

Realized Worth’s **Strategic Program Structure Framework** helps social impact practitioners gain a comprehensive understanding of whether they have all the pieces in place to make their program portfolio successful. Every company with a social impact function has a version of this structure, but the maturity varies greatly.

The framework below is a **sample** to help you make sense of **what you already have, what you need to build, and what needs improvement**.

Review the **definitions** provided to understand each element of the Strategic Program Structure. A **worksheet** is provided at the end of this document to get you started on mapping your own strategic program structure.



DEFINITIONS

- Vision** Together, a shared mission of a social impact team and clearly defined, business-aligned goals create the vision of a strategic social impact program or portfolio. In successful programs, every category in the framework contributes directly to an overarching mission and set of business-aligned goals.
- Supporters** Social impact teams aren’t the only Supporters of programs required to make them successful. Executive Sponsors are critical to creating a culture of social impact. Other supporters may include internal partners.
- Programs** Employee-facing giving and volunteering programs can be categorized into: Signature, Business-Aligned, or Individual-/Team-based volunteering. Strong portfolios have programs that satisfy all three categories.
- People** While Supporters help create a culture and programs to enable social impact activity, People make it happen. These are the groups enabling giving and volunteering on the ground and can exist formally or informally.
- Capacity** Capacity are the structures that enable and empower employees to give and volunteer. These elements are not programs in themselves, but elements that create the capacity for programs to produce the desired results.

Now, let's define the elements of:

**Vision** Do you have a compelling vision for employee volunteering and giving? Does everyone who's involved in each program know how to **articulate the overarching vision**? Everyone involved – from supporters to participants to volunteer leaders – need to understand where the program is going and why it matters.

**Supporters** Who are the people deputized to support your program? Do they know their role? Do they understand what's expected of them? Every region or every business unit needs a self-motivated influential leader to **message** (talk about) and **model** (show up for) the initiatives that drive the vision of your program.



DEFINITIONS

**Shared Mission** Defines a purpose that enables and empowers everyone involved in the effort (i.e. Supporters and People) to identify with the *why* behind the work they are doing.

**Business-Aligned Goals** Objectives created with strategic business alignment in mind. Business-Aligned Goals serve both the Shared Mission of the social impact effort and the business at large.

**Executive Sponsors** Visible leaders in key regions who support the goals of the program through *messaging and modelling*.

**Social Impact Team** Centralized team that provides program resources, governance and support. Examples across organizations include: Social Impact, Corporate Social Responsibility, Corporate Responsibility, Community Investment, Community Impact, or Community Affairs.

Now, let's define the elements of:

**Programs** What is the complete portfolio of Social Impact programs (and related programs) at your company? Who runs which program? How did it start? Why does it exist? Should it still exist? And most importantly, **in what ways does it contribute to the overarching vision and business-aligned goals?**

While you may choose to categorize them differently, all employee-facing giving and volunteering programs can be categorized into: **Signature, Business-Aligned (Spotlight), or Employee Choice programs**. Strong portfolios have programs that satisfy all three categories.



DEFINITIONS

**Signature Program(s)** Draws internal and external attention to a company's social impact narrative and inspires employees to get involved by recognizing high-potential, high-impact participants. These programs create high levels of brand equity internally and externally, but often have the lowest levels of participation due to high specialization and/or concentrated time commitments.

**Spotlight Program(s)** Give a higher level of visibility both internally and externally and emphasize the narrative of the business-aligned causes. Participation in Spotlight Programs is higher than Signature Programs as they tend to run longer and are more accessible to the broader employee-base.

**Employee-driven activities** Often see the highest levels of employee participation in skills-based, cause-oriented, or interest-based activities. These programs usually have high levels of visibility internally, but not necessarily externally.

Now, let's define the elements of:

**People** While Supporters help create a culture and programs to enable social impact activity, **People make it happen.** These are the groups enabling giving and volunteering on the ground and can exist formally or informally.

The key here is to **get the right people in the right roles.** When the wrong people are in the wrong roles, it demonstrates that leaders do not believe the potential outcomes of the work are worth the investment. Your people are not just helpers; they are the key to achieving your program's vision.



