Strengthening Your CSR Impact Story with a Program Outcomes Framework

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tcc group

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Agenda

I. Welcome and Introductions

II. A Framework for Corporate Citizenship

III. Case Study – Symantec

- Framework
- Goal Development
- Stakeholder Engagement
- Outcomes Framework
- Data Prioritization

IV. Summary Overview

I. Welcome and Introductions

Who We Are

Lisa Frantzen

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About Us

- At TCC Group, we are committed to addressing **complex social problems** by heightening our clients' understanding of their **collaborative role in society** and helping them strengthen strategy, build capacity, and advance assessment and evaluative learning.
- **We partner with companies and foundations** to help design and develop their strategic approach.
- Our knowledge and expertise in the social impact sector helps our clients **create high impact strategies and programs** addressing a range of important issues.

Our Corporate Clients

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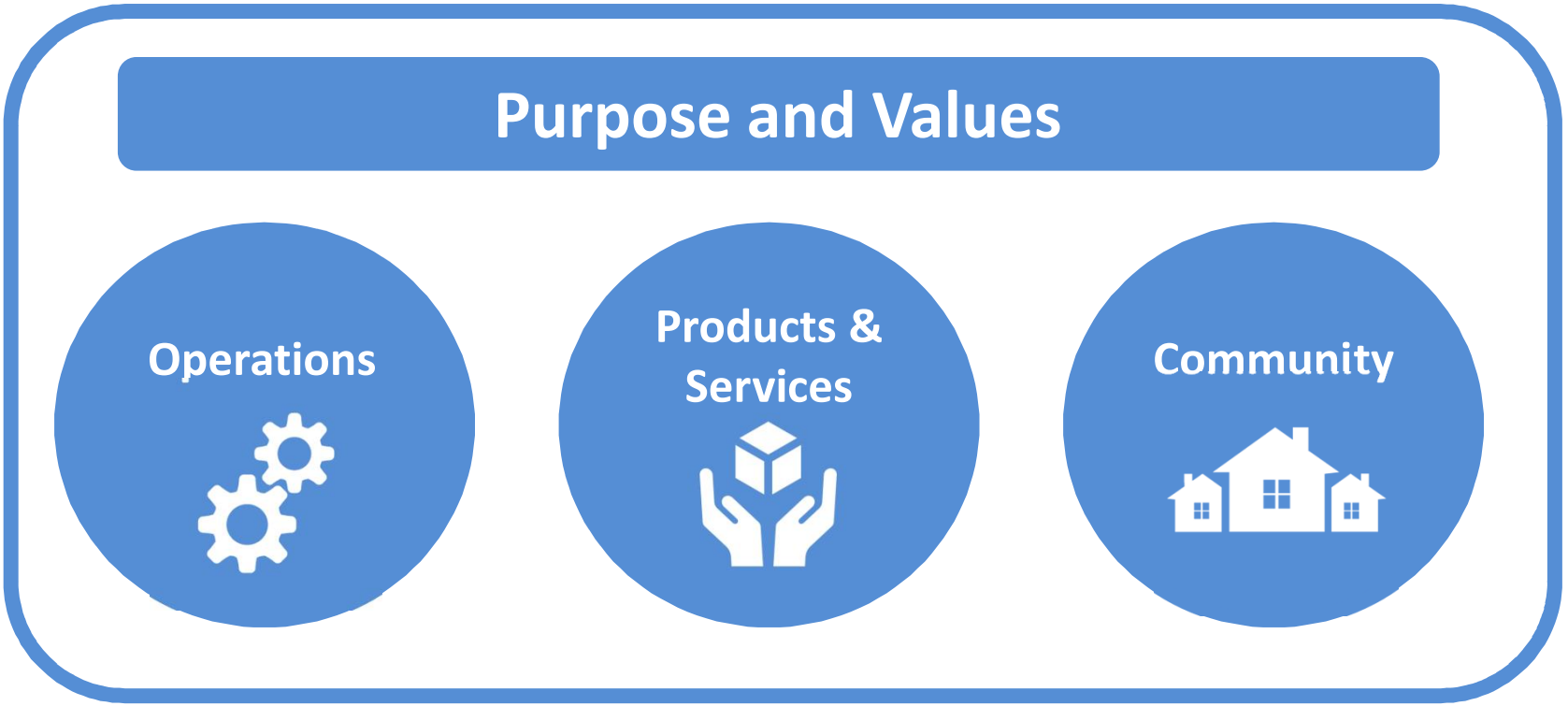
II. A Framework for Corporate Citizenship

TCC's Corporate Citizenship Framework



TCC's Corporate Citizenship Framework

	Description	Stakeholders
	The issues relating to the company operations including environmental impact, workplace, diversity, etc.	Regulators, suppliers, community leaders, employees, advocacy groups
	The impact (positive or negative) of a company's products and services on society.	Global / national stakeholders; employees, customers, shareholders, advocacy groups, government
	The relationship with the community where the company operates and where employees live and work.	Community leaders, employees, local nonprofits, local government

TCC's Corporate Citizenship Framework

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Purpose and Values

Drivers			
Issues	**Operational Impacts on Employees and Community**	**Impact on Society of the Company's Products and Services**	**Issues Important to Priority Community Stakeholders and Employees**
Programs	Company develops policies and programs to address operational impacts	Products and services are developed and refined to reinforce the company's purpose and mission	Programs and activities are designed to meet local/regional priorities
Accountable	Human Resources; ESG	Product and Service Development	Community Relations
Supporting	Corporate Citizenship Department		
Resources	Philanthropy; Employee Volunteers; Product Donations; Advocacy		

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III. Case Study: Symantec

Framework

Symantec's Story – Message from the CEO

"Symantec is the global leader in cyber security. What we do, at Symantec, is not just a job – it's a calling, demonstrated by our mission to keep the world's information safe and reflecting our fundamental commitment to make the world a better place.

While the threat to information grows exponentially, there is a real shortage of qualified candidates to join the fight against cybercriminals. For the past two years, we have fostered the talents of young adults – including people of color, women and veterans to help fill the workforce gap in cyber security."

Greg Clark, CEO
Symantec

Symantec's Corporate Citizenship Priorities

The following priorities were identified through a materiality analysis and based on the Global Reporting Initiative's (GRI) Principles for defining report content.

Priority Issue	**Related Business Objective**
Talent and Culture	Develop and maintain a skilled, diverse, and talented global workforce, and cultivate high levels of engagement and loyalty by providing opportunities for personal and professional growth
Diversity and Inclusion	Grow technology talent pipeline, attract and retain the best talent available, create a culture where diverse talent can thrive and innovate, and better understand and serve our diverse global markets
Securing Information	Provide software and services that protect and secure our customer's data where it lives and help to address the cyber security workforce development gap through the Symantec Cyber Career Connection program
Customer Satisfaction	Engender customer loyalty through continuous improvements in our internal customer satisfaction metrics and customer retention
Energy and Greenhouse Gases (GHGs)	Minimize the environmental footprint of Symantec and our customers
Important Issue	**Related Business Objective**
Philanthropy and Community Engagement	Enhance employee connection to the company, to each other, and to their own career, and serve as a tool to support business goals related to the priority issues above

Symantec

tcc group

Mission

Help businesses harness the power of their information and make the digital world safer

