



Strengthening Your CSR Impact Story with a Program Outcomes Framework

Prepared by:



May 8, 2018

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| Agenda

- Welcome and Introductions
- Leading Challenges & Drivers
- Case Study: Symantec
 - Goal Development
 - Outcomes Framework
- Session Takeaways

Welcome & Introductions



 **Tom Knowlton**

Partner & Director of
Corporate Services

TCC Group



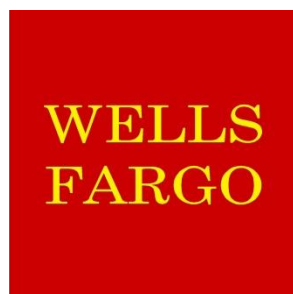
 **Lisa Frantzen**

Senior Evaluation Consultant

TCC Group

- TCC Group is a mission-driven consulting firm that collaborates with leaders to **solve complex social problems**.
- **We partner with companies, foundations and nonprofits** 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



MONSANTO



Purpose and Values

Drivers

Operations



Products & Services



Community



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

Corporate Citizenship Function

Corporate Citizenship Structure

Culture, Leadership and Adaptive Capacity

Management and Systems Capacity

Case Study: **Symantec**

Symantec's Corporate Citizenship Framework

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



“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

Three blue footprints of varying sizes, arranged in a diagonal line from the top left towards the bottom right.

Follow these steps:

1. Understand the company's framework
2. Identify the priority company goals
3. Determine which program best aligns with company goals
4. Determine where goal refinement can have the greatest benefit to the company

Who do you engage?



- *How clear is the company's corporate citizenship framework & goals? Is there a need for senior (CSR) leaders' involvement?*
- *Who can help determine where goal refinement can most benefit the company?*

Symantec Cyber Career Connection



- The program strongly aligned with and supported several priority issues for the company relating to Talent & Culture and Diversity & Inclusion
- The program goals were broad and general; the CSR team knew the impact goals could be strengthened
- The CSR team had accountability for this program, and knew the goal could be refined and developed through an internal process



Follow these steps:

1. Assess priority stakeholder expectations
 - a. What do they expect the company to accomplish?
 - b. How can this program align with and support the company goal?

Who do you engage?



- *Who is accountable for the company goal? Who can help you determine a programmatic goal to align with the company goal?*
- *Which stakeholders are driving the goal? Do they need to be involved in helping to set the goal?*
- *Which senior leaders will communicate the impact of the goal? Which ones will be a champion and support resource use to achieve the goal?*

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 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 – Launch Diverse Populations in 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

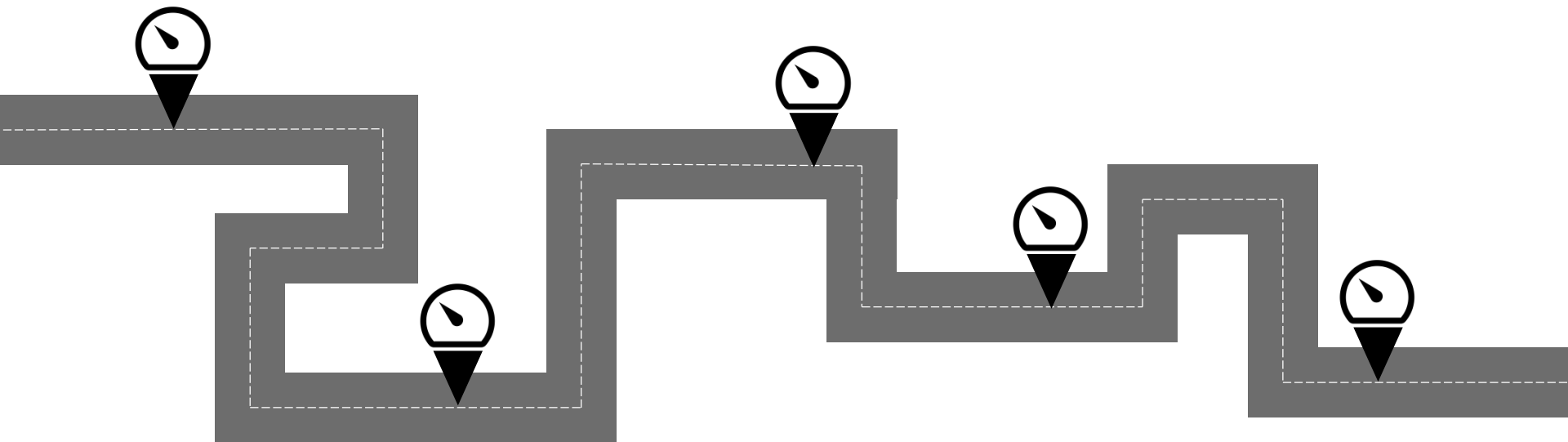
TBD:

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

Outcomes Framework

What is an Outcomes Framework?

