

Common Indicators for Measuring the Business Impact of Corporate Community Involvement

Group experiencing the outcome	Business impact being measured	Common or standard indicator*
Employees (or subset)	Employee engagement	<p>Ask the “participant” group of employees and the “non-participant” group of employees, or the participant group pre and post, This question: <i>I am motivated to go above and beyond what my job requires to help this company succeed</i> (1-5 scale: 1=strongly disagree, 2=disagree, 3=somewhat agree, 4=agree, 5=strongly agree)</p> <p>Adapted from questions used by Modern Survey, Gallup and other research organizations.</p>
	Employee morale/satisfaction	<p>Ask the “participant” group of employees and the “non-participant” group of employees, or the participant group pre and post, five survey questions that collectively measure morale/satisfaction (generate one composite score by respondent by averaging all five responses): <i>How much do you agree or disagree with each statement below?</i></p> <ol style="list-style-type: none"> 1. <i>Generally speaking, I am very satisfied with this job.</i> 2. <i>I rarely think of quitting this job</i> 3. <i>I am generally satisfied with the kind of work I do in this job.</i> 4. <i>Most people on this job are very satisfied with the job</i> 5. <i>People on this job often hardly ever think of quitting</i> <p>(1-7 scale: 1 -Disagree strongly, 2- Disagree, 3-Disagree slightly, 4- Neutral, 5-Agree slightly, 6- Agree, 7-Agree strongly)</p> <p>Adapted from the General Job Satisfaction Scale (GJS) from Job Diagnostic Survey (JDS), which has been used extensively in academia, government and business for over 30 years.</p>
	Employee organizational pride	<p>Ask the “participant” group of employees and the “non-participant” group of employees, or the participant group pre and post: <i>I am proud to be working for my employer.</i> (1-4 scale: 1=strongly agree, 2=agree, 3=disagree, 4=strongly disagree, not applicable.)</p> <p>National Institute for Occupational Safety and Health (NIOSH).</p> <p>Used in NIOSH’s Quality of Work Module in the General Social Survey conducted by the National Opinion Research Center. This</p>

* Most of these indicators (typically survey questions) need to be asked of a participant group and a “non-participant” group. However, this is often more easily accomplished by administering the indicator survey question(s) in this table to a large group that has sufficient number of both participant and “non-participant” group members (e.g., a sample of 5,000 customers) and including a question in the survey that distinguishes the participant from the control group. For example, a survey of customers might ask about their loyalty to the company and have a separate question on their knowledge of the EVP program that separates the participant group from the “non-participant” group.

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		item can be compared to a U.S. national sample using publicly available government data.
	Employee organizational commitment	<p>Ask the “participant” group of employees and the “non-participant” group of employees, or the participant group pre and post, fifteen survey questions that collectively measure commitment (generate one composite score by respondent by averaging all fifteen responses): <i>How much do you agree or disagree with each statement below?</i></p> <ol style="list-style-type: none"> 1. I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful. 2. I talk up this organization to my friends as a great organization to work for. 3. I feel a lot of loyalty to this organization. 4. I would accept almost any type of job assignment in order to keep working for this organization. 5. I find that my values and the organization’s values are very similar. 6. I am proud to tell others that I am part of this organization. 7. I could not do as well by working for a different organization even if the type of work was similar. 8. This organization really inspires the very best in me in the way of job performance. 9. It would take significant change in my present circumstances to cause me to leave this organization. 10. I am extremely glad that I chose this organization to work for over others I was considering at the time I joined. 11. There’s much to be gained by sticking with this organization indefinitely. 12. I never or rarely disagree with this organization’s policies on important matters relating to its employees. 13. I really care about the fate of this organization. 14. For me this is the best of all possible organizations for which to work. 15. Deciding to work for this organization was definitely a good decision on my part. <p>(1-7 scale: 1-strongly disagree, 2-moderately disagree, 3-slightly disagree, 4-neither disagree nor agree, 5-slightly agree, 6-moderately agree, 7-strongly agree)</p> <p>Adapted from a the Organizational Commitment Questionnaire (OQC) originally developed by academics (Dubin, Mowday, Porter, Smith, Steers and others, 1970's) and that has since been used hundreds of times and validated many times, including several times recently.</p>
	Employee productivity	<p>Invite supervisors to complete a survey with two questions:</p> <p><i>Do any employees who report to you [describe employee involvement in the EVP program that constitutes the "participant" group]? (scale: no / not that I know of; yes [ask how many]; not sure).</i></p> <p><i>How would you rate the productivity of the first employee who reports to you who [description of their involvement in the EVP program] (5-point scale: significantly above average, somewhat above average,</i></p>