Our People

Your Information

The World

Symantec's Corporate Citizenship Framework

	Description	Stakeholders
	Provide a work culture that supports professional training and development, fosters workplace inclusion and equality, and cultivates employee fulfillment.	Å Customers (Corporate and Consumers) Å Employees Å Investors Å Governments and Regulators Å Community Members, Nongovernmental Organizations (NGOs), and Nonprofits Å Suppliers
	Partner with customers, government agencies, communities and families to protect individuals and their information and ensure confidence in the online experience	
	We remain committed to conducting our business in an environmentally sound manner, upholding ethical and social standards in our company and supply chain and contributing to communities where we live and work	

Symantec's Corporate Citizenship Framework

Mission: Help businesses harness the power of their information and make the digital world safer

	Our People	Your Information	The World
Drivers			
Issues	**Diversity & Inclusion; Retention**	**Cybersecurity Workforce Gap; Online Safety**	**Energy & Greenhouse Gases; Supply Chain; Community Investment**
Accountable	Human Resources	Cybersecurity Training: Philanthropy Online Safety: Consumer Business Unit	Environment: Workplace Solutions Supply Chain: Product Teams and Procurement Community: CR
Supporting	Corporate Responsibility Department: Environmental Responsibility/Diversity & Inclusion/Employee Engagement/Philanthropy/Stakeholder Engagement		
Resources	Philanthropy; Employee Volunteers; Product Donations		

Goal Development

Symantec's Issues and Programs

Our People

Provide a work culture that supports professional training and development, fosters workplace inclusion and equality, and cultivates employee fulfillment.

Diversity & Inclusion

Retention

Your Information

Partner with customers, government agencies, communities and families to protect individuals and their information and ensure confidence in the online experience

Cybersecurity Training

Online Safety

The World

We remain committed to conducting our business in an environmentally sound manner, upholding ethical and social standards in our company and supply chain and contributing to communities where we live and work

Environmental Stewardship

Supply Chain

Community Investment

Our People

Diversity & Inclusion

Increase diversity of workforce at all levels by 15% by 2020 (and support subgoals such as 30% women in leadership)

Partner with and support HR in a focused effort to attract, develop and retain women

Expand and improve the ERG's impact on the business

Add a more comprehensive disability and veterans focus to our D&I programming

Improve our EEO/AA compliance program and processes (including talent tracking and reporting mechanisms), and leverage more fully to support our overall D&I effort

Diversity & Inclusion
Revised Goals

Increase diversity of workforce at all levels by 15% by 2020 (and support subgoals such as 30% women in leadership)

Pipeline - Increase diversity of pipeline to attract more women, underrepresented minorities, LGBTQ, veterans and individuals with disabilities

Community - Strengthen reputation in the community as a company supporting diversity

Our People

Diversity & Inclusion
Revised Goals

Increase diversity of workforce at all levels by 15% by 2020 (and support subgoals such as 30% women in leadership)

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Role of Philanthropy

Support diversity goals through the following programs/ activities:

- **Workforce** – Assist inclusion efforts by providing support for ERGs and their efforts to support/fund relevant organizations
- **Pipeline** – Build pipeline through engaging students and training diverse populations to be cybersecurity professionals
- **Community** – Reinforce reputation as diverse employer by supporting organizations advocating for and supporting diverse populations in the technology industry.

Your Information

Cybersecurity Training

Excite, engage and educate 1 million students in STEM education through global nonprofit partnerships, with an emphasis on computer science and cybersecurity, by 2020 with an investment of $20 million.

Phase 1 – Excite: Introduce students to cybersecurity and computer science

Phase 2 – Recruit, Train and Certify: Trainings

Phase 3 – Prepare for Jobs: Internships

Phase 4 – Launch Careers: Job placement support services

Cybersecurity Training
Revised Goals

Increase diversity in the cybersecurity industry by engaging and training underrepresented minorities, women and veterans.

Goal 1 – Engage Diverse Students in Cybersecurity

Raise awareness of long-term career opportunities in cybersecurity

Goal 2 – Launch Diverse Populations in Cybersecurity Careers

Provide training, support and access to cybersecurity careers

Your Information

Cybersecurity Training
Revised Goals

Increase diversity in the cybersecurity industry by engaging and training underrepresented minorities, women and veterans.

Goal 1 – Engage Diverse Students in Cybersecurity

Raise awareness of long-term career opportunities in cybersecurity

Goal 2 – Launch Diverse Populations in Cybersecurity Careers

Provide training, support and access to cybersecurity careers

Philanthropy Approach

Goal 1 – Increase # of Diverse Students Pursuing Studies in Cybersecurity
Raise awareness of long-term career opportunities in cybersecurity by:
- Identifying nonprofits providing in-school and afterschool cybersecurity training/education programs
- Mobilizing employees to volunteer in schools reaching diverse populations

TBD:
- Potential scope and reach based on: existing nonprofits with relevant programs; potential employee volunteers

Goal 2 – Increase # of Diverse Individuals Launching Cybersecurity Careers
Provide training, support and access to cybersecurity careers by:
- Recruiting and training underrepresented minorities, women and veterans
- Developing industry coalition committed to hiring trainees and providing internships and mentoring support

TBD:
- Potential scope and reach based on existing nonprofits with relevant training programs; potential role of community colleges; coalition development

Your Information

Goal 1 – Increase # of Diverse Students Pursuing Studies in Cybersecurity

Raise awareness of long-term career opportunities in cybersecurity, with a focus on reaching underrepresented minorities

Approach: Reach/educate diverse students in underserved communities with information about cybersecurity careers; build employee engagement component where possible.

- Partner with national nonprofit capable of reaching students. Selection criteria include:
  - Experience working in schools or after school programs, middle school age and older
  - Primary focus on reaching minorities and underserved communities
  - Ability to organize volunteers where appropriate
  - Reach aligns with Symantec employee locations
  - Experience/knowledge in STEM and technology preferred

Your Information

Goal 2 – Increase # of Diverse Individuals Launching Cybersecurity Careers
Provide training, support and access to cybersecurity careers

Approach: Recruit, train and provide support and access to cybersecurity careers for underrepresented minorities, women and veterans

- **Training Program** – Identify nonprofits and community colleges capable of meeting training standards and reaching target audiences
- **Career Access Program**
  - Develop industry coalition committed to hiring trainees and providing internships and mentoring support.
    - Coalition members agree to minimum hiring requirements as well as providing support to training partners

Clarifying Your Goals - Process

Develop Draft Framework

- Is there a framework in place?
- How would you define your pillars and issue areas?

Determine Accountability for Issue Goals

- Which goals are you accountable for?
- Where can you play a supporting and/or partnering role?