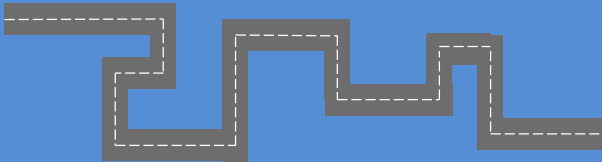
A framework that clearly maps out the **desired benefits (outcomes)** that the initiative/program is trying to achieve, the **causal links** to achieving those outcomes, and the **measurements** that will be used to assess progress towards the end goal.



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

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.

Start with your goal.



Cybersecurity Training Program Goal 1 Logic Model

Impact

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

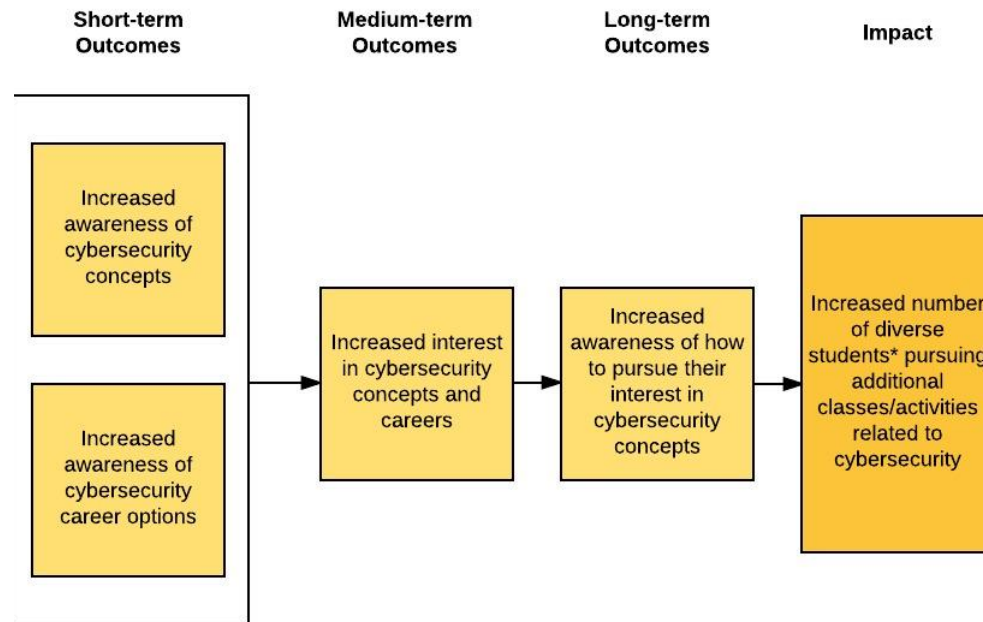
*Diverse students = underrepresented
minorities and girls, ages 10-18

