

Introduction to Service Enterprise

American Pets Alive

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What is a Service Enterprise?

An organization that **fundamentally leverages volunteers** and their skills to achieve its social mission.



**POINTS
OF LIGHT**
SERVICE ENTERPRISE



Goal of the Service Enterprise Program:

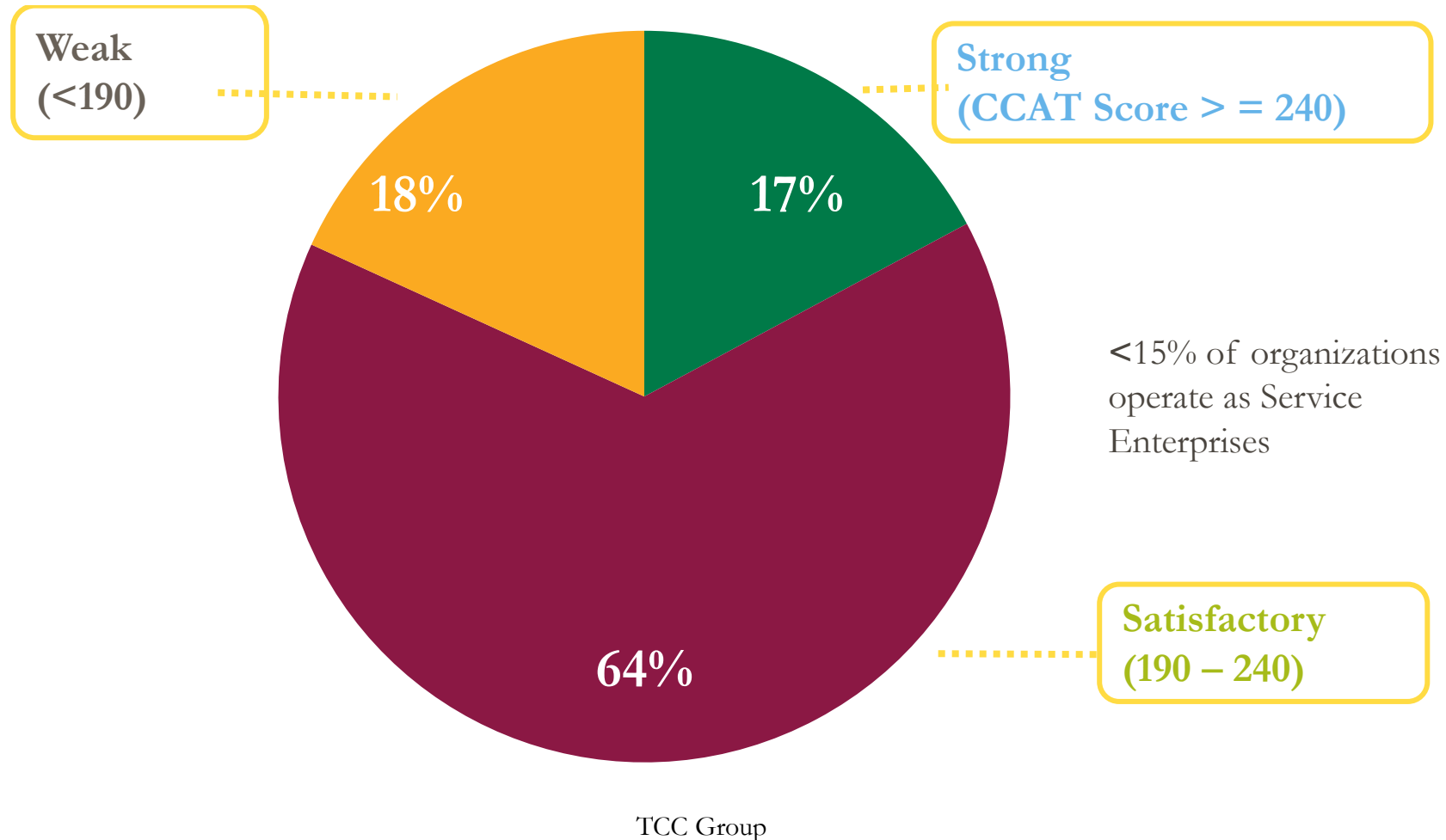
To **strengthen the capacity** of organizations to **strategically and effectively engage volunteers** to address organizational and community needs.



