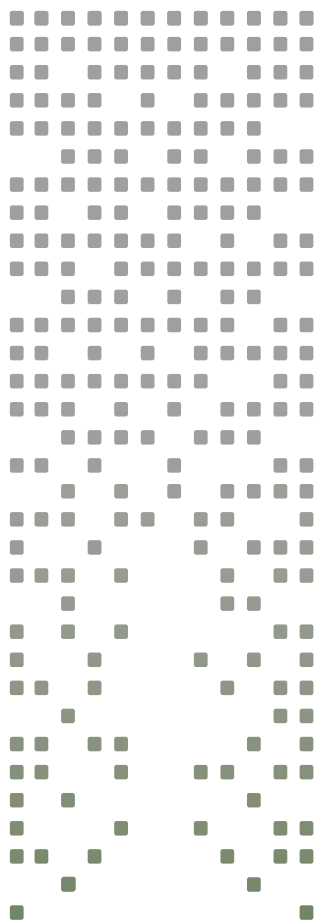


‘Do Well, Do Good’

China’s New Wave of Business Volunteers

JA China White Paper



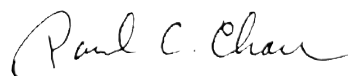
Foreword

Since its founding in 1993, Junior Achievement China has witnessed the development of corporate social responsibility and the growth of a culture of volunteerism in China. Starting out with just a few volunteers in 2001, over the course of ten years JA China programs have expanded to involve over 25,000 volunteers. This group of business volunteers actively gives back to the community, and is developing a global vision for Chinese talent to contribute to the economy. When I share this vision with hundreds of JA colleagues from all over the world, they are always inspired.

Participating in volunteer services and giving back to society is a demonstration of individual leadership. It is also a symbol of the advancement of a civilized nation. Business volunteers are therefore building our society's core values. Understanding their outlook on life, their values and interests, their passions, motivations, and expectations, is of tremendous benefit to non-profit organizations, businesses and the government. Only through understanding them, can we serve them better. Only through knowing them, can we create a platform that allows them to better achieve their own personal growth, to give back to the community, and to contribute to China's economic development.

On behalf of the JA China Board of Directors, I would like to thank all the business volunteers involved with JA for their sustained commitment. We are all grateful for your contributions and proud of your growth. I would also like to thank all of JA China's partners, including businesses, non-profit organizations and government bureaus. I give special thanks to the American Chamber of Commerce in Shanghai and the Shanghai Communist Youth League, our partners who supported the launch event of this White Paper.

I offer my sincere congratulations for the publication of this report.



Paul Chou
President and Chairman
Junior Achievement China

Foreword by AmCham Shanghai

Standards for corporate social responsibility (CSR) are emerging rapidly in China. In this early stage of CSR development, corporate volunteerism plays a critical role as the most effective way to bring major stakeholders together—including employees, communities, schools, government and non-profit organizations. Corporate volunteerism creates opportunities for companies to work with stakeholders to address challenging social and economic issues which cannot be easily handled by any single entity. The American Chamber of Commerce in Shanghai (AmCham Shanghai) is deeply committed to supporting corporate volunteer efforts in China. Since 2002, AmCham Shanghai has actively led the development of corporate volunteer efforts in Shanghai by:

- Promoting community outreach as a focus area of AmCham Shanghai's CSR programs
- Facilitating corporate volunteer projects in and around Shanghai
- Drafting best practices and implementation guidelines for corporate volunteer programs
- Developing the Make a Difference Corporate Volunteer Alliance to increase the number and quality of corporate volunteers in Shanghai

Through these efforts we have witnessed first-hand the rapid expansion of corporate volunteerism in China. A growing number of companies have started volunteer programs. Many have also developed a volunteer strategy and formal or informal structures to make corporate volunteer programs sustainable.

Non-profit organizations (NPOs/NGOs) have played an essential role in shaping corporate volunteerism in China. Junior Achievement China (JA) has run corporate volunteer programs in mainland China for almost 20 years. JA has supported program development and played a leading role in research on corporate volunteerism in China. This report is an example of JA's thought leadership. The White Paper provides a fuller picture of Chinese corporate volunteers' backgrounds, motivations, expectations and skills.

We would like to express thanks to JA for developing this survey. We hope that this White Paper will inspire stakeholders to join forces and further promote corporate volunteerism in China.



Brenda Lei Foster
President

The American Chamber of Commerce in Shanghai

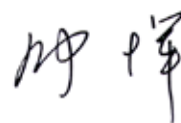
Foreword by CYL Shanghai

The rapid emergence of volunteering is a remarkable phenomenon to have developed over the last 20 years in China. China's huge economic and social change has given birth to this flourishing new group of business volunteers. Through taking part in volunteering, young people have taken on leadership roles and have become more creative and engaged citizens. This has enhanced the level of civility in society and promoted the modernization of societal values.

Over the years, young volunteers have primarily participated in large, group-based activities like assisting in running major events or competitions. The success of events such as the Beijing Olympics or the Shanghai World Expo inspired the participation of volunteers from all walks of life. It is especially gratifying to see more and more citizens, particularly white-collar workers, proactively engaging with their communities, using their skills to find innovative solutions to societal problems, redressing the regional economic imbalances in China, and promoting the integration of social groups.

Volunteer activities have evolved gradually from their more traditional beginnings to their current more mature and socialized form. Alongside that evolution, volunteering has become increasingly prevalent in society. This White Paper clearly describes this exciting development of corporate voluntary action, and provides useful observations on the sustainable development of business volunteerism in China.

While fulfilling their civic responsibility, companies should encourage and coordinate corporate volunteering activities from a strategic perspective. We remain very optimistic that volunteer services and corporate social responsibility can continue to become integrated. We are convinced that through steadfast dedication to partnerships between non-profit organizations and the private sector, business volunteerism can flourish in the future.



Yun Zhang

Director

Shanghai Communist Youth League, Volunteer Work Department

Acknowledgements

Junior Achievement China (JA China) would like to thank all the volunteers who participated in this White Paper's online surveys, with special thanks to those who participated in the focus group discussions. We would also like to extend our gratitude to the corporate social responsibility (CSR) staff of the American Chamber of Commerce in Shanghai as well as the CSR staff of our other private sector partners, who provided us with background ideas and information regarding business volunteerism.

This White Paper was launched on December 1, 2011 in Shanghai, China. We would like to extend our special thanks to our two partners for the Paper's launch event, the American Chamber of Commerce in Shanghai and the Shanghai Communist Youth League.

This White Paper has been compiled by the JA China Research and Publishing Center. Unless otherwise stated, all opinions that are expressed herein are those of JA China.

■ Table of Contents

1	1. Executive Summary
4	2. Survey Methodology
10	3. Key Findings
10	3.1 Key Finding One: Pursuit of self-actualization motivates volunteering more than altruism
	3.1.1 Self-interested, but not selfish
	3.1.2 Personal development goals are key
	3.1.3 The 'Triple Win' concept
	<i>China's Post-80s generation: a powerful force in volunteerism</i>
17	3.2 Key Finding Two: Volunteers select opportunities based on personal values
	3.2.1 Personal and organizational value alignment as a motivator
	3.2.2 The shifting goals and motivations of business volunteers
22	3.3 Key Finding Three: Volunteers use business thinking and methodologies to tackle social problems
	3.3.1 The application of business methodologies in volunteer activities
	3.3.2 Volunteers' expectations towards non-profit organizations
	3.3.3 The drive for flexibility and customization

32	3.4 Key Finding Four: Company encouragement is a critical factor in volunteer involvement <ul style="list-style-type: none">3.4.1 Corporate culture's key role in volunteerism and corporate social responsibility3.4.2 The top-down/bottom-up relationship
37	3.5 Key Finding Five: Volunteers are 'pragmatic optimists' <ul style="list-style-type: none">3.5.1 Business volunteers' concerns for societal problems3.5.2 Business volunteers' 'pragmatic optimism' towards volunteerism and CSR in China3.5.3 Business volunteers' role in the development of CSR in China<ul style="list-style-type: none"><i>Sichuan earthquake: a watershed moment in China's volunteerism culture</i>
46	4. Conclusion
47	5. Recommendations <ul style="list-style-type: none">5.1 Recommendations for public policy-makers5.2 Recommendations for businesses5.3 Recommendations for volunteer service organizations
	Bibliography
	Index of Figures
	About JA China

1. Executive Summary

Since economic reform and opening began, China has experienced 30 years of rapid economic growth, the last ten of which have seen a swift development in corporate social responsibility. One of the most distinctive achievements of this growth in corporate social responsibility has been a surge in business volunteerism. The active participation and success of this new group of business volunteers is a significant factor in the potential development of philanthropy in Chinese businesses and society.

Currently, there is a very limited understanding of this unique group of business volunteers and their role in building a civil society in China. Through increasing our awareness of business volunteers and listening and responding to the group's needs, the private sector, government, volunteer service organizations, and wider society can support them in becoming a dynamic new driver for corporate social responsibility. They then have the potential to form a positive, far-reaching, and constructive force for the continuing development of a volunteerism culture and for the construction of a harmonious society.

Due to the lack of literature related to business volunteerism in China, JA China began research on this White Paper in the second half of 2010. Rigorous research methods were used to establish the paper's core data, based on empirical findings obtained from two surveys of business volunteers and several focus group discussions, carried out by JA China from March to September, 2011. The research found that while participating in volunteer service activities, this group of business volunteers demonstrates a distinctive set of values, skills, and behavioral characteristics. Accordingly, the five principal findings listed below constitute this report's core content.

1. Business volunteers are driven predominantly by their goals regarding self-actualization and personal development more than a sense of selflessness or altruism:

Volunteering is more the means rather than the end to the business volunteers' personal development goals. Most volunteers wanted to participate in volunteering not just to help others, but also to achieve self-actualization. In general, these volunteers have largely satisfied their physiological and material needs, and so turn to volunteering to increase self-esteem, create social impact, and expand their social networks.

2. Identifying with the mission and values of a volunteer activity is a major factor that motivates business volunteer choices:

Volunteers actively seek opportunities that incorporate values consistent with their own. Not only is this a key factor motivating their choice of volunteering activities, it also helps them to achieve their personal goals and mission, and helps to establish a long-term commitment to volunteerism and to voluntary service organizations.

3. Business volunteers apply business methodologies to initiate innovations in volunteering activities: Most volunteers will use business thinking and methodologies acquired through their work experience to improve on and initiate innovations in the volunteer programs. They uphold the same expectations towards the volunteering organization as they would towards the private sector and will use business practices and approaches to solve problems that they encounter during volunteering activities.

4. Company encouragement remains a critical factor in prompting business

employees to undertake volunteer work: Although some business volunteers will take initiative to seek out volunteering opportunities, others require an initial push from their company. At the same time, the active participation of employees in volunteering activities will have positive implications for building a volunteerism culture within an organization.

5. Business volunteers take a 'pragmatic optimist' perspective toward volunteerism and CSR: Business volunteers are optimistic about the prospects of CSR and volunteerism in China. They use pragmatic strategies to approach problems and believe that through their own efforts, they can make a direct contribution to improving Chinese society. They possess a moderate outlook characterized by pragmatism and optimism.

JA China has witnessed the growth of this group of business volunteers, from its very beginnings to its current state as a major movement demonstrating greater self-awareness and initiative. Through more than ten years successfully implementing a variety of volunteer activities, JA China now involves nearly 10,000 volunteers annually in its programs. This White Paper is based on the research conducted through two online surveys and focus group discussions as well as JA China's operational experience. This report offers specific and targeted recommendations for policy-makers, businesses and volunteer service organizations. This paper also explores the innovative path of development of business volunteerism, thus preparing us for the future challenges and innovations of civil society in China.