Building a Logic Model

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



Cybersecurity Training Program Goal 1 Logic Model



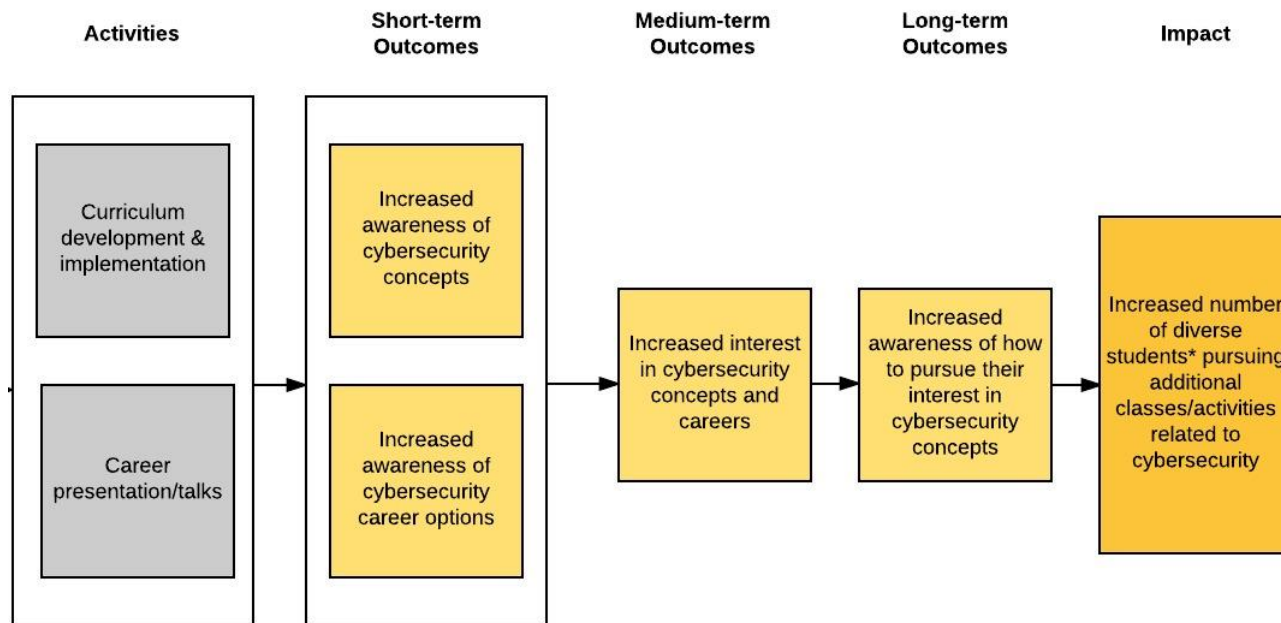
*Diverse students = underrepresented minorities and girls, ages 10-18

Building a Logic Model

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



Cybersecurity Training Program Goal 1 Logic Model



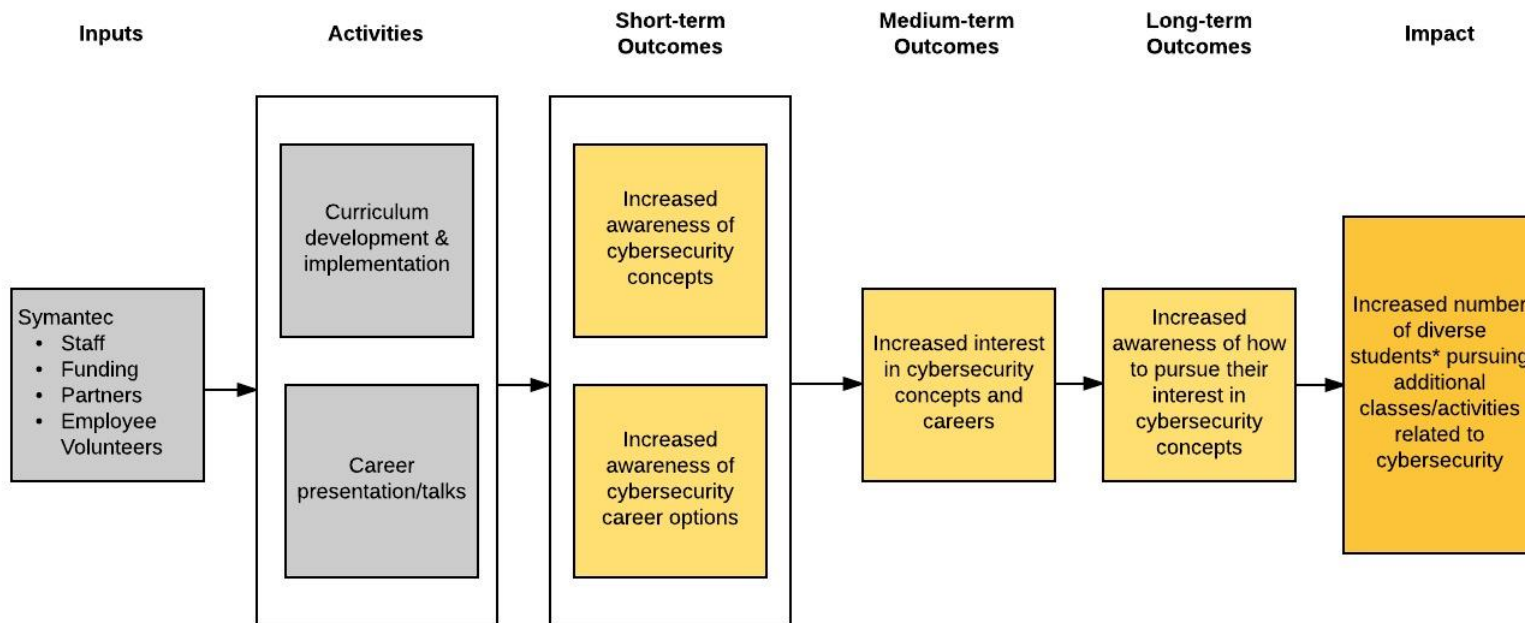
*Diverse students = underrepresented minorities and girls, ages 10-18

