

Employer Supported Volunteering: A Toolkit for Museums



Ironbridge
BIRTHPLACE OF INDUSTRY

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Introduction



The positive impact of volunteering in museums is widely acknowledged and accepted. The benefits are shared by all involved, be it a volunteer getting to do something they love, expanding their skills and knowledge or just enjoying the more social side of volunteering. For the host organisation it's a great opportunity to add value to their offer, work with a more diverse team and explore new opportunities.

Whilst it's clear that the most sustainable partnerships between museums and volunteers are those which satisfy both sets of needs, for many museums, a widening gap has formed between what they need to achieve and what their whole workforce, volunteers and staff, are able to consistently deliver.

The ability to draw from an increased number of volunteers can help bridge that gap, and partnering with businesses, local and national, will help towards

providing extra capacity when needed. However, some museums can be hesitant about undertaking Corporate Social Responsibility (CSR) initiatives as they are worried it will involve a lot of work, will need to be delivered in a very formal way or that they will not have a project that will appeal to the company in question.

CSR is a straightforward, engaging and positive way for businesses to 'give back' to the rest of society and many organisations are actively looking for outlets where they can do this. A company that looks out for its local communities, its employees and their families will therefore be seen as a more progressive company to work for and do business with.

It's now unusual to see media images of a CEO presenting oversized cheques to local charities. In-kind giving is now the preferred route and the

range of assistance and activities this offers can be varied, from practical hands on support and the sharing of specialist skills, to adopting your museum or project, actively fundraising and becoming advocates for your organisation.

Many businesses, both large and small, have a CSR programme embedded in their organisation. This may entail working in a more sustainable and environmentally friendly way; some undertake to adopt a charity whilst many run an Employer Supported Volunteer scheme (ESV) where staff are encouraged and given opportunities to work outside of the workplace to deliver a range of activities and projects. Museums can be a perfect outlet for this type of scheme; they are embedded in the local community, all can benefit from extra support and they can make it very easy for businesses to achieve their CSR requirements.

Even if a business doesn't formally engage with CSR, it's still possible to enlist their help as corporate volunteers.

Employer Supported Volunteering (ESV) is one of the most effective ways for a business to help local organisations and often the staff themselves will put forward charities which are close to their hearts. By actively supporting staff to take a day or two out of the workplace each year to help these causes, businesses can see their staff gain in motivation, loyalty and professional development.

This toolkit therefore aims to encourage museums to consider introducing Corporate Social Responsibility projects and to develop meaningful and supportive relationships with local businesses and supporters.

It will provide practical guidance on how to set up a successful ESV programme and highlight case studies which the Ironbridge Gorge Museum Trust has undertaken. Further case studies are available from volunteering@ironbridge.org.uk together with details of other toolkits and sources of advice.



Employer Supported Volunteering - the Benefits

With traditional volunteering, the focus is on the individual and their needs matched to the museum's opportunities. With ESV the most successful models are when the museum's needs, the employer's CSR goals and employee motivations are met.

You need to have a clear understanding of what the company is looking for from its programme. Is it to expand its staff knowledge about the community in which it is based? Is it to bring something of value or a legacy to the community/charity? Or is it to gain public recognition for good works and

thus in turn promote the company to a potentially wider market than its current one? Having a copy of their CSR charter or agenda, talking to the main deliverer of the programme and looking at works they have done in the past with others, will help with this. If a company has a robust ESV programme in place, the staff are already motivated and committed to working with you, but this does not mean you should take them for granted. You could be working with a group of between five and one hundred people depending on the organisation. If the staff have a great experience and feel they



have done something worthwhile they will promote the work to their organisation and to others, and there will be more buy-in for them to repeat the experience.

The business benefits by:

- Broadening its CSR agenda within the local community.
- Developing its employees' skills and capabilities.
- Improving morale and motivation – leading to better staff retention.
- Enhancing the business' profile and image.
- Potential to put the project forward for local and national community and staff development awards and recognition initiatives.

The employees benefit by:

- Spending time outside their normal work environment.
- Building relationships with other colleagues and developing stronger team-working and communication skills.
- Spending time in an enriching museum environment, engaging, learning and enjoying.

The museum benefits by:

- Creating supportive partnerships, with the company and also with its workers on an individual basis.
- Gaining skills, labour and resources.
- Engagement with new audiences and encouraging wider community participation in its activities.
- Gaining the ability to perform projects and tasks quickly.