2. Survey Methodology

2.1 Objectives and methodology

The objective of this research was to gain a comprehensive understanding of the attributes, behavior, and motivations of business volunteers in China and how these different aspects relate to organizational incentives, in order to promote increased volunteerism and improved development of corporate social responsibility.

JA China conducted an exhaustive quantitative and qualitative analysis of data from two online surveys and several focus group discussions across China. In addition, we combined this with our own experience and knowledge gained through working extensively with business volunteers for the last ten years. The outcome is an objective examination and evaluation of the values and behavioral characteristics of the business volunteers targeted by the research.

Survey questionnaire

The two surveys were compiled independently by the JA China Research and Publishing Center and involved volunteers from the following cities: Beijing, Shanghai, Guangzhou, Chengdu, Tianjin, and Hangzhou.

The questionnaire was divided into the following four main sections:

- 1) The volunteer's personal background, type of employer and volunteering history;
- 2) The volunteer's motivations and goals for being involved in volunteering activities;
- 3) The volunteer's expectations and demands for being involved in volunteering activities and strategies used during the activities;
- 4) The volunteer's comments on the incentives and trends for businesses' involvement in the development of CSR in China.

Survey process

Phase One:

In order to ensure the accuracy of the questionnaire, we conducted a pilot study. A questionnaire was sent to a randomly selected group of 20 business volunteers. The group completed the questionnaire and then made suggestions as to the format and content of the survey. We then adapted the questionnaire based on their recommendations.

Phase Two:

The first survey was conducted throughout March, 2011. 15,000 surveys were issued. Of that, a total of 1,485 valid questionnaires were returned, from which, 1,044 questionnaires were completed in full.

Phase Three:

Following the completion of the survey, key findings were discussed, and key themes were established to guide city-wide focus group discussions that were held in Beijing, Shanghai, Guangzhou and Chengdu. These were held at JA's offices in each city, and involved a total of 30 JA volunteers. Their main purpose was to verify the accuracy of the online survey, gain a deeper understanding of volunteers' opinions regarding key issues, and to gather further constructive recommendations from the volunteers.

Phase Four:

The second survey was sent in September, 2011 and 9,972 questionnaires were issued. We received a total of 1,006 valid questionnaires returned, of which 924 were completed in full.

At the completion of phase four, all data was analyzed and then tabulated. Due to rounding, some figures do not equate perfectly.

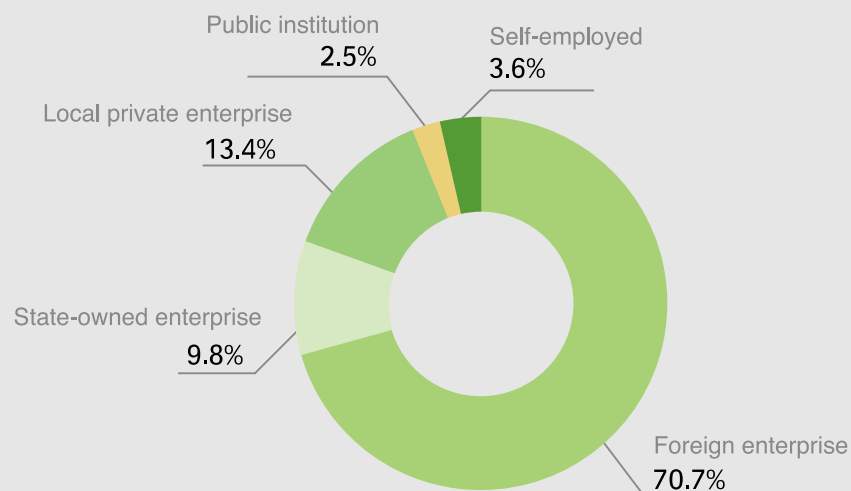
The figures in the text do not distinguish which survey result they represent. The following figures represent the first survey: 2, 3, 4, 7, 9, 10, 15, and 17. The following figures represent the second survey: 1, 5, 8, 12, 13, 14, 16, 18, 19, 20, 21, 22, 24, 25, 26, and 27.

All individual information and feedback from the surveys was kept strictly confidential.

2.2 Who are the subjects of the survey and why do they matter?

The subjects of the survey are business volunteers who have participated in JA China's volunteering activities across the country. The data shows that 70.7% of volunteers who participated in the survey were from foreign enterprises, primarily Chinese offices of multinational companies (MNCs). 9.8% of respondents came from state-owned enterprises (SOEs), 13.4% were from local Chinese private enterprises and 3.6% were self-employed. A small proportion of those surveyed were from public institutions (2.5%).

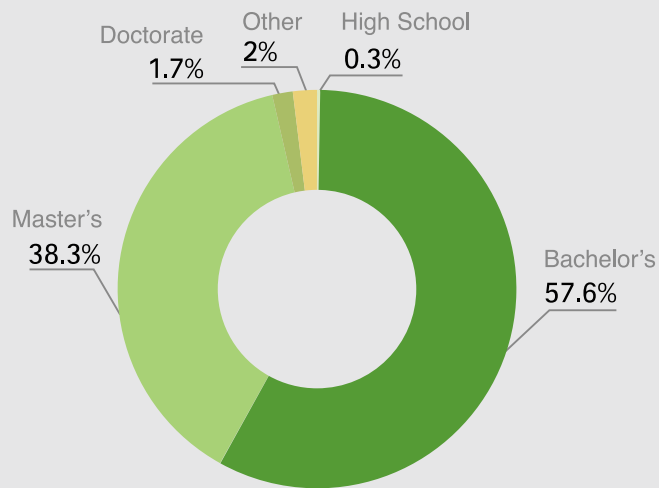
Figure 1. Volunteers' type of employer



Respondents were evenly split by gender, with 48.5% male and 50.9% female. While a large number of ages were represented, volunteers tended to be younger. 52.1% of volunteers were between 21 and 30 years old, while 40.8% were between 31 and 40.

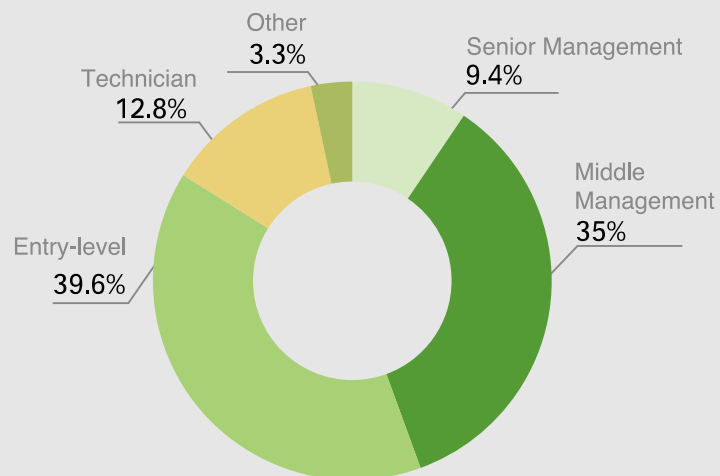
In terms of education level, 57.6% held Bachelor's degrees, while a further 38.3% had Master's degrees.

Figure 2. Volunteers' level of education



Volunteers came from a wide range of job types, including general management, human resources, marketing and public relations. In terms of their level of seniority, 39.6% were entry-level employees, while 35% were mid-level and 9.4% held senior ranks.

Figure 3. Volunteers' job level



Business volunteers are largely white-collar professionals, who, given their growing number and influence, have the potential to play a vitally important role in the country's social development. They are, in essence, key cogs within Chinese society: they drive economic development through their skills and experience in the workplace as well as through their growing purchasing power as consumers. Effectively harnessing this group's collective abilities and resources will allow businesses to retain talent and improve their performance. On a wider scale, they can help the country to make the strides necessary towards realizing its development goals.

In general, business volunteers have a strong awareness for modern business principles that can be used to promote public interest objectives. Throughout the entire process of selecting, implementing, and then evaluating volunteering projects, they place a strong emphasis on efficiency and effectiveness. They are greatly concerned with solving domestic problems while at the same time they are ambitious for establishing a global vision and developing their own world-class competitiveness. Today, more and more volunteer activities are incorporated into businesses' corporate social responsibility strategies. It follows therefore that understanding the attitudes and behavioral characteristics of this group will be of great benefit to companies, non-profit organizations, and governments as they formulate their own policies and strategies.¹

¹ See below for further reference:

Christian Herzig, "Corporate Volunteering in Germany: Survey and Empirical Evidence," University of Lueneburg Center for Sustainability Management, January, 2004, accessed November 4, 2011, http://www2.leuphana.de/umanagement/csm/content/nama/downloads/download_publicationen/50-4downloadversion.pdf.

Lee Louise, "Employee Volunteering - more than good feelings," *The Australian Journal of Volunteering*, 6 (2007): 31-39.

Darren Quirk, "Corporate Volunteering: The Potential and the Way Forward," The Wellington Volunteer Centre, May, 1998, accessed November 4, 2011, <http://www.ozvpm.com/resourcebank/documents/CO48-CorporateVolunteering-the-potentialandthewayforwardDarrenQuirk.doc>.

Business volunteers and 'shi' (士)

A JA China volunteer posted the following on the Sina Weibo microblogging website:

"In China, it is the country's professional managerial class which is most likely to become today's 'shi': economically independent, professional in character (if they develop a sense of social compassion and conduct themselves in the interest of the people), they could indeed become the new 'elite.'"

In Chinese society, 'shi' is not a status that is derived from one's lineage, power or wealth, but rather it derives from professional knowledge and skills and by virtue of being a guardian of traditional values. Traced back as far as the 2nd century BCE, the specific role of the 'shi' has shifted over the centuries, but the essence has been characterized throughout by their elite status, their ability to influence society and their general skill and wisdom.

For contemporary China, the concept of the professional manager-styled 'shi' invokes the idea of a new class of enlightened community leaders who possess the education, skills and personal character to play a driving role in fostering positive social growth. In many ways, business volunteers exemplify this rapidly emerging, high-potential group within the Chinese social strata.

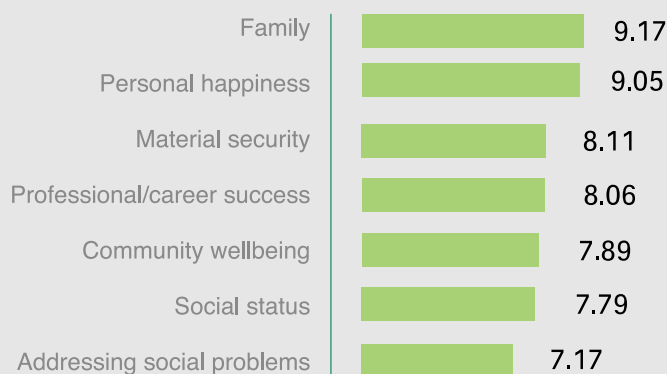
3. Key Findings

3.1 Key Finding One: Pursuit of self-actualization motivates volunteering more than altruism

3.1.1 Self-interested, but not selfish

For most business volunteers, the primary motivation in participating in volunteer activities was to achieve personal development while helping others. This is reflected in the survey data which shows that business volunteers prioritize issues such as family welfare, personal well-being, physical security and the importance of business success higher than they prioritize social issues. This set of priorities closely follows Maslow's Hierarchy of Needs. Similarly, as the Confucian quote says: "To govern the country and bring peace to all, one should first be able to govern one's family; to govern one's family successfully, one should first learn to govern oneself." (修身 齐家 治国 平天下) In this context, business volunteers prioritize their own personal lives and loved ones before social issues.

Figure 4. How important do you consider the following personal values?
(Please give a score out of 10. 1 being 'not important' and 10 being 'extremely important.')