**POINTS
OF LIGHT**
SERVICE ENTERPRISE

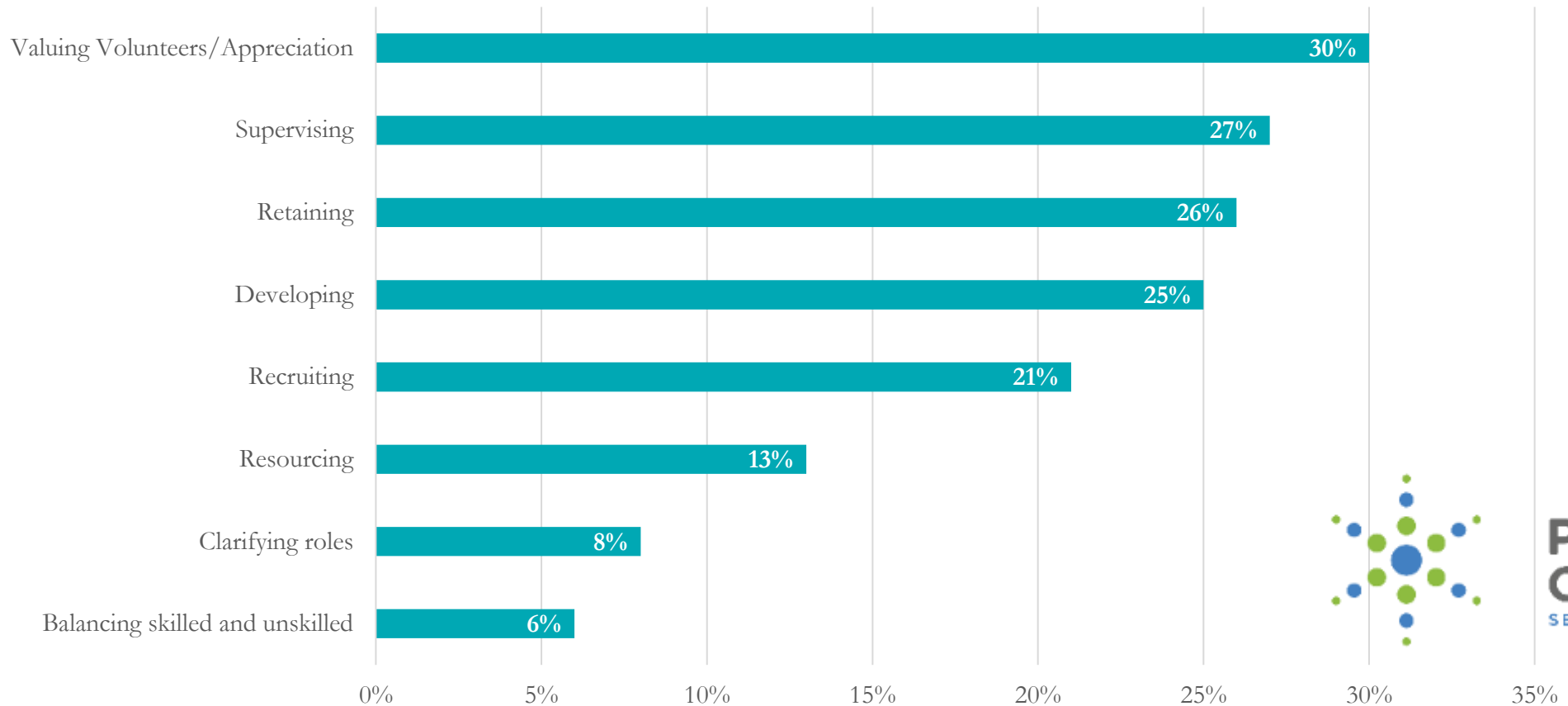
2009 Research

% of Nonprofits by CCAT Volunteer Management Score Category



Volunteer Management Practices

This chart shows the percentage of CEOs who rated their organizations as “effective” at each of these elements of volunteer management.