ESV works best when you have projects already identified which you can put forward for consideration by either responding to a company's request or by going out and seeking support from the business sector. Look at your business plan needs and event calendars:

Are there items that additional support could help with, and when are the times you are most busy? This could include getting ready for mail shots, getting your site ready for opening, putting new displays together, all of which could benefit from a short term injection of volunteers who could make a big impact.



The Scope of ESV in Museums



The great thing about ESV is that it's a scalable version of a well-run and resourced volunteer programme. The basics are essentially the same; you just need to factor in the company as an additional stakeholder.

The scope of projects and activities where ESV can support the museum in its aims can be divided into three areas, listed below are some examples:

1. Individual Support

- Mentoring or 1-2-1 training
- Becoming a Trustee
- Joining the regular volunteer team

2. Team Projects

- Moving museum objects or rearranging a store
- Renovations and repainting
- Gardening and landscaping
- Setting up for events
- Stewarding for events and at busy times

3. Administration or specialist support

- IT support and training
- Finance or legal assistance
- Specialist skills training or demonstration

Most ESV projects combine parts of each section; however this will depend on the company's CSR agenda and the project they choose to work on. Often a company will come in for a day to deliver one specific project or activity. If all goes well, they may come back for a new project. There is no set pattern that works for all so you will have to take time to think this through. What does your organisation need and when? Is it sustainable given the resources you have? Don't always think you have to have big projects to make it successful.

A great way to engage a business would be to combine elements of each area into one longer term goal that is delivered over a period of months. This ensures

neither the company's nor the museum's resources are overstretched, it creates a sense of ownership for the company and the volunteers and this in turn can lead to the company putting forward sponsorship for the project which is always a great help.

It's likely that some businesses will not have the staffing structure to allow employees time away from the workplace to volunteer but this should not be a barrier. It's worth considering offering opportunities outside their normal work hours. Museums are often open weekends, projects can be done in the evenings especially if it is supporting events and holiday activities – talk to the company and see if this is an option.

If you have rooms or resources you can make available consider combining a volunteer project with a business function for the company. A popular approach can be for a company to have a business meeting or training session in the morning followed by an afternoon volunteering project. Additional benefits of this can include the company ordering



refreshments for the meeting which is valuable income; you can do a welcome talk to the group and thus raise the museum's profile with all involved and it allows the company to undertake a smaller, though no less valuable session if a whole day seems too daunting for them.

Sometimes the support does not have to be physical; many businesses can put forward the following options as part of their CSR scheme:

- Donation of equipment, furniture, gifts or prizes
- Offering rooms or premises for events and meetings
- Providing materials or equipment for team projects
- Providing specialist advice over the phone or email
- Undertaking work within their own premises which can be passed onto you



Case Study: IBM Build a Sensory Garden - Coalport China Museum (March 2012)



Ironbridge Gorge Museum Trust was approached by Warwickshire based computer company IBM. A representative enquired about taking part in a voluntary project in January 2012, and they were subsequently able to offer up to 20 volunteers for an outdoor 'Sensory Garden' project the museum had been planning for Coalport China Museum.

IBM were told about the project's background. A staff member who had been tasked with brightening up a disused area at Coalport had come up with the idea of a sensory garden. This would also serve to strengthen the Museum's diversity and accessibility policies. All she needed was the labour – materials having been donated by local suppliers.

The Duty Officer at Coalport was asked to create a Risk Assessment for the task, which detailed the risks and processes involved and took into account the skills and experience of the group. Materials were delivered to create raised beds and these were built, prior to the group arriving, by the Museum's maintenance team. It soon became apparent that with only limited supervision, the group would have been capable of doing this themselves. Instead, their task was to fill the beds with compost and prepare them for planting. It was thought that this may not fill the group's day, and so a contingency task at Blists Hill was also lined up.

The group arrived at 9.30am and had a tour of the Museum. The group was

enthusiastic and happy to be out. The weather was fine with sunny spells, so perfect for an outside task. After the brief tour, the group was introduced to the site staff who gave a health and safety briefing. After this took place the group started to barrow the compost into the beds. They arranged themselves into teams of barrowers, shovellers and packers.

They worked hard and by 12.30 they had filled all four beds full of the compost. They then tidied up - an important part of the task as the Museum was open and needed to be left in good condition.

After this, the group headed up to Blists Hill where they broke for lunch. Most chose the Chip Shop or ate the packed lunch brought along with them.

After lunch, the group reconvened and spent the afternoon in the service yard at Blists Hill doing various tasks. Thankfully, the team at Blists Hill had planned some tasks and were prepared for the group.