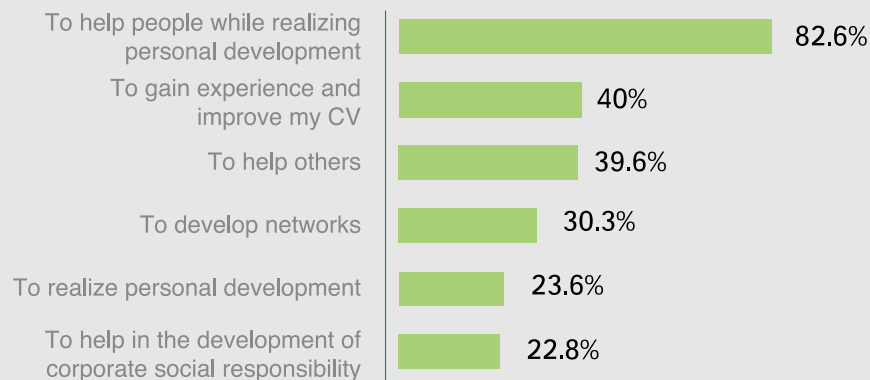


3.1.2 Personal development goals are key

Historically, volunteerism in China has been associated with heroes who demonstrate extraordinary levels of altruism beyond that of ordinary citizens. However, business volunteers have proven to their peers that one need not be a self-sacrificing hero in order to contribute to social progress. These professionals participate in volunteer activities as a natural progression of their own goals of achieving self-actualization and increasing their personal impact on society. Social contribution, therefore, is not the end in itself, but rather the means for them to accomplish such goals.

The results of the business volunteer survey show that 82.6% of respondents felt that in the process of helping others, they can also achieve personal development. 40% of respondents indicated that they participated in volunteering activities in order to bolster their CV and enrich their social experience. A further 30.3% of respondents stated that their participation in volunteer activities was carried out with the aim of developing networks. This shows that in the process of helping others, business volunteers pursue a range of personal goals beyond just altruism.

Figure 5. What is your motivation for becoming a volunteer?
(can select more than one)



3.1.3 The 'Triple Win' concept

Many volunteers believe that participating in volunteer work can benefit all the parties involved, as they can all learn from one another. In this sense, not only do the recipients accrue benefits, but the volunteers themselves and the companies they work for all benefit as well, hence a 'Triple Win.' Many see volunteering as a positive sum situation, allowing for mutual benefits for the parties involved. Trained to look for 'win-win' options in the workplace, volunteers frequently spoke of this 'Triple Win' volunteerism.

"When I participate in these activities, not only am I able to help others, but at the same time I can learn many things myself, including from the students themselves. The rewards far exceed the investment."

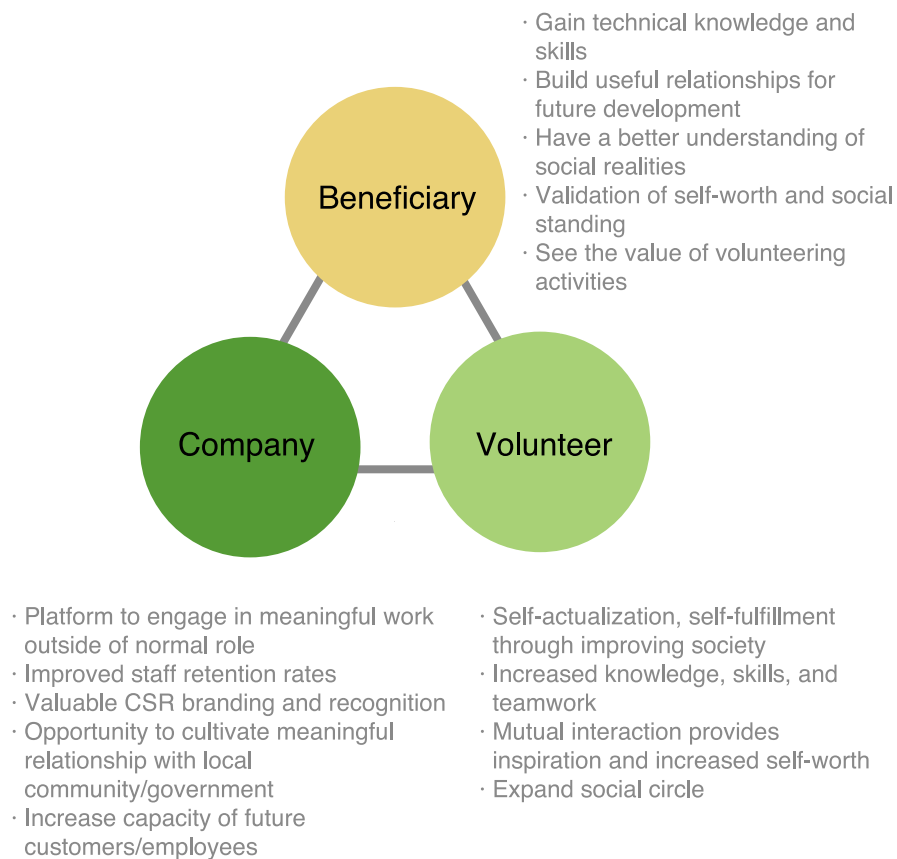
"I believe that one great benefit of doing volunteer work is that I can expand my social circle and I can interact with other volunteers who come from different sectors than my own. I can learn from them as well, to improve myself and to supplement my own areas of weakness. I think that ultimately this is the greatest benefit of volunteering."

"When you help others, in fact the greatest benefit is to yourself. Suddenly you find that your own world is so different. From this platform, you can share commonalities with everyone."

The 'Triple Win' concept was especially prominent among the business volunteers surveyed. This concept has emerged as an entirely new development and a new way of thinking in the CSR and business volunteerism realm.

Volunteers described this 'Triple Win' situation as not just a simple process of resource transfer from companies or volunteers to beneficiaries. Rather, all parties are actively strengthened, community relations are improved, employee loyalty is enhanced and workplace efficiency is increased. In addition, companies can raise their corporate reputation. All parties in the volunteering process are involved and all parties are contributing towards an improved local community.

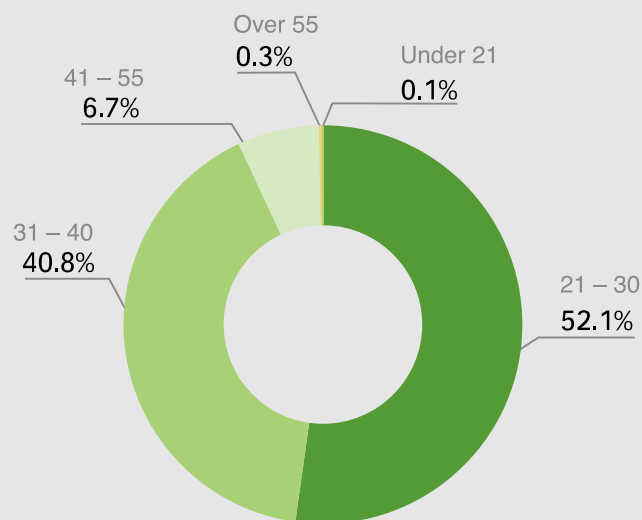
Figure 6. The 'Triple Win' relationship



China's Post-80s generation: a powerful force in volunteerism

'Balinghou' (八零后)- commonly translated as 'Post-80s generation'- is the catch-all term applied to Chinese born within the more affluent 1980s, under the One Child Policy. More than half of the volunteers surveyed were born after 1980.

Figure 7. Age of volunteers

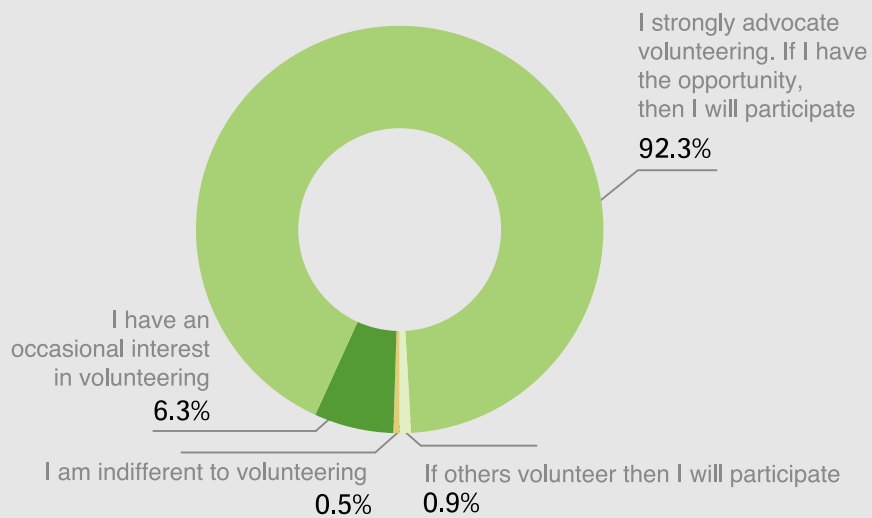


The Post-80s generation will have grown up as only children, in living conditions that were relatively favorable and constantly improving. Consequently, they are sometimes referred to as the 'Me-Generation' and are often labeled as being selfish and materialistic. Given the strong perceptions and stereotypes that exist about this group, which made up more than half of the survey participants, the questionnaire

contained a specific question addressed only to Post-80s generation volunteers. This question related to their attitude to volunteering and found that over 90% of the Post-80s generation volunteers (92.3%) were strong advocates for volunteer service.

Figure 8. What is your attitude to volunteering?

(Answer only if you were born after 1980)



This result and other feedback confounded the Post-80s generation's reputation for being selfish and spoiled. The focus group discussions revealed that the expectations on the performance of volunteer organizations were higher amongst these younger volunteers. A common theme in discussions regarding the Post-80s generation was their independence. They are choosier than their older peers and they are more likely to sample and switch between various volunteer opportunities.

The Post-80s generation collectively challenged their 'Me-Generation' reputation during both the Sichuan earthquake and the Beijing Olympics in 2008. Demonstrating a deep interest in social affairs and volunteerism, many of them became actively engaged in volunteer activities through their universities. Now, as recent college graduates, they bring a technologically savvy, globalized worldview and youthful enthusiasm to the business volunteerism arena.

The Post-80s generation is increasingly assuming a role as the backbone of society. As China faces new challenges such as an ageing population, rising inequality, and greater competitiveness and psychological pressure in the workplace, the members of the Post-80s generation are shouldering an increasing economic and professional burden. At the same time, many of them are becoming more and more aware of the importance of volunteering and thus are actively taking part in such activities. It is especially important for employers and volunteer organizations to understand how to attract and retain this very capable and influential group, thereby unlocking their considerable potential.

Reflections on Post-80s generation volunteers

"From a young age the Post-80s and Post-90s generations have not had to give much assistance to other people. But after becoming a volunteer, I have really raised my tolerance and understanding and I have become more inclusive. My volunteer experience taught me new values."

"When I started volunteering, I only did it for two or three years, but it really built my confidence. In this time, I noticed that the Post-90s generation have their own ideas, their own points of view, and their own understanding, which is quite different to the generations before. We should all learn from or learn about the Post-90s generation's unique aspects by communicating and interacting with them. By reaching out to this generation we can improve the future development of society. If we stand still and stick to the same point of view when we approach modern problems, then how will the future society develop? It is only through communicating with the new generations that we can know how the future of China will be. Therefore, I believe that this is the most valuable lesson for us to learn."

3.2 Key Finding Two: Volunteers select opportunities based on personal values

3.2.1 Personal and organizational value alignment as a motivator

When selecting volunteering activities, business volunteers will actively seek those that promote values that are consistent with their own.