**POINTS
OF LIGHT**
SERVICE ENTERPRISE

Key Findings

All organizational capacities are **significantly and markedly stronger** for nonprofits with a strong volunteer management model.

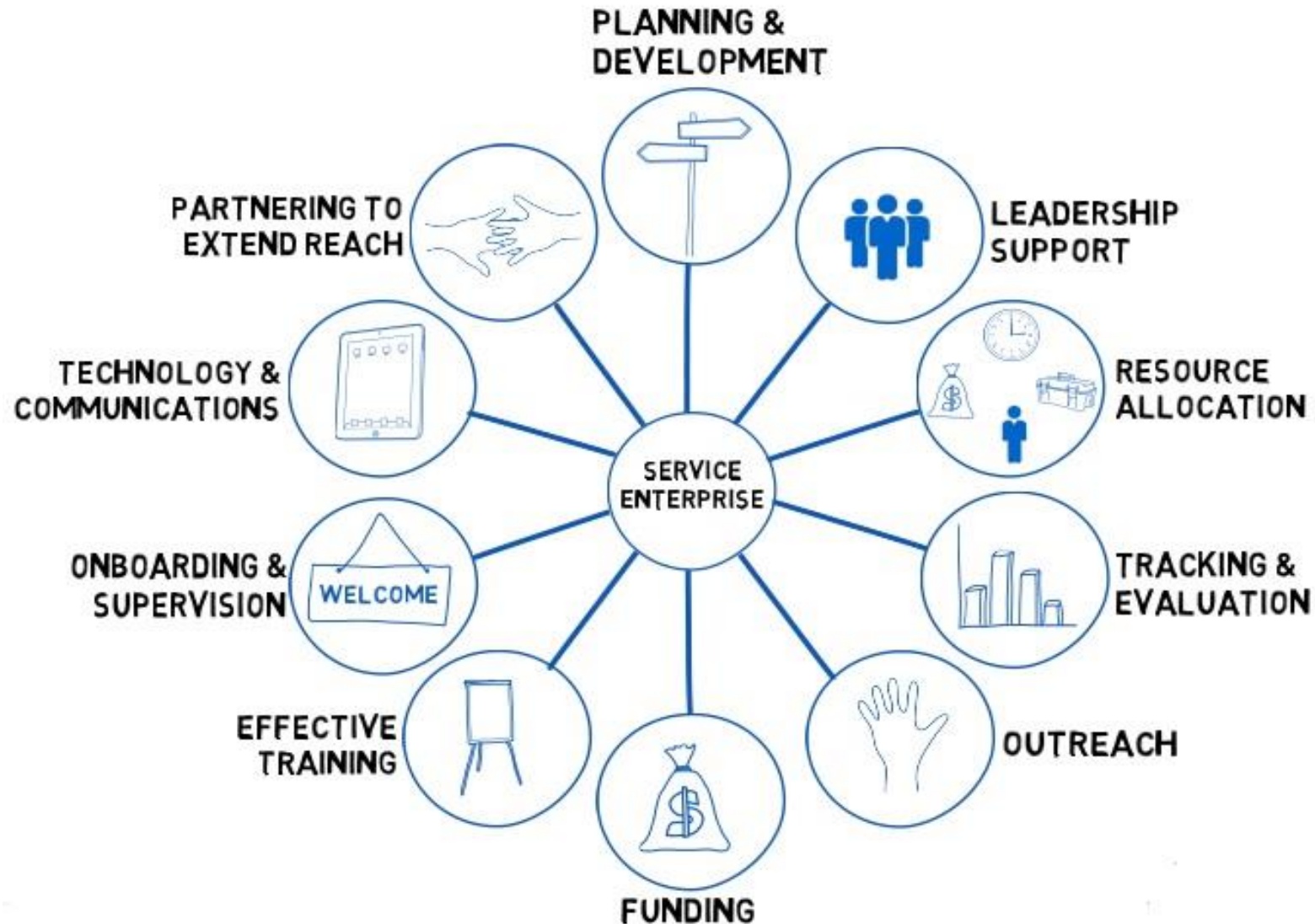
When organizations **engage and manage any number of volunteers well**, they are significantly better led and managed.