The group worked very hard throughout the day, got tasks done quickly and efficiently and seemed to really enjoy the challenges provided.

The size of this group - 17 - was just right. Everyone was able to get involved and felt included. It was a very successful project and the garden was planted during the spring by the Museum's regular gardening volunteers.



Getting Started – a Five-Step Plan

The focus on volunteering in museums and the extent to which it is embedded in the day to day work means that in many organisations, volunteers are well managed and supported. The following five-step plan for setting up an ESV scheme just expands on the methods that these organisations use to embed volunteering in their offer.

- 1 Planning
- 2 Finding the right activity
- 3 Brokering the match
- 4 Managing the volunteers
- 5 Building long term partnerships

1. Planning

As with all volunteer projects, planning starts with communication and getting buy-in from all the relevant parties within the museum. Be clear why it's important to involve ESV in your organisation. Establish what sort of support will be needed from departments and their

staff. If you are looking to bring in an ESV project to help with a particular busy time or involved project, it is understandable that your staff may be reluctant to commit as they may assume it will be extra work for them supervising the group and getting the equipment ready. However, a couple of hours work with a large, efficient and motivated volunteer group can return many hours of completed work. Developing a well thought-out plan and ensuring everyone understands it and can see the outcomes will help dispel this fear.

ESV creates partnerships with businesses so it is important to know what parameters the museum might set as to who these businesses should be. Make absolutely sure there are no issues over ethics when choosing your partnership. Avoid companies whose values clash with the museum's or whose enterprises don't translate into meaningful ESV activities.



Sometimes your aspirations will not meet and don't be tempted to say yes just because the company has approached you. Be clear what your aims are and how you want to work from the outset; also be clear on what you need to get out of this as it's important that this is a two way process. One common trap is that you invent or escalate projects and activities to answer the company's needs and timelines. Rather than being a help, this can add to your workload and leave you with a project that is not what you wanted or needed.

It would be prudent to exploit the museum's contacts for business support before the opportunity is opened up to the wider community. This will help you trial projects and evaluate them with pre-existing supporters who will give you honest feedback. The aim should be to get companies to commit to long term CSR volunteering with you. One-off projects are great to an extent, but building a supportive, loyal relationship can help to make the offer more sustainable and rewarding.

Engagement with existing staff and volunteers about ESV is vitally important and will reinforce that the museum is looking to enhance what they already do rather than duplicating work. Asking for suggestions of areas that require extra help is an excellent way of keeping staff and existing volunteers involved. Writing up case studies and promoting works that have been undertaken will also help to showcase the benefits both internally and externally.

Making sure you have sufficient resources for the ESV projects is also a key stage of the planning process.

Resources include:

- Raw materials
- Tools
- Safety equipment
- Staff or volunteer supervision
- Meals and refreshments
- Transport
- Other support including welfare/First Aid or a site tour
- Rooms to do training/inductions in
- Back up activities in case of early finish, poor weather, large groups

Making sure all this is in place before the project is marketed to the business partner is essential. There is nothing worse than having an ESV team arrive and you are not prepared. Additionally, there are other preparations to consider before the project starts.

These might include:

- Are you insured? Does your normal volunteer insurance cover your ESV activities?
- Have you invited media or press to cover the event, and does this have the backing of the wider museum and the business?
- Is the activity fully Risk Assessed? Do the Risk Assessments take into account the different skills base of the ESV team?
- How many volunteers do you need? Can you manage and accommodate them all? Is it easier to split the project over several visits?
- Do the tasks fit the skills the volunteers are likely to possess? It's worth highlighting this to the group in advance.
- Is the project something that will build into a lasting relationship with the business?



2. Finding the right activity

Many businesses that regularly undertake ESV projects have a 'Community Notice Board' or intranet bulletin where they promote opportunities to staff about ESV projects. Others will do this more informally through staff and team meetings. If you are at the stage of sending opportunities and projects to companies, you will need to understand the following:

- What are the employees likely to engage with? Do they want to do the same as their everyday work, or something completely different?
- Do they want to attend in their workplace teams, or on an individual basis?
- Can they attend during normal opening times or are there alternatives they can consider?

- If staff are allowed just one day out volunteering, can you guarantee a one-day project that will fulfil and engage them? Will it have a tangible outcome?

Some activities might fit well into the company's CSR agenda, so it is worth finding out a bit about what their core themes are. If there is a big drive on the environment, a nature trail project will help support this. If it is about helping educational projects, then mentoring or helping with school visits will be more appropriate.