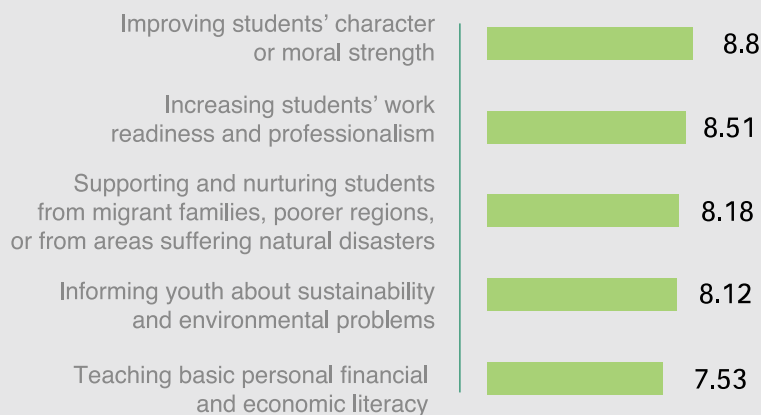
The study shows that the most common factor behind business volunteers' choice of JA China activities was their endorsement of JA China's mission. 59.3% of survey respondents indicated this was a motivating factor, while 57.5% of volunteers undertook JA China activities to fulfill their own personal beliefs. 52% of respondents said that finding activities that use their personal skills and experience was a factor motivating their selection. In section 3.3.1 below we will further show how business volunteers use their skills and experience in undertaking volunteering work.

Figure 9. Why do you choose JA volunteer activities? Select the top three reasons. (Total of 1,485 respondents)



Among the various focus areas which make up JA China's mission and values, the most prominent in the minds of business volunteers was the desire to improve the younger generation's moral character.

Figure 10. How important do you consider the following JA focus areas?
(Please give a score out of 10. 1 being 'not important' and 10 being 'extremely important'.)



Through the focus group discussions, we learned that other incentives stimulating business volunteers' interest in JA China activities included "developing China's human resources in order to compete within the global labor market" and "to use my personal experience to help influence students." One volunteer expressed that "I believe young people are the future, so I want to give them guidance, so that they can have a clearer path in their future prospects." The group discussions also revealed that while the platform provided by their company or other initial connections were vital for them to initially become familiar with JA, their participation was ultimately sustained and driven by their feeling of alignment between JA's mission and their own personal values.

3.2.2 The shifting goals and motivations of business volunteers

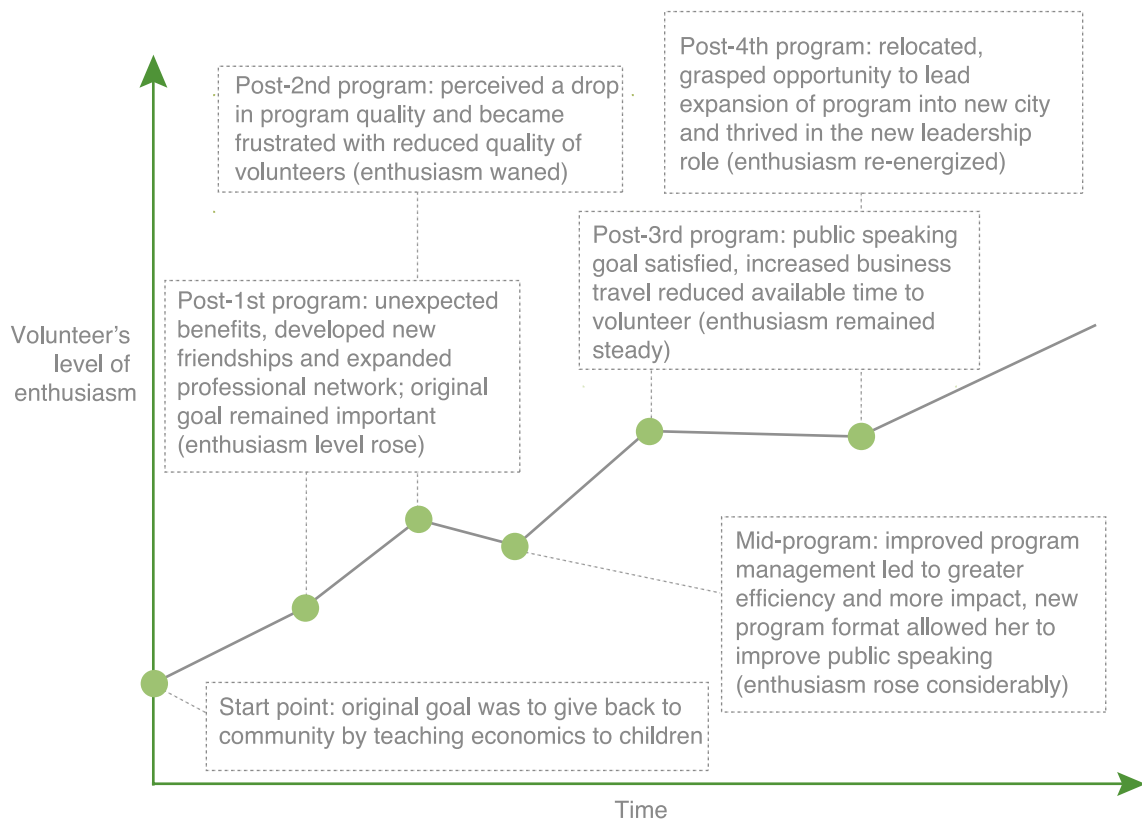
The study revealed that many volunteers discovered there was a constant process of change throughout the course of volunteering in terms of what goals and benefits they sought and received. Volunteering is traditionally seen as a static process, in which volunteers have a set, specific goal (for example, to help the homeless), which is realized via a volunteer organization or activity (volunteering at a soup kitchen). Our research revealed that today's business volunteers have a far more dynamic relationship with their volunteer organization, one that changes regularly over time. In the event of unanticipated difficulties, their enthusiasm level may decline, but once the difficulty is overcome, new opportunities and new goals can help the volunteer gain even greater enthusiasm.

This process can be seen as a 'reinforcing spiral,' one in which volunteers receive an increasingly meaningful set of returns on their labor, which in turn increases their own commitment and satisfaction levels. It is rare for volunteers' goals and benefits to remain unchanged over the course of involvement. "My volunteer experience has been very useful in terms of improving my professional skills," acknowledged one Beijing volunteer. As volunteers gain experience, familiarity, and confidence, they will seek out new challenges and be rewarded by new levels of accomplishment.

Volunteers' objectives and enthusiasm for their work are not static. Rather, they are in a constant process of change and progression, underpinned by key moral tenets, but changing as they satisfy one goal, and then acquire another. Volunteers often find that what they originally sought was replaced by unexpected benefits, and that their dedication may ebb and flow depending on internal factors (such as program quality or program interest level) and external factors (such as personal commitments or work demands). Generally though, volunteers' level of commitment will rise over time. Their desire for personal development is often their motivation for deciding to volunteer in the first place. As they reap the benefits of volunteering and begin to achieve personal development, this will then become a driver for more sustained commitment and will encourage volunteers to make an even greater impact.

A volunteer who took part in the focus group discussions shared her volunteering experience which is depicted in the chart below. This represents a very typical business volunteer experience on JA programs.

Figure 11. Chronological progression of a volunteer's time, goals, and enthusiasm



From JA student to JA volunteer

JA China's focus on providing education-based volunteering programs gives us an in-depth understanding of the long-term influence of volunteer service on the behavior of those involved. For example, JA educational programs are often taught by volunteers with business backgrounds. Having benefited at a young age from the generosity of business volunteers, students who have taken JA courses are much more likely to participate in volunteering activities after they enter the workforce themselves. 178 of the volunteers surveyed had previously participated in JA programs as students and overall, they tended to be:

- active community citizens: they were more likely to volunteer with other organizations; and
- more involved: they participated in events for longer durations and with greater intensity.

3.3 Key Finding Three: Volunteers use business thinking and methodologies to tackle social problems

3.3.1 The application of business methodologies in volunteering activities

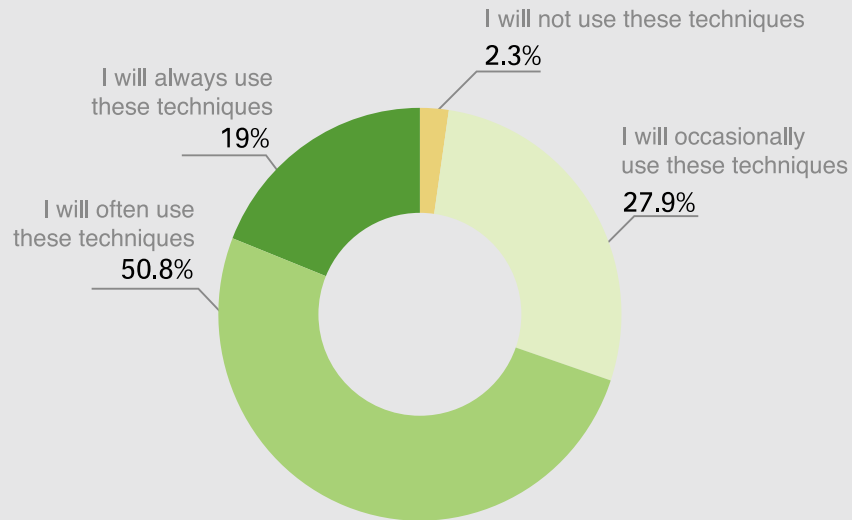
Although business volunteerism in China is at a relatively early stage, participants still emphasize business practices and methodologies in their approach to solving problems in society.

Business volunteers underscore their participation in volunteering activities with business thinking in several ways. First, they have high expectations from their partnership with non-profit organizations. Second, volunteers have a strong preference for flexible and customizable choices of volunteering opportunities on which they can have a tangible impact. Finally, business volunteers have the capacity to propose solutions and exercise their own personal initiatives to improve the volunteering programs.

Business volunteers bring the same expectations that they have within their professional and personal lives to their volunteer activity. In particular, they seek volunteering opportunities that allow them to learn and grow; their development as volunteers parallels their progress in their careers.

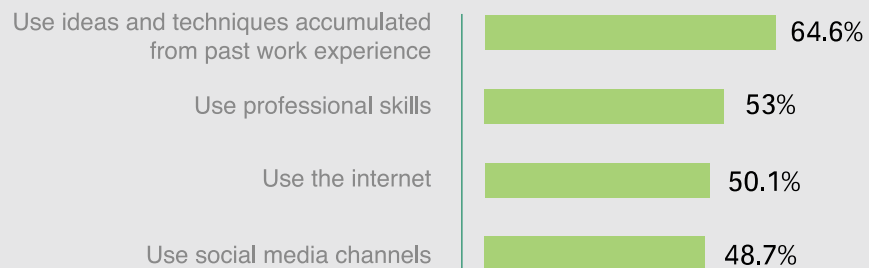
The questionnaire specifically asked whether the business volunteers will employ business thinking and methodologies during their volunteer activities. The results show that 19% of respondents will always use these techniques, 50.8% will often use these techniques and 27.9% will occasionally use these techniques.

Figure 12. Do you utilize business thinking and methodologies during volunteering?



During volunteer activities, when the participants needed to come up with innovations to assist with the process, 64.6% of respondents said that they would use ideas and techniques that they had accumulated from past work experience. This shows that business volunteers tend to use practices learned in the workplace and apply them to their volunteer service.

Figure 13. Which of the following helps you to develop innovations in volunteering? (can select more than one)



What makes business volunteerism different?