Determine Stakeholders Needed to Develop Goals

- Identify stakeholders to be involved based on roles and value
- Develop process to gather information and feedback

Develop Your Goals

- Determine social impact expectations for priority stakeholders influencing goal (existing research; surveys; focus groups)
- Apply stakeholder inputs to shape and support goals
- Develop realistic goals taking into consideration budget and resource availability (internal and external), company and leadership commitment

Stakeholder Engagement

Image Source: http://bit.ly/2ujvOrN

Goals Serve Different Purposes At Different Times

Demonstrate or Amplify a Commitment

Differentiate from Competitors

Inform Strategic Programming for Business and/or Social Impact

Support Expansion when Entering New Business Space

Key Elements of Successful Stakeholder Engagement: Goal Development

- Internal

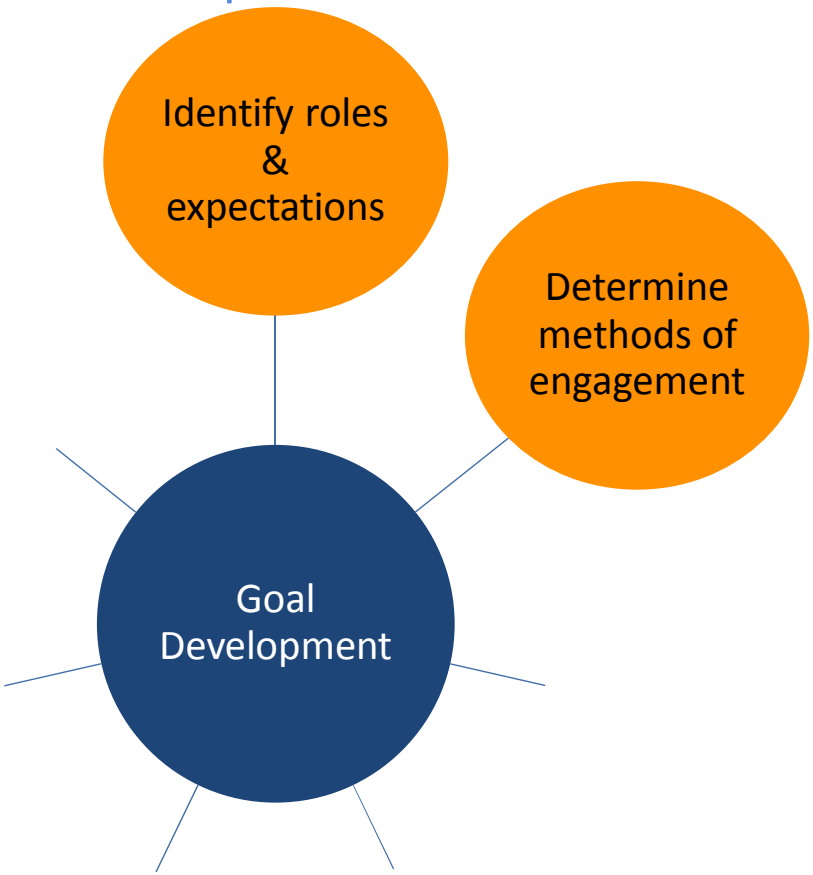
Roles & Expectations Matrix

Goal Development and Integration	Decision maker	Key informant	Content Contributor	Champion	Conduit	Communicator	Change agent
Goal champions	✓			✓		✓	✓
SMEs			✓		✓		
Senior Leaders	✓						
Employees		✓					
Trusted advisors		✓			✓		
Advocacy orgs			✓		✓	✓	✓
Community leaders			✓		✓	✓	

● Internal ● External

Key Elements of Successful Stakeholder Engagement: Goal Development

- Internal



Key Elements of Successful Stakeholder Engagement: Goal Development

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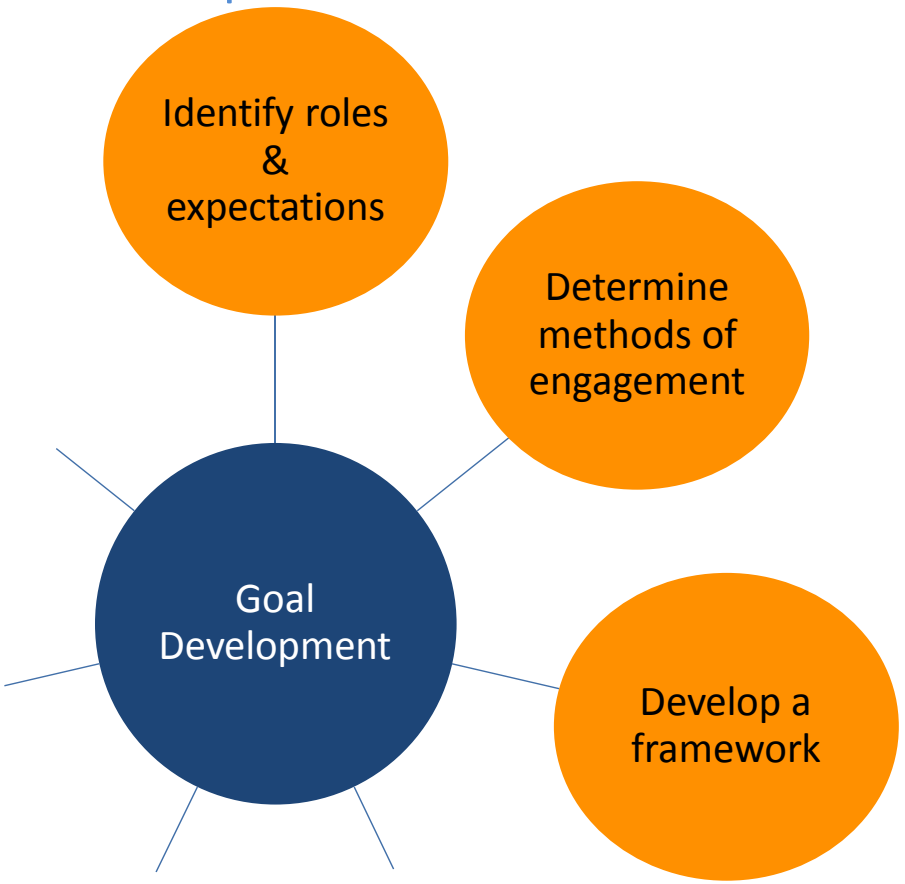
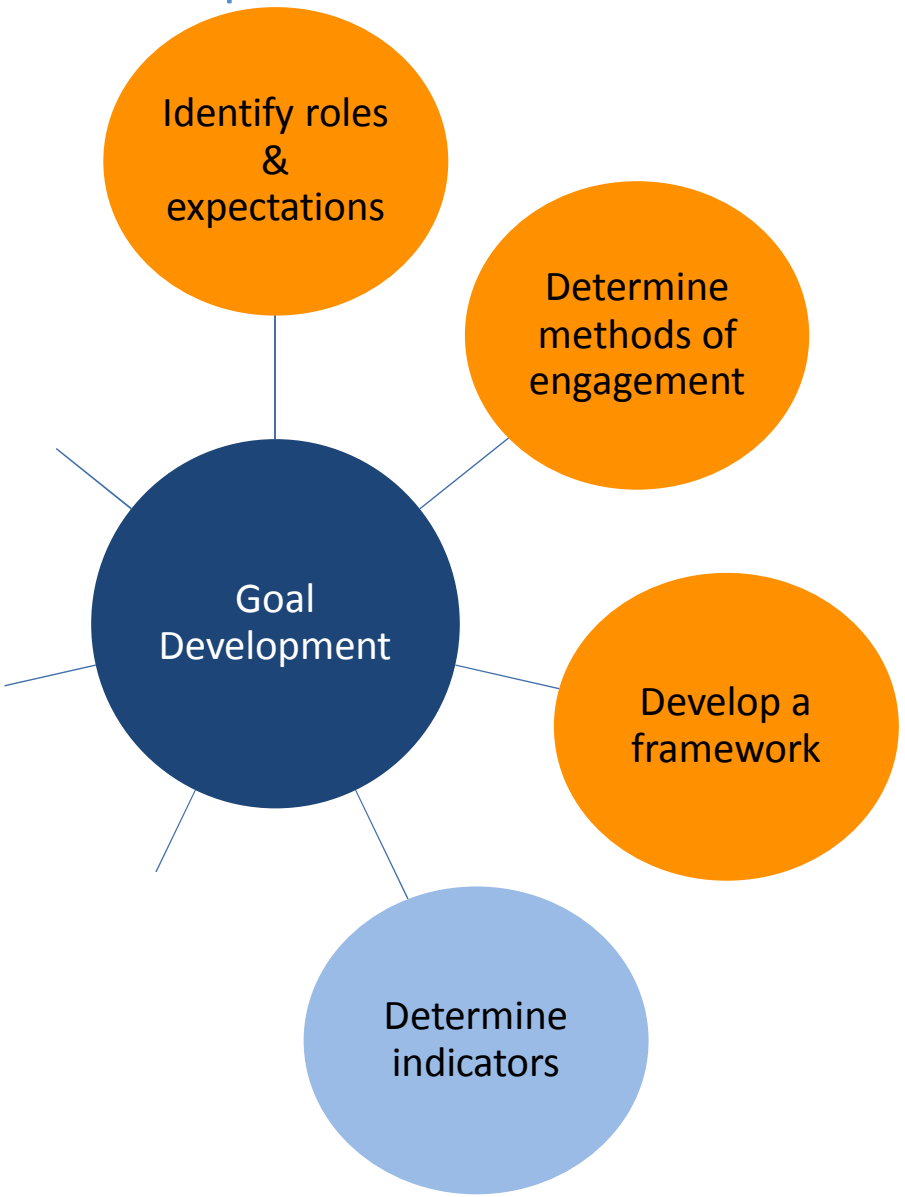


