

Cummins Power Generation

*Community Involvement Program
Results of evaluation phases 1 and 2*

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Community Involvement Program Evaluation Results of evaluation phases 1 and 2

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Summary

“We have a responsibility to use part of our resources to respond to the needs of the society ... We can be a healthy community only in so far as we exist and serve within an economically and socially healthy society.”

Since making this statement in its 1972 annual report, Cummins Inc. has been committed to contributing to the health and well-being of the communities where they are located.

In 2005, Cummins Power Generation (CPG), a business unit of Cummins Inc., led the way in implementing a new model of community engagement. Building on the existing model of a Community Involvement Team, CPG added two key roles – a Global Community Service Leader and a Senior Staff Corporate Responsibility Sponsor to provide direction and maintain positive community relationships. In addition, to maximize impact of limited financial distributions, CPG began to emphasize engaging staff as volunteers. While this model applies to all of CPG’s sites world-wide, the focus of the evaluation is the partnerships surrounding CPG’s headquarters in Fridley, Minnesota.

Results are impressive: Since 2005, CPG has partnered with 21 organizations, conducting about 99 different activities annually in the communities surrounding its headquarters in Fridley, Minnesota. In 2009, they expect to spend \$231,000 providing grants and resources to agencies in the neighboring communities, and to provide 7,200 employee volunteer hours.

About the program

The Community Involvement Program is based on building relationships with community organizations. To enhance the impact of their engagement, CPG chooses partner agencies whose services intersect with the company’s capabilities and strategies, employees’ skills, interests, and passion, and community needs.

CUMMINS MODEL OF CORPORATE RESPONSIBILITY



CPG also considers the following criteria when forming community partnerships:

- **Priority needs areas** – Focusing community involvement on affordable housing and homelessness, basic needs, education, and disabilities (with an emphasis on developing employment opportunities for people with disabilities).
- **Leveraging** – Partnering with organizations that can leverage the funds and volunteers’ skills and talents to better support its activities.
- **Employee skills and interests** – Engaging in activities that allow employees to use or build personal and professional interests and skills, including business management skills.
- **Champions** – Manager-level employees committed to an organization who help facilitate CPG’s involvement.

Community engagement activities are classified by levels according to the commitment needed by CPG and community agencies:

Level 1 – Activities are physically focused, involve a large number of CPG volunteers, require less than \$1,000 in funding, and occur on an as needed basis. These activities, which focus on supplying basic needs, beautification, employee education and engagement, or organizational and program support, are an opportunity for CPG and a partner agency to explore future involvement at a higher level.

Level 2 – Activities are more frequent, require between \$1,000 and \$15,000 in funding, and represent an ongoing relationship between CPG and the partnering agency. Activities may be physically focused, but also require planning and project management skills. CPG leadership involvement is encouraged. Level 2 partners may have multiple activities occurring simultaneously.

Level 3 – Activities are characterized by highly engaged volunteers and champions, committed to maintaining a long-term relationship with the community partner agency. Activities occur throughout the year and have a budget of over \$15,000. They emphasize using management skills and business tools to develop projects and provide ongoing support to complete projects. They are also subject to a process of continuous improvement to assess how the activity can better meet the needs of the partners.

Community Involvement Team strategies to encourage employee volunteers

- Offer an array of opportunities for employees.
- Work with company affinity groups to initiate, coordinate, and participate in volunteer projects that benefit populations similar to the affinity group.
- Take advantage of CPG’s policy of offering employees four hours of paid time to participate in community activities through its Every Employee Every Community initiative.

The evaluation

Since January 2009, CPG has worked with Wilder Research to better understand the program's impact. The initial evaluation used results from surveys, interviews, and focus groups of staff, and community partners to examine CPG's commitment, partnerships with community agencies, unique approach to funding, and the advantages and disadvantages of their approach to community engagement. The evaluation also looked at suggestions for more effective partnerships with community partners; and identified factors important for replicating CPG's model of engagement.

Findings

The following themes emerged from the evaluation:

Depth of commitment – Respondents repeatedly commented on the depth of commitment CPG management and employees demonstrate. Community partners mentioned the high level of commitment of funding and volunteers, the longevity of projects, the strategic activities, and the willingness to expand involvement. Community Involvement Team members cite that the metrics related to community involvement, developed for staff and departments, serve as a constant indicator of commitment. Partners identified the high commitment level as a factor that makes Cummins Power Generation different from other funders.

Partnerships – Staff maintain that choosing organizations that address specific community issues and building relationships is a cornerstone of their partnerships. Community partners stated that their partnerships with CPG are based on trust, respect, and a common understanding of goals. They were especially pleased with the liaisons who support the partnership through advocacy and communication. In fact, additional communication with liaisons, and other CPG staff, was one of the suggestions for improving partnerships.

Flexibility – Community partners gave high ratings to CPG's flexibility when planning projects and their ability to adapt to the needs of the organization. Community Involvement Team members concur that CPG remains flexible by using a continuous improvement process to help adapt involvement to best serve partners and build on successful activities. Partners also mentioned making decisions at the local level, allowing for more flexibility in the activities conducted, makes CPG unique.

Building capacity – Community Involvement Team members are proud of their ability to help organizations increase their internal capacity to make projects self sustainable by building skills, increasing efficiencies, and connecting them with other funders and agencies. Most of the community partners said CPG volunteers have helped them increase

organizational capacity by increasing fundraising, building relationships with funding partners, managing volunteers better, improving technology, or training staff. Some expressed that building skills and strategic partnerships were an unexpected benefit of working with CPG.

Impact – All of the community partners agreed partnering with CPG benefits the organization and its clients. In addition to the capacity building benefits mentioned above, they said that CPG has helped them more effectively offer a higher quality of service to their clients. Partners also mentioned specific benefits for clients such as increased skills, level of functioning, or feelings of self-worth.

Volunteers – A hallmark of CPG’s community involvement program is the volunteers. While the Every Employee Every Community initiative has increased involvement, the varied volunteer activities have offered employees opportunities to develop and use business planning and management skills. Community partners complimented the commitment and skill sets displayed by the staff and the impact their work has on agencies and clients. Both employees and partners discussed the benefits of volunteers learning more about the agencies, clients, and community issues. Suggestions community partners offered for improving volunteer relations included better training about the culture of nonprofits and handling large groups of volunteers as well as more communication and access to liaisons.

GPC volunteers help organizations build capacity

Minnesota Indian Women’s Resource Center (MIWRC)

The Native American Parenting Traditions Revisited Program helps families impacted by Fetal Alcohol Syndrome Disorder through a culturally specific curriculum. As the MIWRC has been developing this program the past few years, CPG volunteers have worked with them to build awareness of the issue and support for this project by helping the organization develop a marketing plan that could expand the project to a national market. Six Sigma methodologies were taught to MIWRC staff and used to define and analyze data in the program implementation.

Bundles of Love

To engage employees in the Shop Operations area as volunteers, especially those who work the evening and night shifts, CPG explored on-site volunteer opportunities. The Community Involvement Team connected with Bundles of Love, an organization which recruits volunteers to make diaper bags, baby clothing and other baby essentials. Using a Six Sigma process, CPG created a mini-manufacturing plant – stocking four areas of the CPG shop with sewing machines and supplies for CPG volunteers. In addition, CPG employees have helped Bundles of Love enhance their capacity by creating durable patterns that can be used repeatedly and streamlining production processes.

Conclusions and next steps

The initial evaluation project for CPG indicates that there is internal and external support and praise for the company's community involvement initiatives.

Informants also identified areas where the program could be improved. Their suggestions and the research findings were used to develop the following recommendations:

- Discuss the merits of pairing multiple liaisons on activities to help facilitate communication with community partners.
- Offer CPG's staff general information about nonprofit organizations' cultures and operations to help increase understanding of what liaisons and volunteers may encounter when partnering with community agencies.
- Continue to build internal communications about volunteer activities, especially success stories, to encourage volunteering at all levels, especially opportunities to lead activities.
- Consider providing trainings for liaisons who organize large groups of volunteers to help events run smoother.
- Discuss what factors may increase management-level support and participation for community involvement initiatives.
- Enhance the system for collecting and tracking data, such as volunteer hours, percent of employees involved, or cost per activity, to include data that would be most useful for describing community involvement activities.
- Continue planning and implementing the next phase of evaluation.
- Use the list of essential factors for replication to enhance the current model of community engagement for easy replication. Discuss what other evidence would help prove that the model works, and consider strategies for disseminating information about replication.

The immediate future plans for the evaluation of Cummins Power Generation's community involvement program will focus on identifying and measuring outcomes for specific Level 2 and 3 activities and identifying strategies to increase employee volunteerism.

During the initial evaluation, CPG employees were surprised to find the extent to which they were able to help organizations build capacity. For example, volunteers said their skills were used to help improve systems and efficiencies.

Future evaluation activities will explore how the following Level 2 and 3 community partners and activities have increased their internal capacity as a result of CPG's volunteers: Bundles of Love; Courage Center (Assistive Technology activities); Wilder Foundation (Mobile Resource Center); Fridley High School (PLUS after school tutoring program); CommonBond (24 hour projects); and Minnesota Indian Women's Resource Center (Child Care Consultant and Native American Parenting Traditions Revisited).

CPG will continue its efforts to identify volunteer engagement strategies, and to explore suggestions to use volunteerism as a metric for success, encourage employees of all levels to participate in a variety of ways, emphasize the positive aspects of volunteering, and make opportunities enjoyable, and to invite community partners to talk about how CPG employees have helped their organization and their clients.

As a result of the evaluation process, a survey has been developed that will be administered during volunteer events to help shape future engagement opportunities.

Introduction

Since January 2009, Cummins Power Generation (CPG) has been working with Wilder Research to better understand their current and future community engagement activities. This report presents the information Wilder Research has collected from staff and community partners through conversations, focus groups, and surveys.

The first section of the report describes Cummins Power Generation and their commitment to community engagement. It highlights their philosophy of serving the community and provides information about the different ways CPG is engaged in the community.

The second report section describes the three phases of Wilder Research's work with Cummins to evaluate their community engagement efforts for the communities surrounding Fridley, Minnesota. The first phase of the evaluation project focused on identifying what makes CPG's approach to community engagement different from that of other funders and why community agencies want to partner with Cummins Power Generation. It also describes the partners' perceptions of how CPG's engagement has affected their organization and their clients. This section also includes information from the second evaluation phase which assessed participants' satisfaction with and knowledge gained from the project management classes offered by Cummins College for Community Partners. Phase I and II evaluation results are presented in this report.

The third phase of the evaluation will further explore the results of Cummins Power Generation's engagement with specific community partner activities. Since this phase is still in development, the report presents initial information gathered from CPG's Community Involvement Team staff about their work with partner organizations and plans for future evaluation plans. Other future evaluation activities will also assess the volunteer experiences of CPG's employees.

The third section of the report outlines suggestions for future evaluation activities as well as ideas for how Cummins Power Generation can improve and replicate the community involvement program.

Cummins Power Generation

History

Cummins Power Generation (CPG) is a business unit of Cummins Inc., a Columbus, Indiana, based corporation that designs, manufactures, distributes, and services engines and related technologies. The Power Generation business unit is a global provider of power generation systems, components, and services in standby power, distributed power generation, as well as auxiliary power in mobile applications.

CPG has operated in Fridley, Minnesota since 1986. Fridley became their headquarters in 1993. Additional CPG sites are located in China, Mexico, Romania, Germany, India, the United Kingdom, Singapore, and Brazil.

Cummins Inc. and its business units have a long history of corporate responsibility. For example, the Cummins Inc. 1972 annual report stated, “We have a responsibility to use part of our resources to respond to the needs of the society which gives us our charter. We can, in the long run, be a healthy community only in so far as we exist and serve within an economically and socially healthy society.” Cummins Inc. has a corporate foundation that is now part of the Cummins’ Corporate Responsibility Department. It has existed since 1954 to support the philanthropic goals of Cummins Inc. and their core value of corporate responsibility.

This commitment to the community has remained strong at Cummins Power Generation and current corporate responsibility duties are executed by the Community Involvement Team.

Approach to Community Engagement

In 2005, Cummins Power Generation implemented a new global model of community engagement which strengthened the existing Community Involvement Teams (CIT). The effort is led by a Global Community Service Leader and a Senior Staff Corporate Responsibility Sponsor. Broadly, the Global Community Service Leader is responsible for furthering the corporation’s commitment to corporate responsibility and maintaining positive community relationships. More specifically, the Global Community Service Leader is responsible for developing work plans, managing budgets, serving as the liaison between the CIT, Leadership, and the Cummins Foundation, and coordinating the Community Involvement Teams.

The Community Involvement Team (CIT) consists of employees committed to carrying out CPG’s corporate responsibility strategy and initiatives that are aligned with Cummins

mission and values. They manage volunteer activities, recruit volunteers, and identify funding opportunities.

Community connections are also forged through the company's affinity groups. Affinity groups (also called employee network groups, as well as advocacy, support or resource groups) are typically grassroots-driven groups of employees formed around a characteristic of diversity, background, or common interest. They usually form as resources for the employees they represent and often serve to provide a sense of community among participants. Affinity groups partner with the CIT to initiate, coordinate, and participate in volunteer projects especially with community agencies and programs that serve populations similar to their affinity group.