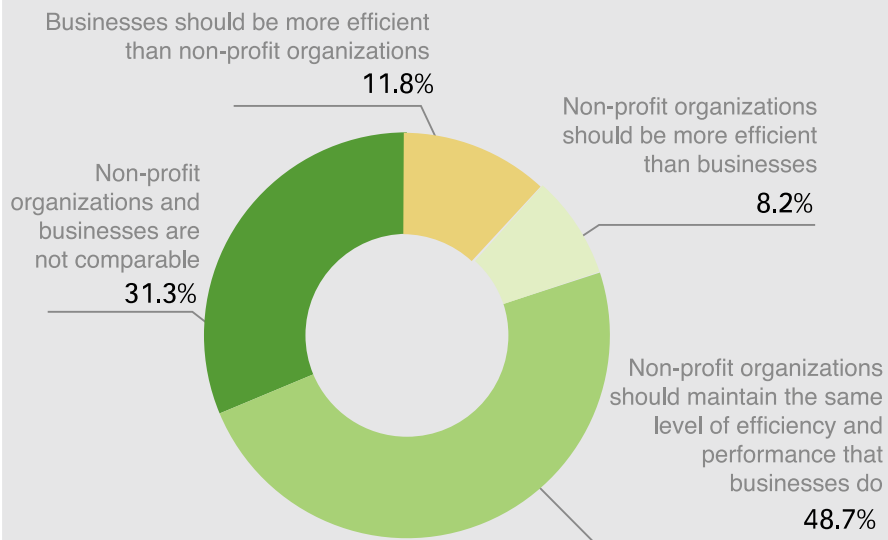
Business volunteerism (through its broader umbrella of CSR), and the business professionals who lie at its core, is distinct from state-sponsored volunteerism, which in China has traditionally involved enlisting a significant number of people for specific tasks. The 2008 Beijing Olympics is a recent example of such large-scale volunteer mobilization. Despite the fact that in these type of activities, volunteers are able to achieve a certain level of personal development or even prestige, in most cases the volunteers would not play any role in deciding on the format of the activity nor have any impact on the processes used or strategies taken in its implementation.

Longer-term business volunteer activities tend to arise from greater initiative on the part of the volunteers involved and place more emphasis on personal development and a sustained commitment, which in turn can bring enduring benefits to society. Companies or organizations will, in many cases, design a strategic CSR or volunteer plan, and then commit to a certain set of measurable goals. Another common approach is that employees will volunteer in a variety of functions, many of which utilize their specific skills and expertise, and their engagement will vary according to the specific needs and resources available. These programs often span longer periods- from six months through to multiple years- and involve rigorous plans for sustainability, scalability, and monitoring and evaluation.

3.3.2 Volunteers' expectations towards non-profit organizations

Business volunteers have high expectations of non-profit volunteer service organizations. Regarding the efficiency and performance of such organizations, 48.7% of respondents indicated that they should maintain the same level of efficiency and performance that businesses do. 8.2% of volunteers went further to state that non-profit organizations should be even more efficient than businesses. This shows that business volunteers are not prepared to lower their expectations for the efficiency and performance of a non-profit organization just because it is not a money-making venture.

Figure 14. Which best describes your view on the efficiency of non-profit organizations?



Business volunteers are not content to lower their expectations simply because the work is 'for a good cause' or because their volunteer service organization has limited resources. In some respects, they see volunteer service as a marketplace, one in which numerous options exist and they show little loyalty or patience for inferior products that offer a low social return on investment. When asked about potential reasons for not volunteering, 23.6% cited uninteresting or sub-par quality programs as the key reason, while 26.6% cited programs being insufficiently challenging. For these volunteers, their personal commitment to a cause is not so great as to forgive what they feel are unacceptably low levels of professionalism or efficiency. In order to keep and retain qualified volunteers, program providers must ensure continued high levels of quality and interest in their product.

Standardization and the sustainable development of philanthropy

"Good organizations should provide an environment that allows volunteers to participate in a way that does not affect their regular work life, and at the same time, allows them to enjoy themselves."

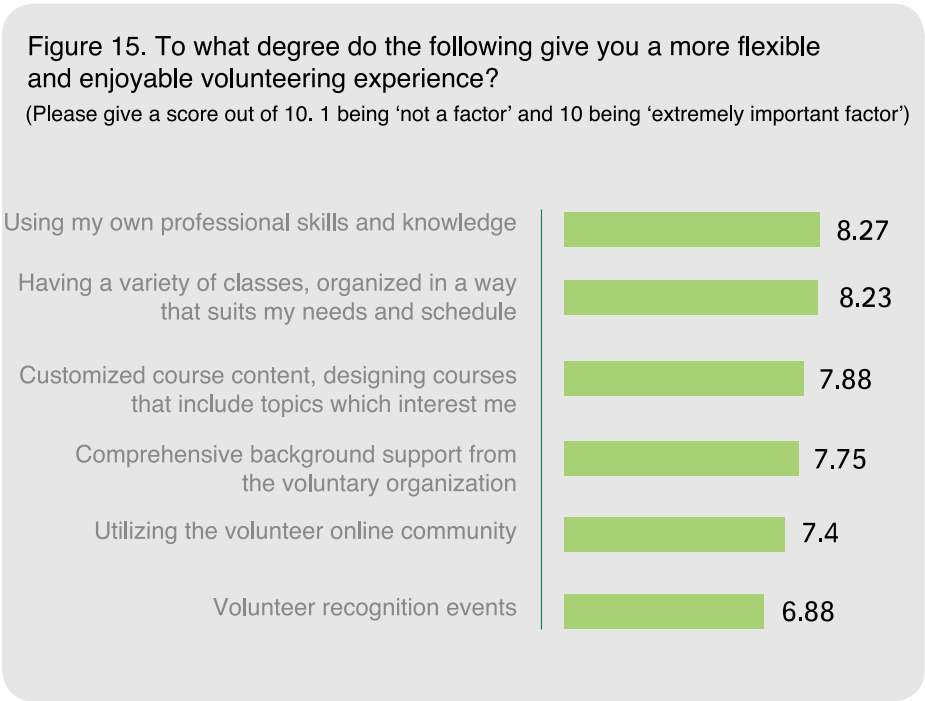
"Volunteer programs should not just focus on quality. They should also pay attention to changes in the demands of the participants."

"I think that every company should make a detailed differentiation within its CSR activities, dividing it up into benefits, branding, and long-term development. Companies should establish their own target organization and work on long-term projects together, so as to achieve a win-win for both parties."

"The ability for philanthropy to develop ultimately depends on the level of standardization in the management of it. I believe that the governance and management of the Chinese philanthropy sector is insufficient and limited in its potential for development."

3.3.3 The drive for flexibility and customization

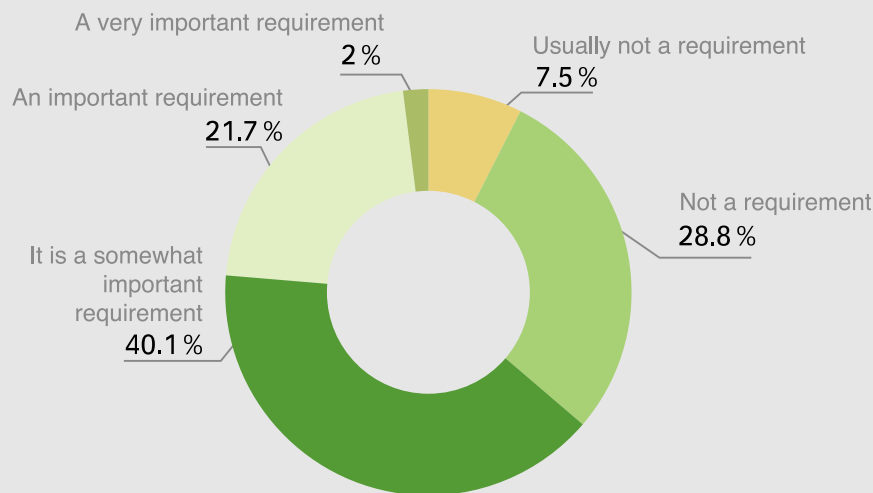
In an age of increasingly personalized lifestyles, from specialized hobbies to social media personal branding, China’s business professionals have acquired the same powerful desire for flexibility and individual customization that has captured similar demographics abroad. It is unsurprising, then, that they constantly seek out such elements within their volunteer service, just as they do in their personal lives. The figure below gives us a snapshot of the factors contributing to a positive volunteering experience.



Customizable roles

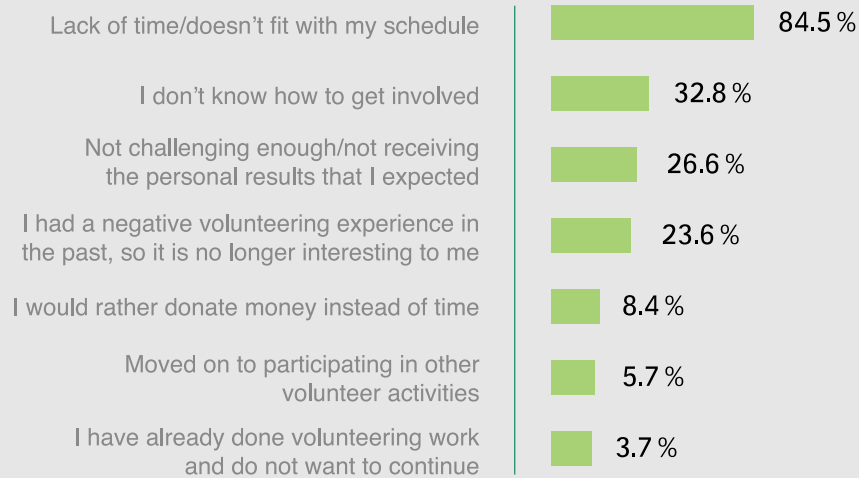
While many volunteer programs are characterized by standardized, one-size-fits-all roles for volunteers, many business volunteers desire the freedom to customize their engagement in order to suit their goals, personality, and strengths. 40.1% of volunteers indicated that the flexibility and customizability of the volunteering activities was a somewhat important requirement for their involvement. 21.7% went further and said that it was an important requirement and 2% stated that it was a very important requirement.

Figure 16. To what extent is flexibility and customizability a requirement for you to participate in volunteering activities?

**Flexible schedules**

When asked for reasons that may cause them to stop voluntary activities, 84.5% of volunteers cited lack of time. As business employees' working hours become longer and as the level of pressure at work grows, they need to be increasingly careful in organizing and optimizing their own time. Naturally, business volunteers will be more inclined to explore volunteering opportunities that allow for flexible use of their time, so that they can still maintain their other hobbies and activities outside the workplace. Designing opportunities that are compatible with volunteers' busy careers and family lives is paramount to the success of the volunteer recruitment process.

Figure 17. What might stop you from participating in JA volunteer work?
(can select more than one)

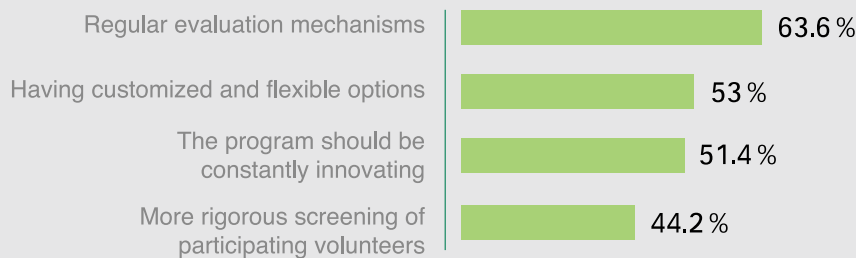


For many volunteers, it was a difficult challenge to devote time to volunteering above their other priorities. One Shanghai volunteer explained that given his busy work schedule in the human resource sector, he feels compelled to devote as much time as possible to his family on the weekend. However, due to his prior experience with JA China as a student, he knows first-hand “how valuable JA courses are,” and as such continues to make time to volunteer. This phenomenon accords with the demands of a rapidly expanding economy and society, where pressure and time constraints at work are growing. Such a reality is difficult to change in the short term. It follows therefore that non-profit volunteer organizations need to implement their programs innovatively, organize their schedules with flexibility, and manage the volunteer resources efficiently. These are all important conditions for the future development of volunteer service organizations.