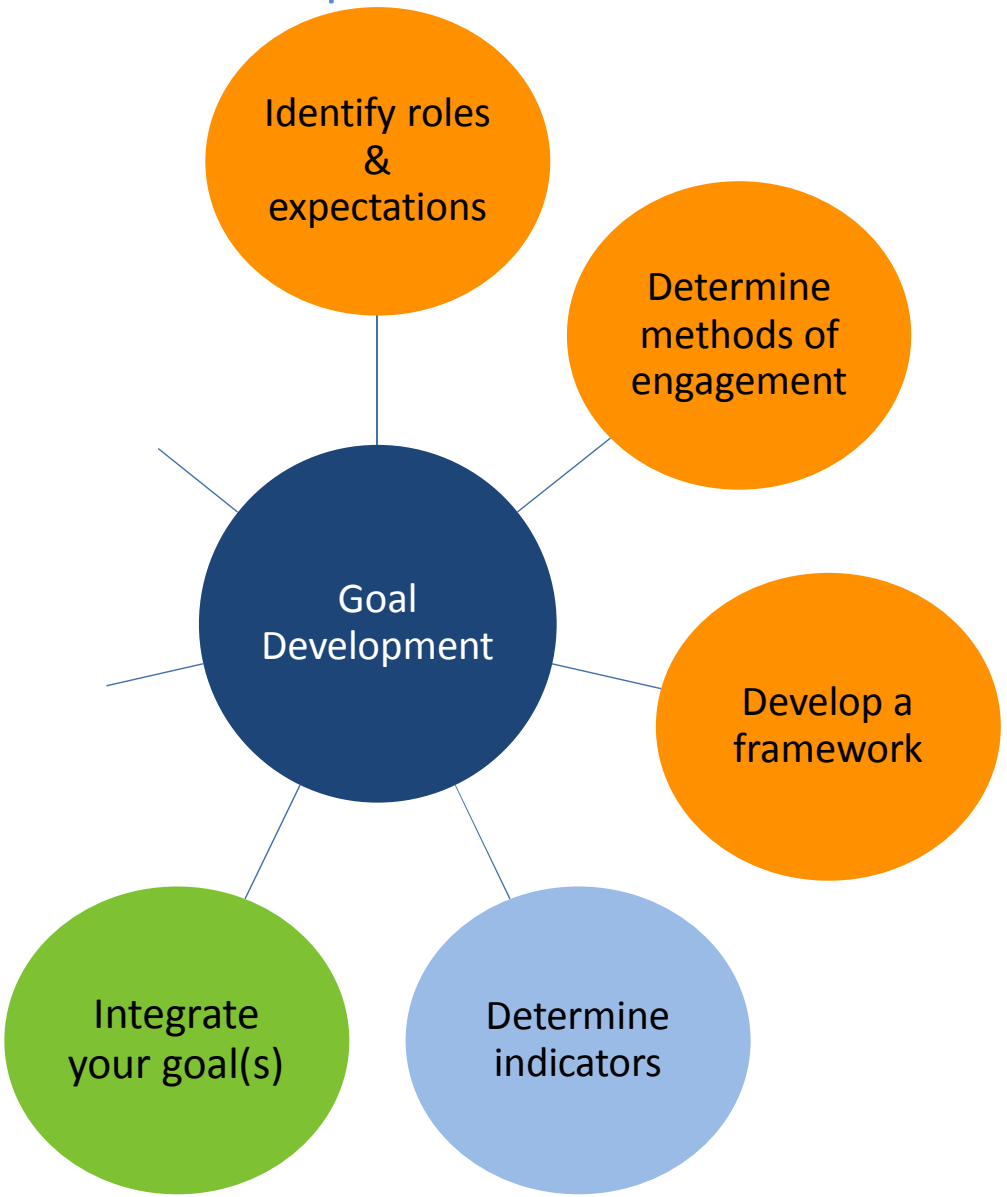
Key Elements of Successful Stakeholder Engagement: Goal Development