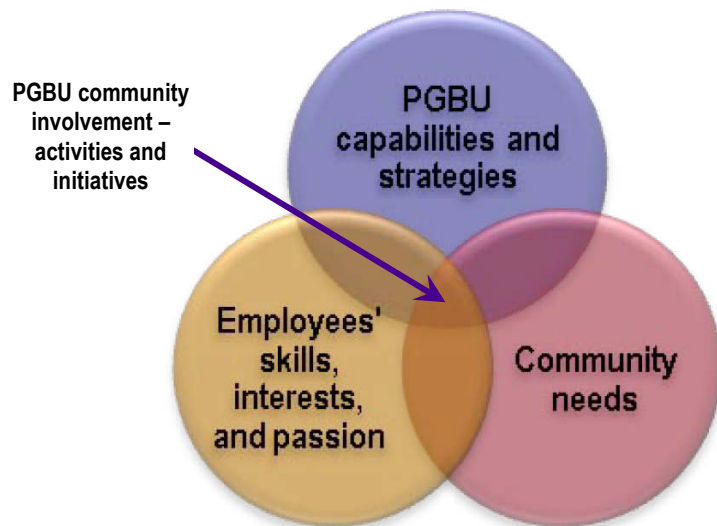
CPG collaboratively develops long term, sustainable partnerships with community agencies. Their model of community engagement is based on the principal of building relationships with community partners and combining charitable funding with employee volunteerism. To encourage volunteerism, every employee is granted four hours of paid time annually to participate in community involvement activities through its Every Employee Every Community initiative.

CPG works to partner with agencies whose activities are at the intersection of CPG's capabilities and strategies, employees' skills, interests and passion, and community needs (Figure 1). However, when assessing potential volunteer opportunities for employees, the Community Relations Leader and Community Involvement Team consider the following criteria:

- **Areas of focus:** CPG chooses to focus their community involvement in the areas of affordable housing including homelessness, basic needs, education, and disabilities (with an emphasis on developing employment opportunities for people with disabilities). To help choose these priority areas, CPG reviewed community needs data. For the Fridley site, CPG consulted data from the United Way and Wilder Research. At international sites, staff conducted surveys and collected other community data. The needs data was analyzed in comparison to the pre-2005 CIT activities and the four areas of focus were chosen based on the alignment of the data sets.
- **Leveraging:** Cummins Power Generation chooses to partner with organizations that can leverage the funds and volunteers' skills and talents to better support the organization's activities. For instance, leveraging may include engaging other funders and volunteers, connecting an agency with internal and external expert resources, or using the results of a one-time project to expand the community partners' impact.

- Employee skills and interests: Community involvement activities should be an opportunity for employees to use or build personal and professional interests and skills, including business management skills.
- Champions: Manager-level employees who remove roadblocks and allocate needed resources to facilitate relationships and increase employee participation in volunteer activities with their community partner.

1. **Cummins model of corporate responsibility**



Types of Community Involvement

The reorganization of Cummins Power Generation's Community Involvement Program in 2005 provided structure and focus to the existing Community Involvement Teams (CIT) at each of Cummins Power Generation's worldwide sites. The process of formalizing the CIT's activities included defining levels of engagement to measure community involvement activities. This report focuses on the community involvement activities of CPG's headquarters in Fridley, Minnesota.

Since 2005, CPG has partnered with 21 organizations, conducting about 99 different activities annually in the communities surrounding Fridley. A complete listing of partners and activities is located in the Appendix. Cummins Power Generation community involvement opportunities vary from serving meals at a homeless facility or collecting school supplies to helping an agency develop, implement, and market a new parenting curriculum for the Native American community or retrofitting toys and devices for children and adults with limited mobility.

In addition to partnering with community agencies on specific projects and programs, CPG also offers opportunities for staff of community partner agencies to participate in the management skills training CPG offers to its employees.

Levels of engagement

Cummins Power Generation classifies community engagement by levels which represent the corporation's engagement and resource commitment to the partner agency or activity. Each community partner is designated as a Level 1, 2, or 3 agency. CPG's supported activities within these partner agencies are also identified by levels. CPG staff stress that the levels are not a judgment of importance, but rather a way of classifying commitment needed by volunteers and the community agencies. Additional details of engagement levels are located in the Appendix.

Level 1

Level 1 activities are physically focused, require less than \$1,000 in funding, and occur intermittently, on an as needed basis. They provide participation opportunities for a large number of CPG employees and are supported by a Community Involvement Team Liaison who may also act as the project leader. These activities are opportunities for CPG and the partner agency to explore future involvement at a more intense level.

Level 1 activities are the foundation for building subsequent level 2 and 3 activities with an organization. They tend to be grouped into the following areas:

- Basic needs (i.e., clothing drives, serving meals, school supplies)
- Beautification (i.e., painting, building, cleaning, planting)
- Employee education (i.e., providing an opportunity for CPG employees to learn about community needs and issues)
- Employee engagement (i.e., tutors, mentors, participation at events)
- Organizational support (i.e., event sponsor, board member, training)
- Program support (i.e., assisting with activities for clients and families)

Level 1 activities are limited in number and intensity. They are also seen as opportunities for a community agency and Cummins Power Generation to assess the possibility of future interactions. For evaluation, these activities are considered in the larger context of CPG's relationship with community partners.

Level 2

Level 2 activities are characterized by an ongoing relationship between CPG and the partnering agency. They require between \$1,000 and \$15,000 in funding and are more frequent. Activities may be physically focused, but also require planning and project management skills. They are supported by a Community Involvement Team Liaison, and CPG leadership involvement is encouraged. Level 2 partners may have multiple activities occurring simultaneously. The majority of CPG's community partners are classified as Level 2 agencies. Level 2 partner agencies will be included in evaluations of community partners and Level 2 activities will be evaluated on a case by case basis.

Level 3

Level 3 activities are ongoing and, similar to level 1 and 2 activities, match CPG's strategic areas for involvement. They are characterized by highly engaged volunteers who are committed to maintaining a long-term relationship with the community partner agency. Activities occur throughout the year and have a budget of over \$15,000. They may be physical, but emphasize using management skills and business tools such as Six Sigma, Voice of the Consumer, project management, manufacturing process, and KJ analysis, to develop projects and provide ongoing support to complete projects. They are subject to a process of continuous improvement in which CPG staff analyze how the activity can better meet the needs of CPG and the community agency. Level 3 partner agencies and Level 3 activities will undergo more in-depth evaluations.

Additional Community Involvement activities

CPG also demonstrates its commitment to building the capacity of nonprofit partner agencies by supporting or hosting other activities, such as the Return on Investment Conference presented by Wilder Research in 2008 and the Cummin's College for Nonprofits. In January of 2009, CPG offered the first Cummin's College class entitled Project Management. Additional classes will be developed and offered to staff of community partner agencies. These classes are considered Level 2 activities and are subject to evaluation.

Research

Since early 2009, Wilder Research has been working with CPG staff to determine the best options for assessing the impact of Cummins Power Generation's community involvement activities. The evaluation design and implementation process will occur in at least three phases. The first phase included collecting data from Community Involvement Team (CIT) members and community partners to better understand CPG's approach to community involvement. Phase II explored the participants' satisfaction with Cummins' College for Nonprofits. In the future, Phase III will explore the results of CPG's involvement with specific community partner activities as well as volunteer experiences of CPG's employees. The evaluation results will help Cummins Power Generation adjust their community involvement activities to provide opportunities for staff and best serve the community. Results from Phase I and II are presented in this report as well as plans for Phase III.

Phase I – Questions and data collection

The first phase of the Cummins Power Generation (CPG) evaluation project broadly looked at CPG's approach to community involvement with an intent to answer the following research questions.

- What is CPG's commitment to community involvement?
- How does CPG partner with community agencies?
- What are the advantages and disadvantages of CPG's approach to community engagement?
- What is the impact of CPG's engagement on the partner agencies and their clients?
- What makes CPG's funding approach unique?
- How could CPG more effectively partner with community organizations?
- What factors are important for replicating CPG's model of engagement in other locations?

To help answer the research questions, Wilder Research solicited program records and data from CPG, conducted focus groups and interviews with six Level 2 and 3 Community Involvement Team (CIT) members, and implemented a phone survey with representatives of Level 2 and 3 partner agencies. Wilder Research completed interviews with 21 of the 22 representatives of community partner agencies in the sample for a response rate of 95 percent. These respondents were identified by Cummins Power Generation staff as the people in the partner organization most knowledgeable about working with CPG's community involvement program. The data from the focus group and interviews with Community Involvement Team members and the results of the surveys completed by community partner representatives follow in the findings section.

Phase I – Findings about Cummins Power Generation's community engagement

What is Cummin's Power Generation commitment to community engagement?

This data illustrates CPG's commitment to community engagement. The annual budget of the Global Community Relations unit is \$490,000. This year, 43 percent, or \$210,000, will be granted to partners in the community surrounding their headquarters in Fridley, Minnesota. The Global Community Relations budget will remain stable next year. However, the percentage of funding directed towards the Fridley community will likely decrease as other international CPG sites increase their community involvement activities.

In the 12 months between July 2008 and July 2009, Cummins partnered with 21 organizations. Sixty-five percent of the staff took advantage of the four hours of community hours allotted under the Every Employee Every Community initiative. During 2009, it is expected that employees will volunteer for about 7,200 hours.

How does Cummins Power Generation partner with community agencies?

Forming partnerships

Over the years, Cummins Power Generation has formed relationships with a variety of community agencies. According to representatives of community partner organizations, partnerships were formed because CPG staff attended an agency event or contacted the agency, the agency approached CPG for a grant, the organization was a neighbor, or a CPG employee sat on an organization's board or had a connection with the agency. Another point of connection was the United Way, which helped facilitate connections

after Cummins Power Generation approached the United Way in 2005 for information about organizations that met specific criteria (Figure A1).

Cummins Power Generation has specific guidelines for selecting their community partnerships. As mentioned earlier, activities and organizations supported by CPG must fall at the intersection of community need, employees' skills and interests, and CPG's capabilities and strategies. They also look for organizations that can accommodate groups of volunteers. CIT members said CPG strives to form relationships that can expand and be beneficial for the community partners as well as CPG employees.

“We work with select partners, not all over the place. This leads to a good relationship. They know us and we know them.”

Reasons for partnering

According to CIT members, Cummins Power Generation partners with agencies in order to respond to community needs, increase community partners' ability to serve clients and run their organizations, and provide opportunities for employees to volunteer or use and increase skills. Representatives of community organizations also offered reasons why their organization partners with CPG. A number commented on **CPG's depth of commitment and willingness to expand their involvement, especially using employees' skills to help an organization build infrastructure or services**. Other respondents said they partner with CPG because they are neighbors, work well together, or value their volunteers (Figure A2).

Commitment to partnering

“Cummins' partnership has shown us how a corporation can be involved with a nonprofit. We appreciate that there is one liaison that we can work with . . . We appreciate both the financial support and the volunteers. It is a good way to build a long, mutual relationship.”

Survey respondents were asked a series of specific questions about their perceptions of CPG's work with their organization. Ninety-five percent “strongly agreed” that CPG is committed to making their involvement with the agency successful. In regards to the partnership goals, all of the partners “strongly agreed” or “agreed” that they understood CPG's goals when they began working together and that they share a common goal for CPG's involvement. Likewise, community partners gave positive responses to **CPG's ability to adapt their involvement to the needs of the organization and CPG's flexibility when planning projects** (Figure A3).

In choosing community involvement activities and partners, CPG seeks agencies that are ready and committed to working with them. To assess if CPG is working with the right organizations, survey respondents were asked their perception of their organization's commitment to the partnership. All of the respondents "strongly agreed" it is a good time for CPG to be working with the organization, and 95 percent "strongly agreed" that their organization is committed to working with CPG (Figure A4).

Relationships and interactions

Additional questions were asked about the relationships and interactions between CPG's staff and community partners. The respondents "strongly agreed" or "agreed" with all but one of these questions. Respondents were most likely to "strongly agree" they trust CPG's staff and that CPG's staff are respectful of the agency's staff and clients. Two-thirds of the respondents "strongly agreed" they feel comfortable telling CPG's staff when an idea is not appropriate, and between 33 and 48 percent "strongly agreed" that CPG's staff understand their role in the organization or the culture of the organization, give organization staff time to make decisions, and communicate openly with the partners. The remaining respondents "agreed" to these questions. One respondent (5%) "disagreed" that CPG's staff understand the community partner's decision making process (Figure A5).

Communication

Community Involvement Team members and community agencies both expressed the need for communication between partners. During the focus group, CIT members discussed their responsibility of communicating key factors of CPG's model of community engagement to partners. They also mentioned that they work to have a deliberate planning process that includes community partners and they pair each community partner and/or activity with a liaison from CPG in order to streamline communication and ensure that the community partner always knows who to contact.

In light of this, representatives of community agencies were asked their perceptions of their communication with CPG's staff. Eighty-one percent of the respondents said they had the right amount of communication with CPG. The other 19 percent requested more communication. Specifically, they requested more follow-up and consistent communication, prompt responses to their communication, and quarterly updates (Figures A6-A7).

What are the advantages and disadvantages of Cummins Power Generation's approach to community engagement?

Advantages

Community Involvement Team members and the community partner representatives all expressed advantages of CPG's approach to community involvement. First, CPG's staff mentioned the commitment from senior management to target involvement to meet community needs and to encourage and support employees' involvement in the community. The Every Employee Every Community initiative, which pays employees for up to four hours of volunteer work, is instrumental in increasing employee volunteerism. In addition, the CIT recently implemented on-site volunteer opportunities, such as Bundles of Love, to help increase volunteerism in Shop Operations.

Focus group attendees identified other advantages for CPG's staff, such as opportunities to learn about community needs and how agencies are meeting those needs, and to build or expand their skills, especially business planning and management skills, like Six Sigma or computer aided design (CAD). CIT members also said an advantage of Cummins Power Generation's model of community engagement is that it provides opportunities for employees to be involved in many different ways. For instance an employee can build leadership and networking skills by leading a project as a liaison, volunteer at an event, or work behind the scenes in communication or reporting about events.