Take note of the required skills for the project and make sure these are communicated, along with any specific clothing or tools needed. Bear in mind you might have to be very specific about these as 'wet weather gear' might mean an umbrella to some staff, or full

waterproofs for others – don't leave it to chance and risk the volunteers getting wet or being unprepared!

Try to include a variety of tasks in the project, as this is likely to attract a broader range of volunteers and the desired outcome will more likely be reached. Asking for just one specific skill will put more staff off. Don't underestimate what people are happy to get involved in. A company full of IT workers will probably love the opportunity to paint picket fences, working outdoors chatting to visitors and challenging each other to see who can paint the most. Equally they may be happy to update your collections database, something they can do quickly and easily whilst enjoying having different information to work with.

Always draw up the project properly. Whilst it is common to give less formal instructions to your own volunteers, ESV volunteers will be used to more rigid plans. Make sure everyone knows what shape the tasks will take, and at what point they can consider them 'done'.

Know who you are working with. A group of professionals will quickly organise themselves and set about a task in a structured way which may mean they finish it quickly or to a higher level than you were expecting. Have additional activities on hand so they are kept busy; they have given up valuable time to be with you so don't waste it.

Equally you need to recognise that some team members will be out of their comfort zone. Whoever is supervising the team needs to be available, give clear direction and make sure all involved are confident with the task they have been assigned.

If you have asked the group to evaluate something such as a museum activity or display, they will give you honest feedback. Be prepared for this as being defensive or difficult about the feedback negates the request you put forward. If based on their feedback you implement changes and improvements, make sure you follow this up by informing the company as they will want to know they had a positive impact.

It is also highly advisable to have back-up plans, as the weather conditions may drive you all indoors, the team turns up in smaller numbers than you were expecting or the work gets finished too quickly.



Finally, and most importantly, make sure the project or activity answers a genuine need. There is no point in getting in an ESV group just for the sake of it. ESV projects work best when the need is apparent, and the outcome of the activity visibly responds to it. This provides a fulfilling and motivating experience for the volunteers and business.

3. Brokering the match

An early decision about ESV is which businesses to approach. Just as with regular volunteers, properly brokering this match is vitally important. Reasons for businesses to become a partner include:

- They have strong local connections, some of which you share.
- They have links with your museum or share some key values.
- Employees and their families have an affinity towards your museum.
- They have a history of helping causes like yours, or have done similar work to that you need doing.
- They have the types of resources, specialist skills or surplus materials that you can make good use of.

'Business in the Community' (www.bitc.org.uk) will be able to provide lists of many of the companies in the UK that undertake ESV. Most companies and businesses that have CSR schemes also give them prominence in their marketing and on their websites. They also tend to have the resources to have a nominated employee looking after the initiative, so there is usually someone to help. They are your best ally in developing new ideas and approaches so build a relationship with them at the outset.

Don't forget your own organisation when brokering this match. Not everything has to be a big project or bring in big numbers to assist you. Smaller projects work well too.

4. Managing the volunteers

Keeping the volunteers motivated should form the core of your volunteer management plan. Key to this is providing worthwhile and meaningful tasks that are suitable for the skills of the group, timed to fit the planned session, and properly defined. Work with the team to agree an action plan and clarify details





like time commitment and what support they might need. To motivate teams, choose activities that might involve:

- Meeting a challenge
- Team building
- Creative activities
- Quirky or unusual projects
- The opportunity to fully finish the project
- Unique opportunities

Meeting certain business needs might mean drawing up role descriptions. Discuss this with the project leader, who will help identify whether there are specific skills the team members are expected to hone during the activities. If there is time, it might be appropriate to include an introduction/welcome talk that outlines your expectations and allows you to answer any questions they may have.

Most employees are familiar with carrying out instructions but be mindful that these

should be more formal than with regular volunteers. Breaking down large groups into smaller teams will also help manage them. It also avoids the opportunity for individuals to get distracted or sit on the sidelines.

Larger teams, whilst they have the capability to do more work in a shorter space of time, require more management and resources. On the day try to ensure everyone stays focused on the task and work with the team leaders and supervisors who will know the workers involved. Let them manage the team so you can be looking ahead to make sure everything is where you need it to be and you can be free for problem solving. If a whole organisation has come out make sure you give them access to telephones and email so they can touch base with the company periodically. Don't underestimate how much time it takes to move large groups across sites, how



long refreshment breaks can take and how long it can take to set up. Look at your timetable and review it throughout the day. Keep in close contact with the supervisors to ensure they maintain momentum and to avoid overburdening the group.