- Internal
- Internal / External



Key Elements of Successful Stakeholder Engagement: Goal Development

- Internal
- Internal / External
- External



Key Elements of Successful Stakeholder Engagement: Goal Development

- Internal
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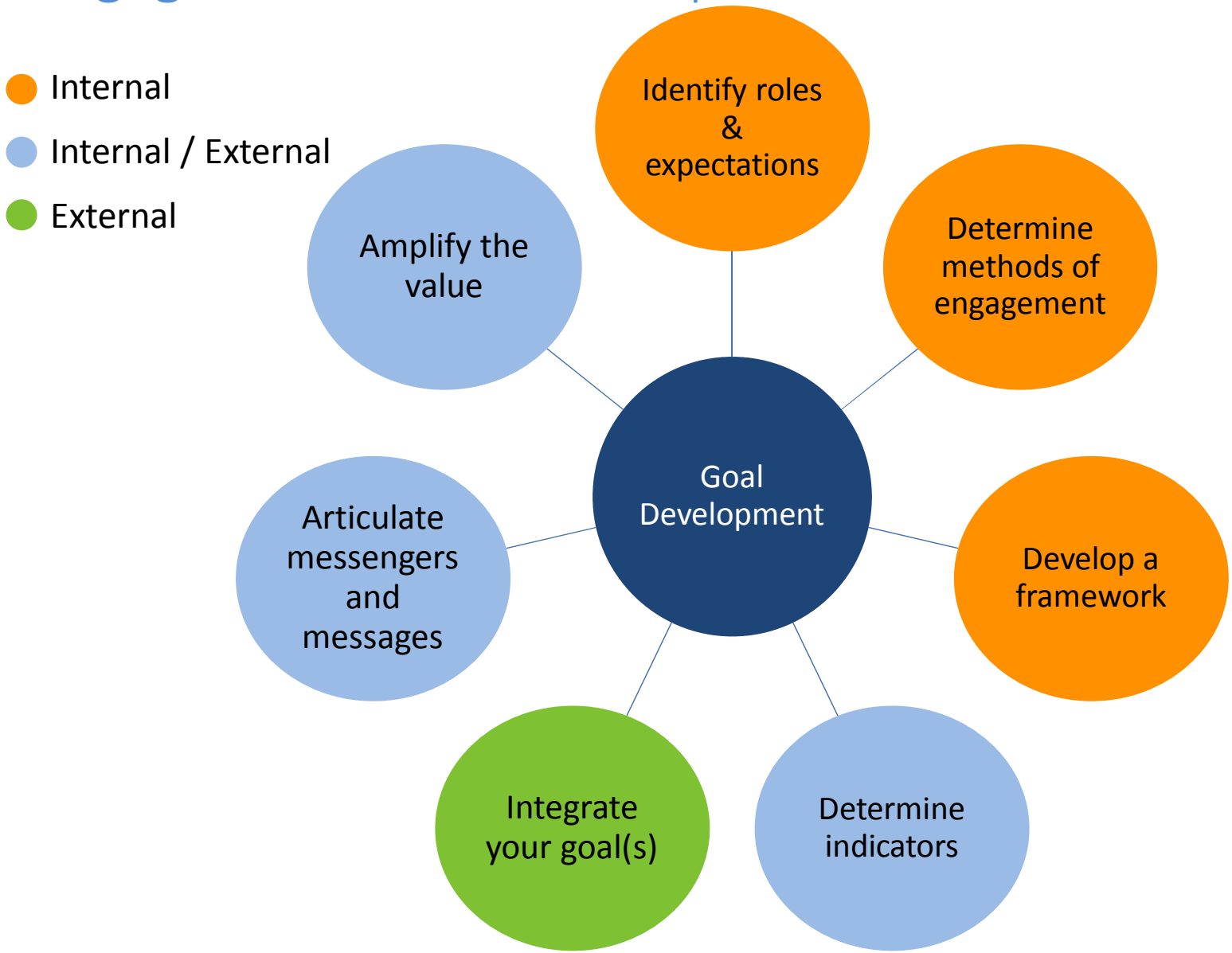
Key Elements of Successful Stakeholder Engagement: Goal Development



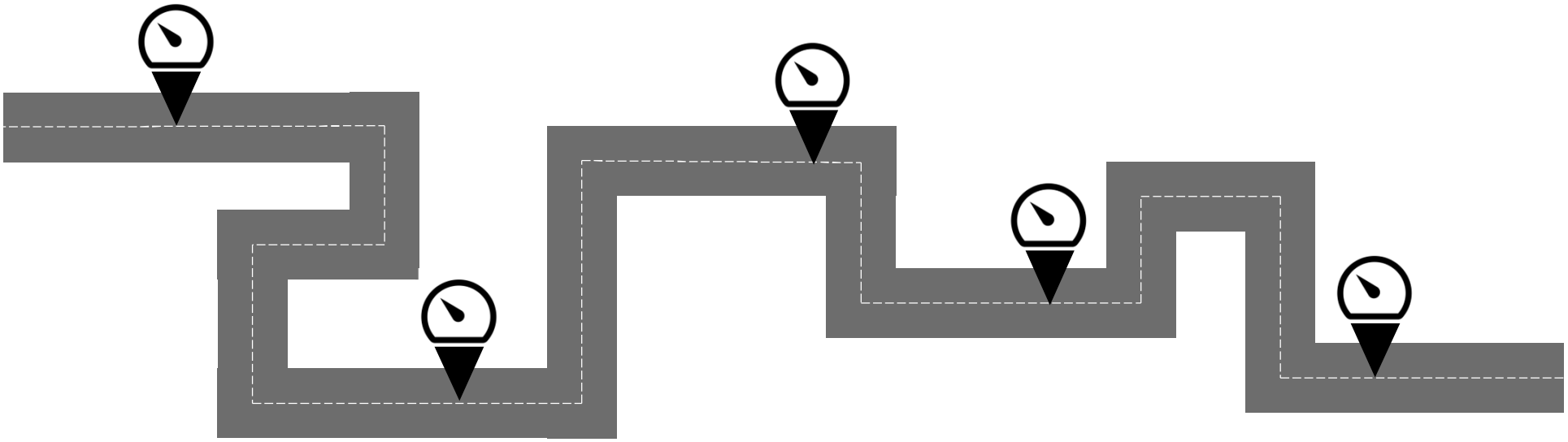
Customized Self-Assessment Starter Questions for Stakeholder Engagement Goal Development

Yes	No	Self-Assessment Question
		Does your corporate citizenship work have a compelling, convincing story to tell?
		Does your corporate citizenship story add value to your company's story?
		Do you need to shift internal perception for the immediate engagements?
		Do you have the evidence base to make the business case to shift perception?
		Are you positioned to collaborate with internal champions and naysayers to achieve internal alignment?
		Will demonstrated impact of your corporate citizenship goals strengthen your capacity, buy-in, and internal perception for the future?

Outcomes Framework

What is an Outcomes Framework?

A framework that clearly maps out the **desired benefits (outcomes)** that the initiative/program is trying to achieve, the **causal links** to achieving those outcomes, and the **measurements** that will be used to assess progress towards the end goal.

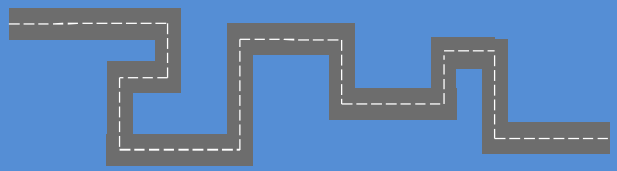


Why do we use an Outcomes Framework?

- **Clarify** our strategy and desired outcomes
- **Test** a series of **hypotheses** or working assumptions about our program
- **Learn** about the program **and refine its design** and activities
- Understand **which partners** make the best fit for achieving our goals
- **Show the value** of the work to internal stakeholders
- **Tell the story** of the work

Components of an Outcomes Framework

Logic Model/ Theory of Change



A systematic and visual way to present relationships among the **resources** you have to operate your program, the **activities** you plan to do, and the **changes** or results you hope to achieve.

Set of Core Indicators

Data which provide an **indication of performance** in terms of an agreed vision of success.

Building a Logic Model

Start with your goal.