“We are not big on writing checks, but we have 1,400 people that can help. We are using talent.”

Community Involvement Team members also identified advantages for community partners such as the different levels of involvement and support CPG offers. They elaborated that the integration of funding and volunteerism gives CPG staff the opportunity to help organizations with both direct service activities and larger, strategic projects and programs. Staff also said an advantage of CPG's approach is that liaisons continually improve activities to help organizations make projects self-sustainable by building skills, increasing efficiencies, or connecting them with other funders or agencies. Another advantage identified by staff is the flexibility CPG staff has to approach volunteer activities in a way that is most beneficial to staff and community partners.

Representatives of partner agencies expressed a number of advantages to working with CPG. At a very basic level, they mentioned the financial support, including the ability to raise additional support because of CPG's contribution. Volunteers were noted as an advantage for their ability to work with the organization and clients, the expertise they bring to projects, and their increased understanding of the agency and how the agency addresses community needs. Respondents also mentioned the relationships they have

developed with CPG's staff, especially the liaisons, and other community partners CPG connected them with, as well as CPG's flexibility and collaborative approach to community involvement.

“All the volunteer projects have been fantastic, and they have different people in the different projects so lots of different people learn about our organization and increase the understanding of our mission. Many of the projects would not have been possible without their high level of expertise.”

Additional advantages identified by community partners include the changes experienced by the organization and their clients. Respondents mentioned their organization's increased capacity through changes in technology and staff training provided by CPG. The respondents mentioned that clients have the benefit of seeing that volunteers and a local corporation care (Figure A8).

“The longstanding relationship affects our clients in school programs, cultural programs, holidays, and family events. Cummins has had their hand in every area of our program.”

Disadvantages

Community Involvement Team members did acknowledge a few disadvantages of CPG's model of community involvement, including not having the time or resources to meet the needs of community agencies, and inadequately defined requests from community agencies. Another disadvantage expressed by staff is that not everyone is able to or wants to volunteer.

About half of the survey respondents expressed no disadvantages of working with CPG. The few community partners that mentioned disadvantages said there are times when working with volunteers can be disorganized and uncertain, especially when the skill level of volunteers is unknown. Additional comments include the delays in communication, sometimes caused by the internal structure and processes of CPG, which slows down requests or the inconsistencies of liaisons each year (Figure A9).

What is the impact of Cummins Power Generation's engagement?

The Community Involvement Team at Cummins Power Generation feels strongly that their activities should impact the community. For Level 1 activities and partnerships, they hope to impact organizations and their clients in such ways as meeting basic needs and providing organizational or operating support. For Level 2 and 3 activities and partnerships, CPG staff expressed the desire to impact organizations by helping them build their infrastructure and sustainability.

Survey respondents also commented on the impact of Cummins Power Generation’s involvement. Four out of five survey respondents “strongly agreed” that their organization and clients benefit from CPG’s involvement. The remaining respondents “agreed.” In addition, the majority of the respondents “agreed” or “strongly agreed” that CPG has helped connect their organization with other resources (95%), helped them build their organizational capacity (85%), and that it would be difficult to meet their goals without CPG’s involvement (86%) (Figure A10).

When asked about how CPG’s involvement has impacted their organizations, many survey respondents said they have been able to provide a higher quality of services to more clients more effectively. They also said CPG’s involvement has helped their organizations build capacity, increase fundraising, build relationships with funding partners, increase their ability to manage volunteers, and pay for activities and materials that would not otherwise be affordable (Figure A11).

“We are able to provide a higher quality of service because of their involvement with the agency.”

Community agency representatives also provided examples of how working with CPG has impacted their clients. A number of survey respondents mentioned that volunteer activities helped their clients build trust and friendship and learn that people care for them. Additionally, they said clients have increased self-esteem, confidence, and feelings of self-worth; increased skills; developed higher rates of achievement and functioning; and gained work experience. Others mentioned that clients live a little easier with the amenities volunteers have provided or the services they have performed and it has allowed clients to increase their independence (Figure A12).

“Our clients get help for things they can’t do for themselves in their home. They get to feel that they are worthy and they deserve to get help and get these things done.”

Two-thirds of the agency representatives said there have been unexpected results of working with CPG. Many of them were surprised by the level of commitment and generosity, especially the financial support and the ongoing commitment from all levels of CPG. Others mentioned they had not expected to develop strategic partnerships and increased skills, including those provided by professional training, such as business planning. Additional unexpected results involve the changes in clients because of the volunteers’ work (Figures A13-A14).

What makes Cummins Power Generation unique as a funder?

“They are looking for a broader and more strategic relationship. They are more interested in knowing our business challenges and how they can help us beyond grants.”

Community agency representatives and CPG Community Involvement Team members were almost unanimous in their opinions that Cummins Power Generation has unique attributes as a funder. Ninety-five percent of survey respondents said CPG was different to work with than other philanthropic funders. For instance, many of the respondents spoke about CPG’s long-term commitment and investment which can lead to deeper relationships, more strategic projects, and willingness for the company to take risks on new ventures with the partnering agency.

Making investment decisions at a local level is another unique aspect of CPG identified by community agency representatives. They also mentioned that CPG meets the needs of the community and the organization rather than trying to meet their needs as a corporation. In addition, respondents said that CPG is more involved, especially the physical involvement of the volunteers and advocacy role of the liaison, and communicates more than other funders (Figures A15-A16).

Members of the Community Involvement Team shared many of the same perceptions of the unique role of CPG as a funder. They mentioned the ongoing commitment to agencies from different levels of the organization, as well as working with selected partners willing to commit to the volunteers and the activities and the desire for CPG to build partnerships that focus on sustainable projects.

Community Involvement Team members also said the level of employee engagement fostered through the Every Employee Every Community initiative and the liaisons is unique. Liaisons are responsible for developing and nurturing relationships with the community partners and for promoting volunteer opportunities and encouraging people to be involved. They mentioned that CPG is unique by giving liaisons the freedom to think about different ways employees can be involved and increase or develop skills by integrating business planning and management skills into their community activities. Providing opportunities for all employees to be involved, such as the recently implemented on-site volunteer opportunities such as Bundles of Love, is another unique feature.

“Liaisons go out of their way for the community partner. It is evident that there is a passion in what they do and that activities are well planned in advance. The liaisons are responsible for the relationships they develop that allows us to move from painting rooms to offering business classes.”

Another unique aspect of CPG's community involvement programs identified by CIT members is management's expectation of employee involvement. Many staff and business areas have measurement metrics related to community involvement in their annual workplans. These metrics factor into annual reviews and can affect promotions and compensation.

How could Cummins Power Generation more effectively partner with community organizations?

“We already get pretty effective partnership, but for me at this point it's about indirect communication. If the line of communication was more direct, it would be more effective. We have to go through multiple people to get information or ideas to Cummins and they also have to do the same. So if we could just make the line of communication more direct, it would be more effective for both of us.”

In an effort to improve their model of community involvement, Cummins Power Generation sought feedback from Community Involvement Team members and partner agency representatives about how the company can more effectively partner with community organizations. About half of the survey respondents offered no suggestions for improvement. Others suggested changes, such as more regular status checks, opportunities to plan for an extended time frame, and more direct communication between agency staff and the Cummins Foundation.

To address community partners' difficulty contacting their liaison when the liaison is busy with work projects, they suggested having multiple liaisons work in partnership. Others suggested additional resources in terms of funding, volunteers, access to more divisions of CPG, and introducing programs at additional sites. The final suggestions revolved around involving emerging leaders from CPG with the community involvement program especially in the role of board members (Figure A17).

Community Involvement Team members also suggested improvements to CPG's model to more effectively partner with community organizations. They mentioned communication, but focused on internal communications such as sharing success stories, promoting involvement among more employees, and developing a calendar accessible for employees to learn about engagement opportunities.

Another suggestion focused on working with partners to help them understand how volunteers can be used more strategically, such as providing management and planning services. They also mentioned the need to work with partners to make requests more streamlined and better defined, while also building CPG's skills of working with agencies that have different work styles and culture. Another recommendation expressed by CIT

members is the need to continue building management support and understanding for the community involvement program, including time spent during the work day, and the benefits that exist for the community and employees.

What factors are important for replicating the Cummins Power Generation's model of engagement in other locations?

The staff of Cummins Power Generation believes CPG operates a community involvement program that that would be a useful model for other business units of Cummins Inc. and other corporations interested in starting or expanding a community engagement program. They explained that the company has developed and implemented a program that is based on three principles:

- Targeted Involvement – Choosing to partner with agencies that address the community needs targeted by your company.
- Flexibility – Considering flexible methods for selecting and implementing activities that provide a range of experiences to meet the needs and expectations of different employees. Encourage staff to approach activities in a way that will be most beneficial to community partners and employees.
- Levels of Engagement – Providing different levels of CPG's volunteer, funding, and resource commitment as well as varying levels of resources and commitment from the community agencies.

Using these principles as an overarching guide, they identified the following factors as critical for replication. These factors mirror many of the concepts that informants identified as advantages and unique aspects of CPG's model of community involvement.

Management support

- Management involvement – Managers throughout the hierarchy of the organization need to demonstrate their support of community involvement by allocating budgets and resources, providing vision and direction, and participating in events.
- Champions – Manager-level employees who remove roadblocks and allocate needed resources to facilitate relationships and increase employee participation in volunteer activities with their community partner.
- Every Employee Every Community Initiative – Corporate initiative that encourages employee involvement by financially supporting time they spend on these activities.

- Metrics – Support community involvement by creating measurable goals that employees and departments are responsible for meeting.

Employee involvement

- Staffing – Provide opportunities for employees at all levels of the company to be involved. Support staff whether they are building relationships, engaging volunteers, and leading activities or if they are working behind the scenes.
- Staff oversight – Designate staff to oversee community involvement activities such as budgeting, training and resources, tracking participation, and recognizing accomplishments.
- Ease of participation – Offer a variety of volunteer opportunities in terms of times, locations, ability level, and needed skill set. For instance, on-site opportunities increase participation in facilities that operate continuously.
- Skill development – Provide opportunities for employees to develop, improve, and use leadership and business planning skills as well as network and work cross-functionally.

Leveraging

- Leveraging volunteers – Work with community partners that can use the skills and talents of their volunteers to expand their internal capacity by accessing and using additional resources.

Phase II – Questions and data collection

Phase II of the evaluation focused on answering whether participants were satisfied with the Cummins College for Nonprofits Project Management Training, including what information they learned and have used. This effort was evaluated with surveys at the end of training and seven months after training. Fifteen of the 19 participants (79%) completed the surveys on the day of training. Eight of the 16 participants (50%) still employed by the partner agencies, completed a follow-up internet based survey emailed seven months after training.

Phase II – Findings about Cummins College for Nonprofits

Day of training results

Prior to the training, participants were asked how they hoped to apply their new management skills. Responses included fundraising and event management, technology and capital projects, business development and marketing, and volunteer management. At the end of the one-day project management training, participants were asked to complete a survey about their satisfaction with the training and their understanding of the material presented. Fifteen of the 19 participants completed the survey for a response rate of 79 percent.

Overall, the respondents all “strongly agreed” or “agreed” that the program was of high quality and that the training was held at a convenient time and location. Also, they all “strongly agreed” or “agreed” that the presenter was well prepared, had strong knowledge of the materials presented, related the information clearly, and responded well to questions. Slightly fewer respondents “strongly agreed” that the presenter was able to involve the group in the training session or that the materials presented will make them work more effectively, but the remaining respondents “agreed.” One respondent “disagreed” that the handouts contained helpful information (Figure A18).

All of the respondents “agreed” or “strongly agreed” that the training increased their knowledge and understanding. Over half of the respondents “strongly agreed” they increased the following skills: defining a project; planning a timeline; keeping a project on schedule; identifying resources to complete a project; assessing project risks; troubleshooting roadblocks; running an effective team meeting; and providing opportunities for team development (Figure A19).

Participants offered various suggestions for the most useful part of the training. A few commented on the process of identifying measurables and deliverables. Others mentioned the process of planning, small group discussions, and understanding team dynamics. The few respondents who offered comments about the least useful part of the training referred to specific topics such as the brainstorming or videos and the broader impact of project planning (Figures A20-A21).

When asked what follow-up information or support would make it easier to integrate the project planning lessons into daily work life, respondents requested Microsoft Project Manager Software, ongoing tips from the trainers, and samples of concepts introduced. A few respondents requested additional trainings or information about specific topics such as engaging others who had not attended the training (Figure A22).

Respondents also provided suggestions for future trainings, including using the project planning materials to outline CPG’s activities with the community partner, ongoing assistance from trainers, downloadable materials, and additional resources (Figure A23).

Training follow-up

Seven months after the project management training, CPG staff asked 16 of the attendees still employed at the partner organizations to complete a survey describing how they had used the training. Eight of the 16 (50%) participants responded to the web-based survey. Because of the low number of respondents, please use caution in interpreting these results.

Overall, 72 percent of the respondents “agreed” or “strongly agreed” that the information presented made them more effective in their work. The remaining two respondents “strongly disagreed.” All of the participants had used the information about planning a project timeline, identifying project resources, keeping to a schedule, and troubleshooting common roadblocks at least “some.” At least 83 percent said they used the information about defining a project and running an effective team meeting. Similarly, all of the participants said this information has been either “somewhat helpful” or “very helpful” in their work. Fewer respondents used or found helpful the information about creating a project budget, providing opportunities for team development, or closing a project (Figures A24-A26).

Reflecting back seven months after the training, participants mentioned that developing timelines and defining the steps of the project as the most useful aspects. They said the training would have been more useful if they had received more information about closing projects, budgeting, and actually using the material they learned. In terms of integrating the information into their daily work, participants suggested more intense training, either through a longer course or through separate trainings on specific topics. Finally, participants took the opportunity to thank Cummins Power Generation for the training. They expressed that it was helpful and made a difference in their work (Figures A27-A30).