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		<p><i>average, somewhat below average, significantly below average).</i></p> <p>[Repeat the above question for the second employee who reports to them and is in the EVP program participant group, third employee, etc., as necessary so that you have asked about each, per their answer to the first question]</p> <p>Adapted from a question used by Corporate Citizenship.</p>
	Corporate reputation (internal)	<p>Ask the “participant” group of employees and the “non-participant” group of employees, or the participant group pre and post: <i>What is your overall opinion of your company</i> (4-point scale: very favorable, mostly favorable, mostly unfavorable, very unfavorable)</p> <p>Adapted from a survey question used by the Pew Research Center for the People and Press in national studies.</p>
	Employee retention	<p>Retention is best measured directly by calculating the percentage of EVP participant group employees and of “non-participant” group employees who started the year who are still employed at the end of the year (although you might want to modify to only capture voluntary leaves versus fired or laid off employees). To measure current retention, obtain two similar lists of employees from a year ago (ideally, each with at least 500 employees): one list has a random selection of employees in the participant group and the other is random selection of employees that are not in the participant group (“non-participant” group). Then determine the percentage of employees in each group who are still employed. This is the retention rate for participant and “non-participant” group.</p> <p>If the above is not possible, you can also measure intent to turnover by asking the “participant” group of employees and the “non-participant” group of employees, or the participant group pre and post, two survey questions that collectively measure retention (generate one composite score by respondent by averaging both of their responses): <i>Here are some statements about you and your job. How much do you agree or disagree with each?</i></p> <ul style="list-style-type: none"> <i>I will probably look for a new job in the next year</i> <i>I often think about quitting</i> <p>(1-7 scale: 1=strongly disagree, 2=disagree, 3=slightly disagree, 4=neither agree nor disagree, 5=slightly agree, 6=agree, 7= strongly agree.)</p> <p>Adapted from the Michigan Organizational Assessment Questionnaire (MOAQ) in Assessing organizational change: A guide to methods, measures, and practices, by Cammann, Fichman, Jenkins and Klesh, 1983.</p> <p>Applied in dozens of academic studies and business contexts since 1975, including several in the last three years.</p>
	Employee skills	Administer to the “participant” group of employees and to the “non-participant” group of employees, or the participant group pre and post

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		a commonly used skills test. For example, IBM applied a standard cultural competency / diversity test to employees who participated in the Corporate Service Corps pre and post.
	Team effectiveness	<p>Ask the “participant” group of employees and the “non-participant” group of employees, or the participant group pre and post: <i>The people I work with can be relied on when I need help.</i> (1-4 scale: 1=strongly agree, 2=agree, 3=disagree, 4=strongly disagree, not applicable.)</p> <p>Used in the National Institute for National Occupational Safety and Health's (NIOSH's) Quality of Work Module in the General Social Survey conducted by the National Opinion Research Center and in several academic studies. Responses can be compared to a U.S. national sample using publicly available government data.</p>
	Management-employees relations	<p>Ask the “participant” group of employees and the “non-participant” group of employees, or the participant group pre and post: <i>In general, how would you describe relations in your work place between management and employees?</i> (1-5 scale: 1=very good, 2=quite good, 3=neither good nor bad, 4=quite bad, 5=very bad.)</p> <p>Adapted from a question used in the National Institute for National Occupational Safety and Health's (NIOSH/s) Quality of Work Module in the General Social Survey conducted by the National Opinion Research Center and in several academic studies. Responses can be compared to a U.S. national sample using publicly available government data.</p>
	Workplace culture	<p>Ask the “participant” group of employees and the “non-participant” group of employees, or the participant group pre and post, four survey questions that collectively measure culture (generate one composite score by respondent by averaging all four of their responses):</p> <ol style="list-style-type: none"> 1. <i>How often do you get information about what is going on in other parts of your facility?</i> 2. <i>How much do you enjoy doing your daily work activities?</i> 3. <i>How much do other staff you work with give their best effort?</i> 4. <i>How much does the administration ask for your ideas when decisions are being made?</i> <p>(1-5 scale: 1- not at all, 2 [no anchor], 3 - some, 4 [no anchor], 5 - always)</p> <p>Adapted from the LEAP Leadership Behaviors and Organizational Climate Survey (Organizational Climate subscale)</p>
Media	Clips ("stories" covering the company -- news items, feature stories, guest editorials, reviews, roundup stories, buyer's guides, etc.)	Track number of stories that are about the EVP program and would likely not have been written were it not for the EVP program