Symantec

Cybersecurity Training Program Goal 1 Logic Model

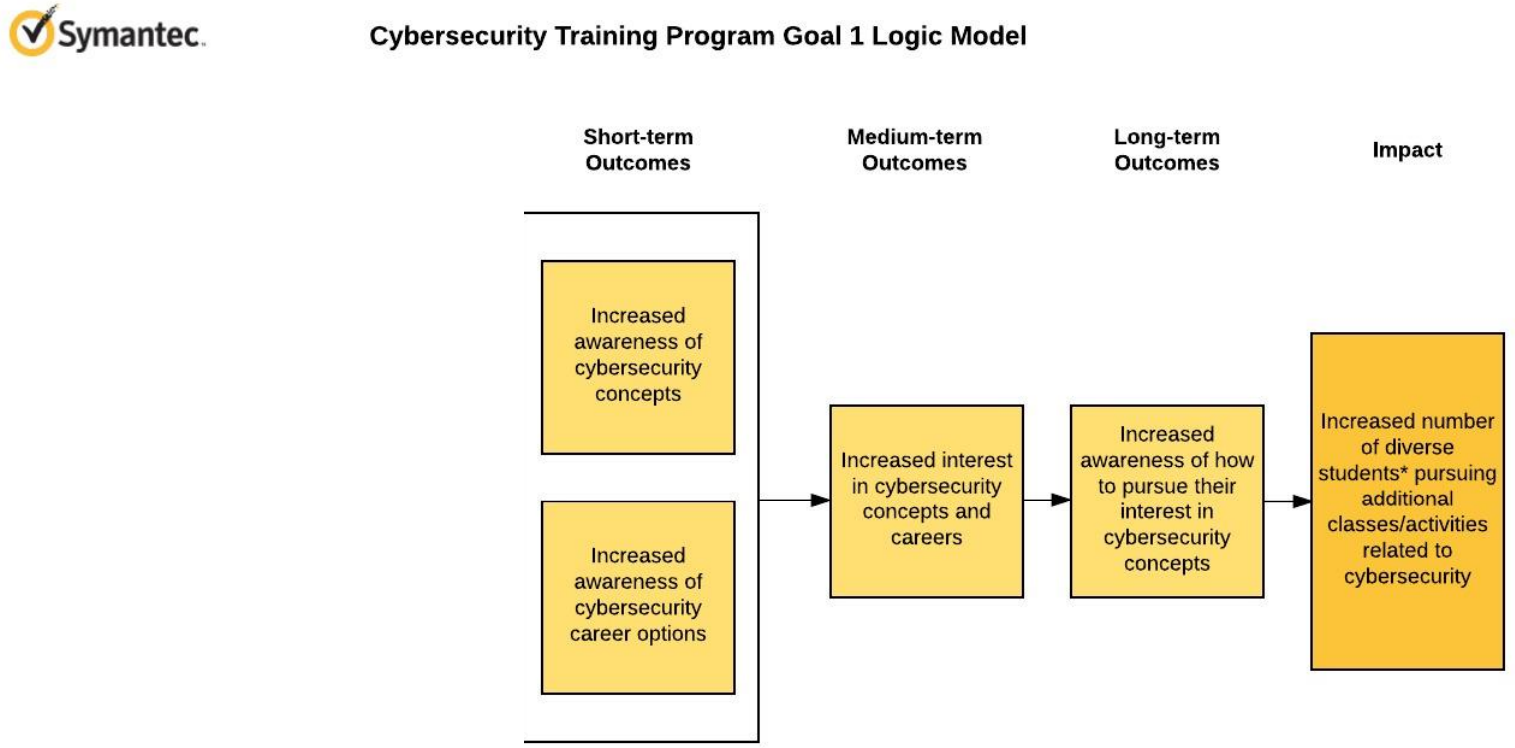
Impact

Increased number of diverse students* pursuing additional classes/activities related to cybersecurity

*Diverse students = underrepresented minorities and girls, ages 10-18

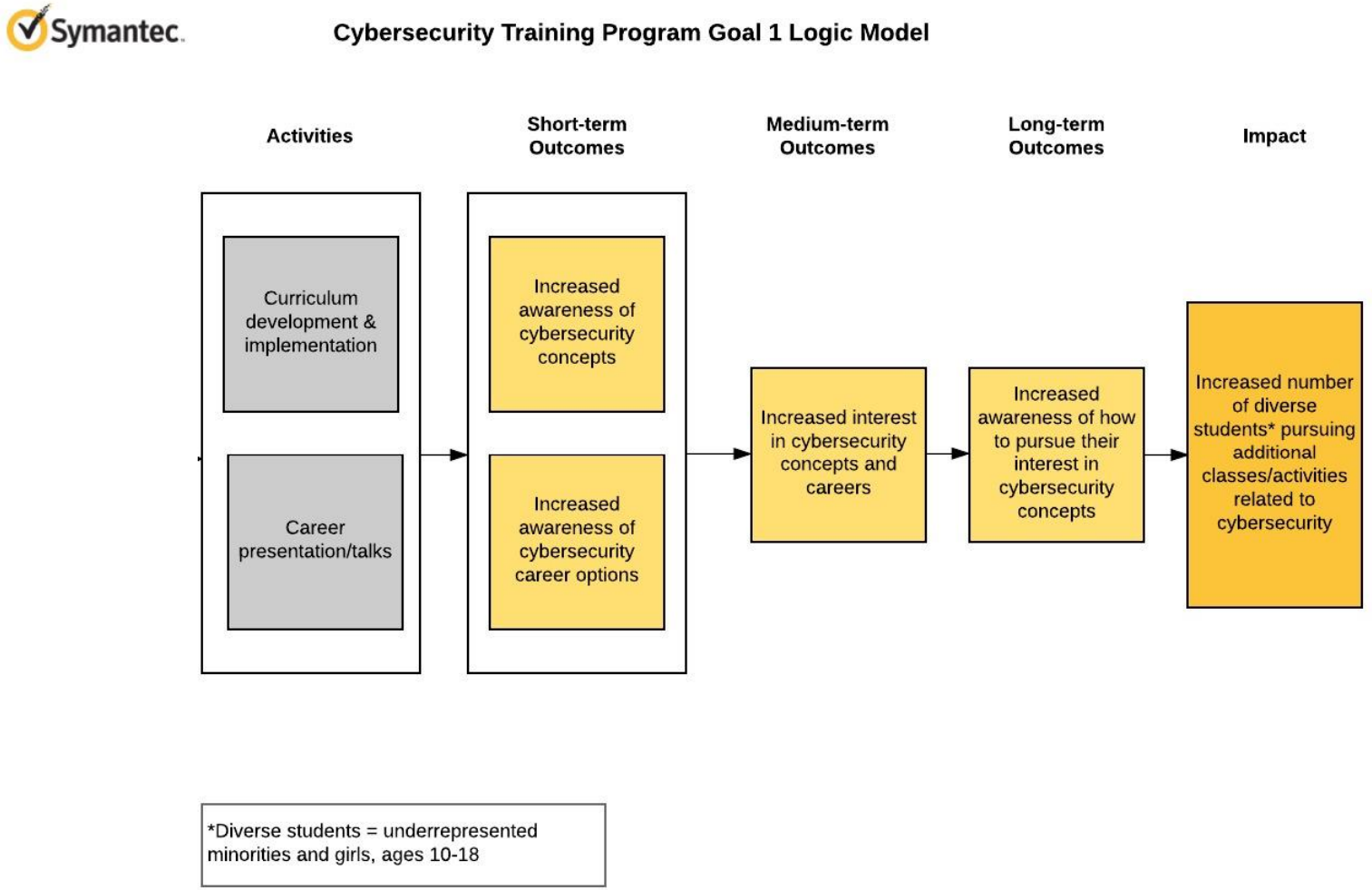
Building a Logic Model

Then build the logical sequence of outcomes that must occur to reach your goal.



