



104 Resume Clinic

Social Return on Investment (SROI) Evaluation Report

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104 資訊科技


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Acknowledgement

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Summary

PROJECT GOALS

The core objective of the “104 Resume Clinic” project is to alleviate the difficulties the job seekers' encounter in finding jobs. Through engagement and adjustment with stakeholders, this study sought to understand the impacts and changes experienced by job seekers and other stakeholders in the project. By doing so, we sought to optimize the project and to expand the scope of its impact, as well as its social value and effectiveness.

RESEARCH METHODOLOGY

This study adopts a Social Return On Investment (hereafter referred to as “SROI”) methodology to perform evaluative research and consideration. This study's research analysis framework is based on the official published “A Guide to Social Return on Investment” from the UK (2012 revision, hereafter referred to as the "SROI Guide"). Based on the actual information gathered from stakeholders during the time period in question, the changes and impacts experienced by the stakeholders during this period serve as the foundation for evaluating the project's social impact.

We designed and performed the stages of the study analysis based on the explanation and framework in the SROI Guide:

SROI Analysis Steps	Explanation
1. Establishing scope and identifying stakeholders	Establish the reporting scope and survey stakeholders
2. Mapping outcomes	Through stakeholder engagement, survey the impacts and changes experienced as a result of project activities
3. Evidencing outcomes and giving them a value	Design indicators to identify whether impacts and changes actually happened, then carry out stakeholder engagement again and select appropriate financial proxies to evaluate the impacts and changes
4. Establishing impact	Adjust the valuations of the impacts and changes via the four major adjusting factors
5. Calculating the SROI	Using discount rates to calculate the net present value of the impacts and the SROI ratio
6. Reporting, using and embedding	Reconfirm the weighed results and SROI rates with the stakeholders and disclose the final results in this report

SCOPE OF RESEARCH

During the period from August 1, 2018, to July 31, 2019, 104 Corporation (hereafter referred to as "104") assisted "Giver" (consultants composed of industry elders and 104 employees) and "Taker" (job seekers) in performing 5,938 online one-on-one resume clinic.

STUDY RESULTS

To sum up this study's survey and analysis, we found that for every NT\$1 input into 104's Resume Clinic, the equivalent of NT\$4.64 in social value was created, with a sensitivity analysis result between NT\$2.39 and NT\$10.02.

After stakeholder engagements, we noted that this project's main impacts were on the project's target Taker group. After the activity, they gained confidence in job-seeking, had lessened psychological and economic stress, and had clearer career plans. As a result of the activities, the Givers gained a sense of satisfaction and an increase in empathy. Givers who were 104 employees also had additional identification with the company as a result of the company implementing this project. In addition, both Takers and Givers responded that, as a result of participating in this project, their favorability toward 104 increased. This shows the stakeholders' sense of identification with and appreciation for both the project and for 104. Response from the stakeholders showed that the program goal achievement rate was high.

We also discussed the results and the feedback from stakeholders obtained during the process with 104 and proposed some directions for further improvement. We look forward to additional adjustments and corrections throughout the future implementation process. This will allow expanding and maximizing the project's impacts, social value, and effectiveness.

Chapter 1 Background of Resume Clinic

SECTION 1 INTRODUCTION TO THE PROJECT

104 has a long-term commitment to job/talent search services. For job seekers, the company's core is "More than a job, we help you define a career; more than an employee, we help you manage talent." Corporate surveys by 104 have shown that job seekers who have recently entered the job market frequently encounter difficulties. Nearly 40% of current graduates have no job-seeking strategies, and half of the graduates believe they need assistance in preparing resumes and handling interviews, need career suggestions, and don't know how to find a job.

104 investigated the social problems and mindsets behind these issues. They discovered that Youth Employment is a serious issue for which answers are being sought, both internationally and domestically. This is also an issue that is perfectly aligned with 104's core business services.

- According to the International Labour Organization's (ILO) report "International Labor and Social Outlook: Trends 2019¹," over the most recent three-year period (2017-2019), there was annual global unemployment of about 60 million young people², for an annual youth unemployment rate of approximately 12%. This is considerably higher than the age-independent average employment rate of 5%. In mid- to high-income countries, youth unemployment rates are also 12 to 15%. This shows that youth unemployment has become a problem that requires all countries to take positive action.
- According to the "2018 Youth³ Employment Status⁴" statistics compiled by Taiwan's Ministry of Labor, the unemployment rate of people aged 15 to 24 in 2018 was about 12% and the unemployment rate for those 25 to 29 was about 6%, which is higher than the age-independent average employment rate of 3.71%. 50% of such youth stated that they encountered difficulties in finding employment, such as not knowing which category of work they wanted to pursue. This shows that job seekers have a need for consultation and guidance in finding jobs.