Building a Logic Model

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



Cybersecurity Training Program Goal 1 Logic Model



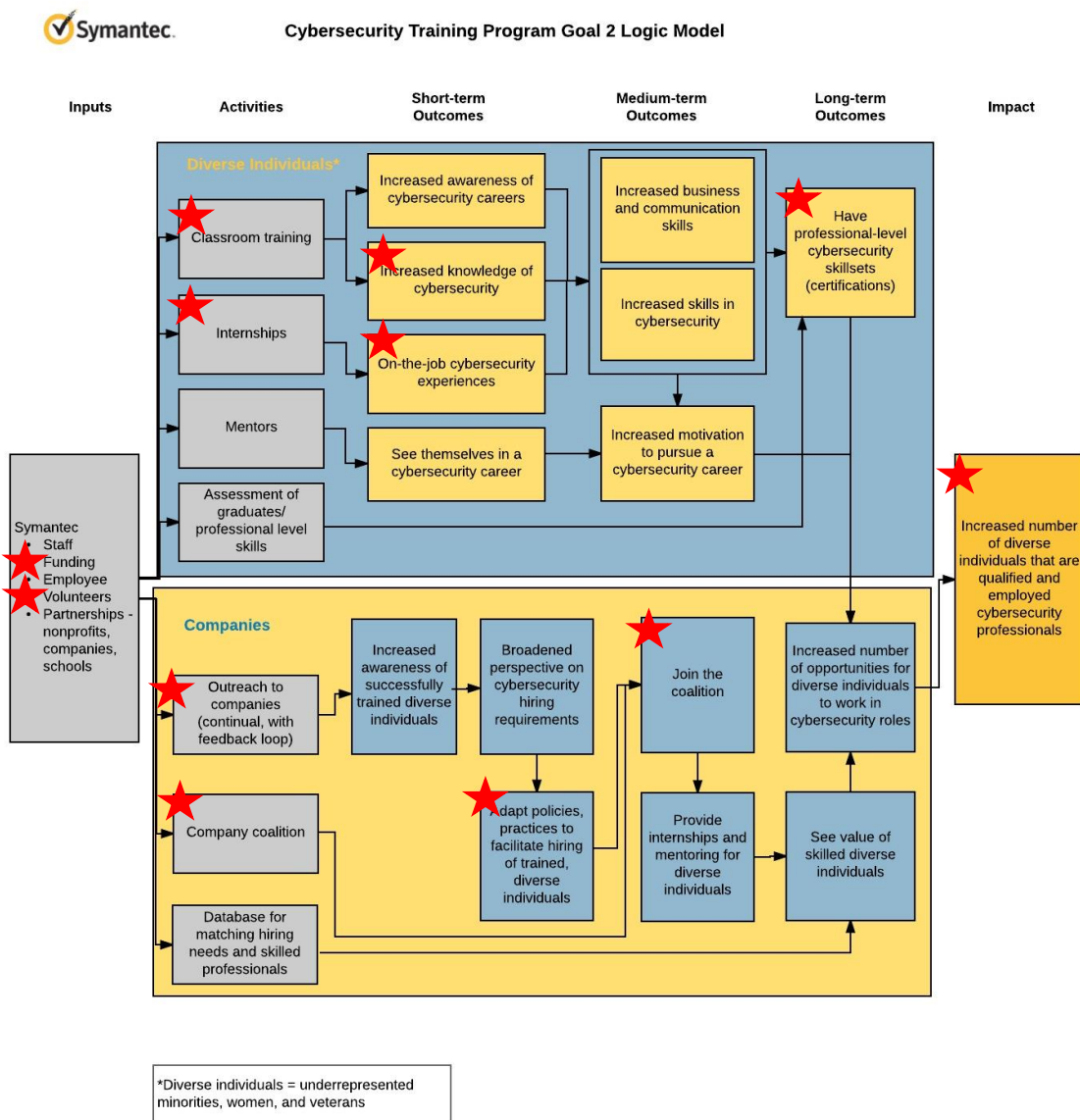
*Diverse students = underrepresented minorities and girls, ages 10-18