Phase III – Future plans

The immediate future plans for the evaluation of Cummins Power Generation’s community involvement program will focus on identifying and measuring the outcomes for specific Level 2 and 3 activities, especially focusing on expanding internal capacity, and exploring volunteer engagement.

Identifying and measuring outcomes

Wilder Research conducted key informant interviews with the Level 2 and 3 Community Involvement Team members to learn more about the following activities for which they serve as the liaisons:

- Bundles of Love
- Courage Center – Assistive Technology activities
- Wilder Foundation – Mobile Resource Center
- Fridley High School – Practice, Learn, Utilize, and Succeed (PLUS) after school tutoring program
- CommonBond – 24 hour projects
- Minnesota Indian Women’s Resource Center – Child Care Consultant
- Minnesota Indian Women’s Resource Center – Native American Parenting Traditions Revisited

Because of the intense level of involvement CPG has with these Level 2 and 3 activities, the Community Involvement Team decided they should receive a more in-depth evaluation. To start the process, CIT members were asked their opinions of what they expected to happen because of CPG’s involvement with these activities. A few of the liaisons mentioned that their involvement leads to client level outcomes, such as students in the mobile computer lab learning and using computer skills or parents learning new skills. However, the overwhelming response was that CPG’s involvement leads to capacity building changes that in turn lead to sustainability.

Examples of capacity building changes included helping the Minnesota Indian Women’s Resource Center implement a marketing, media, and community awareness plan for their Native American Parenting Traditions Revisited program, helping CommonBond develop strategies for working with volunteers with limited time notice in order to serve more clients, or developing durable patterns and applying assembly line techniques to Bundles of Love’s product line in order to produce more diaper bags.

To further explore the effects of Cummins Power Generation’s involvement in these Level 2 and 3 activities, future evaluation activities will focus on collecting data from the community partners including their perceptions of success.

Volunteer engagement

During the Level 2 and 3 Community Involvement Team members' focus group, they discussed strategies to involve Cummins Power Generation employees as volunteers. They suggested managers include volunteerism as a metric for success and encourage employees of all levels to participate. They stressed the need to emphasize the positive aspects of volunteering, especially how employees could build their professional leadership, management, and planning skills as well as networking opportunities. They also suggested inviting community partners to talk about how CPG's employees have helped their organization and their clients.

In subsequent conversations, CIT members mentioned the critical role of liaisons in recruiting volunteers. Specifically they spoke about the importance of "thinking outside the box" and working with individual employees to find the best way for them to volunteer. They stressed that these opportunities may be behind the scenes, such as communications or tracking, or they may be helping an employee think through and implement a new activity that sparks their interest.

Further suggestions for encouraging volunteers included making the opportunities seamless and fun and providing opportunities to increase camaraderie and team-building. For instance, Community Involvement Team members mentioned how easy it is for employees to volunteer when the opportunity is on-site or close to work, especially during work hours. A few respondents also mentioned food as an effective incentive.

The information collected during the focus group will be integrated with the responses from the forthcoming surveys of employee volunteers. Wilder Research worked with CPG staff to develop a survey that can be distributed in-person or by email at the conclusion of each volunteer experience. The survey focuses on how well the volunteer experience was organized, what volunteers learned from their involvement, their interest in leading future volunteer experiences, and suggestions for changing the event.

Conclusions and suggestions

The first two phases of the evaluation project for Cummins Power Generation indicate that there is internal and external support and praise for the company's community involvement initiatives. The Community Involvement Team members and representatives of community partner agencies both identified specific attributes of partnership and advantages of CPG's approach to partnering with community agencies. CIT members also highlighted the parts of the program that are instrumental to replication.

During the research process, informants also provided some concerns about CPG's model of community involvement and offered some ideas for better partnering. Their suggestions and the research findings were used to develop the following recommendations:

- Discuss the merits of pairing multiple liaisons on activities to help facilitate communication with community partners.
- Train CPG's staff about how nonprofit organizations operate. General information about funding, decision making, and the relationship of activities to an organization's mission and culture, could help increase understanding of what liaisons and volunteers may encounter when partnering with community agencies.
- Continue to build internal communications about volunteer activities, including scheduled events and success stories. Use these communications to encourage volunteering at all levels, especially opportunities to lead activities.
- Consider providing trainings for liaisons that are organizing large groups of volunteers to help volunteer intensive events run smoother.
- Discuss what factors may increase management-level support for community involvement initiatives, including their participation in activities and their encouragement of other employees to increase their involvement.
- Assess what data, such as volunteer hours, percent of employees involved, or cost per activity, would be most useful for reporting information about community involvement activities. Develop a system for collecting and tracking data for easy reporting.
- Continue planning and implementing the next phase of evaluation, including identifying and measuring outcomes.
- Use the list of essential factors for replication to enhance the current model of community engagement for easy replication at other locations. Discuss what other evidence needs to be collected to prove that the model works, and consider strategies for disseminating information about replication.

Appendix

Survey results

Levels of involvement

Community Partners

Survey instruments

Open-ended comments

A1. Open ended responses: To your knowledge, how did your organization get involved with Cummins?

To your knowledge, how did your organization get involved with Cummins?

Board member/employee connection

I think it was a board member.

One of their employees was on our board of directors.

We had a Cummins employee join our Board in 2004.

Some of our executive team had some connection. They have since moved on.

United Way

It started with their exposure to us through United Way some years ago.

Through a United Way contact.

United Way care and connection program connected us to Cummins.

Cummin's contacted the partner agency/Cummin's attended an event

Cummins contacted us; it was a response to their call.

They contacted our cooperation office.

They came for a tour and they made a connection from there.

They came to a tour in 2005 – then I did a follow-up call and after that we started to work together.

They had already had a relationship with another part of our organization so it was a logical expansion.

Somebody got involved at one of our point of entry meetings.

Expanded from volunteer opportunity.

It started when I was Volunteer Coordinator doing meal services and we partnered on workforce development services and sponsored that and then provided funding also.

It started with them doing a volunteer opportunity with us and that led to more volunteering and then to funding.

Other

They've been involved for 20 plus years.

Through our employment program 20 years ago our clients get jobs with them. Also our companies are neighbors.

We wrote for Cummins partnership grant to the foundation based on our school needs for the high school.

Cummins volunteers and donates time that is needed for repairs on devices. They come up with a new device and upgrade devices so our clients can use it. Cummins comes in and fills that gap.

Unsure

That was a little before I came on, but it was a result of us contacting them for a job. We were bidding towards a job. This is how we were connected. They heard about our project and wanted to be involved.

The relationship was already in place when I got here, so I don't know.

A2. Open ended responses: From your experience, why does your organization partner with Cummins?

From your experience, why does your organization partner with Cummins?

Depth of commitment and relationship

It's been a nice partnership, the relationship gains, we really benefit from with working with the volunteers working with our kids especially the kids who don't have family close by. And the funding helps a lot too.

The depth of the relationship. The long term commitment of both sides and we have a share mission in commitment committee. Their support and they bring volunteers, money, and technical expertise.

I know that they want to establish relationship with the community they work with.

Because they offered to become involved. They heard about our project through the connection with the job that we did for them. They wanted to be more involved with the program (Michael's Closet). Their corporate culture is to be involved in the community.

They are a partner that we can count on. They are a company that puts community before recognition.

Volunteers and financial support

Cummins provides volunteer hours and donations they help us achieve our mission in the community. They have expertise in areas that complement our work. Their company values match our values and they are really fun people. They are very responsive. We have a relationship that is a true partnership.

I've been on site and recruited volunteers; it's great to work with them. They are always willing to expand their involvement in innovative ways.

Cummins provides tutors and financial support for after school academic program.

They are very interested in not only philanthropy with grants but with volunteers, tapping into their expertise.

They are a good company that provides great service to us. They also provide funding for us. Those are the two main factors that I can think of.

We have worked on building a relationship with our contacts at Cummins and worked hard to create opportunities to engage and utilize specific skills of Cummins employees. From our end Cummins is able to give manpower and funds to complete projects that would otherwise go uncompleted. Through that Cummins employees have been able to drive specific projects year after year.

We think that Cummins is a fantastic partner both financially and with volunteers.

They have an excellent reputation and they were already working with us putting in volunteer hours. They are willing to work on our schedule and with our clients. It is very good they are very dedicated.

A2. Open ended responses: From your experience, why does your organization partner with Cummins? (continued)

From your experience, why does your organization partner with Cummins?

Help with services

We partner because they have skills that can lend themselves well with our mission.

We partner because we use technology and they adapt the technology.

They provide valuable services to us. They provide grant for medical devices for rehabilitation. They help us update computer software to rehabilitate people.

Two clear groupings: We are always excited to get involved with other groups to have them learn about our culture and establish cross cultural understanding. There is a tremendous variety of benefits thru this partnership, financially we have leveraged this money with other funders, and Cummins has provided a consultant and volunteers. We have learned to speak each others' language. We have learned business terms so we can build our infrastructure, our staff has participated in their business trainings.

Other reasons

The partnership between our organizations is very educational for them and for us. They are wonderful to work with, they volunteer for a lot of projects they are supportive of us intellectually and financially. The partnership and the mutual respect are very strong.

We partner with them because they are a prominent company in our neighborhood and they have been very supportive over the years.

Our company presents a desirable opportunity and what Cummins does and what we do matches very well.

We are able to meet the philanthropic needs of Cummins in support of the community.

A3. Partners' perceptions of Cummin's work with their organization

	N	Strongly agree	Agree	Disagree	Strongly disagree
I understood Cummins' goals when they began working with this organization.	19	42%	58%	0%	0%
Cummins and this organization share a common goal for Cummins' involvement.	21	71%	29%	0%	0%
Cummins is able to adapt their involvement to the changing needs of this organization and the clients we serve.	21	57%	43%	0%	0%
Cummins is committed to making their involvement with this organization succeed.	21	95%	5%	0%	0%
Cummins is flexible when planning projects with this organization.	21	62%	38%	0%	0%

A4. Agencies' perceptions of their readiness to partner with Cummins

	N	Strongly agree	Agree	Disagree	Strongly disagree
This organization is committed to working with Cummins.	21	95%	5%	0%	0%
This is a good time for Cummins to be working with this organization.	21	100%	0%	0%	0%

A5. Relationships and interactions between Cummin's staff and community partners

	N	Strongly agree	Agree	Disagree	Strongly disagree
Cummins staff understand their role in this organization.	21	48%	52%	0%	0%
I trust the Cummins staff.	21	86%	14%	0%	0%
Cummins staff are respectful of our staff.	21	91%	10%	0%	0%
Cummins staff are respectful of the clients we serve.	21	95%	5%	0%	0%
Cummins staff understand the culture of this organization.	21	33%	67%	0%	0%
Cummins staff understand our decision making process.	21	19%	76%	5%	0%
Cummins staff give my staff and organization appropriate time to make decisions.	21	43%	57%	0%	0%
I feel comfortable telling Cummins staff when an idea is not appropriate for this organization.	21	67%	33%	0%	0%
Cummins staff communicate openly with us.	21	48%	52%	0%	0%

A6. Partners' communication with Cummins

How would you rate the frequency of communication with Cummins staff?	Responses	
	N	%
I have too much communication with Cummins	0	0%
I have the right amount of communication with Cummins	17	81%
I would like to have more communication with Cummins	4	19%

A7. Open ended responses: If you would like more communication, what type of communication would you like?

If you would like more communication, what type of communication would you like?

An initial contact by email is good with a follow up phone call and then meeting quarterly would be the best.

Email and phone are both good. Sometimes our communications go unanswered.

Face to face meetings and email.

Quarterly update and review.

A8. Open ended responses: What have been the advantages of working with Cummins?

What have been the advantages of working with Cummins?

Changes to organization

We receive funding from Cummins for one project as well as several different business models which we really learn a lot from especially the Six Sigma Model.

A lot of what has already been said building technology for our clients and being able to do more training of staff on how to use technology.

We were able to do more than we possibly do. They help cut our cost. They make the company management looks great.

Allows us to expend our programs, they provide things for our clients otherwise we would never had a chance to. It allows to build true partnership with them.

Relationships

Continued relationship I know what to expect, no surprises, I know they are committed.

Aside from the hundreds of people they have helped get a job, the biggest advantage of working with Cummins is immediacy of the relationship between us. It doesn't take 6 months to get things done. The biggest factor of our relationship is Sue Piva, she gets it and gets things done.

A big advantage is working with Cummins staff. He's been a really good contact between us and Cummins and there are a lot of people so that really helps out.

Advantages include their flexibility in giving their time, and their collaborative approach to meet our clients' needs better.

The longstanding relationship affects our clients in school programs, cultural programs, holidays, and family events. Cummins has had their hand in every area of our program.

We have a challenge to think outside the box, and the positive working relationship working with their staff. We have the breadth and depth of their interest areas and their ability to make connections with compatible groups, their willingness to consider the realities and challenges of working with a nonprofit.

We have expanded our partnership in different volunteer projects. They help us learn new skills, they have given us training in new areas, they provide funding.

The relationships with their employees and learning how they want to get involved in their communities, it has been very exciting to see that happen.

A8. Open ended responses: What have been the advantages of working with Cummins? (continued)

What have been the advantages of working with Cummins?

Volunteer and financial support

All the volunteer projects have been fantastic, and they have different people in the different projects so lots of different people learn about our organization and increase the understanding of our mission. Many of the projects would not have been possible without their high level of expertise.

The advantages are pretty much the volunteer aspect, the employment aspect and seed money to projects.