To assist incoming job seekers in preparing a good resume, in June, 2018, 104 launched the free "104 Resume Clinic" online platform, which helps elder Givers in the job market to assist Takers through free employment-seeking consultations. This service is built into the 104 Job search app, thus making the Resume Clinic unrestricted by time or place. Through the Resume Clinic, Takers and Givers are able to simultaneously look over the resume and use free text and voice tools to interact. In their spare time, senior workers can go online and provide new job seekers with resume clinic and job-seeking advice. This helps the job seekers find direction in their searches and discover their own advantages.

¹ See Appendix 1, Reference 3

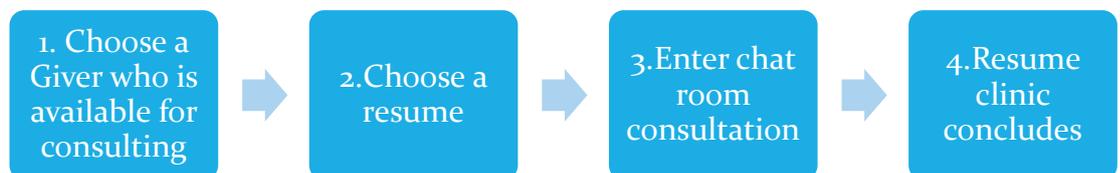
² "Youth" defined here as people aged 15-24

³ "Youth" defined here as people aged 15-29

⁴ See Appendix 1, Reference 4

SECTION 2 SCOPE AND TARGETS

- Evaluated activity: Resume Clinic
- Scope of evaluation: Online one-on-one resume clinic
- Time period: August 1, 2018 to July 31, 2019
- Activity goals and vision:
Integrating 104's core capacity in job/talent searching services, the company invited senior workers and enterprise human resources specialists in a variety of industries to join up as Resume Clinic consultants. Through resume diagnoses, this was intended to provide job-seeking advice that would improve job seekers' resumes and alleviate difficulties they encounter in finding employment.
- Explanation of activity content:
The scope of this evaluation is the online one-on-one Resume Clinic activity which requires being a 104 member to participate. Each clinic can take an indefinite amount of time, average time is 25 minutes, and the job seekers (Takers) and consultants (Givers) can seek and give advice an unlimited number of times. The activity process is as follows:



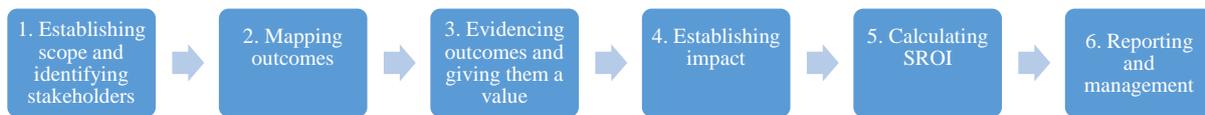
1. Choose a Giver who is available for consulting: The front page of the Resume Clinic lists the consulting team, including the Givers' names, occupations, and companies. Takers can select a consultant who is not currently doing another consultation by considering relevant industry and occupation
2. Choose a resume: The Giver chooses a resume on which they would like to consult with a Taker.
3. Enter chat room consultation: Choose either text or voice communication methods for consultation. The Taker can ask any job-seeking questions they would like, including how to write a resume, how to interview, career direction, questions about positions/industries, etc.
4. Resume clinic concludes: If the communication was done in text, there will be a record of the discussion. This allows both parties to review the content of the consultation.

Chapter 2 Research Methodology

SECTION 1 RESEARCH METHODOLOGY

This study used the SROI methodology to perform research and evaluation. SROI is developed and promoted by the UK Cabinet Office's Office of the Third Sector. SROI is intended to weigh and evaluate the tangible and intangible impacts and changes that businesses and organizations have in terms of social, environmental, economic and other aspects. Finally, via the return on investment (ROI) method, SROI clarifies the cause-and-effect relationships between overall inputs and outcomes. The analysis process is divided into six major stages, during which seven principles are to be carefully followed.⁵

1. The Six Stages



2. The Seven Principles

- (1) Involve stakeholders
- (2) Understand what changes
- (3) Value the things that matter
- (4) Only include what is material
- (5) Do not over-claim
- (6) Be transparent
- (7) Verify the result

Among the seven principles, the most important and most unique is stakeholder engagement. SROI emphasizes a bottom-up method of collecting information. Through interviews and questionnaire surveys, there is direct interaction with the stakeholders, which allows understanding the stakeholders' thoughts and feelings. This, in turn, allows gaining a grasp of the activity's true implementation effects, and from this, discovering room for improvement, to achieve the administrative goals and expand the company's social impact.