Service Enterprises not only lead and manage better, they are significantly more **adaptable, sustainable and capable of going to scale**.

Operating as a Service Enterprise requires strong and well-developed **human resources management practices**.

Organizations that engage volunteers are equally as effective as their peers without volunteers, but at **almost half the median budget**.

Service Enterprise Characteristics



2016 Impact Study



An average SE certified organization received:

- 23% increase in volunteers annually
- 2,700 more hours of donated time from the new volunteers, equivalent to 1.5 FTEs worth of labor
- \$63K in valued labor from the additional volunteer hours

Taysia Blue Rescue

We have been able to increase the number of dogs we are saving from area shelters by 78% because we are more effectively engaging volunteers and being efficient with our resources. We have not increased the number of Foster volunteers, but instead reduced the time the dog remains in our care. All this through defined roles and efficient processes we are able to get them in to homes quicker and save more lives.

— Jackie Roach



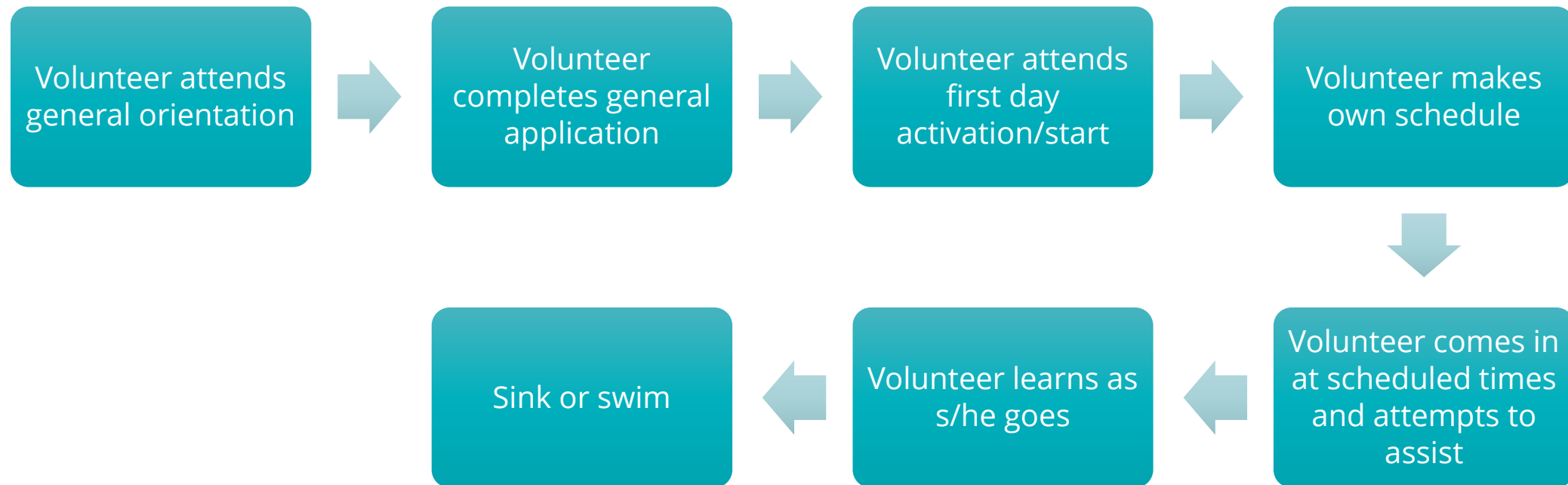
Process Analysis



Activity: Process Mapping

- Map the "as-is" state of your organization's onboarding and supervision process for volunteers – or another process of your choice.
- Identify what needs to change.
- Map the process in its "to-be" state.
- Identify how you may need to adapt current volunteer engagement practices such as recruitment and training to fit a Service Enterprise model.