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	Positive clips	Track number of positive stories that are about the EVP program and would likely not have been written were it not for the EVP program
	Impressions (stories multiplied by circulation/viewership)	Track number of stories that are about the EVP program and would likely not have been written were it not for the EVP program and multiply these by their circulation (that outlet's listenership, viewership, audience, or number of subscribers or members)
	Positive impressions	Track number of positive stories that are about the EVP program and would likely not have been written were it not for the EVP program and multiply these by their circulation (that outlet's listenership, viewership, audience, or number of subscribers or members)
	Facebook fans, Twitter followers and other "followers"	Track number of followers to your company's EVP facebook page, blog, tweet, etc.
External stakeholders: Business partners, clients/consumers/customers, investors, neighbors, potential workforce, public in general and regulators	Brand awareness This indicator applies to: <input type="checkbox"/> Business partners <input checked="" type="checkbox"/> Clients/consumers/customers <input checked="" type="checkbox"/> Investors <input type="checkbox"/> Neighbors <input type="checkbox"/> Potential workforce <input checked="" type="checkbox"/> Public at large <input type="checkbox"/> Regulators	Ask the "participant" group of external stakeholders and the "non-participant" group of external stakeholders, or the participant group pre and post: <i>How familiar are you with [company name]? (Scale: I've never heard of them; I've heard of them, but never buy their products; I buy their products occasionally; I buy their products on a regular basis)</i> From formsite.com, a vendor that has conducted market research for dozens of Fortune 500 companies.
	Loyalty This indicator applies to: <input checked="" type="checkbox"/> Business partners <input checked="" type="checkbox"/> Clients/consumers/customers <input checked="" type="checkbox"/> Investors <input type="checkbox"/> Neighbors <input type="checkbox"/> Potential workforce <input checked="" type="checkbox"/> Public at large <input type="checkbox"/> Regulators	Ask the "participant" group of external stakeholders and the "non-participant" group of external stakeholders, or the participant group pre and post: <i>How likely is it that you would recommend our company to a friend or colleague?</i> (1-10 scale: 1=not likely at all, 5=neutral, 10=extremely likely) From Reichheld, Frederick F., "The One Number You Need to Grow" in <i>Harvard Business Review</i> , Dec. 1, 2003. In 2003, Harvard Business Review hailed this question as a valid indicator of sales growth and introduced it into the business vernacular. It has been administered extensively in academia and business, including to American Airlines, AOL, Earthlink, Hertz and Southwest Airlines customers.
	Reputation This indicator applies to: <input checked="" type="checkbox"/> Business partners <input checked="" type="checkbox"/> Clients/consumers/customers <input checked="" type="checkbox"/> Investors <input checked="" type="checkbox"/> Neighbors <input type="checkbox"/> Potential workforce	Ask the "participant" group of external stakeholders and the "non-participant" group of external stakeholders, or the participant group pre and post: <i>What is your overall opinion of [company name]?</i> (4-point scale: very favorable, mostly favorable, mostly unfavorable, very unfavorable) Adapted from a survey question used by the Pew Research Center for the People and Press in national studies.

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	<input checked="" type="checkbox"/> Public at large <input type="checkbox"/> Regulators	
	Sales This indicator applies to: <input type="checkbox"/> Business partners <input checked="" type="checkbox"/> Clients/consumers/customers <input type="checkbox"/> Investors <input type="checkbox"/> Neighbors <input type="checkbox"/> Potential workforce <input checked="" type="checkbox"/> Public at large <input type="checkbox"/> Regulators	Compare sales volume in a participant group (e.g., a location where the EVP program is in effect) and “non-participant” group (a location where it is not in effect) or in the participant group pre and post. For example, Best Buy used this pre/post methodology to estimate the sales lift of a holiday cause marketing campaign by comparing sales in the holiday season of the cause marketing campaign to the prior holiday season adjusted for change in economic conditions.
	Willingness to allow company to conduct business (license to operate)	Ask the “participant” group of external stakeholders and the “non-participant” group of external stakeholders, or the participant group pre and post: <i>Do you support [company name] opening a [store, plant or other] in [location]? (1-4 scale: 1- strongly support, 2-somewhat support, 3-somewhat oppose, 4-strongly oppose)</i> Source: Several universities and newspapers have used this question, including Quinnipiac University regarding a Walmart store in New York City in 2006.

Note: Some indicators might be copyright protected.