Innovation and the pursuit of excellence

Business volunteers emphasized how important it was that the volunteer programs that they participated in maintain a high standard of quality. 63.6% of respondents felt that a suitable way to ensure quality maintenance was to have regular evaluation mechanisms, while 53.0% felt that having customized and flexible options was a means of ensuring program quality. 51.4% believed that the programs should be constantly innovating and 44.2% of volunteers stated that more stringent screening of participating volunteers would ensure quality maintenance. Through the focus group discussions, some volunteers commented that despite the rapid growth in the number of volunteers due to JA China's program expansion, their own demands and expectations of their peers have remained as high as ever.

Figure 18. Which of the following do you believe is an effective way of safeguarding the quality of volunteer service programs?
(can select more than one)



Volunteers demonstrated a consistent eagerness to suggest methods for improving the volunteer process and increasing its impact. Often, they brought best practices and ideas from their jobs and sought to apply them to the context of the volunteer programs. Such a contribution is very valuable to the volunteer sector, and shows that the ideas and experience of business volunteers are closely linked to the development of social innovation. Through such volunteer-partner dialogue, business volunteerism in China can acquire business-like dynamism, resulting in innovative Chinese volunteer services that can achieve even greater influence in social development.

Volunteer-proposed recommendations

Of the solutions and ideas suggested by business volunteers, many of them involved developing processes which were more systematic and standardized, mimicking the practices of the business sector.

Some of the solutions proposed included:

- Program diversification in order to meet the varied needs of volunteers and students;
- Clearly defining and verifying program quality;
- Greater exchange and experience-sharing between volunteers;
- Good communication, integrity of information and timely delivery of programs;
- Combining new volunteers with experienced volunteers in teams, to ensure knowledge-sharing and building a 'team culture'; and
- Targeted use of social media to increase audience recognition amongst key constituents.

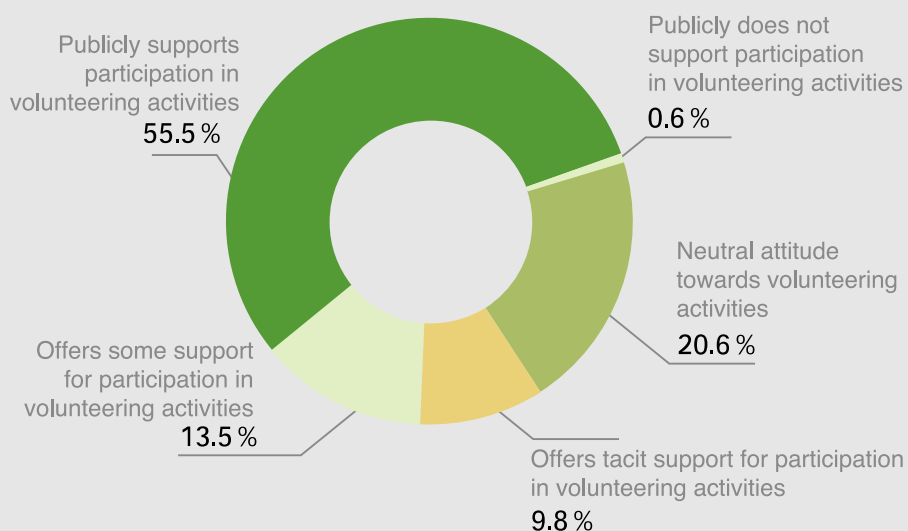
3.4 Key Finding Four: Company encouragement is a critical factor in volunteer involvement

3.4.1 Corporate culture's key role in volunteerism and corporate social responsibility

Although business volunteers are increasingly self-led and independent, they are still predominantly influenced by their employer's own culture and priorities. While civil society in China remains in its early stages, companies will continue to be the key driver of volunteerism's growth in China. Companies with a genuine commitment to CSR and volunteer involvement will reap the benefits of increased employee satisfaction, loyalty, and stronger feelings of civic engagement, which can all contribute to greater market competitiveness.

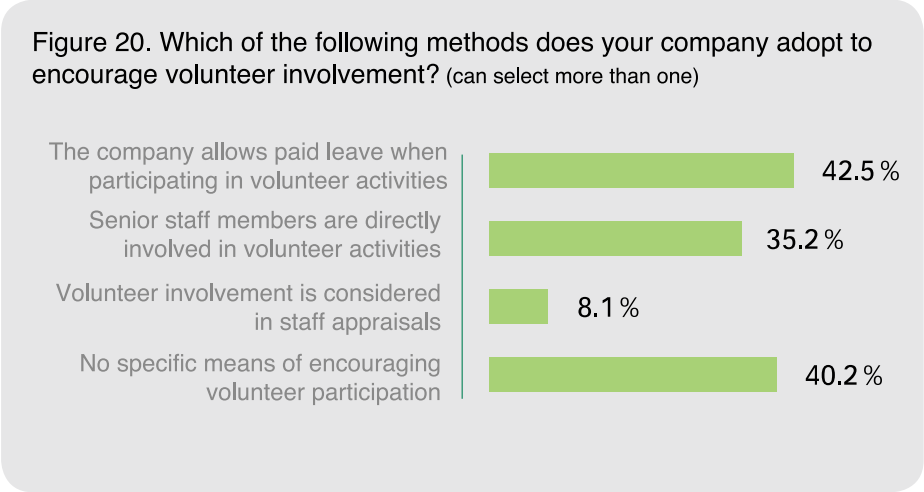
Despite a general interest in volunteering among business employees, a lack of knowledge of corporate social responsibility culture is still a major factor inhibiting volunteer involvement. The research found that companies which promote, incentivize, and reward volunteerism will see volunteer participation flourish throughout their ranks, while those who do not actively encourage it will see little or no growth. 55.5% of respondents said that their company publicly supports participation in volunteer activities, while 13.5% said that their company offers some support. Just 0.6% of volunteers stated that their company publicly does not support participation in volunteer activities.

Figure 19. What is your company's approach to your participation in volunteering activities?



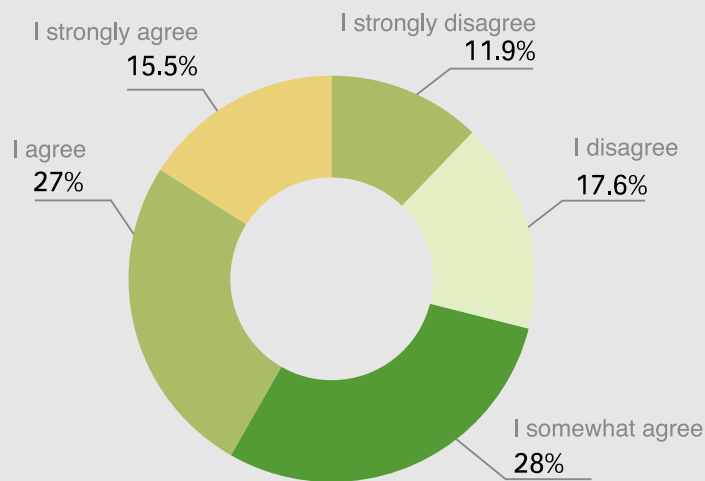
Individual volunteers will thrive within a company culture that actively supports and recognizes the value of volunteerism and inspires others to join them. 42.5% of volunteers stated that their company allows them to participate in volunteering activities while still being remunerated. In Chinese culture, the actions and attitudes of senior leaders are particularly important as an example for other staff and 32.5% of respondents believe that when senior executives themselves are directly involved in volunteering activities, this is a strong incentive for their own involvement. A further 8.1% of volunteers stated that their company directly links volunteer involvement with its staff performance appraisals.

Figure 20. Which of the following methods does your company adopt to encourage volunteer involvement? (can select more than one)



Despite the role that the government, civil society or public opinion may play, volunteers still reiterated that the company culture of their employer remains the most vital driver of the growth in CSR and volunteerism in China. More than 70% of those surveyed asserted that corporate culture is closely related to their long-term, participation in volunteering activities.

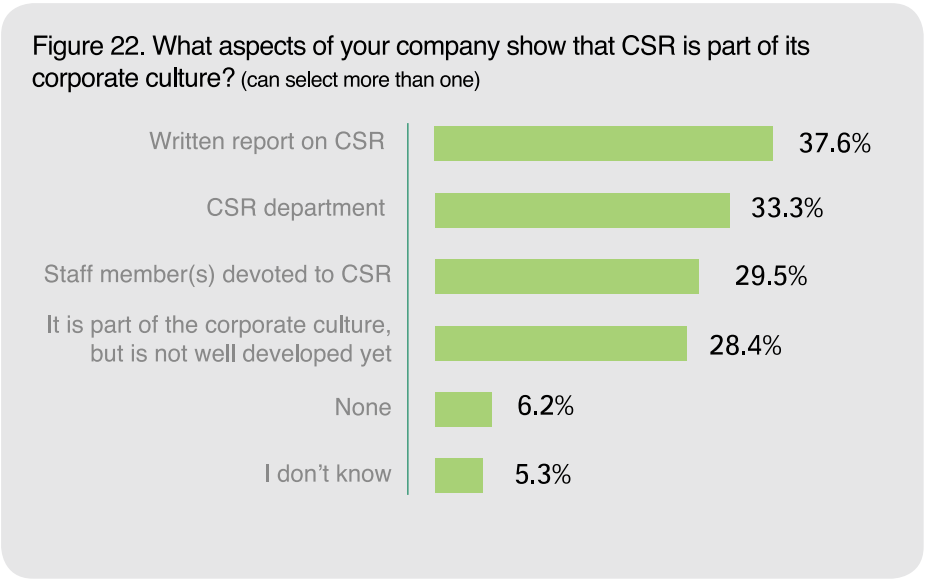
Figure 21. Do you agree with the following: My commitment to long-term volunteer involvement is closely related to my employer's corporate culture.



In contrast, those volunteers whose employers do not support them will struggle to motivate greater volunteerism. As one volunteer explained: "When I asked my colleagues whether they would be willing to participate [in a JA university program], their first response was: 'Our company doesn't support this type of program. What benefits does it offer to me?'" She attributes her colleagues' reluctance to volunteer to "broader organizational culture."

The study also shows the range of strategies for building corporate social responsibility evident in Chinese companies. 37.6% of respondents said that their companies have a written report on CSR, while 33.3% said that their company has a department devoted to CSR. A further 29.5% of respondents stated that their company has staff members who are specifically responsible for CSR. Only 6.2% of respondents said that CSR was not part of their company culture.

Figure 22. What aspects of your company show that CSR is part of its corporate culture? (can select more than one)



Companies promoting business volunteer activity

“There is a relationship between our company culture and our involvement in volunteering activities, and so the company endorses this type of volunteering behavior and encourages everyone to go and get involved. As a result, everyone has a high level of recognition for volunteering, not only towards JA China, but also towards other volunteering activities.”