Process Analysis: Example



Process Analysis: Example — Gaps

No formal interview
or application

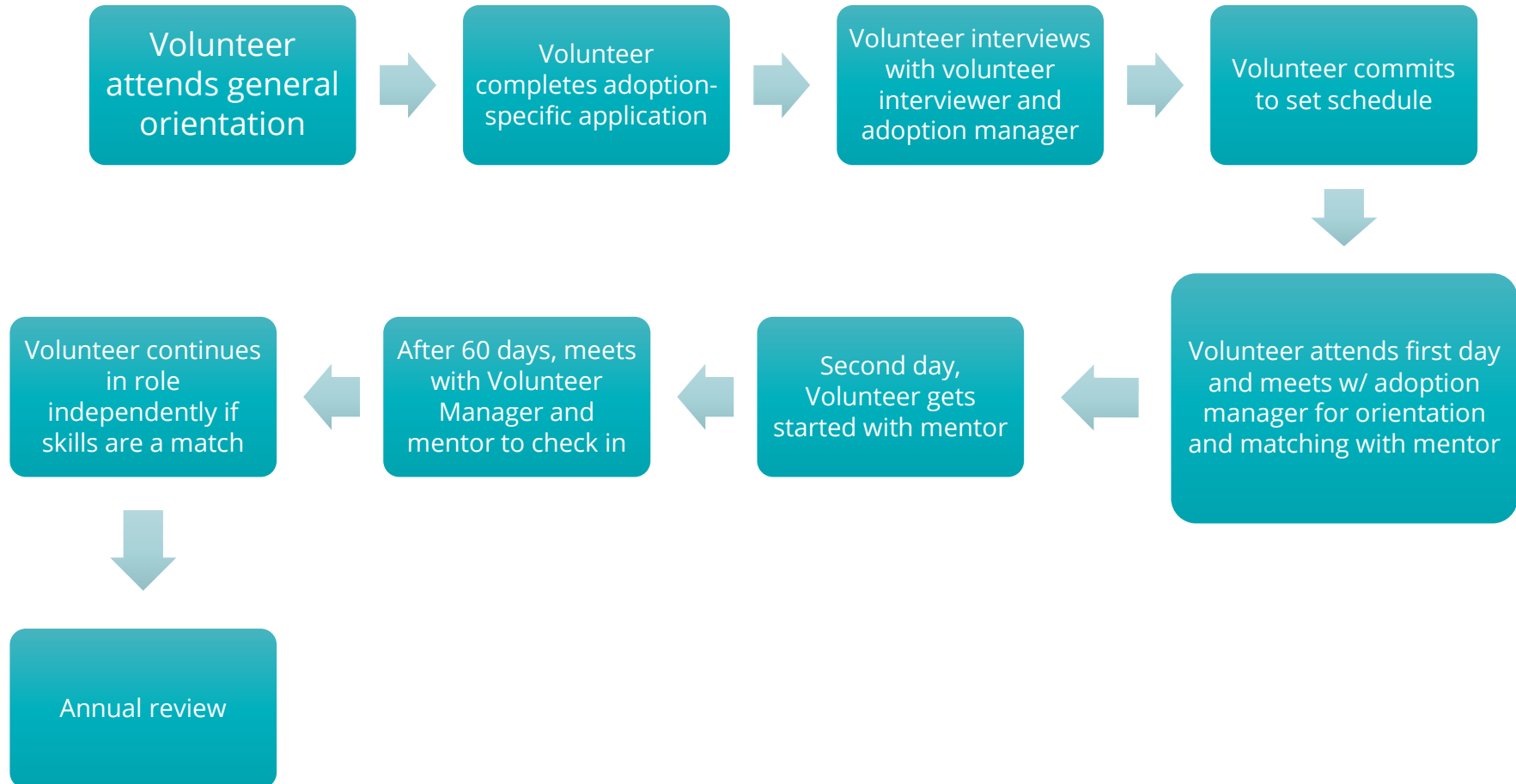
No skills match

No consistent
schedule

Low retention

Volunteers don't do
actual adoptions

Process Analysis: Example —To-Be



Elements of Service Enterprise Certification

Orientation – introduction and preparation for diagnostic

Service Enterprise Diagnostic (SED) –online, research-based assessment

SED Debrief Meeting – review of SED results and introduction to the Action and Certification Plan.

Service Enterprise Training – seven 2-hour virtual trainings

Coaching – five one-hour coaching sessions to implement action plan

Service Enterprise Certification – a virtual site visit and review of certification portfolio

Expectations for Service Enterprise Certification

Online application

Establish a team

2-hour orientation

Complete the SED

2-hour SED debrief

Seven 2-hour virtual
training sessions

Five hour-long
coaching sessions

Prepare the
certification portfolio
and participate in the 2-
hour virtual site visit

Commitment to
continuous
improvement

Benefits of Service Enterprise Training & Certification