SECTION 2 RESEARCH LIMITATIONS

Within the SROI framework, we value abstract and unquantified indicators. Via hypothesized adjustment factors (such as deadweight and drop-off), the valuations originate in the feelings of the stakeholders. This does not produce a traditional predictive financial analysis. Therefore, the Social Return on Investment figures calculated in this report are not suited for comparison with SROI figures derived for projects with other characteristics. Due to the aforementioned reasons, other than the SROI results, with an SROI report that we must be responsible for, we must explain the results and calculation process in an open manner. We must also state the hypotheses and sensitivity analyses employed along the way. We hope that the users of this report will be able to understand this activity and its social value through full and complete

⁵Refer to "A Guide to Social Return on Investment" (2012)

data, to serve as a basis for making decisions regarding activity management and maximized social value.

Although we followed the seven SROI principles in performing this research, certain study limitations were unavoidable. Below, we explain what the research limitations were.

Principle	Project Research Limitation	Potential Impact on SROI Rate	Response Methods
I. Involve stakeholders	The number of stakeholders is very high while the rate of interviews is relatively low	Over- or underestimating the SROI rate	<ol style="list-style-type: none"> 1. Use diverse methods (interviews, two-phase⁶ questionnaire survey evaluations, verification-stage interviews, etc.) over three phases to engage with different stakeholders. 2. There is a difficulty in doing immediate interviews after the on-line diagnosis. The stakeholders were instead engaged by questionnaires primarily sent out through the system immediately after a diagnosis session.
II. Understand what changes	<ol style="list-style-type: none"> 1. A small number of stakeholders were unable to clearly express the impacts or changes they experienced. 2. It takes a while for some changes to occur well after the activity has 	Over- or underestimating the SROI rate	<ol style="list-style-type: none"> 1. Consult the literature and hold multiple meetings with 104 employees and upper management relevant to this project to understand potential outcomes for the stakeholders. 2. Administer the questionnaire twice to verify assessment of all potential outcomes. 3. Do sensitivity analysis on the outcome occurrence rate.

⁶ The first questionnaire is delivered right after the consultation. The second one is done approximately a half year after the consultation.

Principle	Project Research Limitation	Potential Impact on SROI Rate	Response Methods
	concluded, making it impossible to survey all potential outcomes at once		
III. Value the things that matter	A small number of stakeholders refused to evaluate the outcomes	Underestimating the SROI rate	The majority of stakeholders who were unwilling to evaluate the outcomes approached outcome valuation with a sensitive mindset. Even when they tried to accept the valuation, they still tended to vastly overestimate the value. If included within the SROI ratio, this has the potential to exaggerate it. As a result, we treated these values as extremes, and excluded some of these responses as the index of financial proxy. However, we also referred to their response to the other parts, such as input, output, theory of change, indicators, duration, impact factors etc.
IV. Only include what is material	Stakeholders considered all outcomes to be material	Overestimating the SROI rate	The stakeholders tended to view all outcomes as important. We used a questionnaire method to set a threshold for the content of the survey (the degree of change experienced in feelings and cognitive behaviors); only those values exceeding the threshold were included in our reported values so that the SROI ratio is not overestimated.