Other points to anticipate include:

- Ensuring all Risk Assessments are in place and available for reference, and recognising the potential for a different approach to risk from the business.
- Providing supervisory and welfare support from the museum.

- Agreeing who does what/who supplies what.
- Having a back-up plan in case of bad weather/lack of resources/participant absence.
- Providing a warm welcome, introduction to the museum including orientation and accommodation, and outlining the tasks for the day.
- Being able to say goodbye and thank you. Concluding the day properly will help ensure the team and the business maintain their partnership with the museum.
- Distributing volunteer opportunities and museum publicity as this is a golden opportunity to increase your audience and your regular volunteer capacity.

5. Building long term partnerships

It is advisable to maintain regular contact with the business throughout the project duration, just in case the offer needs to be adapted, delayed or cancelled altogether. Businesses' communication methods and management structures often differ from those of museums, and any deviation from the plan requires careful negotiation. Establishing how this works will be key to maintaining channels of open dialogue.

Once the business has completed a few projects with the museum, it should be clear to both parties where the benefits lie, and what potential can be gained by further participation. At this stage it will be simple to expand the partnership, either through broadening the types of project offered, or by increasing the numbers of staff taking part.

Making visible the work they do plays a crucial role in the business's CSR agenda. Utilise the museum's social media channels, web space, or internal

publications, and share this with the business. Encourage feedback from the employees themselves, and make this available to museum peers and colleagues – they will be motivated to provide support for future projects. There are other good ways the museum can strengthen the partnership, including:

- Writing (and publicising) a blog on the projects, including lots of photos.
- Arranging an event to formally thank the business, or inviting the employees to a museum event and thanking them there.
- Publicly acknowledging the contribution in local or national press and media.
- Sending the employees updates on how the project has progressed

since their last visit, and highlighting upcoming opportunities.

- Installing a photo-wall or other lasting record of the partnership – inviting the employees to share their memories and photographs of their visit and encouraging them to keep it updated.
- Looking at awards or recognition schemes you can both apply for.

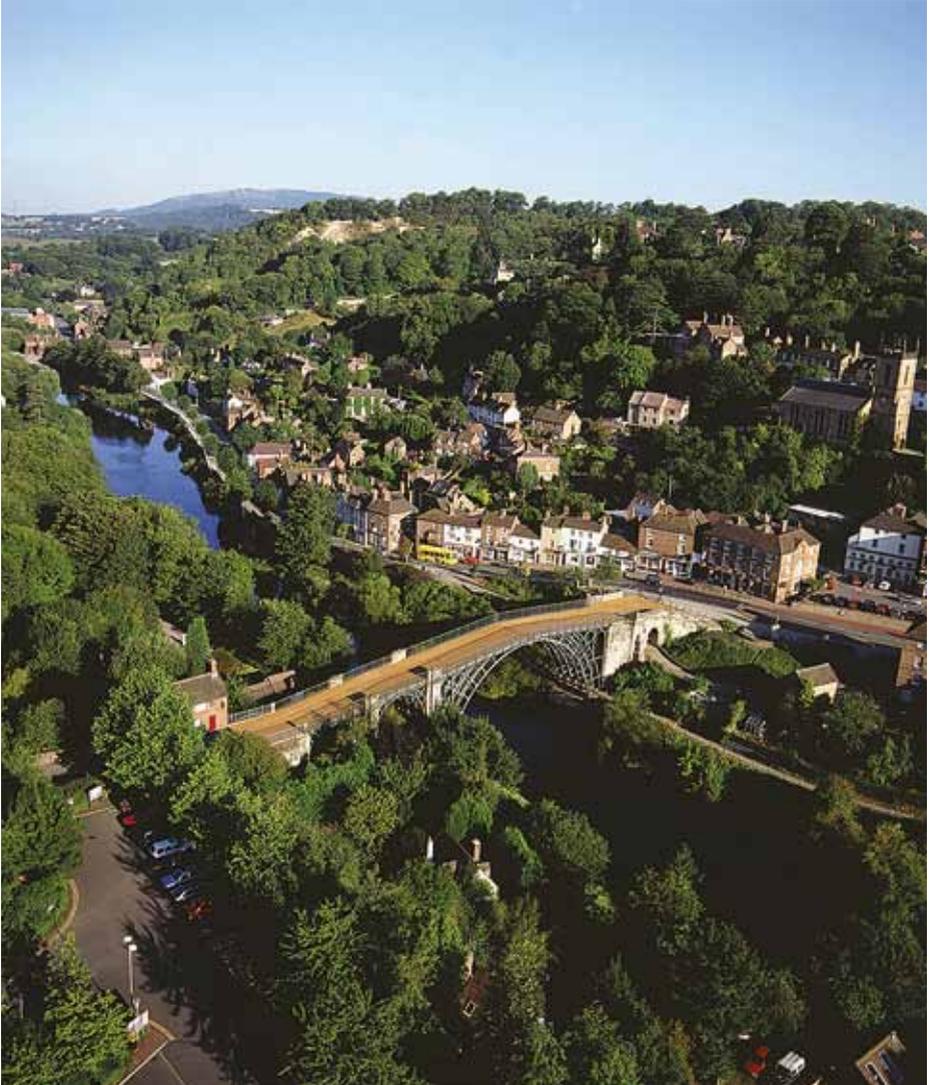
There might come a time where the types of project offered no longer fulfil the CSR aims within the business, and this is perfectly normal. Be prepared to think creatively and dynamically about what else the business can offer, and look to different areas of the museum that might benefit. Switch the activity (listed on page 8) to engage different employees or branches of the business if necessary.