DEFINITIONS

**Regional Volunteer Leaders**

Paid or unpaid “organizers” of social impact leaders, necessary at most large or geographically distributed organizations to enable the scalability and decentralized management of social impact leadership networks.

**Volunteer Leaders**

Usually unpaid “facilitators” of social impact events or campaigns (i.e. volunteering and giving). People in this role are typically given company-specific titles such as Social Impact Champions, Community Advocates or Volunteer Ambassadors, it’s probably worth adding. This role is typically filled by intrinsically motivated employees who are passionate about planning and running social impact events.

**Employee Volunteers and Donors**

The employee “doers” - i.e. those who give their time and money to volunteering and giving efforts. Volunteers and donors may eventually become social impact leaders if they are intrinsically motivated to do so and are effectively guided along the [Journey of the Volunteer](#).

Now, let's define the elements of:

**Capacity**

Your capacity elements are what **power your people, your programs, your supporters and your vision**. These create the capacity for everything else to function effectively. You don't need all of them, but you need to know what they are and why you choose (or choose not) to implement them as an element of your program



DEFINITIONS

**Policies**

The standardization of social impact practices across company groups and locations. Often reflects the values of the company but must be culturally institutionalized by Supporters and People to be effective.

**Incentives, Rewards, Recognition**

Methods of acknowledging and engaging People groups for their contributions to social impact efforts. Effective incentives, rewards, and recognition strategies meet donors, volunteers, and social impact leaders at their *highest level of contribution*.

