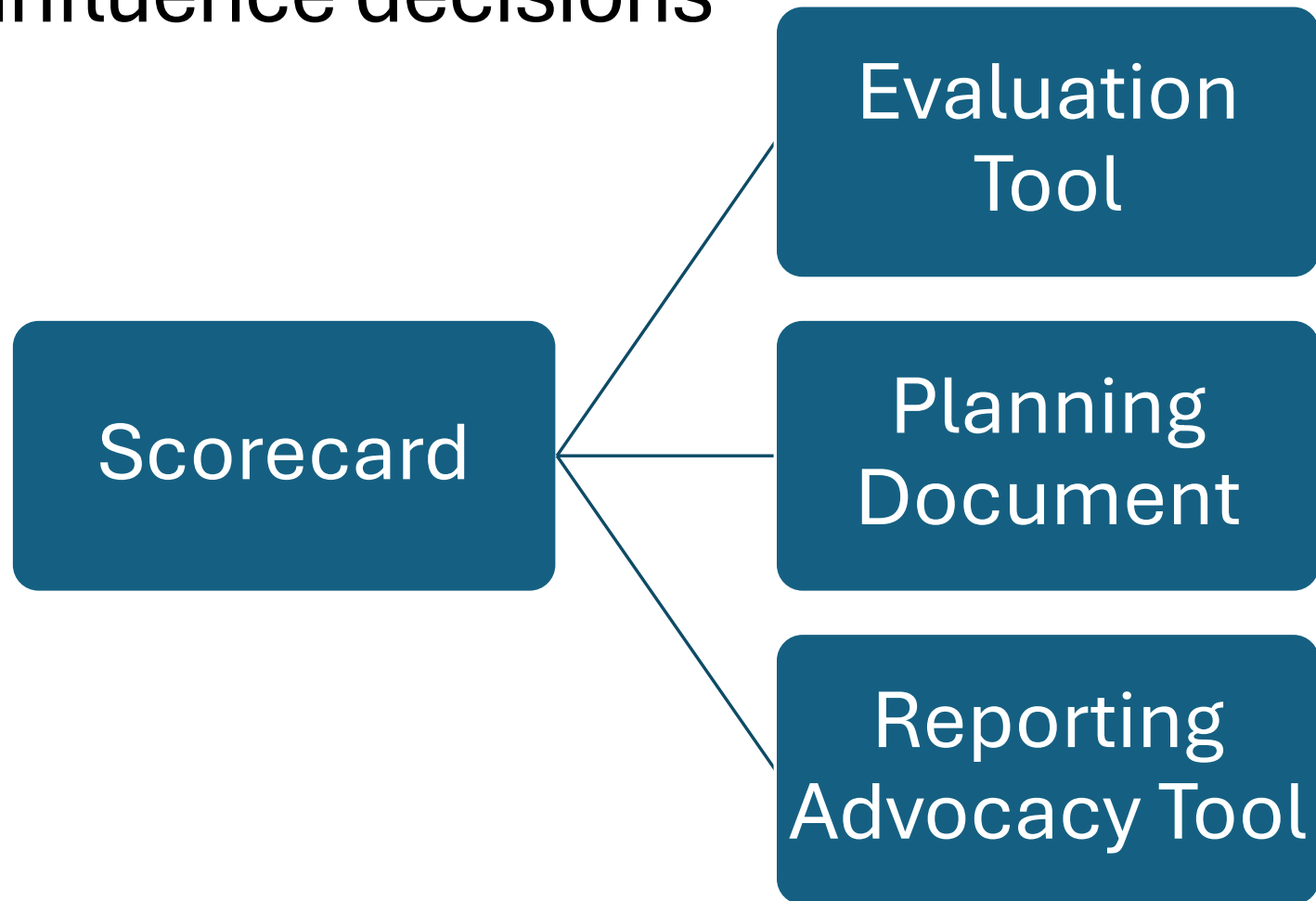
"...by benchmarking operational spend against historical data and implementing targeted KPIs, we achieved a sustainable 7% increase in net profit margin. Our growth strategy is aligned with your expectations for quantifiable metrics."

This is excellent, Leo. Precise, metric-driven, and perfectly aligned with our strategic goals. Precisely what I needed to see.

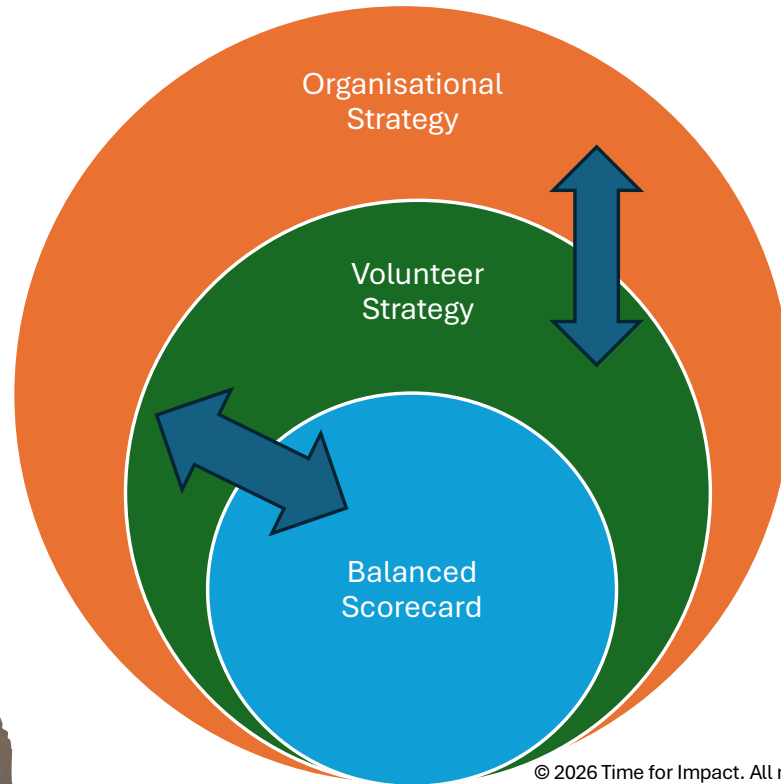
CFO (David, 40s)

CEO (Margaret, 60s)

Power to influence decisions



Which comes first –
people strategy or
scorecard?



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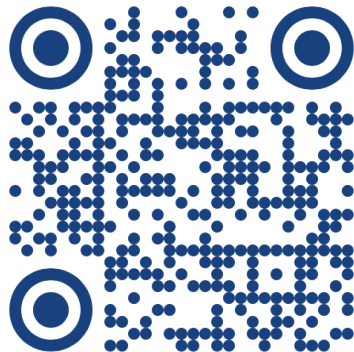
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