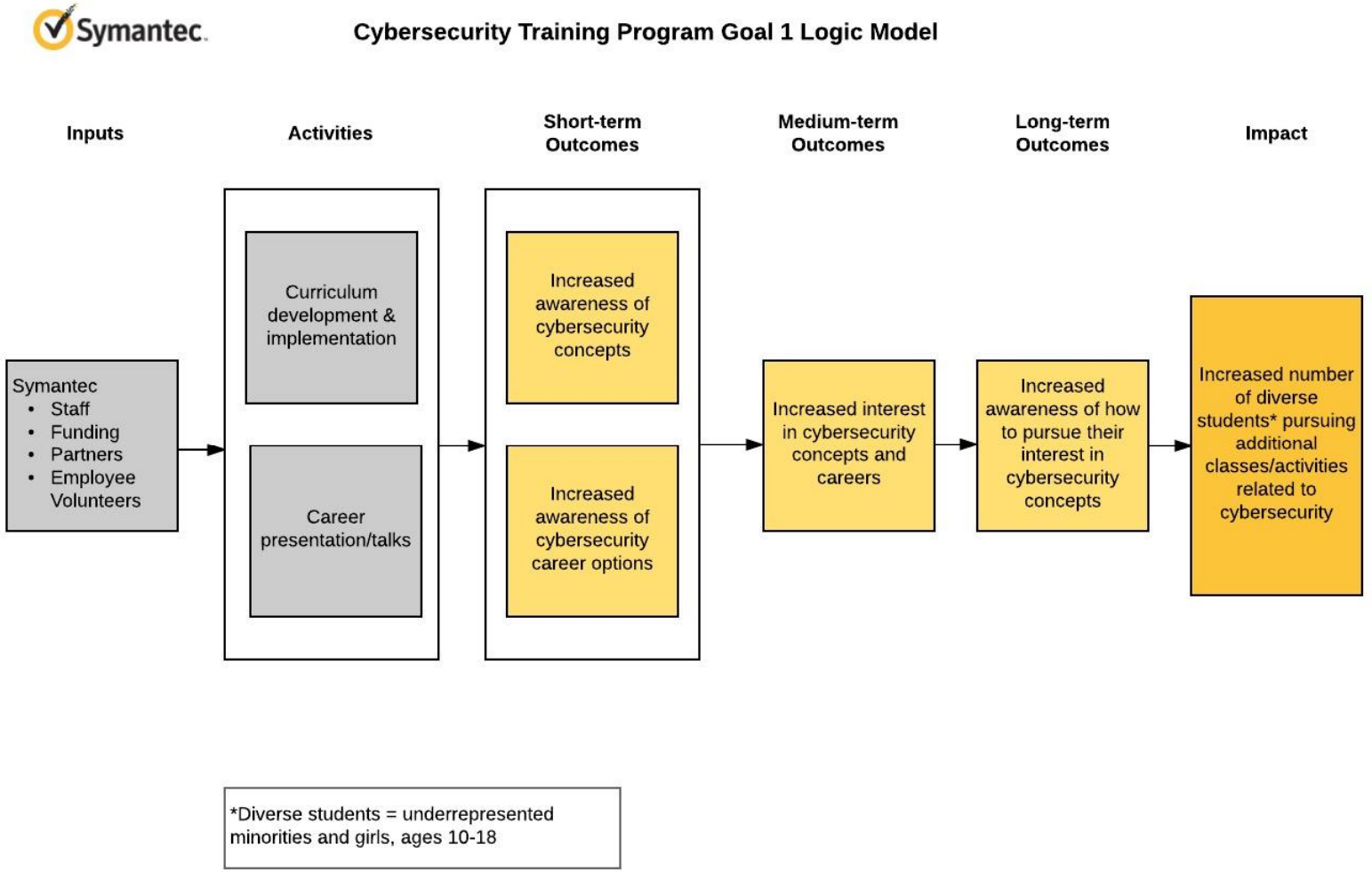
Building a Logic Model

Now think about the types of interventions that will help create these initial desired changes.



Building a Logic Model

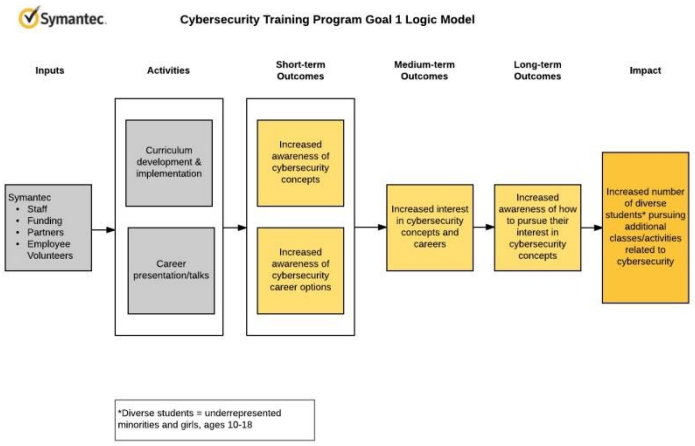
Finally, add in the investments that you will make to support these interventions.



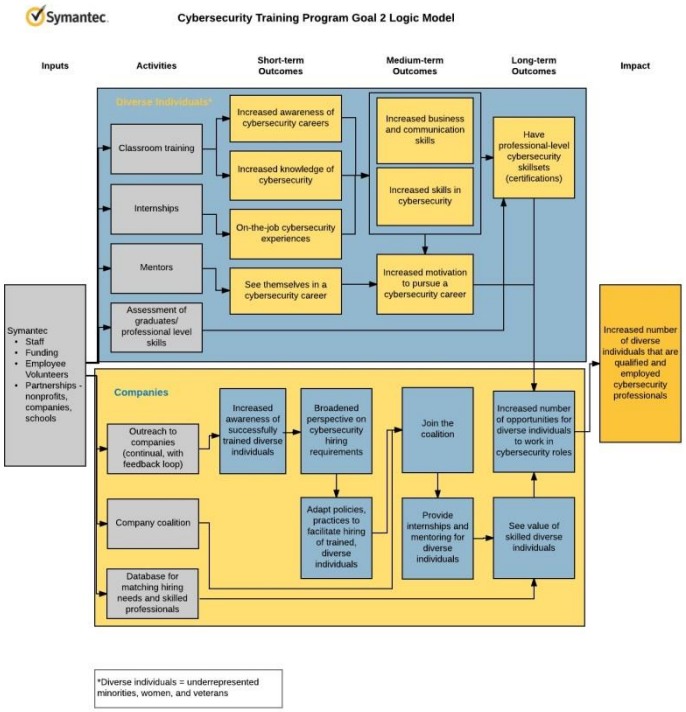
Completed Logic Model(s)

You may have more than one logic model if your goals vary or if your target populations are different.