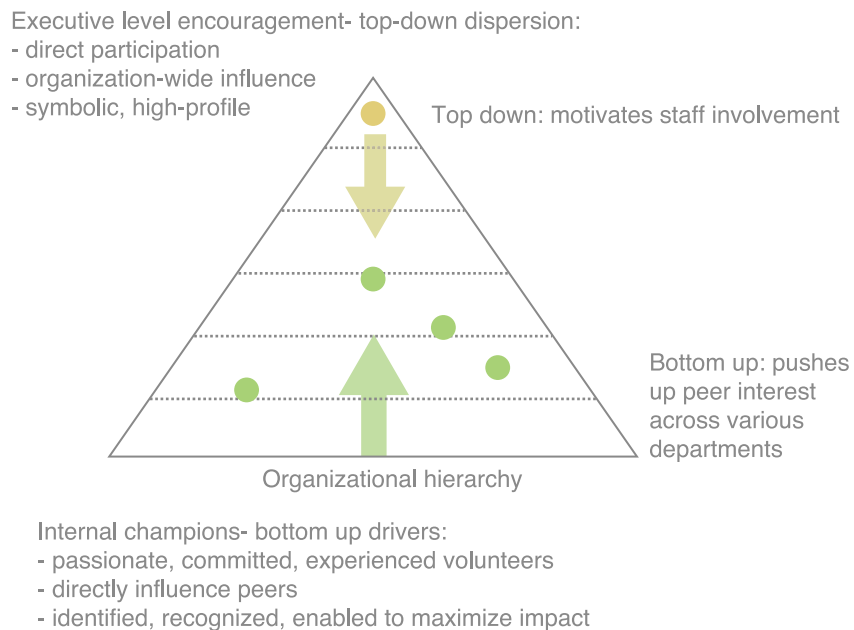
“Each year our company requires employees to take part in volunteer work to embody the company’s social values. Through participating in these types of volunteering activities, we can enhance the cohesion of the staff, and therefore achieve the goals of society.”

3.4.2 The top-down/bottom-up relationship

While the level of encouragement a company gives to its employees is the most important driving force behind volunteerism, the companies' attitudes towards CSR and volunteerism values can vary widely. A serious commitment to corporate engagement involves a combination of top-down executive encouragement and bottom-up passion from committed employees.

At the top of the organization, senior executives inspire a values shift throughout the organization by demonstrating their personal commitment to CSR. At various lower levels, internal champions- passionate, dedicated business volunteers- nurture a bottom-up values shift by influencing their peers. Over time, this simultaneous process leads to a tangible shift in corporate CSR values, leading to increased volunteer recruitment, retention and performance, and providing a platform for high-performing and self-sustaining volunteer programs.

Figure 23. Corporate values on CSR and Volunteerism



3.5 Key Finding Five: Volunteers are 'pragmatic optimists'

3.5.1 Business volunteers' concerns for societal problems

When asked about their social concerns, business volunteers were quick to share their concerns about the current and future outlook for Chinese society. Volunteers tended to be deeply empathetic and well-informed, and their awareness and sophisticated analysis of the country's current issues revealed the broader social factors motivating their volunteerism.

Overall, business volunteers in China maintain a deliberately moderate outlook which finds a balance between pragmatism and optimism. In contrast to other more radical or negative outlooks, business volunteers can be seen as following the Confucian 'Doctrine of the Mean' (中庸). This should not be understood as excessive compromise, but rather as a tendency towards collaborative, strategic action. Business volunteers ultimately see the world as a positive sum environment, and proactively seek to solve problems in order to realize social progress.

Among the most common problems raised by volunteers were:

- The lack of moral character in today's society;
- The widening inequality gap in terms of opportunities and access to services between China's wealthier urban residents and rural/migrant poor;
- The lack of preparedness of China's youth for the globalized economy; and
- Weaknesses in the Chinese education system that lead to a lack of innovation and entrepreneurship in youth.

The Doctrine of the Mean

The Confucian concept of the 'Doctrine of the Mean' (中庸 – zhong yong) refers to the central path between two extremes. It advocates moderation and discourages acting in excess. In China's current complex social environment, business volunteers, with their practically-minded and moderate perspectives, are a leading example of engaged, socially-conscious citizens. And while these volunteers might be characterized as the 'professional elites' of society, with the material security and education that affords them the 'privilege' to volunteer, their internationalized perspectives and universal values are still constructive resources in contemporary society.

3.5.2 Business volunteers' 'pragmatic optimism' towards volunteerism and CSR in China

This group retains a positive, long-term perspective towards the development of CSR and volunteerism within China. 91.6% of the respondents believe that CSR is growing in China. 95.9% of volunteers agreed to varying degrees that they are making a direct contribution to the improvement of Chinese society.

Figure 24. Do you believe that China's overall CSR culture is growing?

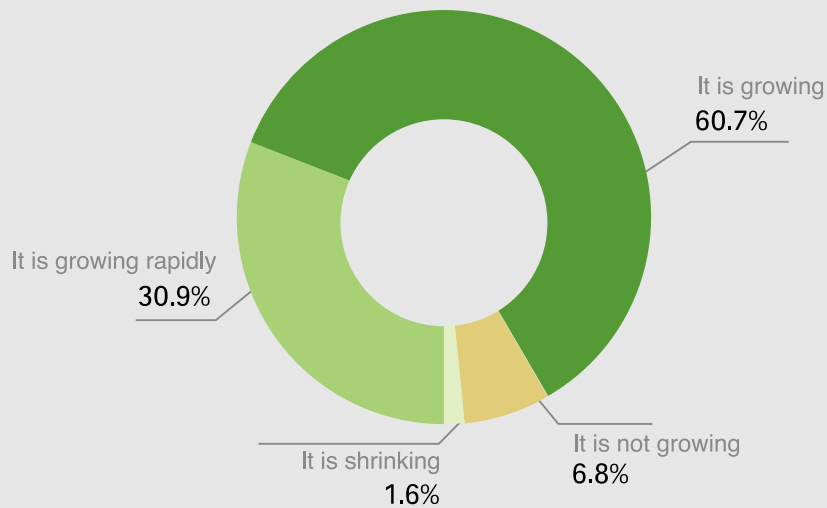
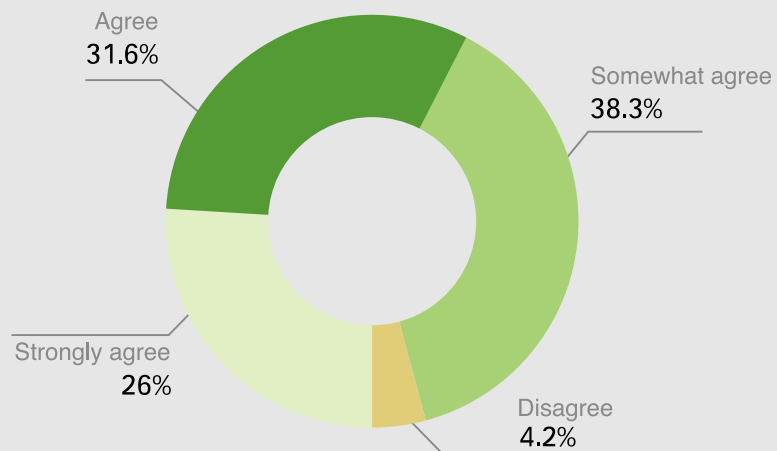
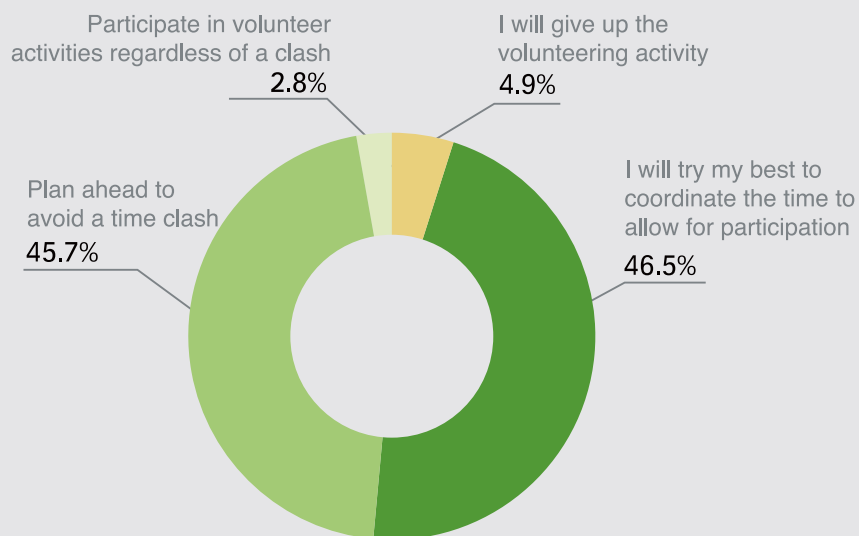


Figure 25. Do you agree with the following statement: through volunteering, I am directly contributing to the improvement of Chinese society?



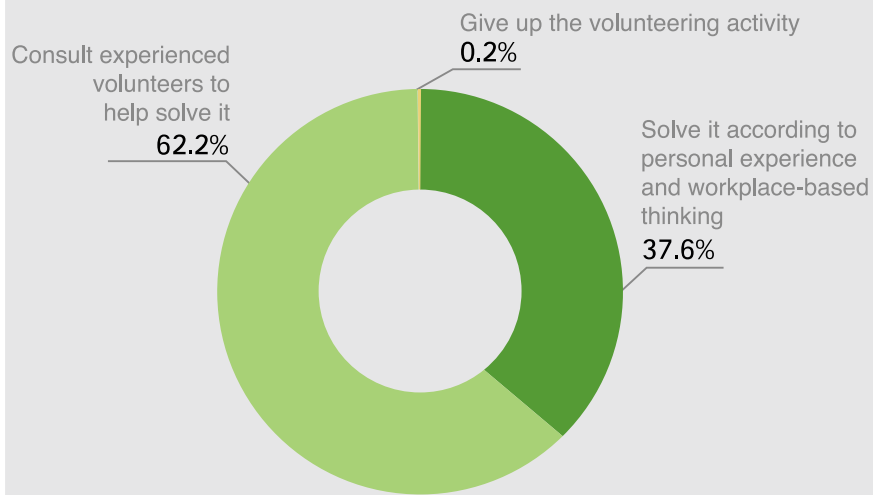
This group is realistic about their own contributions to China's social progress. Such a moderate perspective is of great value to the government, to businesses, and to non-profit organizations. It provides a stabilizing, temperate influence as the country continues to navigate its complex path of economic growth and social development. Their pragmatism and readiness to adopt a problem-solving approach was especially evident when they were faced with difficulties in the course of participating in volunteering activities. For example, when faced with a time clash in terms of volunteer service commitments, 46.5% of participating volunteers said that they would try their best to coordinate the time to allow them to participate while 45.7% said they would plan ahead to avoid a time clash. Only 4.9% said they would give up.

Figure 26. When you have a time clash with volunteering activities, what method do you adopt to solve it?



Another illustration of this pragmatic approach is that 62.2% of volunteers said that they would consult experienced volunteers to help solve a problem they encountered. 37.6% of respondents said that they would solve the problem according to personal experience and workplace-based thinking. Just 0.2% of respondents said that they would give up on the problem.

Figure 27. When you encounter a problem in the process of volunteer service, what is your approach to the problem?



3.5.3 Business volunteers' role in the development of CSR in China

The rise in awareness of CSR in China and the new wave of business volunteers have mutually impacted one another, and in the process, created a thriving development in philanthropy. Given China's still recent economic modernization, business volunteers are in many ways trailblazers for volunteerism in China. They are paving the way for future generations as increasing numbers of Chinese look beyond their own material concerns and towards those of society. These business volunteers are not only opening up a new road for other community members, they are also acting as drivers for China's economic growth and playing a role in developing China's harmonious society.