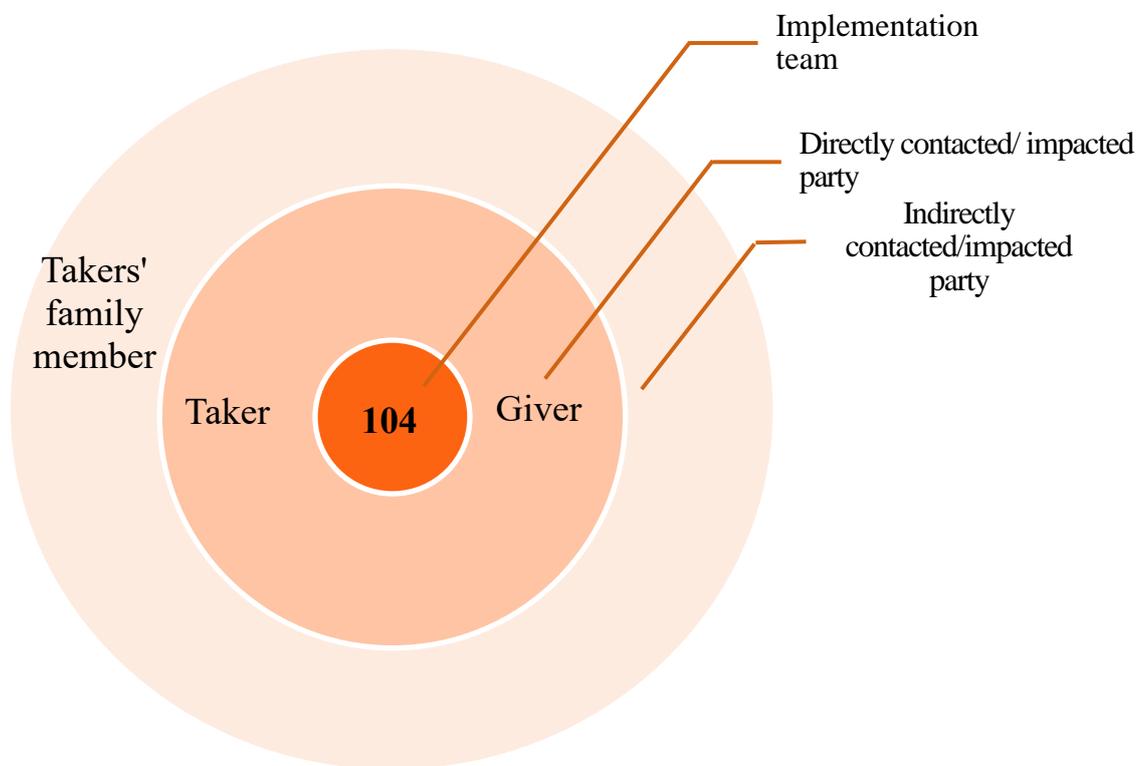
Principle	Project Research Limitation	Potential Impact on SROI Rate	Response Methods
V. Do not over-claim	Some parameters are based on hypotheses	Over- or underestimating the SROI rate	With parameters that were relatively uncertain, such as the proxy variables for "Improved brand image," we performed a sensitivity analysis.
VI. Be transparent	The information provided in the complete impact map is limited to be completely conveyed within key chapter of the report.	Report readers may misunderstand	Added explanations within the report appendices while summarizing the results within the key chapter of the report.
VII. Verify the result	Due to limits on research resources and time, not all stakeholders could be invited to take part in the result confirmation	<ol style="list-style-type: none"> 1. Low stakeholder representativeness 2. Over- or underestimating the SROI rate 	Using a three-stage engagement process, complemented by relevant literature and discussion with 104 and stakeholders, we confirmed that the parameters we calculated had not deviated too much.

Chapter 3 SROI Evaluation and Analysis

SECTION 1 STAKEHOLDERS

I. Identifying and categorizing stakeholders

Based on the Resume Clinic's goals and activities, we did initial identification of all people contacted, impacted, or affected during the process. We divided these people into three groups: the implementation team, those directly contacted/impacted, and those indirectly contacted/impacted. Each of these stakeholder groups is explained below:



Stakeholders	Groups	Explanation
104	Implementation team	The team who created and plans the Resume Clinic activity and the company that provides the interaction platform
Taker	Directly contacted/impacted party	Stakeholders who are directly contacted/impacted by the activity are job seekers. During the activity, they ask the Givers for advice on

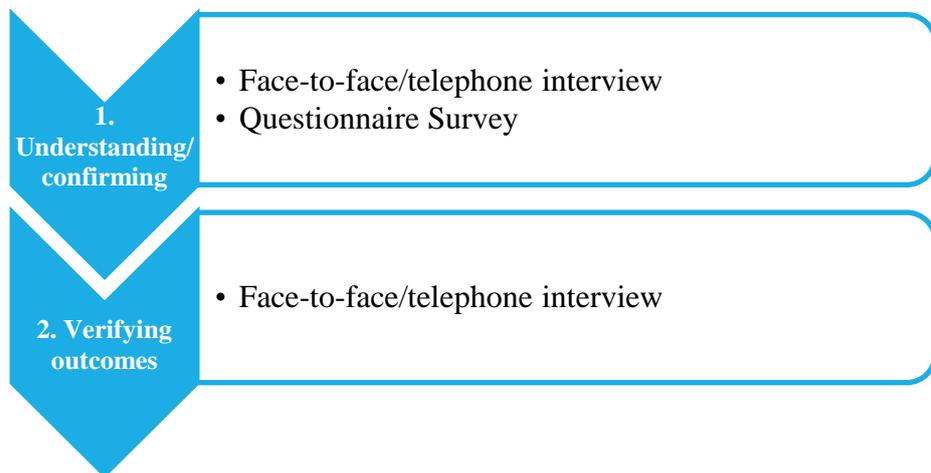
Stakeholders	Groups	Explanation
		resumes, careers, how to find a job, etc.
Giver	Directly contacted/impacted party	Stakeholders who are directly contacted/impacted by the activity are senior workers in various industries. During the activity, they act as counselors to give Takers advice on resumes, how to find a job, etc.
Takers' family members	Indirectly contacted/impacted party	Due to the Takers' impacts after participating in the activity, the family members may indirectly get impacted by the Takers.