- 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 Your Data Collection

Prioritize sections of the logic model according to:

- Importance
- Feasibility to collect data
- Usability

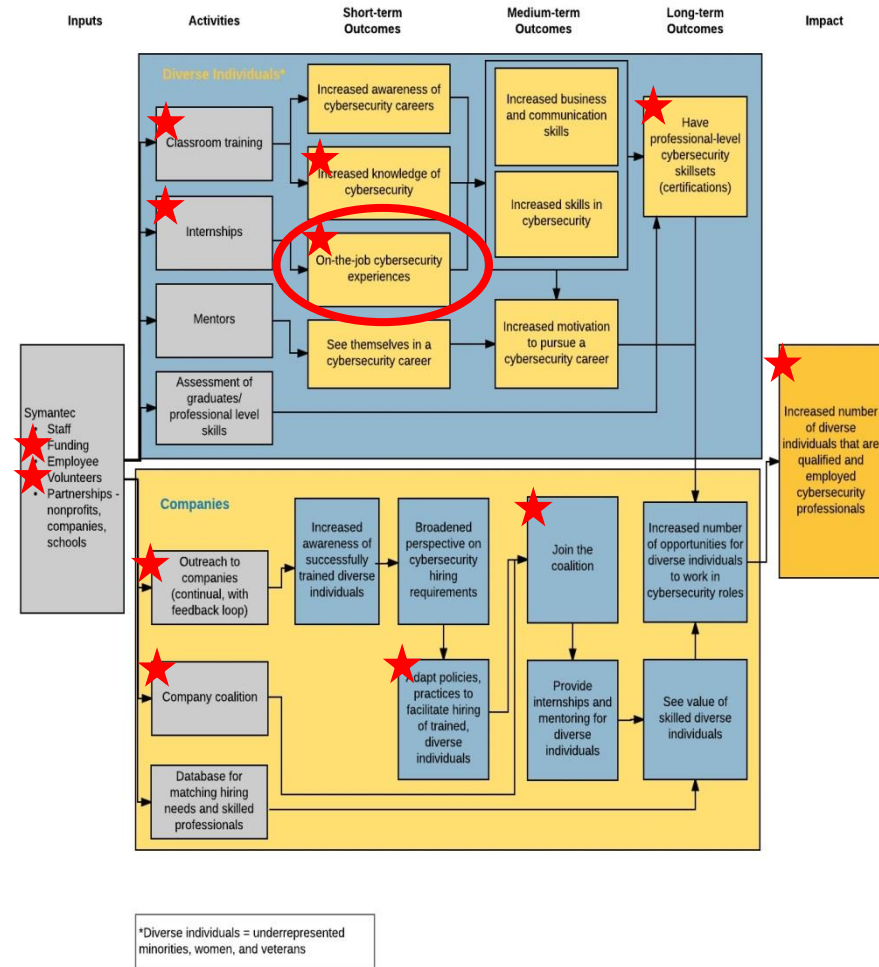


Developing Your Core Indicators & Data Collection Plan

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



Cybersecurity Training Program Goal 2 Logic Model



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

- **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.

- **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.