They provide a lot of volunteer hours as well as crucial financial support.

We don't have enough math tutors and Cummins has helped with tutoring and financial support to pay teachers additional hours after school.

Mostly the things I have already mentioned – the volunteers, their expertise, their willingness to help and that they come from all levels of the organization, and the financial help.

We get updated computers and the time commitment of shared work.

We have raised more dollars. More projects got completed that would not have been done because of their volunteering.

Other advantages

Stronger community engagement connections and maintenance of building are two big advantages. The value of our clients knowing that the community actually cares would have to be another.

The understanding of the technical aspect and come out with new ways and ideas to modify devices to be fully functioning. It is not a force but voluntarily.

A9. Open ended responses: What have been the disadvantages of working with Cummins?

What have been the disadvantages of working with Cummins?

Organization

Not always organized. It's a little confusing the way they do things on their end.

The biggest disadvantage is the bureaucracy within their organization; it is a slow process sometimes.

Not really a disadvantage but a challenge and this is on our side as well as Cummins, going through proper channels and getting answers as quickly as we'd like, going through the layers of people who make decisions.

Communication

Sometimes communication is poor. More follow up has to happen from our end, there has been confusion.

There is poor communication from the foundation and sometimes the layers of complexity of communication has been challenging at times.

Other disadvantages

Sometimes we don't know what kind of skill level we're going to get for volunteers. When groups get real big it can be hard to organize.

In the past we were working with a different person every year, training in a new person each time.

Maybe sometimes they get overcommitted and not realistic about the amount of time it will take to do something and then a project can linger on.

The only disadvantage that I can think of is that this project is small. This project has so much potential, but it may get there in the near future.

There are no disadvantages. It has been a unique experience. When you get outside the group of engineers the communication drops a little bit.

No disadvantages

I can't think of any. (3 respondents)

I don't know that there have been any.

I don't really know.

I don't see any. They do anything we ask of them which is really nice!

I don't think there are any.

I don't think there have been any.

None.

There are no disadvantages that I can think of.

There is not any at this time.

A10. Partners' perceptions of Cummin's involvement and their readiness to partner with Cummins

	N	Strongly agree	Agree	Disagree	Strongly disagree
This organization benefits from Cummins' involvement	21	81%	19%	0%	0%
Our clients benefit from Cummins' involvement	21	81%	19%	0%	0%
Cummins has helped connect this organization with other resources.	20	40%	55%	5%	0%
Cummins has helped us build our organizational capacity.	20	45%	40%	15%	0%
It would be difficult to meet our goals without Cummins' involvement.	21	38%	48%	14%	0%

A11. Open ended responses: How has Cummins' involvement affected your organization?

How has Cummins' involvement affected your organization?

Improve or increase services or agency capacity

Cummins has enabled us to serve more clients both with the volunteers and with their funding.

Cummins has made one of the most significant business, school, and partnership contribution with us we have ever had. Before we would not be able to manage our academic support without their assistance.

Increase capacity at hand services to our clients. Extend our staff understanding of cooperate partnership.

Cummins partnership has shown us how a corporation can be involved with a nonprofit. We appreciate that there is one liaison that we can work with, we can know him, and he can know us. We appreciate the both the financial help and the volunteers, that is a good way to build a long mutual relationship.

I don't know if it's a change, but they helped us solidify relationships our site staff and specific Cummins departments. What's different is that it is a direct relationship rather than having a middle person. We get more done and it's more efficient.

It has given us the power and ability to improve properties for the benefit of our residents in a way we could not achieve without them.

They funded a program that positively affects our clients nationwide. They taught us to go through the process of mapping. Our mechanical parts of our building wouldn't have been replaced without their involvement. We are able to provide a higher quality of service because of their involvement with the agency.

They have allowed to adapt some technologies, that we would not have been able to do otherwise, that help our clients be more independent. They have also donated resources for to us to build our technology to better serve our clients.

They have helped build our capacity in assistive technology in a very significant way.

We are able to serve more people in the community and Cummins has partnered with some of our partner organizations for the benefit of serving our organization.

A11. Open ended responses: How has Cummins' involvement affected your organization? (continued)

How has Cummins' involvement affected your organization?

Opportunities for clients

It has increased the awareness of the residences we serve here. The value of volunteers and it has been a positive experience.

Primarily, more people with disability are being put into jobs. They are the sole funder for this project. They give them clothes to find a job. With this, we have increased our community involvement by partnering with local businesses to help make the project an even better widespread community program. Target, Best Buy, and other businesses are getting involved as well.

They are able to provide our clients the enhancement to perform. They enhance the ability to perform.

They have helped our residents create a home for themselves by projects that really made a difference for our buildings and the people who live there. (else?) Their commitment to our work has helped increase our overall fundraising efforts through a challenge grant.

We've improved residents in their self worth that someone wants to help them. It's impossible for our staff to do all the things without Cummins help. It improves the atmosphere for the residents.

Increase fundraising and relationships with funders

Working with Cummins has helped us understand how to work better with groups, how to manage groups of volunteers and how to make their experience better.

They have opened up our thinking to a new way of doing business, communicated a new way of partnership, and allowed us to pursue some dreams that we probably would not have been able to do without them.

We are able to monetarily afford to do things we would not otherwise be able to do. We can participate in community events, there is an educational piece, there is unconditional relationship for the kids, the volunteers are very important for the clients.

Provide volunteers

They participate in a very specific area. The biggest change is a large volunteer presence. They partner with employees at their worksites. And there is financial help.

With the help of their volunteers we have morning and evening computer classes and with their funding and computers we have seniors and singles using our resource centers and learning computer basics like email and going online.

Other comments

They have provided many things: They have given us seed money to help promote our programs. They have endorsed our programs. They have provided employment opportunities for our clients. They have provided volunteers for our programs. They have provided connections with other nonprofits with similar goals. They have provided in-service training for our management.

A12. Open ended responses: How has Cummins' involvement affected the clients you serve?

How has Cummins' involvement affected the clients you serve?

Build trust – volunteers go into people's homes. So it builds trust and some friendship and it increase awareness of community involvement.

Cummins has done a lot of projects directly for our clients. They have built bike racks for example. Most of their volunteer projects have enhanced the lives of our clients in some way.

Cummins program participants are passing the classes at our school at a much higher success.

Enhance their ability to function. Modifying and creating to fully function. Overall, it is a huge plus.

Financial assistance helps our early childhood development center. Our workforce development is very supported by their volunteer help and direct contact.

For our seniors and disabled residents they get help for things they can't do for themselves in their homes. They get to feel that they are worthy and they deserve to get help and get these things (like cleaning) done.

It has given them the material goods to go into a job interview with confidence. It has let them know that a corporation here in town care for them. They know the non-profits care, but a corporation is a bigger thing.

It has made their lives easier by making projects and systems that change small aspects of their daily lives.

It has shown that there are people outside this community that are good people. It has broken some stereotypes through their assistance to this organization and then we have translated that to more service to the community.

Our agencies feel more appreciated in the community and feel more connected to the community it is a win-win situation.

Our clients are happier. They love seeing the volunteers come around. They have something to look forward to that they did not have before, it makes them happy.

Our clients get real experience with real managers in a real work environment for a respected company.

Our clients understanding of their own culture has increased and they have higher self esteem. Parenting skills will increase because of the project that is being supported.

Our residents now understand our community involvement and have a more positive attitude about it. Their thoughts are more positive when it comes to the community at large.

Providing their involvement creates in our clients a greater sense of ownership and dignity by going the extra mile when the Cummins volunteers provide additional amenities.

The clients have an increase in self esteem, cultural awareness and they develop relationships and feel safe around adults and have more community involvement. They give a nice bridge for kids and families to get involved together.

They bring volunteer engineers to our organization monthly and work with our staff to adapt equipment for our clients to use. Without them we would be slower or serve fewer people with adaptive technology.

They brought additional enhancement and experiences.

They motivate the clients and they take their time and are patient with them. They let them come early to practice their skills and they update the equipment and skills. Clients feel more confident they can go to the library and log on; it's opened up a whole new world to them.

Through engineering they have brought independence to our clients.

Were able to adapt technology with our clients to help with leisure skills and then things in their lives that they want to be able to do.

A13. Unexpected results of working with Cummins?

	Respondents responding "Yes"	
	N	%
Have there been any unexpected results of working with Cummins?	14/21	67%

A14. Open ended responses: What have been the unexpected results?**What have been the unexpected results?**

Professional training

Because of our involvement with Cummins, they offered our staff some professional training (project management). We worked with their staff and filled up a space (both Cummins staff and program staff in one training). They are mindful that people in the non-profit world can also use training offered to corporations.

Cummins gave in service training they provide to their own employees that they shared with our management.

Our increased knowledge in business planning, corporate America.

Changes to the organization

I didn't anticipate the property looking as well as it does, that we could accomplish as much as we did. We've gotten residents to open up and come out of their apartments and they feel like they have made a friend. Now they will allow somebody into their home, that is huge and they feel so lucky to get the help.

We are working with them now at a more corporate level to see if we can take the relationship to a more national corporate level. We are just in the discussion stage at this point (else?) The relationship has evolved into a more strategic partnership than when we first began. (else?) No.

The results have been all positive. In looking at the five years it's gone beyond expectation. We have an increased ability to serve clients through engineers, volunteers, and grant money.

The partnership we develop between our teaching staff and Cummins staff has been a very positive.

They have helped us make other connections that have helped us grow. Their staff really likes to volunteer and creatively use their technology backgrounds.

We would never been involved with the McCatur (a national organization). We received grant from Cummins. It would never happen without them.

Level of commitment and generosity

One of the volunteers is a retired person and the volunteers keep coming back, they really enjoy working with our clients and it shows because our clients keep coming back too.

To the degree of involvement of Common Courage Center, they do a tremendous job.

Their generosity astounds me, it's huge. The level and the degree surprised me.

We have been constantly surprised with the level of commitment that they have shown.

We did not expect the level of interest and participation from all levels and even very high up in the organization.

We think we are going to get a new board member. It has really expanded our staff's ability to look at how we do things – pushed the envelope.

A15. Partner's perception of working with Cummins

	Respondents responding "Yes"	
	N	%
Is Cummins different to work with than other funders?	18/19	95%

A16. Open ended responses: How is Cummins different to work with than other funders?**How is Cummins different to work with than other funders?**

Long term commitment

Long term commitment invested in selling their approaches to meet our needs. Their innovated.

Because of longstanding relationships they are willing to help out in ways other funders might not be willing to do. They might take risks other funders would not take.

Level of involvement

They have a bigger role and stake in what is going on and a larger and deeper commitment.

The amount of actual physical involvement.

Cummins has good communication structure go to people (designated) for communication.

On the positive side, we can ask them for what we need, even that is not always successful. On the negative side, we have lines of communication are complicated, they don't seem to have clear time lines for the Foundation and they don't have clear communication from the foundation.

They are more engaged (other differences) they are more long term investors which is good.

They are looking for a broader and more strategic relationship, they are more interested in knowing our business challenges and how they can help us beyond grants.

They are willing to be more involved compared to other funders. They get involved in multiple ways. They don't just give money or just send volunteers. They find other ways to get involved.

Focus on local community

Our other funders are government agencies and Cummins is corporate, and not of our culture so we had to learn to communicate effectively.

They put the community first and not getting recognition; which is really good and really different from other groups.

They have really kept a local focus for their funding process. This, I believe is becoming more and more different. It seems to me that the decisions about funding for them are made locally.

Other differences

There is one liaison and he does a lot of internal promotion and inviting people to our fundraising breakfast and other events. He works as our advocate.

Their process is different, their applications, in that they put the onus on their own employees.

The structure they have internally, the different office and warehouse work styles.

They are from the corporate world but they have the dedication of people from non-profits.

They are willing to work with us to meet our need. Other funders look for us to meet their needs. Cummins is quite unique.

We get much more open communication, more give and take and their willingness to be flexible.

A17. Open ended responses: How could Cummins more effectively partner with your organization?

How could Cummins more effectively partner with your organization?

More communication

A solid plan and have check-in point (quarterly), have the right people indentify up front, who is going to work with us.

Continue paying attention to clear communication on both sides. They do a terrific job.

Regular meetings and regular contact, fewer layers of communication, more direct communications about future events proposals, activities.

We already get pretty effective partnership already, but for me at this point it's about indirect communication. If the line of communication was more direct, it would be more effective. We have to go through multiply people to get information or ideas to Cummins and they also have to do the same, so if we could just make the line of communication more direct, it would be more effective for both of us.

Multiple liaisons

As much as I have loved having one liaison, when he is very busy timing can be held up on some projects.

Perhaps it would help to have two liaisons instead of one so that they have a fallback person if one person is very busy. We need clear planning early in the year so expectations are known and clear early on. We could use additional feedback on what they would like from our organization.

More involvement (other locations, board members, volunteers, funding)

By becoming more involved partnering more on homelessness.

I would love to see some board involvement from the young, emerging leaders. Sue is fantastic, but I would like to pull some other people to work with our organization.

If they would volunteer to other sites and provide more volunteers.

It works so well. Just keep having a designated supervisor for the group of volunteers they send over, do that consistently. We can always use more funding.

We are hoping someone will come on our board of directors and we hope to strengthen our financial relationship with Cummins also.

We would like to be introduced to more divisions within their company, to get to know them better.

A17. Open ended responses: How could Cummins more effectively partner with your organization? (continued)

How could Cummins more effectively partner with your organization?