Case Study: Capgemini volunteers test a new Museum App (2015)

In September 2013, Ironbridge Gorge Museum Trust was awarded funding from Biffa (an Environmental and Recycling company) to develop a mobile app to highlight the many listed buildings and monuments throughout the World

Heritage Site that lay outside the confines of the Museum. A brief was agreed for the app for the 'Monument Trail' in 2014 that included informing the users of useful local information, orientation around the trail, and the ability to be updateable





over the period of its use. Staff time to test and evaluate it was at a premium, and it was decided that outside and independent help was needed to fully test the app.

Capgemini were approached as an existing CSR partner and also as a leading IT company that was likely to have tech-savvy employee-volunteers. In June 2015, six volunteers from Capgemini's GEN Delivery Group arrived at Coalbrookdale dressed for the outdoors ready to test the app on their phones and tablets.

The team of GEN volunteers consisted of Ben, Phil, Chris, Adam, Darren and Craig. Using both Android and iOS Smartphone and tablets, the team started to test various attributes of the app including overall useability, ease of navigation, and download times for information screens.

The team split off in different directions, trekking around Ironbridge as their smart devices interacted with BLE

Bluetooth beacons. This interaction enabled the teams to access information about the monuments and museums on their devices, as well as providing a useful navigation tool.

After three hours of exploration, the team regrouped and participated in a focus group with Sarah Hall, Sales Director for Bronze Labs, and Paul Gossage, Head of Marketing & PR for Ironbridge Gorge Museum Trust.

Paul was very positive about the GEN team's input. He said: *"The feedback you gave us was just what we needed and it has given us some clear direction as to what we need to do to get this version live and which possible enhancements we'll need for future editions."*

Speaking about the experience, GEN Team Leader Ben said: *"This was a great team volunteering opportunity that gave us all the chance to work together on something a little different, as well as supporting the local community."*

Following the feedback from the testers, improvements were made and the app went 'live' a few weeks later. The fact that the testers were both independent of the Museum, and technically expert, made the exercise more than worthwhile: Using such expertise – where the testers were able to communicate their feedback in very technical terms to the developers – moved the project on in a way and at a pace the Museum and its own staff and volunteers would have really struggled to do. The internal case study written by Capgemini was sent out to over 3000 employees across the business and has since encouraged many more to choose Ironbridge Gorge Museum for their ESV projects.

Useful Tips

Audience Development and Museum Learning

Gains for the wider museum are well within reach: By including a tour of the museum, some relevant museum learning can be embedded in the day - ask a curator to lead the tour and their passion will really help fuel the activities later on.

Throughout the activity, continually bringing the focus back to the museum's core values will really start to cement the relationship between the volunteers and the museum: You stand to fulfill Audience Development goals for the museum too if the volunteers return with their families as enthusiastic visitors: Can you offer them reduced price tickets?

Many companies' CSR agendas focus on education and learning; it's a persuasive hook when trying to set up new partnerships. Make sure you know your educational visits facts and figures and any awards you have won for your educational activities as these will help sell you as a viable outlet for the company.

Charging Models

Some larger companies encourage employee fundraising, then match-fund their total to a specified limit (often between £10 and £30 per employee). It might now be possible to fully fund a project AND enable the employee volunteers to deliver it. It is well worth exploring but keep in mind there are limits to the income - better to save the initiative for a big project rather than exploit a few pounds here and there and risk 'fundraising fatigue' amongst their staff.