Clarifying Your Goals

Share your Mission / Vision:



Purpose



Community



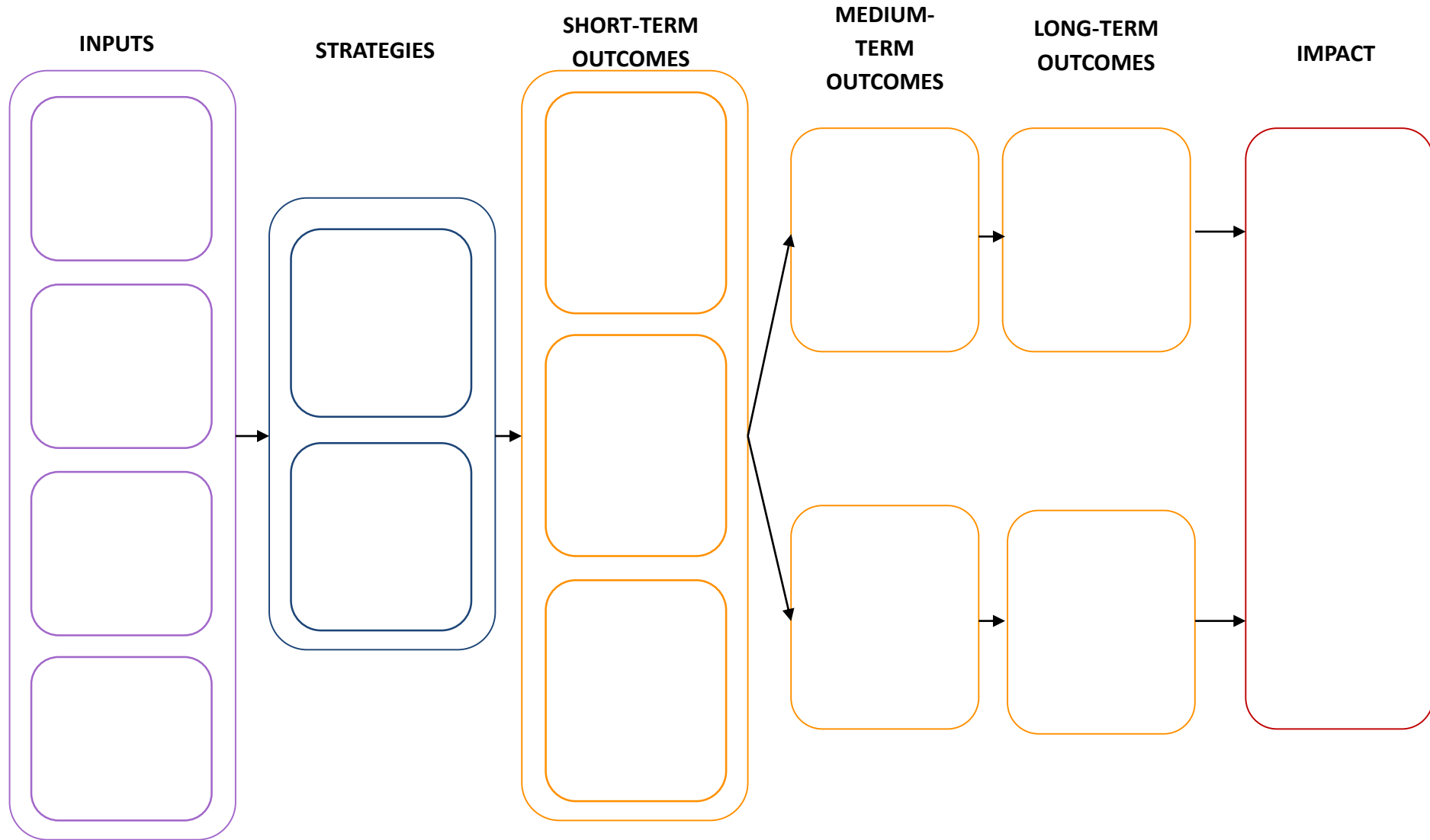
Operations

How might you define these three pillars?

List all of the issue areas / initiatives underneath each pillar.

Identify the measurable goals for each issue area.

Building Your Outcomes Framework



UPON COMPLETION OF YOUR LOGIC MODEL—Circle your priority areas based on: importance; feasibility to collect data; and usability.

Develop a Set of Core Indicators

For each priority area that you circled in your logic model, identify the core indicator(s) for each. Core indicator(s) are data that provide an indication of performance in terms of an agreed vision of success.

Core indicators: 1) can be aggregated across grantees; 2) give a strong indication of outcome achievement; and 3) can be a mix of qualitative and quantitative data (e.g., short-term outcomes, investment dollars, grantee stories).

Indicator	Data Source	Timeframe
EXAMPLE: % of students with increased positive attitudes towards school	Education portfolio grantees	Annually

Contact Us!

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