No changes

- They do fine job right now.
- They have learned with us over time, at the beginning they were generous, anything they wanted we would do. Now we can say that is not a good fit for us. It's more of a partnership where we are now and what is the next step we are planning and looking forward. Keep up the good work!
- To continue the collaboration to meet our mutual needs. That's it. I'd like to add that Sue Piva has been a key element to the success of the program.
- We make changes so fluidly and we keep talking and make changes right away if something is not working.
- If they keep doing what they are doing and sending volunteers that will be good enough.
- Their communication style is great. Their respect for us is great. They don't tell us what to do they ask us what they can do to help. Their employees are always pleasant to work with; they are as involved as we want them to be.
- I don't think that is their issue. They have offered things that we haven't been able to act on due to management commitment because we are so tightly staffed.
- I don't know how they could be more effective as it is now.
- I don't think it's anything they could do. It's tough times right now. I can't think of anything, just keep working together.

A18. Satisfaction with training (N=15)

Please rate the quality of the program.	Strongly agree	Agree	Disagree	Strongly disagree
Overall, the program was of high quality.	93%	7%	0%	0%
The presenter(s) had strong knowledge of the material presented.	93%	7%	0%	0%
The presenter(s) were well prepared.	93%	7%	0%	0%
The presenter(s) related information in a clear and understandable manner.	87%	13%	0%	0%
The presenter(s) were able to involve the group in the training session	80%	20%	0%	0%
The presenter(s) responded well to questions.	87%	13%	0%	0%
The handouts or written material contained helpful information.	60%	33%	7%	0%
The material presented will make me more effective in my work.	73%	27%	0%	0%
The program was held at a reasonably convenient time.	87%	13%	0%	0%
The program was held at a reasonably convenient location.	87%	13%	0%	0%

A19. Changes in knowledge (N=13-15)

The information presented increased my knowledge/understanding of...	Strongly agree	Agree	Disagree	Strongly disagree
Defining a project, including a statement of work.	69%	31%	0%	0%
Planning a project timeline.	57%	43%	0%	0%
Creating a project budget.	14%	86%	0%	0%
Identifying the resources needed to complete a project (including staff and funding).	62%	38%	0%	0%
Assessing potential risks of a project.	64%	36%	0%	0%
Keeping a project moving on schedule.	53%	47%	0%	0%
Ideas for troubleshooting common project road blocks.	53%	47%	0%	0%
Tactics to run an effective team meeting.	54%	46%	0%	0%
Providing opportunities for team development.	53%	47%	0%	0%
Closing a project.	40%	60%	0%	0%

A20. Open-ended question: What was the most useful part of the training?

What was the most useful part of the training?

Process of identifying measurables and deliverables

Understand key measurables to begin and complete a successful project.

Identifying deliverables. Network diagram – Great!!

Identifying deliverables of a project and also the critical path.

Process of planning

Planning the process of planning – splitting the process into measurable phases.

All of it! The emphasis on planning for a project will make the project more efficient.

Seeing a Project Plan with rationale and tools.

Learning the planning process for effective results. Managing change.

Managing scope – liked the breakdown.

I really found the scheduling aspect useful as that's probably my weakest attribute.

Team development

Team development.

Understanding team dynamics/dysfunction.

Resources and group activities

The materials and presenters and the organized modules made it extremely useful to understand and assimilate. The additional resource lists are great.

Going through examples in groups.

Small group discussions and outlines for future reference.

Having information presented and opportunity to work it out in our small groups. Video-fantastic.

A21. Open-ended comments: What was the least useful part of the training?**What was the least useful part of the training?**

Actual brainstorming – just because I do that a lot with groups.

They dysfunctional team video I didn't care for much.

It was difficult to think about project management without thinking we need a culture change within our team.

I was a little overwhelmed with the information during the planning section of the presentation.

I thought everything was useful in some capacity – some will be difficult within my specific organization-but everything was beneficial.

I would still love a Day 2 – to further explore in more depth some areas that were quickly reviewed (e.g., timeline and resource management, tactics).

A22. Open-ended comments: What types of follow-up information or support would make it easier to integrate what you have learned into your daily work?**What types of follow-up information or support would make it easier to integrate what you have learned into your daily work?**

Microsoft Project Manager Software.

Getting back to my desk and applying project management using an Excel spreadsheet. After that, consider getting Microsoft Project Manager Software.

I plan to get a copy of the book/video on the 5 Dysfunctions of a Team. Maybe an email in 3-6 months to inquire what steps we have implemented since today's class.

Maybe to get a video of a small project – beginning to end.

Sample documentation.

Tips: ongoing.

More info on how to use Excel.

How to get buy in from those not attending.

Just having the option to contact Cummin's Volunteers/staff with questions makes it easier. Maybe being available to facilitate a team meeting towards the beginning of the planning would be helpful.

We touched on a lot of topics, but more trainings that are more in depth on specific topics, specific tools, programs that nonprofits can use.

Put new Car Repair Program in place for Cummins volunteers.

A23. Open-ended comments: What other comments or suggestions do you have for future trainings?

What other comments or suggestions do you have for future trainings?

I would enjoy a 1/2 day working on your particular project.

It's good to have more than one person from an agency so you can work/discuss with each other.

Include some additional resource for nonprofits – websites, good books, etc.

Enjoyed quality of training afforded us and Cummins' hospitality.

Have the presentation downloadable (available after the training).

The PowerPoint would be so much more helpful when printed, if the little pop-up information boxes didn't cover up the examples. For example, the slide on Justification.

Project Manager Class #2, one on one coaching, pick one or two modules and do an intensive course, team building – how to create effective teams.

I liked the video about team building.

No comments

Thank you and please let us know how we can help to keep these opportunities coming.

Overall a very good training. Thank you!

It was all beneficial – no recommendations.

Thank you so much for offering this training to us!

Excellent. Thank you!

Many thanks for the invitation to participate in the Project Management Class sponsored by Cummins. The course was very thorough, the trainers were well-prepared and experienced, and the training material was very relevant to our needs. We may operate in different business sectors and use different management nomenclature but most of the topics discussed on effective project management strategies are indeed transferable. I learned a lot yesterday and it was helpful to get a private industry perspective on this important area of business management. Once again, thank you to everyone at Cummins for an enjoyable and thought-provoking day.

A24. Participants' report of whether the information presented has increased effectiveness

	N	Strongly agree	Agree	Disagree	Strongly disagree
Overall, the information presented has made me more effective in my work	7	29%	43%	0%	29%

A25. Participants use of information at follow-up (N=6-7)

Since the training, how much have you used the following information?	A lot	Some	Not at all
Defining a project, including a statement of work.	33%	50%	17%
Planning a project timeline.	57%	43%	0%
Creating a project budget.	17%	33%	50%
Identifying the resources needed to complete a project (including staff and funding).	57%	43%	0%
Assessing potential risks of a project.	17%	50%	33%
Keeping a project moving on schedule.	57%	43%	0%
Ideas for troubleshooting common project road blocks.	50%	50%	0%
Tactics to run an effective team meeting.	72%	14%	14%
Providing opportunities for team development.	33%	33%	33%
Closing a project.	29%	29%	43%

A26. Follow-up report of helpfulness of information at follow-up (N=6-7)

How helpful has what you learned in each of the following areas been to your project management work?	Very helpful	Somewhat helpful	Not at all helpful
Defining a project, including a statement of work.	67%	33%	0%
Planning a project timeline.	72%	29%	0%
Creating a project budget.	33%	50%	17%
Identifying the resources needed to complete a project (including staff and funding).	86%	14%	0%
Assessing potential risks of a project.	86%	14%	0%
Keeping a project moving on schedule.	72%	29%	0%
Ideas for troubleshooting common project road blocks.	67%	33%	0%
Tactics to run an effective team meeting.	100%	0%	0%
Providing opportunities for team development.	50%	33%	17%
Closing a project.	29%	57%	14%

A27. Open-ended question: What was the most helpful information covered at the trainings?

What was the most helpful information covered at the trainings?

Timelines and planning.

The steps involved.

Going through the process of defining a project and all of the different elements. It helped to better focus our work.

Defining the project and the scope. Understanding the stakeholders and the ability to utilize the WBS, which has assisted in team development.

Identifying the critical path of a project. Because our department works on several projects at the same time, we found that identifying the critical path very helpful.

A28. Open-ended question: What would have made the trainings more helpful?

What would have made the trainings more helpful?

The end, closing the project was a bit rushed (never rec'd the slides for future reference).

Spending more time on developing a proper budget for projects.

It would have been helpful to implement the project management tools I learned in the training to the projects I currently have in progress. But, due to lack of time, I wasn't able to do this.

A29. Open-ended question: What types of follow-up information or support would make it easier to integrate what you have learned into your daily work?

What types of follow-up information or support would make it easier to integrate what you have learned into your daily work?

I think the best thing is being able to use everything right away. The project that I am working on is long term, so I don't use the skills on a consistent basis.

Taking a course, of which I have schedule in September. Also having someone available to answer questions as I continued to learn and use project management tools.

Additional trainings on some of the specific topics of project management. There was a lot of information given that day and it might be helpful to break it down a little more into additional trainings.

I don't feel you need to provide additional material to me. I think if I reviewed the materials you provided for the training prior to beginning my next project would help me integrate what I learned.

A30. Open-ended question: Please share any comments or suggestions you have about future trainings.

Please share any comments or suggestions you have about future trainings.

I appreciate having had the opportunity to attend the course. It gave me more food for thought with the projects that I have been given since that time.

Team building, running meetings, any type of skill development is always appreciated. Thank you for sharing your expertise with us.

It was great and truly made a difference for us at CommonBond.

I just wanted to say thanks so much for the class. It assisted in further development of our department. I recently submitted and chartered the GrandGala based on the written course I took at Cummins. Also, I have enrolled in an additional course in the fall. You continually make a difference in the lives of so many.

It was very helpful. I very much enjoyed the class.

Great information. I thought the trainers did a good job of presenting the information to the nonprofit audience.

Thank you so much for providing the training to me and to my colleagues.

Level of engagement criteria

Cummins Power Generation classifies community engagement by levels which represent the corporation's engagement and resource commitment to the partner agency or activity. These levels are not a judgment of importance, but rather a way of classifying commitment needed by volunteers and the community agencies.

Level 1

Description: Level 1 projects are often one-time or once a year events for a specific agency.

Engagement

- Community Involvement Team liaison who may also serve as Project Leader
- Project leader
- Low level of sporadic engagement with focus to complete projects
- Limited types of projects that are physically focused (i.e. painting, landscaping, or collection drives)
- Impact a specific agency
- Time required - minimal, depending on activity

Funding

- Less than \$1,000 which is approved by Community Involvement Team

Project

- Sustainable projects involving Every Employee Every Community/Caring Connection

Strategic

- Required to align with focus areas

Characteristics

- Entry point for further engagement
- Opportunity to vet organization to see if they are a good fit for CIT
- Allows a large number of volunteers to participate

Guideline

- Limit number of Level 1 activities so you can focus on Levels 2 and 3

Level 2

Description: Level 2 projects are more continuous and progressive, characterized by an ongoing relationship between Cummins Power Generation and the partnering organization.

Engagement

- Community Involvement Team liaison with participation by CPG leadership encouraged
- Requires planning sessions to develop projects
- Medium level of engagement with focus on completing projects and supporting programs
- Build partnership with nonprofit with the potential for reciprocal activities
- Optional collaboration with other nonprofits
- Projects are both physical and skill based, developed using project management skills
- Multiple activities are occurring with Community Partner at the same time
- Additional CIT members and volunteers are rotated into activities
- Activities impact the local area
- Time required – more intensive

Funding

- Between \$1,000 and \$15,000. Funding over \$10,000 has to be approved by the CSR Leader, sponsor, and senior staff

Project

- Sustainable projects involving Every Employee Every Community/Caring Connection and program development
- Focused on process improvements

Strategic

- Required to align with focus areas

Characteristics

- Multiple array of activities
- Associated project cost

Guideline

- The majority of Community Partners should be at Level 2

Level 3

Description: Level 3 projects are ongoing strategic projects. Cummins Power Generation staff are highly engaged in these activities and they are committed to maintaining a long-term relationship with the community partner agencies.

Engagement

- Community Involvement Team liaison with participation by CPG leadership required
- Requires collaboration on multiple levels
- High level of engagement with focus on completing projects, project development, and providing ongoing support
- CPG is integrated with and invested in the success of the organization
- Organization is committed to the partnership
- Requires reciprocal activities
- Optional collaboration with other nonprofits
- Projects are both physical and skill based, developed using advanced project management skills such as Six Sigma, VOC (voice of the consumer), and KJ Analysis
- Requires commitment to building and maintaining strong relationship.
- Ongoing communications and initiatives
- State and nationwide impact
- Time required - intensive

Funding

- More than \$15,000 approved by the CSR Leader, sponsor, and senior staff

Project

- Sustainable projects involving Every Employee Every Community/Caring Connection and program development
- Requires cross functional teams
- Focused on program development

Strategic

- Required to align with focus areas

Characteristics

- Long term strategic plan
- High level of impact
- Specialized activities and initiatives

Guideline

- Realize time commitment

Community partner projects

Since 2005, Cummins Power Generation has supported employees in the following volunteer activities.