Pro Bono

One of the most common ways that museums have engaged with CSR has been to benefit from pro bono specialist help. For example, a local printing company might offer to print volunteer newsletters for free. Whilst limited in its scope, this type of CSR engagement can be of immense benefit to smaller museums or those that are run independently. It is also a good way to get smaller local companies involved who maybe don't have the workforce to release for ESV projects, or who may be less likely to undertake physical tasks, for example.

Meeting business needs

Turning an activity into a challenge can develop team-building and leadership skills, and staying dynamic and creative with the outcomes keeps energy for the project high. Always plan skill-building projects and activities around the business's needs and discuss this in advance with their team manager. If required, offer facilities for some classroom-based inductions. Some learning and skill-building activities require formal evaluations on the museum's part, so be prepared for this; draw up a form in advance and design it to fulfil your own evaluation needs too.

Plan B

Invariably, you will find one project or activity that doesn't run to plan. Sometimes it will be the weather, or other natural forces. Or maybe the business has a last-minute operational need and can't attend. Whatever the reason, having a back-up plan is essential. Try and keep it similar in form to the original, so the

volunteers are still capable of achieving its goal. If your original plan is weather dependent, your Plan B shouldn't be. If you need exactly 12 attendees, your Plan B should work with fewer. It's even worth having smaller projects on hand in case the team finish early. Keeping them occupied and fulfilled is vitally important if you expect to welcome them back!

Balancing needs

With regular museum volunteering, we often talk about balancing the needs of the individual volunteer with the needs of the museum – but with ESV we must add the needs of the business. The complex relationship between all three elements needs to be fine-tuned so each can gain the maximum from the activity. This doesn't happen overnight and will need adjustments as you go on; be prepared!

The museum has specific needs – these are usually larger projects or events that can't be done by the regular volunteer (or staff) teams. As with all volunteer activities, it's really important to make sure these are genuine and obvious needs, and have the resources and support from all internal stakeholders.

The business needs to fulfil its wider CSR agenda, and with ESV this will be more than just letting the staff out for a day – they need to come back fulfilled, enthused and ideally with newly acquired skills. The business will also want positive media coverage of the event – it's yet another way of publicising their CSR efforts.

The employee volunteers must have a rewarding time. Just as regular volunteers are best motivated when they've done something fulfilling, so employee volunteers are too – only in this case they'll be motivated to return next year, or better still, write a glowing report for

their many colleagues to read that will encourage more participation. For many though, just being out of the normal work environment is motivation enough.

It is vitally important to put yourself in the shoes of each type of employee attending an ESV day. Just like your regular volunteers, tuning into their motivations is key to providing a rewarding experience. But the motivations for ESV volunteers usually concern doing something completely different from normal, and sometimes with colleagues they've never met. Getting their hands, faces and old clothes dirty seems to appeal to more people than you'd imagine!

Teams of employees engaged with ESV projects can have a broad range of practical skills. Occasionally, you'll get an ex-carpenter or builder, and they suddenly find themselves in charge of their colleagues owing to their technical prowess. Managing this can be tricky, so it's definitely worth asking in advance what skills the volunteers can bring to the project. If there is an opportunity, map your project details on a matrix that indicates what skill development the volunteers might expect, but include a comprehensive description (with competencies) of the roles involved – that way the volunteers can choose a project they'll get the most out of. You will find of course that some companies will want to add the element of surprise to their ESV days, in which case you'll need to dream up projects with a variety of roles, competencies and outcomes!

Volunteers will enjoy being part of a project that their company has exclusive ownership of, so make sure if you're engaging several companies, or several departments from one company, that they don't get mixed up. An overall theme, such as improved horticultural

facilities, will enable you to plan lots of sub-projects for one particular company, each of which is manageable in terms of resources. At the conclusion of the project, the company will feel like it's made a valid contribution, and each employee will feel proud of their individual efforts.

Developing Advocates

All museums need advocates and a well-planned and well delivered ESV project can deliver this. By developing

a great supportive relationship you can call upon the company and its workers for other support such as garnering votes for awards and competitions, promotional work and attending museum opening events; some may even go on to purchase membership schemes or book your facilities for events and training. You never know where it can all lead.



Links and further information

The Volunteering Department at Ironbridge Gorge Museum Trust has been engaging with ESV since 2008 and has a wealth of case studies, hints and tips, and other information. There are also some really useful online resources we have used and these are listed below:

Guides for employers and businesses:

Employee Volunteering – A Guide for Employers: This is a really comprehensive guide for employers that sets out the case for taking part in ESV. Published by ENEI (Employer's Network for Equality and Inclusion).