Building a harmonious society

The construction of a harmonious society is one of the central concepts around which Chinese President Hu Jintao has built his vision for China. The idea of harmony is embedded in Chinese traditional philosophy, particularly in Confucianism. In a modern context, the concept carries with it social, political, economic and even environmental implications and is generally believed to be the Chinese leadership's response to two decades of economic growth at breakneck speeds which has left economic disparities, environmental degradation and some social tensions. It can therefore be understood as a vision which advocates inclusiveness and a balanced approach to China's future challenges.

Business volunteers in action

“Once you have started participating in these activities, you really grasp the feeling of social responsibility. And afterwards, in fact, you gain even more. You build your own sense of self-worth. So I would definitely like to participate in this type of activity again. Previously I had never got involved because I was so busy and I was never aware of this type of activity.”

“I think that a lot of the work we do now is contributing to people's futures, for example, teaching university students about business ethics. When we were young we never knew anything about business ethics. If we can teach them about this when they are young, then, when they grow older, they already know about it so they can really pay attention to it. It is like planting a seed in their minds that can bloom later.”

“I was very happy taking part in this activity. I have met so many friends and learned so many new things. It gives me peace of mind. It feels fulfilling and meaningful to take part. And this is the most important thing.”

Seen from a macro angle, business volunteers have a decidedly positive perspective and can be regarded as both the contributors to and beneficiaries of China's rapidly developing economy. Business volunteers proactively look for areas in which they can positively impact society while helping themselves and their employer/volunteer organization at the same time.

Sichuan earthquake: a watershed moment for China's volunteerism culture

The Sichuan earthquake of May 12, 2008 had a tremendous impact upon Chinese society. As devastating as the 68,000 deaths were, the earthquake also unified the nation and inspired a new wave of volunteerism throughout the country. Previously unengaged citizens sought out various ways to help, including raising funds, sending supplies, donating blood, and sending independent rescue teams to support government efforts.

Catalyst for business volunteerism

The Sichuan earthquake was regularly cited by JA volunteers as a turning point in their awareness of volunteerism. A number of them were first inspired to become volunteers by the earthquake, particularly among those based in Sichuan province. As one Chengdu volunteer explained: "My first experience volunteering was after the Sichuan earthquake. We made the arrangements ourselves, purchasing thousands of medical supplies to distribute. After you've done something like that, you develop a sense of social responsibility. I found that I'd acquired a better understanding of myself, and so was more willing to volunteer in future activities."

An additional theme amongst volunteers was their desire to directly observe the benefits of their actions. One Sichuan volunteer said: "In 2007, many months before the earthquake, we invested 150,000RMB to fund the construction of a school and to repair the school's older buildings. We began in October and had it completed by December. Then in 2008 when the earthquake hit, we effectively saved the lives of more than 200 teachers and students because of the strength of the buildings we had constructed. All the houses around the building had collapsed, and only the school was left intact. At that time, we enquired as to the state of the disaster, and the mayor of the town was so thankful. This was the most significant thing that I have done."

Earthquake volunteer activities

While local and international companies participated in the quake relief effort primarily by donating funds, many also sent teams of volunteers to assist. In some circumstances, this was the first volunteer activity organized locally. As a volunteer in Chengdu noted: "Before the earthquake, many of us weren't aware we could help out like this, and organizations that could mobilize volunteers in such a way didn't exist...after the earthquake, we realized that the company could provide such opportunities to participate...all of us wanted to get involved."

JA China experienced first-hand the impact that the Sichuan earthquake had on volunteerism, not just in the immediate aftermath, but also in the years beyond that. We established our local office in Chengdu, Sichuan in October 2009; and in the same school year, from August 2009 to July 2010, more than 1,500 local business volunteers participated in our programs.

4. Conclusion

This report focuses specifically on business volunteers because we believe that they have the potential to play an important role in supporting China's social and economic growth at this critical juncture in the country's development. They represent a sector within Chinese society that is highly educated with a dedicated spirit, positive values, and strong professional abilities. They are a pragmatic and optimistic group and have the potential to be the backbone of China's development. The time is ripe for all of society, government, businesses, and volunteers to integrate volunteerism with corporate culture on a strategic level. Business volunteers can have a positive effect on promoting innovation in volunteer services, thus creating a culture of CSR and contributing to the development of a harmonious society.

For the past 20 years, Junior Achievement China has focused on supporting the development of CSR in China. We hope to gain an even greater understanding of business volunteers so that we can provide businesses and individuals with even better volunteer service opportunities in the future. Through the synthesis of quantitative and qualitative data analysis from two surveys and the focus group discussions, and our own extensive experience working with volunteers, this report takes a comprehensive and innovative approach to providing a better understanding of business volunteers. This is fully reflected in the five key findings of the research.

For individuals, volunteering offers the chance to break through the traditional barriers that may restrict their personal growth. For companies, successful volunteer engagement helps to increase employee loyalty, productivity and happiness. For society, business volunteers are a largely untapped resource that can play a crucial role in constructing a harmonious society.

This paper hopes to provide a better understanding of this rapidly growing movement for government, business, and volunteer service organizations. This new wave of volunteers can guide society towards an innovative framework of social management, and fully bring to the fore their abilities, creativity and constructiveness.

5. Recommendations

5.1 Recommendations for public policy-makers

1. Business volunteers can be regarded as an important, constructive social resource to support. Bring together related non-profit and academic institutions to encourage cooperation in carrying out large-scale, ongoing research. Establish a database of business volunteer service case studies.
2. Optimize policies to support the establishment and development of volunteer service organizations. Encourage and reward the establishment of sustainable and long-term commitments to non-profit volunteer service organizations. Take measures to encourage innovation in volunteer activities.
3. Encourage universities, high schools, and elementary schools to develop volunteer-related classes and activities. Promote the introduction of character-development education and innovative education programs. Actively influence the growth and development of future talent.

5.2 Recommendations for businesses

1. Establish a long-term commitment to volunteer service projects. This will help companies to communicate their support for CSR activities. It will help employees and stakeholders to form stable expectations together, and will boost and upgrade employees' capacity.
2. In establishing the company's business culture, actively encourage the integration of volunteer activities. Further growth of this culture of volunteerism will then have a positive influence on the business culture. It is clear that a company's attitude towards volunteer activities, including the provision of flexible and personalized ways for employees to participate in activities, is an important factor in promoting volunteerism. Combine staff development with volunteer activities to inspire, reward, and encourage even more staff members to participate.

3. Establish top-down mechanisms that promote volunteerism. Designate a person responsible for coordinating volunteer activities. Encourage senior employee participation, which is proven to arouse the interest of lower-level employees. Then give the corporate culture and corporate values prominence to increase staff awareness of them. Give positive endorsement of internal volunteer champions. This can inspire bottom-up energy from staff to further cement the volunteerism culture.
4. Effectively communicate with volunteers and pay close attention to their feedback. Help them to overcome their difficulties and aim to raise the level of satisfaction that they take from volunteer service activities. Encourage and help them to seek out volunteering opportunities that are consistent with their own values. Match volunteers' strengths with appropriate volunteer programs. Encourage volunteers to use innovative strategies to solve problems that they encounter while volunteering.
5. Choose professional volunteer service organizations that commit to long-term programs, thereby establishing a positive, enduring relationship. Leverage the strengths of the organizations to improve the quality and sustainability of the programs, to increase employees' commitment, and to expand the social impact.

5.3 Recommendations for volunteer service organizations

1. Fully communicate the mission and values of the organization and recruit volunteers who endorse those values. Help volunteers to combine their demands with the outcomes of the volunteer activity, thereby incentivizing long-term cooperation.
2. Establish and then optimize organizational procedures, such as volunteer recruiting, training, program evaluation, and recognition systems. Standardize volunteer programs and ensure their quality is rigorously maintained. At the same time, encourage volunteers to take initiative in participating in programs and offer them maximum flexibility. Encourage innovative approaches to program development, thereby continually expanding the number of volunteer service programs, while still improving program quality.
3. Establish a business volunteer community and self-management framework. Build the volunteers' awareness of the volunteer community, where volunteers can find endorsement and support, allowing involvement to grow and improve.
4. Establish an effective volunteer database and relationship management system. Even though non-profit organizations have limited resources, it is recommended that once their network of volunteers reaches several hundred they should establish a database as soon as possible. This can support growth in program size and the number of volunteers involved.
5. A very important factor that influences volunteers' involvement is that the organization shows professionalism and management expertise. Hence volunteer service organizations should consider investing in their long-term capacity for program delivery, and building strategies for human resources, operations, marketing, and IT systems that keep up with best practices.

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Index of Figures

6	Figure 1. Volunteers' type of employer
7	Figure 2. Volunteers' level of education
7	Figure 3. Volunteers' job level
10	Figure 4. How important do you consider the following personal values?
11	Figure 5. What is your motivation for becoming a volunteer?
13	Figure 6. The 'Triple Win' relationship
14	Figure 7. Age of volunteers
15	Figure 8. What is your attitude to volunteering?
17	Figure 9. Why do you choose JA volunteer activities?
18	Figure 10. How important do you consider the following JA focus areas?
20	Figure 11. Chronological progression of a volunteer's time, goals, and enthusiasm
23	Figure 12. Do you utilize business thinking and methodologies during volunteering?
23	Figure 13. Which of the following helps you to develop innovations in volunteering?
25	Figure 14. Which best describes your view on the efficiency of non-profit organizations?
27	Figure 15. To what degree do the following give you a more flexible and enjoyable volunteering experience?

28	Figure 16. To what extent is flexibility and customizability a requirement for you to participate in volunteering activities?
29	Figure 17. What might stop you from participating in JA volunteer work?
30	Figure 18. Which of the following do you believe is an effective way of safeguarding the quality of volunteer service programs?
32	Figure 19. What is your company's approach to your participation in volunteering activities?
33	Figure 20. Which of the following methods does your company adopt to encourage volunteer involvement?
34	Figure 21. Do you agree with the following: My commitment to long-term volunteer involvement is closely related to my employer's corporate culture.
35	Figure 22. What aspects of your company show that CSR is part of its corporate culture?
36	Figure 23. Corporate values on CSR and Volunteerism
39	Figure 24. Do you believe that China's overall CSR culture is growing?
39	Figure 25. Do you agree with the following statement: through volunteering, I am directly contributing to the improvement of Chinese society?
40	Figure 26. When you have a time clash with volunteering activities, what method do you adopt to solve it?
41	Figure 27. When you encounter a problem in the process of volunteer service, what is your approach to the problem?

About JA China

Junior Achievement is the world's largest non-profit organization dedicated to educating students about workforce readiness, entrepreneurship and financial literacy through experiential, hands-on programs. Each year, JA reaches over 9 million students in more than 100 countries around the world, inspiring and preparing young people for their future career development and to succeed in the global economy.

As the economy becomes increasingly globalized, China needs strong global business talent. To meet this critical need, JA China partners with the business and education sectors to deliver our innovative business and economics programs in schools ranging from elementary schools to universities. Taught by first-class business volunteers possessing first-hand business experience, our programs are preparing China's youth for their future career development and entrepreneurship, while cultivating character, creativity and leadership among China's future business leaders.

JA China reached 1,076,114 university, high school, middle school, and elementary school students in the 2010/2011 school year. 8,143 volunteers from businesses and universities participated in JA China programs, contributing a total of 288,648 volunteer hours. Since its establishment in 1993, JA China has reached a total of 2,917,813 students through approximately 25,000 volunteers. For more information, please visit our website at www.jachina.org.

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We welcome the use of this White Paper and its contents as a reference for other literature. If so, please reference as “‘Do Well, Do Good’: China’s New Wave of Business Volunteers- JA China White Paper”, JA China, December, 2011.

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