Organization	Activity	Activity type	Activity level
Level 3 partners			
Courage Center	Engineering volunteers and funding – Assistive Technology (AT) Lab (\$80,000 donated in 2007, \$35,000 in 2008 and \$30,000 in 2009. Over 2,000 volunteer hours in 2007. More than 1,200 in 2008 and 2009.		3
	Funded AT volunteers and Courage Center staff training and assessment standards manual – creating a national model for AT curriculum.		3
	Santa Program. Purchased and modified 81 toys for Courage Center clients in 2008. Third year of program.		2
	Collaborative partners on CPG projects with Wilder Foundation (Frail and Elderly Falls Prevention Program) and Early Childhood and Family Education – Fridley (Completed accessibility audit on new playground proposal)	Connections	3
	Staff attendance Project Management Class through “Cummins College for Nonprofits”	Organizational support/staff development	2
	Funded Market Feasibility Study for Product Development	Organizational support	3
	American Disabilities Act facility accessibility audits	Organizational support	2
	Host AT Staff Training and Planning retreat	Organizational support	2
	Funded Courage Center staff attendance at Assistive Technology Conferences	Organizational support/staff development	2
	Creative Art Program client’s art work on display in CPG front Lobby	Employee education/organizational support	1
	Funded three phase plan to create a Rehabilitation Center of Excellence in Assistive Technology (AT). Provides Courage Center with a revenue source and program sustainability.	Organizational support	3
	Funded Mind/Body Therapy Initiative	Program support	1

Organization	Activity	Activity type	Activity level
Level 3 partners (continued)			
Minnesota Indian Women's Resource Center (MIWRC)	Child Care Consultant – one week site visit Rehabbed Child Care Center		3
	Native American Parenting Traditions Revisited (NAPTR) Trained staff in VOC, KJ Analysis, and Process Mapping Developed Communication and Marketing Plan for NAPTR CPG volunteers served on NAPTR Advisory Committee		3
	Organization support “championed” by a Leadership Team of CPG managers and staff	Organizational support	2
	Staff attendance Project Management Class through “Cummins College for Nonprofits”	Organizational support/staff development	2
	Two CPG/MIWRC joint presentations at national conference – “Cummins Model of Engagement – Developing Collaborative Partnerships with the Nonprofit sector”	Connections	2
	Sponsored 2nd year Bethel College Marketing and Communications student Field Experience	Organizational support	2
	Clothing Drive	Basic Needs	1
	Kitchen/Household goods Drive and donation	Basic Needs	1
	Volunteers support Family and Vendor Days – two to four per year	Employee engagement	1
	Funded signage	Organizational support	1
	Funded Maintenance contract for one year	Organizational support	1
	Funded security cameras	Organizational support	1
	Wilder Foundation – Supportive Housing	Mobile Resource Center – Computer literacy training program for previously homeless clients. CPG funded (1st year), Six Sigma Project; CPG classroom trainers; curriculum also used by CPG in Operations Computer Lab	
Wilder Foundation – Research Center	ROI of Affordable, Supportive Housing Research Project	ROI	3
	Funded registration fee for 11 Community Partners to attend ROI Conference sponsored by Wilder Research	ROI - Organizational support/staff development	2
	Homeless survey volunteers	Employee education	1
Wilder Foundation – Kofi	Project Kofi projects with African and African American Affinity Group (4AG)	Employee engagement	1
Wilder Foundation – Resource development	Host Resource Development Staff strategic planning	Organizational support	2
	Staff attendance Project Management Class through “Cummins College for Nonprofits”	Organizational support/staff development	2

Organization	Activity	Activity type	Activity level
Level 3 partners (continued)			
Wilder Foundation – Bush Children’s Center	Milieu room refurbishment – four year project	Program support	2
	Furniture and equipment assembly	Basic Needs	1
	Diversity Panelist	Organizational support	1
	Quarterly Family Fun Days (3 years)	Program support	1
	Gardening clean-up	Beautification	1
	Doll House project (2 years)	Program support	1
	Blanket project (2 years)	Program support	1
	Activities with Engineering Conference attendees	Employee engagement	1
Wilder Foundation – Adult day care	Biannual projects	Employee engagement	1
Wilder Foundation – Child Therapeutic Services	Funded therapy toys and equipment	Program support	1
Wilder Foundation – Child Development Center	Funded learning tables, puppets and volunteer readers	Program support	1
Wilder Foundation – Child Therapeutic Services	Six Sigma project to develop Play Therapy Room. Room designed to accommodate future training program for therapists, interns and psychology students.	Program support and organizational support	3

Organization	Activity	Activity type	Activity level
Level 2 partners			
Bundles of Love	CPG staff conducted a Six Sigma process to set up an on-site shop to Provide opportunities for employees to make baby clothes and items for needy families.		3
Aeon Homes	ROI Advisory Committee Member	ROI	3
	Bike Rack Project (April-May 2007) – designed, built and installed custom bike racks in a closet and storage room at Alliance Apartments. This project required a custom design to allow for fire code standards in materials and for pathways to windows in the storage space. This project was very important as bikes are the primary mode of transportation for most residents.	Expand services capacity	2
	Portland Town homes Landscaping (May 30, 2007) – CPG donated the labor and \$3,000 worth of plants and landscaping materials to transform eight town homes from boring to beautiful. CPG staff designed the plan, chose the plant materials, and helped to ascertain the amount of landscaping block, mulch, and other items needed for this project to be successful. CPG volunteers were joined by several residents of the town homes who worked alongside them to complete the work and to help beautify their homes. Completed other large scale landscaping projects in 2008 and 2009.	Beautification	2
	Closet Project – (2008) Designed and built customized closet organizers for 30 efficiency apartments for previously homeless youth.	Expand services capacity	2
	Donation Drive (November 6, 2006) – Clean Start Donation Drive at Fridley location. Employees gathered cleaning supplies, bedding etc., for previously homeless clients moving into supportive housing units	Basic needs	1
	Painting Project – Groups of three volunteers painted hallways at the Howards Apartments, Phillips Family Housing.	Beautification	1
	Picnic Table Project (early May 2007) – CPG purchased six picnic table kits, assembled, sanded, stained and delivered them to various properties including Paige Hall, the Coyle, and Phillips Family Housing properties including Portland Gardens.	Beautification	1
	“Building the Dream” educational sessions to CPG employees	Employee education	1

Organization	Activity	Activity type	Activity level
Level 2 partners (continued)			
CommonBond Communities	In 2008, collaborated with two housing sites to create ongoing volunteer opportunities that could be coordinated with 24 hour notice. Has resulted in increase from 6% to over 55% Operations employees participation in Every Employee, Every Community Volunteer Initiative		2
	Past President Joe Errigo – Advisory Committee Member ROI Economic Impact Study	ROI	3
	Play house parade corporate sponsor	Employee engagement/ Organizational support	2
	Donated Wii and AV equipment to one site	Employee engagement/ Program support	1
	Hosted annual holiday parties at two sites (3 years)	Employee engagement/ Program support	1
	Grande Gala Sponsor	Organizational support	1
Fridley High School	Funded the Practice, Learn, Utilize, and Succeed (PLUS) after school tutoring program for 3 years. CPG volunteers commit to two times per week for the school year		2
	Fund 50 scientific calculators for Math Department	Program support	1
	Funding for Chemical Dependency Counselor (3 years)	Program support	1
People Serving People	Book Drive (2 years)	Basic Needs	2
	Funded Kitchen Services (3 years) and Maintenance Training Program (2 years). Host Maintenance students for on site tours and meetings with CPG Maintenance Department.	Program support	2
	Meal service six times per month (2 years plus)	Basic Needs	1
	Painting projects	Beautification	1
	Kitchen Service students catered meals for CPG meetings	Program support	1
Rise	Five Rise clients working in Operations, two Rise client in Office	Employment	3
	Rise Work Team managing recyclables in Brooklyn Center and Fridley	Employment	3
	Staff attendance Project Management Class through “Cummins College for Nonprofits”	Organizational support/staff development	2
	Sponsored Bethel College Marketing and Communications student Field Experience	Organizational support	2
	Business clothing drives (led by Women’s Affinity Group) to support Michael’s closet (2 years)	Basic Needs	1
	Funded materials for Michael’s Closet and a Client’s Needs fund (haircuts, special sized clothes, binders for resumes)	Basic Needs	1
	Landscaping projects	Beautification	1
	Office help	Organizational support	1
	Donated used office furniture	Organizational support	1
	Art Speaks – Art work by disabled artist on loan and on display in CPG lobbies and hallways	Program support, employee education	2

Organization	Activity	Activity type	Activity level
Level 1 partners			
Big Brothers/Big Sisters	22 employees as mentors (led by Multi-ethnic Affinity Group)	Employee engagement	1
Bridge/National Society of Black Engineers (NSBE)	Hands on technical learning opportunities for high school students	Employee engagement	1
Community Emergency Assistance Program (CEAP)	Annual back to school drive	Basic Needs	1
	Food shelf donation	Basic Needs	1
	Toys for Tots	Basic Needs	1
	CPG Employee (now retiree) serves on board	Organizational support	1
Free2B	Sponsored Bethel College Marketing and Communication student to develop advertising feasibility study	Organizational support	2
	Sponsor and staff two Car Care Saturdays per year	Basic Needs	1
	Funded Marketing plan	Organizational support	1
	Volunteer support at two annual fundraising events	Organizational support	1
Fridley ECFE	Paid for Accessibility Review by Courage Center to help ensure new playground design would meet the needs of all students and parents	Program support	2
	Holiday Giving Tree – employees sponsor 15 – 22 families per year. CPG has participated in program for 10+ years	Basic Needs	1
	Playground installation and cleaning	Basic Needs	1
	Operational support	Organizational support	1
	Modified toys donated to Special Education classroom	Program support	1
Habitat for Humanity	Work Camp. One week Work camp in 2007. Two Work Camp weeks in 2008 and 2009.	Employee engagement/ Program support	1
Harriet Tubman	Diaper drive	Basic Needs	1
	Women’s Affinity Group volunteer projects	Employee engagement	1
Junior Achievement	Description	Employee engagement	1
Leaders for Tomorrow	School-based prevention program focusing on leadership development as a way to reduce at-risk behaviors and facilitate academic success. (NSBE program)	Employee engagement	1
Meals on Wheels	Deliver Meals	Basic Needs	1
Robotics League	2007 and 2008 – Support Courage Center’s Technology week. 2009 funded and supporting with volunteers the Courage Center Robotics Team. Developing technical workshops to support	Program support and employee engagement	1
Volunteers of America	Thanksgiving food drive	Basic Needs	1

Survey instruments

Community Partner Survey

Cummins Evaluation Training Form

Follow-up Training Survey

Volunteer evaluation survey

**Cummins Power Generation
Community Partner Survey
Spring 2009**

May I speak to _____ [R] _____?

IF R IS NOT AVAILABLE: When would be the best time to reach ___ [R] ___? MAKE NOTES ON FACESHEET.

IF R IS AVAILABLE, PROCEED.

This is ___ [Interviewer] ___ calling from Wilder Research. We are working with Cummins Power Generation to help them assess the impact of their Community Involvement programs. Today I would like to ask you about your experience working with Cummins staff. Your answers will be kept confidential; no identifiable information will be shared with Cummins staff. All the information we collect will be combined and used to help Cummins improve their work with community partners.

The questions should take about 10 minutes. Would you be willing to complete the survey?

IF YES: Is this a good time?

IF YES - CONTINUE WITH SURVEY

IF NO – MAKE AN APPOINTMENT TO CALL BACK

IF NO: FILL OUT REFUSAL REPORT

Thank you for taking the time to talk with me today. While [AGENCY] may partner with Cummins on a variety of projects, today I am calling to talk to you about [SPECIFIC PROJECT]. For this project [LIAISON] has served as your main contact for Cummins.

To start with, I have two general questions about Cummins involvement with your organization.

1. To your knowledge, how did your organization get involved with Cummins? (PROBE: board member, employee interest? If unknown, note, then ask how they got involved.)

2. From your experience, why does your organization partner with Cummins? (PROBE: funding, volunteers, relationships, the results)

The next questions are about your perceptions of Cummins' work with your organization.

Please tell me how much you agree or disagree with each statement.	Would you say...						
	Strongly agree,	Agree,	Disagree, or	Strongly disagree?	REF	DK	NA
3. I understood Cummins' goals when they began working with this organization.	4	3	2	1	7	8	9
4. Cummins and this organization share a common goal for Cummins' involvement.	4	3	2	1	7	8	9
5. Cummins is able to adapt their involvement to the changing needs of this organization and the clients we serve.	4	3	2	1	7	8	9
6. Cummins is committed to making their involvement with this organization succeed.	4	3	2	1	7	8	9
7. Cummins is flexible when planning projects with this organization.	4	3	2	1	7	8	9

The next questions are about your relationship with Cummins staff and how Cummins staff interacts with your organization.

Please tell me how much you agree or disagree with each statement.	Would you say...						
	Strongly agree,	Agree,	Disagree, or	Strongly disagree?	REF	DK	NA
8. Cummins staff understand their role in this organization.	4	3	2	1	7	8	9
9. I trust the Cummins staff.	4	3	2	1	7	8	9
10. Cummins staff are respectful of our staff.	4	3	2	1	7	8	9
11. Cummins staff are respectful of the clients we serve.	4	3	2	1	7	8	9
12. Cummins staff understand the culture of this organization.	4	3	2	1	7	8	9
13. Cummins staff understand our decision making process.	4	3	2	1	7	8	9
14. Cummins staff give my staff and organization appropriate time to make decisions.	4	3	2	1	7	8	9
15. I feel comfortable telling Cummins staff when an idea is not appropriate for this organization.	4	3	2	1	7	8	9
16. Cummins staff communicate openly with us.	4	3	2	1	7	8	9

17. How would you rate the frequency of communication with Cummins staff? Would you say...
- I have too much communication with Cummins,(GO TO Q. 19)..... 1
 - I have the right amount of communication with Cummins, or(GO TO Q. 19)..... 2
 - I would like to have more communication with Cummins? 3
 - Refused(GO TO Q. 19)..... 7
 - Don't know(GO TO Q. 19)..... 8

18. What type of communication would you like? (PROBE: What is the best way to communicate with you? About what topics? How often?)

The next questions focus on your organization.