<http://tinyurl.com/hm96ou9>

More than CV Points – The benefits of Employee Volunteering for Businesses and Individuals: A series of papers outlining the different themes businesses can explore when undertaking ESV.

<http://tinyurl.com/znehuhu>

Employer Supported Volunteering – an Employer's Guide: Like its sister booklet, this is an easy to follow guide for businesses to engage with the Charity Sector with ESV.

<http://tinyurl.com/jku2qg4>

A series of web guides setting out the business case for ESV – especially useful for museums to take to potential partners as support for their involvement.

<http://tinyurl.com/hns03wm>

Employer Supported Volunteering – a Guide for Community/Voluntary Groups: A brief toolkit for Community groups to get the best from ESV.

<http://tinyurl.com/jrzqj35>

Caring Companies: Engagement in employer-supported volunteering:

A brief overview of statistics and research that is useful for museums to draw up an ESV programme.

<http://tinyurl.com/j362eub>

CSR and ESV Research, Reports and Surveys:

Volunteering to Learn: Employee development through community action: An in-depth and recent study about the educational and personal development benefits for employees who undertake ESV.

<http://tinyurl.com/kfyzvyk>

Corporate Volunteering – Where are We Now?: The report of a 2012 survey carried out by Corporate Volunteering Network with UK national charities which benchmarks current activity.

<http://tinyurl.com/zbyoj48>

Volunteering is the Business – Employers' and employees' attitudes to workplace based volunteering:

A comprehensive study on ESV from the perspective of employees and their employers.

<http://tinyurl.com/zos9nkj>

A portal for Business in the Community and how to broker ESV.

<http://tinyurl.com/zjvun8k>

For further information and advice, please email us using volunteering@ironbridge.org.uk

Case Study: Winning Awards in Partnership (2010)



Winning smiles, left to right: Colin Tweedy (Arts & Business Chief Executive), Lucy Andrews-Mannion (Ironbridge Gorge Museum Trust's Volunteer Officer), Rebecca Plant (Capgemini), Ian Grewcock (Business Link) and Bob Warman (ITV Central).
October 2010

An innovative partnership between Telford-based employees of Capgemini and Ironbridge Gorge Museum Trust has been recognised with a top Midlands award for the Arts.

Birmingham Town Hall hosted the Jaguar Land Rover Awards for Arts & Business 2010 where Capgemini volunteer Rebecca Plant and Ironbridge Gorge Museum Trust's Volunteer Officer Lucy Andrews-Mannion accepted the People Development Award.

The award forges a strong link between Capgemini and Ironbridge Gorge Museum Trust and recognises how

they are developing employees through innovative volunteering initiatives such as Operation Collections Move (the audit and cataloguing of museum artefacts). Steve Miller CEO Ironbridge Gorge Museum Trust said: *"It's fantastic that our unique partnership with Capgemini has been recognised by the Arts and Business Awards judges. It proves that volunteering is not only of huge benefit to a charity or Museum but it also helps develop the individual who gives up their time."*

Our partnership with Capgemini goes beyond its support as volunteers; it has also supported our World Heritage Site

Festival and offers a great deal of advice and support. We are now looking at ways how the two organisations can work together to achieve their respective business and charitable aims.”

A specially commissioned piece of hand blown contemporary glass – which will be on display at both Capgemini and Ironbridge Gorge Museum Trust locations – was presented by veteran ITV Midlands television anchor man Bob Warman.

“It’s well-earned recognition for the partnership which was formed to create team-building opportunities for Capgemini employees, assist a local charity and support the volunteering aspects of our community programme,” said Capgemini UK Sustainability Board Member Simon Short.

Ironbridge Gorge Museum Trust formed a partnership with Aspire to create team-building opportunities for Capgemini people. Through Operation Collections Move, a large team of Capgemini employees helped audit and catalogue various museum artefacts, many of which have been re-displayed in Canal Street – part of a £12 million development at Blists Hill Victorian Town. Capgemini colleagues also provided fresh thinking, new ideas and specialist skills to improve the Ironbridge Gorge World Heritage Festival, such as enabling communication between schools in different World Heritage Sites across the globe through existing technologies. One result has been increased requests for volunteering activity.



This Toolkit has been generously funded by



More information can be found on the website at

www.ironbridge.org.uk

Or you can call the Volunteer Centre on 01952 601044
or email the team at volunteering@ironbridge.org.uk



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