Goal 1 Logic Model



Goal 2 Logic Model



Considerations for Logic Model Development

- Work with internal stakeholders
- Work with grantees or external partners
- Build on existing evidence
- You can have more than one logic model
- Logic models are not meant to be static

Prioritizing Data Collection

Your Wishlist

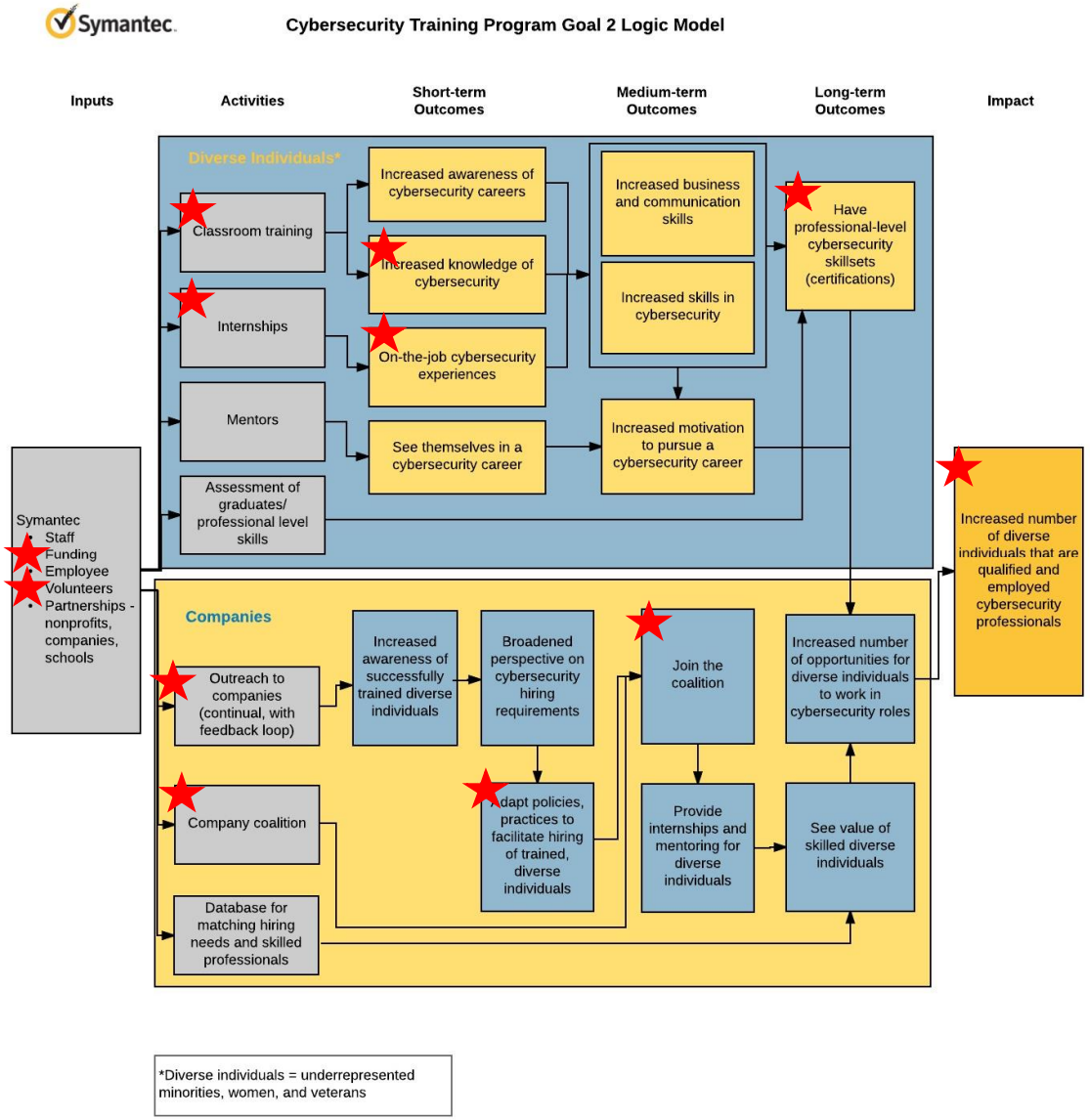
What is one type of data that you wish you had?

With which audience would you share that data?

Prioritizing Your Data Collection

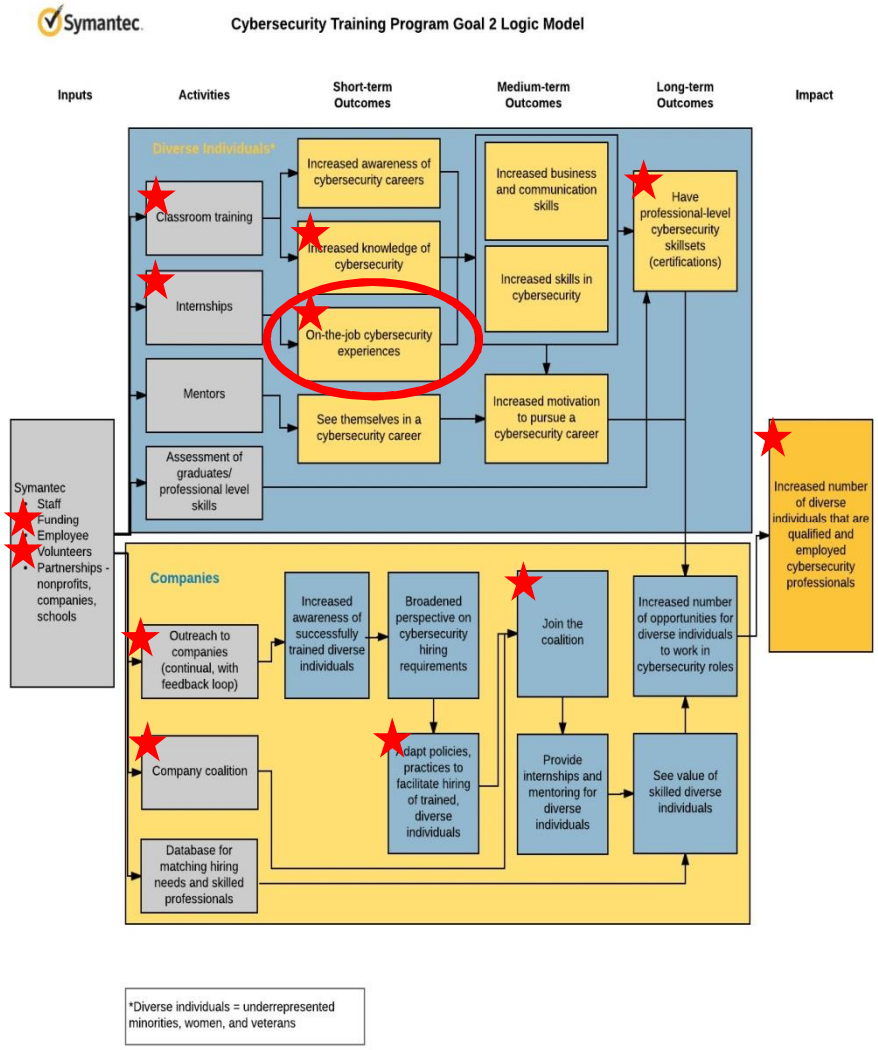
Prioritize sections of the logic model according to:

- Importance
- Feasibility to collect data
- Usability



Developing Your Core Indicators & Data Collection Plan

Indicator	Data Source	Timeframe for Collection
% of participants who apply the cybersecurity skills in a job setting	Salesforce	Annually
Narrative description of participants' experiences	Student interviews or survey	Annually



Considerations for Developing a Set of Core Indicators

- Can be aggregated across grantees
- Give a strong indication of outcome achievement
- Can be mix of qualitative and quantitative
- Integrate stakeholders where possible

Key Takeaways

Framework & Goal Development

- Identify where your corporate citizenship programs can align with and support the company's business goals.
- Refine your program goal to clarify the value your program is bringing to the company goal.

Stakeholder Engagement

- Stakeholder engagement is complex, nuanced, essential, and in the best of all worlds, ongoing.
- Internal engagement for optimal goal-setting strengthens your framework to tell your story internally and externally.
- Ask the right questions early and often.

Outcomes Framework

- Build out a logic model map that will show how you're going to reach your program goal.
- Work with key stakeholders to prioritize indicators that will assess progress towards the goal.

Questions?

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