Please tell me how much you agree or disagree with each statement.	Would you say...						
	Strongly agree,	Agree,	Disagree, or	Strongly disagree?	REF	DK	NA
19. This organization is committed to working with Cummins.	4	3	2	1	7	8	9
20. This is a good time for Cummins to be working with this organization.	4	3	2	1	7	8	9
21. Cummins has helped connect this organization with other resources.	4	3	2	1	7	8	9
22. Cummins has helped us build our organizational capacity.	4	3	2	1	7	8	9
23. It would be difficult to meet our goals without Cummins' involvement.	4	3	2	1	7	8	9

24. This organization benefits from Cummins' involvement. Would you say . . .
- Strongly agree 4
 - Agree..... 3
 - Disagree, or.....(GO TO Q. 26)..... 2
 - Strongly disagree(GO TO Q. 26)..... 1
 - Refused(GO TO Q. 26)..... 7
 - Don't know(GO TO Q. 26)..... 8

25. How has Cummins' involvement affected your organization? (PROBE: What has changed? What is different?)

26. Our clients benefit from Cummins' involvement. Would you say . . .

- Strongly agree..... 4
- Agree..... 3
- Disagree, or.....(GO TO Q. 28)..... 2
- Strongly disagree(GO TO Q. 28)..... 1
- Refused(GO TO Q. 28)..... 7
- Don't know(GO TO Q. 28)..... 8

27. How has Cummins' involvement affected the clients you serve? (PROBE: What has changed? What is different?)

28. Have there been any unexpected results of working with Cummins?

- Yes..... 1
- No(GO TO Q. 30)..... 2
- Refused(GO TO Q. 30)..... 7
- Don't know(GO TO Q. 30)..... 8

29. What have been the results? (RPROBE: What have there been positive results? What have there been negative results?)

30. Is Cummins different to work with than other funders?
- Yes 1
 - No(GO TO Q. 32)..... 2
 - Refused(GO TO Q. 32)..... 7
 - Don't know(GO TO Q. 32)..... 8

31. How is Cummins different to work with than other funders?

32. What have been the advantages of working with Cummins? (PROBE: their approach to involvement/model of engagement, volunteers, funding levels)

33. What have been the disadvantages of working with Cummins? (PROBE: their approach to involvement/model of engagement, volunteers, funding levels)

34. How could Cummins more effectively partner with your organization?

Thanks you for your time. We appreciate your feedback.

Cummins Evaluation Training Form

Cummins use only.

Survey ID _____

Training ID _____

Name of training program: Project Management for Community Partners

Date: January 28, 2009

	Would you say...			
Please rate the quality of the program. (CHECK ONE BOX FOR EACH QUESTION)	Strongly agree	Agree	Disagree	Strongly disagree
1. Overall, the program was of high quality.	<input type="checkbox"/> ⁴	<input type="checkbox"/> ³	<input type="checkbox"/> ²	<input type="checkbox"/> ¹
<hr style="border-top: 1px dashed black;"/>				
2. The presenter(s) had strong knowledge of the material presented.	<input type="checkbox"/> ⁴	<input type="checkbox"/> ³	<input type="checkbox"/> ²	<input type="checkbox"/> ¹
<hr style="border-top: 1px dashed black;"/>				
3. The presenter(s) were well prepared.	<input type="checkbox"/> ⁴	<input type="checkbox"/> ³	<input type="checkbox"/> ²	<input type="checkbox"/> ¹
<hr style="border-top: 1px dashed black;"/>				
4. The presenter(s) related information in a clear and understandable manner.	<input type="checkbox"/> ⁴	<input type="checkbox"/> ³	<input type="checkbox"/> ²	<input type="checkbox"/> ¹
<hr style="border-top: 1px dashed black;"/>				
5. The presenter(s) were able to involve the group in the training session	<input type="checkbox"/> ⁴	<input type="checkbox"/> ³	<input type="checkbox"/> ²	<input type="checkbox"/> ¹
<hr style="border-top: 1px dashed black;"/>				
6. The presenter(s) responded well to questions.	<input type="checkbox"/> ⁴	<input type="checkbox"/> ³	<input type="checkbox"/> ²	<input type="checkbox"/> ¹
<hr style="border-top: 1px dashed black;"/>				
7. The handouts or written material contained helpful information.	<input type="checkbox"/> ⁴	<input type="checkbox"/> ³	<input type="checkbox"/> ²	<input type="checkbox"/> ¹
<hr style="border-top: 1px dashed black;"/>				
8. The material presented will make me more effective in my work.	<input type="checkbox"/> ⁴	<input type="checkbox"/> ³	<input type="checkbox"/> ²	<input type="checkbox"/> ¹
<hr style="border-top: 1px dashed black;"/>				
9. The program was held at a reasonably convenient time.	<input type="checkbox"/> ⁴	<input type="checkbox"/> ³	<input type="checkbox"/> ²	<input type="checkbox"/> ¹
<hr style="border-top: 1px dashed black;"/>				
10. The program was held at a reasonably convenient location.	<input type="checkbox"/> ⁴	<input type="checkbox"/> ³	<input type="checkbox"/> ²	<input type="checkbox"/> ¹

	Would you say...			
The information presented increased my knowledge/understanding of (CHECK ONE BOX FOR EACH QUESTION):	Strongly agree	Agree	Disagree	Strongly disagree
11. Defining a project, including a statement of work.	<input type="checkbox"/> ⁴	<input type="checkbox"/> ³	<input type="checkbox"/> ²	<input type="checkbox"/> ¹
<hr style="border-top: 1px dashed black;"/>				
12. Planning a project timeline.	<input type="checkbox"/> ⁴	<input type="checkbox"/> ³	<input type="checkbox"/> ²	<input type="checkbox"/> ¹
<hr style="border-top: 1px dashed black;"/>				
13. Creating a project budget.	<input type="checkbox"/> ⁴	<input type="checkbox"/> ³	<input type="checkbox"/> ²	<input type="checkbox"/> ¹
<hr style="border-top: 1px dashed black;"/>				
14. Identifying the resources needed to complete a project (including staff and funding).	<input type="checkbox"/> ⁴	<input type="checkbox"/> ³	<input type="checkbox"/> ²	<input type="checkbox"/> ¹
<hr style="border-top: 1px dashed black;"/>				
15. Assessing potential risks of a project.	<input type="checkbox"/> ⁴	<input type="checkbox"/> ³	<input type="checkbox"/> ²	<input type="checkbox"/> ¹
<hr style="border-top: 1px dashed black;"/>				
16. Keeping a project moving on schedule.	<input type="checkbox"/> ⁴	<input type="checkbox"/> ³	<input type="checkbox"/> ²	<input type="checkbox"/> ¹
<hr style="border-top: 1px dashed black;"/>				
17. Ideas for troubleshooting common project road blocks.	<input type="checkbox"/> ⁴	<input type="checkbox"/> ³	<input type="checkbox"/> ²	<input type="checkbox"/> ¹
<hr style="border-top: 1px dashed black;"/>				
18. Tactics to run an effective team meeting.	<input type="checkbox"/> ⁴	<input type="checkbox"/> ³	<input type="checkbox"/> ²	<input type="checkbox"/> ¹
<hr style="border-top: 1px dashed black;"/>				
19. Providing opportunities for team development.	<input type="checkbox"/> ⁴	<input type="checkbox"/> ³	<input type="checkbox"/> ²	<input type="checkbox"/> ¹
<hr style="border-top: 1px dashed black;"/>				
20. Closing a project.	<input type="checkbox"/> ⁴	<input type="checkbox"/> ³	<input type="checkbox"/> ²	<input type="checkbox"/> ¹

PLEASE TURN OVER

21. What was the most useful part of the training?

22. What was the least useful part of the training?

23. What types of follow-up information or support would make it easier to integrate what you have learned into your daily work?

24. What other comments or suggestions do you have for future trainings?

25. How do you intend to apply the project planning skills you have learned?

- ¹ Fundraising
- ² Event management (including silent auctions)
- ³ Technology changes
- ⁴ Volunteer recruitment and management
- ⁵ Building
- ⁶ Coordinating client services
- ⁷ Multiple project
- ⁸ Other (Please explain: _____)

Thank you for your feedback. We will use your responses to help plan future trainings.

**Cummins Power Generation
 Cummins Power Generation
 Project Management for Community Partners
 Follow-up Training Survey
 (Administered as a web-based survey)**

The following questions refer to Project Management for Community Partners training you attended on January 28th. Please take about 10 minutes to complete this short survey so that we can provide appropriate follow-up information and improve future trainings. Thank you very much. If you have any questions, please contact Sue Piva at 763-528-7240 or sue.j.piva@cummins.com.

Since the training, how much have you used the following information?	A lot	Some	Not at all
1. Defining a project, including a statement of work.	3	2	1
2. Planning a project timeline.	3	2	1
3. Creating a project budget.	3	2	1
4. Identifying the resources needed to complete a project (including staff and funding).	3	2	1
5. Assessing potential risks of a project.	3	2	1
6. Keeping a project moving on schedule.	3	2	1
7. Ideas for troubleshooting common project road blocks.	3	2	1
8. Tactics to run an effective team meeting.	3	2	1
9. Providing opportunities for team development.	3	2	1
10. Closing a project.	3	2	1

How helpful has what you learned in each of the following areas been to your project management work?	Very helpful	Somewhat helpful	Not at all helpful
11. Defining a project, including a statement of work.	3	2	1
12. Planning a project timeline.	3	2	1
13. Creating a project budget.	3	2	1
14. Identifying the resources needed to complete a project (including staff and funding).	3	2	1
15. Assessing potential risks of a project.	3	2	1
16. Keeping a project moving on schedule.	3	2	1
17. Ideas for troubleshooting common project road blocks.	3	2	1
18. Tactics to run an effective team meeting.	3	2	1
19. Providing opportunities for team development.	3	2	1
20. Closing a project.	3	2	1

21. Overall, the information presented has made me more effective in my work.

⁴ Strongly agree ³ Agree ² Disagree ¹ Strongly disagree

22. What was the most helpful information covered at the trainings?

23. What would have made the trainings more helpful?

24. What types of follow-up information or support would make it easier to integrate what you have learned into your daily work?

25. Please share any comments or suggestions you have about future trainings.

Thank you for your time.

Cummins Power Generation Volunteer evaluation survey

Thank you for taking the time to participate in a volunteer project sponsored by the Cummins Community Involvement Team. Please take a few minutes to complete this survey to give us some feedback about your experience. Your feedback will be combined with other volunteers' responses to help the Community Involvement Team continue to offer events that benefit employees and the community.

Please answer the following questions about the following volunteer event:

____(FILL IN BY CUMMINS STAFF) _____

1. Have you participated in previous Cummins' volunteer activities?
 - ¹ Yes
 - ² No (GO TO QUESTION 3)

2. If yes, how many previous volunteer activities have you participated in?
 - ¹ None
 - ² Less than 5
 - ³ 6 to 10
 - ⁴ More than 10

The next questions are about the volunteer project.

	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
a. The project was well organized.	<input type="checkbox"/> ⁵	<input type="checkbox"/> ⁴	<input type="checkbox"/> ³	<input type="checkbox"/> ²	<input type="checkbox"/> ¹
b. The project had a positive impact on the community.	<input type="checkbox"/> ⁵	<input type="checkbox"/> ⁴	<input type="checkbox"/> ³	<input type="checkbox"/> ²	<input type="checkbox"/> ¹
c. This is a good volunteer partnership for Cummins.	<input type="checkbox"/> ⁵	<input type="checkbox"/> ⁴	<input type="checkbox"/> ³	<input type="checkbox"/> ²	<input type="checkbox"/> ¹

The next questions are about your volunteer involvement.

	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
4. This project helped me build a stronger connection with my co-workers.	<input type="checkbox"/> ⁵	<input type="checkbox"/> ⁴	<input type="checkbox"/> ³	<input type="checkbox"/> ²	<input type="checkbox"/> ¹
5. This project helped me enhance my sense of pride in Cummins Power Generation.	<input type="checkbox"/> ⁵	<input type="checkbox"/> ⁴	<input type="checkbox"/> ³	<input type="checkbox"/> ²	<input type="checkbox"/> ¹
6. I feel a personal sense of accomplishment after participating in this project.	<input type="checkbox"/> ⁵	<input type="checkbox"/> ⁴	<input type="checkbox"/> ³	<input type="checkbox"/> ²	<input type="checkbox"/> ¹
7. This project taught me something about our community or issues facing community members	<input type="checkbox"/> ⁵	<input type="checkbox"/> ⁴	<input type="checkbox"/> ³	<input type="checkbox"/> ²	<input type="checkbox"/> ¹
8. This project was a good use of my time.	<input type="checkbox"/> ⁵	<input type="checkbox"/> ⁴	<input type="checkbox"/> ³	<input type="checkbox"/> ²	<input type="checkbox"/> ¹

9. This project taught me new skills I can use in the workplace.

⁵ Strongly Agree

⁴ Agree

³ Neither agree or disagree

² Disagree

¹ Strongly disagree

10. If you agree or strongly agree that you learned new skills, what skills did you learn?

11. Overall, this volunteer project was a positive experience.

⁵ Strongly Agree

⁴ Agree

³ Neither agree or disagree

² Disagree

¹ Strongly disagree

12. What worked well about this volunteer activity?

13. What suggestions would you give to change this volunteer activity?

14. Would you be interested in LEADING a company sponsored volunteer project?

¹ I already do

² Yes

³ No

15. If you are not interested, what would motivate you or encourage you to create and lead a volunteer activity?

If you are interested in leading a volunteer activity, please provide your name and contact information so we can provide more information. Your contact information will not be linked to any of your previous responses. You may also contact Emily Blakemore or Sue Piva to learn more about leadership opportunities.

Name: _____

Phone number: _____

Email: _____