II. Stakeholder engagement

To understand the scope of this project's impacts, we performed stakeholder engagement through two stages.

In the two-stage stakeholder engagements, we used semi-structure approach to lead the interviewees to consider and tell us “so what happened next?” “what changes have you experienced?” After discussing with stakeholders, we present the causality of the changes through a chain of events, sorting out the context for each series of changes, then inferred the final expected outcomes.

We referenced the SROI guidelines, SROI assurance reports, research reports and journals to design interview outlines and questionnaire. Besides, we also designed indicators to survey whether there existed different changes arising from this Project due to different background. We also considered the potential different changes from stakeholders with different background in addition to use open-end questionnaire to collect feedback that is more comprehensive. See the detailed engagement chart and questionnaire in Appendix 2.



1. Understanding/confirming the outcomes:

- A. Face-to-face/phone Interviews: During the evaluation period, we randomly sampled ten Takers, four general industry senior Givers, and three 104 employee Givers. For the group of implementation team, we interviewed the responsible managers for the project. Our study then did an initial discussion and interaction with these stakeholders to understand the overall changes and impacts experienced by the stakeholders. We randomly selected interviewees to ensure we had no bias and covered different demographics group to collect potential outcomes comprehensively. After 30 minutes to one hour of interviews with each stakeholder, we noted there are no significantly different outcomes among different gender, different age groups, or different backgrounds. We extensively interviewed with different types of stakeholders, until we received similar response. We moved to the next engagement stages when we received no more new information.
- B. Questionnaire survey: We used what we learned about the outcomes from the initial interviews and from the literature⁷ to design a questionnaire. This was provided to all stakeholders within the scope of the evaluation. The survey allowed a robust and full understanding of the feelings and changes experienced by all stakeholders within the scope of the evaluation. Due to the uniqueness of this project, some outcomes may require some time to fully take effect. For example, Takers may experience "Lessened psychological stress" as a result of participating in the activity and during the process of finding a job; or may experience the "Lessened economic stress" outcome after getting a job offer. We, therefore, did a two-stage questionnaire survey. The first stage of the survey was performed right after the stakeholders had participated in the activity; the second stage was performed 2-6 months after the activity. This helps avoid omitting outcomes that may occur for the stakeholders.

2. Verifying the outcomes:

In the outcome verification stage, we also enlisted the help of the implementation team (104) to again do a random sampling of ten stakeholders. We then performed verification with these stakeholders, as well as with the literature, to ascertain whether the outcome results showed bias or aligned with the actual situation. For the specific verification content, see Section 3, "Verifying Outcomes," in Chapter 4.

⁷See Appendix 1, Reference 5, page 32-33; Reference 6, page 55-69; Reference 7, page 23; Reference 12, page 64.

Stakeholders		Population ⁸	Understanding/confirming outcomes			Verifying outcomes	Number of people engaged	Engagement ratio ⁹
			Interviews	Questionnaire Survey (Number of valid responses)		Interviews		
Group	Subgroup			I	II			
104	na	1	2	na	na	5	7	na
Taker	Still looking for a job	1,443	10	1,491 ¹⁰	74	3	1721	42%
	Have got a job offer	2,653			136	7		
Giver	General industry seniors	426	4	165	82	10	261	61%
	104 employees	74	3	36	25	10	74	100%
Takers' family members	na	4,096 ¹¹	10 ¹²	na	na	na	10	na

III. Clarifying and bringing stakeholders into focus

Based on our understanding of the various stakeholder outcome types and degrees of occurrence gained through the first and second phases of engagement, we considered whether to include or exclude the stakeholder groups from the calculation, as well as whether or not it was necessary to delineate subgroups. Our considerations and identifications are as follows:

1. Inclusion and exclusion of stakeholders

Summing up the understanding/confirming of outcomes from the first phase and the second phase's engagement to verify outcomes, we clarified the primary impacting and impacted stakeholders. Based on the SROI principles of materiality and "do not

⁸Number of people participating in the project during the evaluation period (August 1, 2018, to July 31, 2019)

⁹Engagement ratio = Number of engagements/population

¹⁰Takers responded in the final survey whether they had got a job offer or not. Our final analysis found that, if Takers are differentiated by whether they had got a job offer, there were significant differences in their outcomes. We thus identified the "Still looking for a job" and "Have got a job offer" as different subgroups within the final analysis.

¹¹Estimated as one family member per Taker

¹²Family member's feelings as reported by Taker

over-claim," we excluded some stakeholders whose impacts were relatively small or insignificant. Explanation of the included and excluded stakeholders is as follows:

Stakeholders	Explanation of reasoning	Included/Excluded
104	As the implementing party who originated and planned the Resume Clinic activity, 104 had relevant inputs; further, based on our feedback from engagement with Takers and Givers during the understanding/confirming of outcomes phase, we found that there were significant changes at 104. We, therefore, decided to include them in the calculations.	Included
Taker	Based on 104 feedback, these stakeholders were a target for this assessment project and was also a directly-contacted/impacted party. In addition, during the engagement for understanding/confirming of outcomes, Takers clearly stated that they experienced significant changes after participating in the Resume Clinic activity. We, therefore, decided to include them in the calculations.	Included
Giver		
Takers' family members	Based on Takers' feedback during the understanding/confirming of the outcomes phase, we found that there were no impacts and changes experienced by their family members. In addition, as 104 responded that these stakeholders were not primarily intended targets for the project. We, therefore, decided to exclude this group from the calculations.	Excluded

2. Subgroup identification

Stakeholders	Potential reasons for subgroup	Explanation of subgroup identification	Subgroup classification on results
Taker	<ol style="list-style-type: none"> 1. Status when taking part in activity 2. Whether get a job offer after activity 	<p>1. Status when taking part in activity</p> <p>Through engagement in the understanding/confirming phase, we came to understand whether the status of Takers would result in varying feelings or changes experienced. We, therefore, divided the Takers into four subgroup categories to analyze the degree of change they experienced in their outcomes. We found that if the Takers are categorized into "Students still studying", "Current year graduates", "Graduated 1-3 years ago" and "Graduated more than 3 years ago", the discrepancies in their outcomes did not reach a 10% significance level. We, therefore, decided not to divide these stakeholders into different subgroups.</p>	Still looking for a job
		<p>2. Whether get a job offer after activity</p> <p>Through engagement in the understanding/confirming phase, we came to understand whether Takers who had participated in the activity had got a job offer or not and whether this discrepancy would result in varying feelings or changes experienced. We, therefore, analyzed the second questionnaire feedback from Takers; we found that when Takers are divided into "Still looking for a job" and "Have got a job offer" categories, some outcomes showed a significant (10% or greater) discrepancy. We, therefore, concluded to divide these stakeholders into different subgroups.</p>	Have got a job offer
Giver	<ol style="list-style-type: none"> 1. Frequency of 	<p>1. Frequency of participation</p> <p>Through engagement in the understanding/confirming phase, we</p>	General industry seniors

Stakeholders	Potential reasons for subgroup	Explanation of subgroup identification	Subgroup classification on results
	<p>participation</p> <p>2. Status when participating in activity</p>	<p>came to understand whether discrepancies in Givers' frequency of participation in the activity would result in different feelings and changes experienced. We, therefore, divided the Givers into two subgroups to analyze their degrees of changes experienced in outcomes. We found that when divided by their participation frequency¹³, such as:</p> <p>a. "Non-active participant (participating 1-5 times)" and "Major participant (participating more than 5 times)" or</p> <p>b. "Non-active participant (participating 1-7 times)" and "Major participant (participating more than 7 times)"</p> <p>None of the outcomes had significant (10% or more) discrepancies. We, therefore, decided not to divide these stakeholders into different subgroups.</p> <p>2. Status when participating in activity</p> <p>Through engagement in the understanding/confirming phase, we came to understand whether discrepancies in Givers' status when participating in the activity would result in different feelings and changes experienced. We, therefore, divided the Givers into "General industry seniors" and "104 employees" to analyze their outcomes and changes. We found that if the Givers are divided into these two groups, some outcomes showed a significant discrepancy (of 10% or more). We, therefore, concluded to divide these stakeholders into different subgroups.</p>	<p>104 employees</p>

¹³ According to the feedback from the project implementation team, namely, 104, their internal project management considered Givers who participated 5 or more times as major participants. This study further analyzed the total number of times that Givers did a resume clinic. We found that 7 was the median point; there were equal numbers of those who participated 1-7 times and of those who participated more than 7 times. We thus defined those who participated in more than 7 times as major participants.