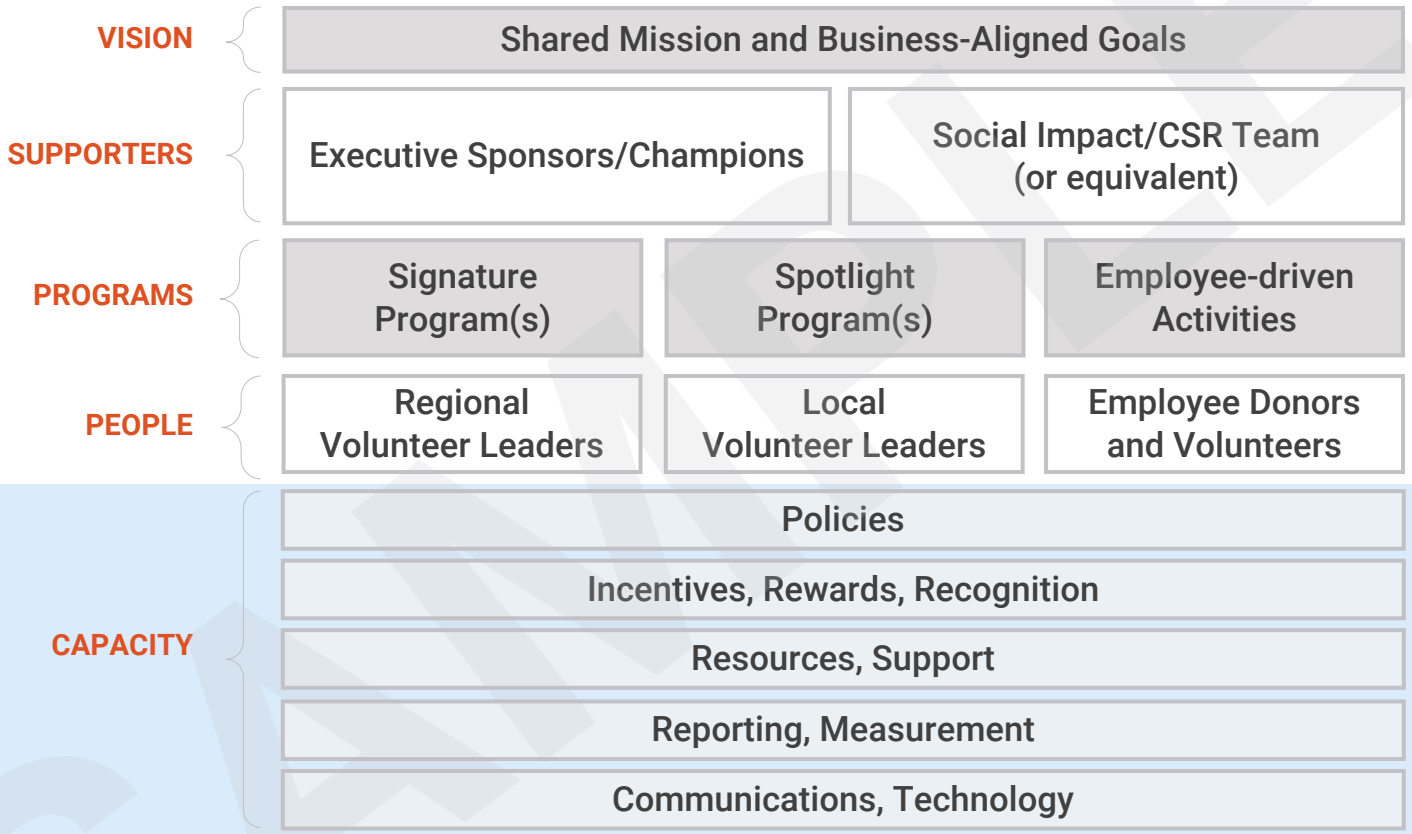
**Resources, Support**

Tools and structures required to support the sustained engagement of employees in volunteering and giving. Examples include: social impact leader training, peer-learning cohorts, social impact leader check-in calls, workplace giving and volunteering software, and social impact network governance structures.

(continued)

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DEFINITIONS

**Reporting, Measurement**

Frameworks, mechanisms, and channels necessary to define, measure, and report on program results. Examples include: defined program objectives, Key Performance Indicators (KPIs), measurement surveys, social impact leader check-in calls, feedback submission forms, and event tracking software.

**Communications, Technology**

Language, channels, and tools necessary to engage and facilitate social impact activity across the organization. Examples include: communications plans, communications templates and support, social impact leaders recruitment materials, workplace giving and volunteering software, and collaboration platforms.

Use this template to document the programmatic elements as they exist within your program(s). Once completed, this visual can be used as a tool to identify gaps and opportunities for optimization.

<b>VISION</b>	<b>Shared Mission and Business-Aligned Goals</b>		
<b>SUPPORTERS</b>	<b>Executive Sponsors/Champions</b>	<b>Social Impact Team (or equivalent)</b>	
	<b>Signature Program(s)</b>	<b>Spotlight Program(s)</b>	<b>Employee Choice Program(s)</b>
<b>PEOPLE</b>	<b>Regional Volunteer Leaders</b>	<b>Volunteer Leaders</b>	<b>Employee Donors &amp; Volunteers</b>
	<b>Policies</b>		
	<b>Incentives, Rewards, Recognition</b>		
<b>CAPACITY</b>	<b>Resources, Support</b>		
	<b>Reporting, Measurement</b>		
	<b>Communications, Technology</b>		

**SAMPLE: Completed Strategic Program Structure Assessment**

*This Strategic Program Structure is based on a mock health care company with 20K+ employees across 10+ countries.*