Research-based program to transform your organization

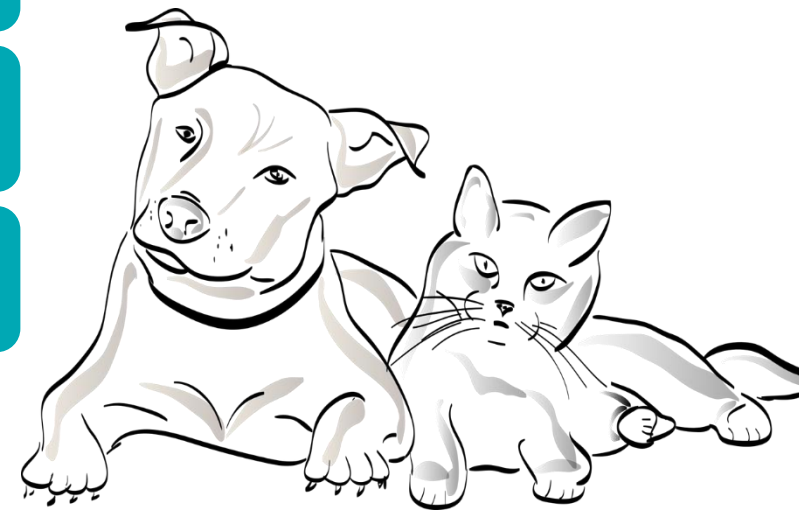
A **diagnostic evaluation** of current engagement practices and recommendations for improvement

16 hours of training

5 hours of individualized coaching

Access to volunteer engagement **networks and resources**

Increased capacity



Estimated Investment

Number of Organizations in Cohort	Cost Per Organization
1	\$6,825.00
5	\$3,525.00
7	\$3,275.00
10	\$3,100.00



Proposed Timeline

Timeline Based on 12-month process	Task
January/February	Organizations selected for participation
February/March	Online applications completed
February/March	Service Enterprise Teams formed
March	2-hour Orientation Session completed
March/April	Service Enterprise Diagnostic (SED) completed by each team
April/May/June	Seven 2-hour training sessions completed
July – December	Five 1-hour coaching sessions per team completed
December /January	2-hour Virtual Site Visit completed
January/February 2023	Recommendation for certification submitted
February 2023	Certification completed



Discussion



Thank you.

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