SECTION 2 INPUTS AND OUTPUTS

I. Project inputs

Resources input by stakeholders in order to make the activity happen.

Stakeholders	Inputs		
Type	Items	Input value (NT\$)	Remark(s)
104	Platform establishment costs	\$ 1,099,780	1. Prefatory internal labor (engineering, planning, design & marketing) input costs; labor input is calculated by working hours * average monthly salary 2. Considering the useful life of the app platform software, the annual cost is amortized over five years
	Platform maintenance costs	\$ 981,070	Fixed internal labor (engineering, planning, design, marketing) input costs ; labor input is calculated by working hours * average monthly salary
	Advertising costs	\$ 8,666,272	1. Online and TV advertising/publicity 2. Received free sponsored advertising from Google after implementation with back-end click rates determines advertising fee calculations
Taker	Time	\$ 0	If the job seeker is a student, no time cost is calculated because many of them still have no income. If they are not a student, most diagnoses were held during off-work hours, so there is still no time cost. Thus, no input is included within the calculations
General industry senior Givers	Time	\$ 1,092,187	1. Resume clinic time * July 2018 average salary published by R.O.C. Ministry of Labor 2. Because general industry senior Givers are from many industries and occupations, the average salary is calculated using government statistics
104 employee Givers	Time	\$ 118,554	Resume clinic time * 104 employee average salary for August 2018 to July 2019
Total		\$ 11,957,863	

II. Project outputs

Quantified outputs for project activities (e.g., people, number of events)

1. 5,938 online one-on-one resume clinic activities with a total of 4,096 Takers, 426 general industry senior Givers and 74 104 employee Givers.



SECTION 3 OUTCOME EVALUATION

To understand stakeholders' theory of change, we performed stakeholder engagement through two stages. Firstly, we conducted random sampling for Takers of different types and interviewed until we received similar response. Then we used what we learned about the outcomes from the initial interviews and from the literature¹⁴ to design a questionnaire for more stakeholders to verify. We also designed open questions so that stakeholders can give back any other information. Based on the above stakeholders' engagement, we summarized all the information and further discussion with stakeholders to present the causality of the changes through a chain of events, sorting out the context for each series of changes, then inferred the final outcomes. For the stakeholders' feedback, see Section 3, "I. Theory of change.," in Chapter 3.

Secondly, we invite stakeholders to verify the outcomes with us at the end of the evaluation. To ascertain whether the outcome results showed bias or aligned with the actual situation. For the specific verification content, see Section 3, "Verifying Outcomes," in Chapter 4.

I. Theory of change

✓ 104

Background

104 is the implementer of this project. To collect information that is representative and reliable, we did interviews with senior 104 management and with Takers and Givers who had actually taken part in the activity to understand the impact of the project on 104. In order to make sure that interviewees fully understand the impact on 104 so as to provide representative view with altitude, the highest-level managers responsible and the primary project implementation personnel represented 104 in interviews.

Outcomes

- **Improved brand image**

104 responded that putting forward this project was primarily motivated by using their own resources to provide an online platform that, with the introduction of external, third-party, senior workers, could help job seekers. By allowing both sides to help each other, not only can 104 make manifest their corporate social responsibility, but they are also able through the activity to accelerate the rate at which job seekers renew their resumes on the 104 website. This is intended to increase the number of members with resumes, and enhance the company's corporate image.

In addition, Takers stated that this activity by 104 was great; it was very helpful for job seekers. Givers, on the other hand, responded that, through this platform, they were able to help others who need help, and that it is a great platform. After participating in the Resume Clinic activity, they experienced heightened positive feelings toward 104 and enhanced willingness to recommend it to friends and family. Therefore, for 104, the project created a highly significant change in terms of improved brand image.

¹⁴ See Appendix 1, Reference 5, page 32-33; Reference 6, page 55-58; Reference 7, page 23; Reference 13, page 3.