VISION	<b>Shared Mission and Business-Aligned Goals</b>		
	Frida Health creates life-changing medical solutions to help millions live longer and fuller. Through Social Impact, Frida Health aims to extend its positive impact to millions more. (See detailed objectives breakdown <here> [hyperlink].)		
SUPPORTERS	<b>Executive Sponsors/Champions</b>	<b>Social Impact Team (or equivalent)</b>	
	<ul style="list-style-type: none"> <li>CEO</li> <li>Division Executives</li> </ul>	<ul style="list-style-type: none"> <li>Corporate Social Responsibility Team</li> <li>Partners: DEI, HR</li> </ul>	
PROGRAMS	<b>Signature Program(s)</b>	<b>Spotlight Program(s)</b>	<b>Employee Choice Program(s)</b>
	<ul style="list-style-type: none"> <li>Frida for the Future (youth health and nutrition literacy program)</li> </ul>	<ul style="list-style-type: none"> <li>Board Service (for nonprofits focused on healthcare)</li> <li>Skills-Based Volunteering (data analysis for health institutes)</li> </ul>	<ul style="list-style-type: none"> <li>Dollars for Doers</li> <li>Matching Gifts</li> </ul>
	<b>Regional Volunteer Leaders</b>	<b>Volunteer Leaders</b>	<b>Employee Donors &amp; Volunteers</b>
PEOPLE	<ul style="list-style-type: none"> <li>Three Social Impact Councils (USA, Mexico, Ireland)</li> <li>Informal, grassroots</li> </ul>	<ul style="list-style-type: none"> <li>Volunteer Champions across 8 locations</li> <li>ERGs (informal, grassroots)</li> </ul>	<ul style="list-style-type: none"> <li>Approx. 2K donors and volunteers across all locations</li> <li>Goal: 25% participation (5K)</li> </ul>
	<b>Policies</b>		
CAPACITY	<ul style="list-style-type: none"> <li>Dollars for Doers Policy</li> <li>Matching Gifts Policy</li> <li>Nonprofit Eligibility Policy</li> <li>Volunteer Paid Time Off Policy</li> </ul>		
	<b>Incentives, Rewards, Recognition</b>		
<ul style="list-style-type: none"> <li>Mostly ad-hoc and grassroots efforts</li> <li>Frida Founder's Citizenship award to highest donor and volunteer with most volunteer hours (annual)</li> </ul>			
<b>Resources, Support</b>			
<ul style="list-style-type: none"> <li>Centralized CSR Team budget; distributed on ad-hoc basis</li> <li>Disparate donor and volunteering support resources, created and maintained at grassroots, regional level</li> <li>Event organization support by Social Impact councils; ad-hoc support by CSR team</li> </ul>			
<b>Reporting, Measurement</b>			
<ul style="list-style-type: none"> <li>Reporting through Volunteering and Giving software (see below)</li> <li>Reporting mostly on outputs (i.e. volunteer hours, number of activity, participation rates) vs. outcomes or impacts</li> <li>CSR program-related questions in annual Employee Engagement survey</li> </ul>			
<b>Communications, Technology</b>			
<ul style="list-style-type: none"> <li>Intranet</li> <li>Yammer</li> <li>Slack</li> <li>Email</li> <li>Workplace Volunteering and Giving Software (Benevity)</li> <li>Volunteering Opportunity Database (VolunteerMatch)</li> </ul>			

## ABOUT RW SOCIAL REV

RW Social REV is where social impact professionals come to get the job done and become the best at what they do. Backstage, the platform that powers it all, provides social impact professionals access to hundreds of practical resources to design, enhance, and build employee social impact programs that are scalable, measurable, and meaningful. This includes tools, templates, research, frameworks, training, and more.

Through Social REV, practitioners can also access Realized Worth's REV Agents and REV Experts. REV Agents help members get the most out of Social REV and Backstage. REV Experts inform and create everything available on Backstage, and are available to our All Access VIP pass holders to provide guidance and support in making critical program decisions.

To learn more about Social REV and Backstage, visit our website: [www.realizedworth.com/socialrev](http://www.realizedworth.com/socialrev).

## ABOUT REALIZED WORTH

Since 2008, Realized Worth has offered strategic consulting services to some of the most notable companies in the world. We help companies successfully create or evolve their employee social impact strategy through a comprehensive design, transition and implementation process that results in a robust and scalable employee program. It's our mission to help companies curate Transformative Experiences to drive company-wide social movements. We bring meaning to action through our Transformative Volunteering approach, which teaches employees how to practice behaviors that create engaging, effective, and impactful volunteer projects for their peers.

With a wide range of over 100 clients including Abbott Labs, Amazon, Apple, Comcast, Deloitte, Microsoft, Netflix, and others, Realized Worth's specialized expertise is uniquely suited for the corporation seeking meaningful impact through its employee social impact programs.

The co-founders of Realized Worth, Chris Jarvis and Angela Parker, are based in Baltimore, Maryland. The extended team is based throughout the US and Canada. Realized Worth Canada is based in Halifax, Nova Scotia.

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