✓ Taker

Background

This project is aimed at improving Takers' (job seekers') resumes and job-seeking opportunities; the ultimate goal is for Takers, having participated in the project, to shorten the time-span required to find employment. The Takers are therefore directly contacted/impacted by the project and have the potential to be significantly impacted. We tried to learn, to the greatest extent possible, the process and outputs of the impacts they experienced. The engagement rate was as high as 42%. Through the two-phase questionnaire investigations and analyses, we found that when we divided these stakeholders by "whether or not they were able to find a job", there were significant discrepancies in some outcomes. We, therefore, did a thorough investigation and analysis of the discrepancies implicit in the changes and outcomes they experienced; we divided the Takers into two subgroups for independent analysis, for the sake of the administrative policy goals.

Takers who have got a job offer

Outcomes

- **Clearer career planning**
Takers who had got a job offer responded that during the activity, they would ask Givers all sorts of advice about working in different fields and qualities or abilities needed for those kinds of jobs. This helped the Takers have a better sense of how they would need to prepare to achieve their career goals, and whether the goals they had set out were suitable for them. By hearing senior workers' experiences, they gained clarity about their own career planning.
- **Lessened psychological stress**
Takers who had got a job offer responded that, when participating in the Resume Clinic, Givers provided them with some advice and encouragement, which lessened the psychological stress and pressure of finding a job.
- **Lessened economic stress**
Takers who had got a job offer responded that the Givers would provide them with concrete advice on how to adjust their resumes and express themselves during interviews, which gave the Takers enhanced job-seeking abilities. All of these gave substantial help to Takers who subsequently found jobs, and shortened the amount of time it took for them to find jobs. As they had no incomes during these job-seeking periods, shortening the periods resulted in lessened economic stress.
- **Feeling that time was being used inefficiently**
Takers who had got a job offer responded that Giver was online but already doing consultation with another Taker. Therefore, they would have to spend a great deal of time waiting. Sometimes, system technical issues also took a lot of time to be solved. The Takers, as a result, felt that their time wasn't being put into best use.

Takers who were still looking for a job

Outcomes

- **Gained confidence in looking for a jobt**

Takers who were still looking for a job responded that, during the activity, Givers would share their experiences in interviews or work. The Takers thus felt a sense of encouragement from the process of interaction and discussion. Also, after consulting and discussing with a Giver, they would better understand whether their personal characteristics were suited to the needs of the enterprise and the workplace. Due to the sharing and confidence-building gaining from the Givers, the Takers became more confident and sure of themselves in work.

- **Clearer career planning**
Takers who were still looking for a job responded that the process of interacting with Givers gave them greater clarity about their career paths, and helped them zero in on specific fields. Some were even able to learn of fields they had never tried but were interested in. This gave them a stronger grasp on their career goals or helped them learn of new directions in which to seek employment.
- **Enhanced resume-writing abilities**
Takers who were still looking for a job responded that, during the activity, Givers would clearly point out issues in their current resumes, or areas where they could make adjustments. Thus, after a discussion with a Giver, they would have a clearer idea of how to write a resume, such as giving concrete examples, quantified outcomes, highlights, etc. This would help enrich their resumes and make the resume more attractive to interviewer.
- **Enhanced interview expression and communication skills**
Takers who were still looking for a job responded that, during the activity, they asked advice from Givers about what to watch out for during interviews, and that the Givers would very happily share what they would pay attention to when interviewing a job-seeker. Thus, through consultation with a Giver, the Takers became clearer on how to present for an interview, such as needing to come ready with examples from their work experiences. Also, in order to not be nervous while interviewing, they could come up with crib-sheets of potential answers to use. In addition, some Takers responded that they learned how to guide the topics toward their strengths.
- **Lessened psychological stress**
Takers who were still looking for a job responded that, after participating in the Resume Clinic and consultations with Givers, Givers would provide them with some advice and encouragement. This would thus reduce the frustration they felt as a result of job rejection, as well as lighten the stress and anxiety of being on the job market.
- **Feeling that time was being used inefficiently**
Takers who were still looking for a job responded that, perhaps because the activity is free of charge, they discovered that when they were online and participating in the Resume Clinic, there frequently weren't any Givers available for consultation. They, therefore, had to frequently go online and see if there were any Givers available on the platform. Alternately, while they were in the Resume Clinic, they would have to

spend a great deal of time resolving some system technical issues, which resulted in their time being wasted.

✓ Giver

Background

This project is composed of senior workers in the workforce assuming a role as Givers and then giving the job seekers (Takers) career and job-seeking advice. As a result, the Givers are directly contacted/impacted by this project and have the potential to be significantly impacted. We tried to learn, to the greatest extent possible, the process and outcomes of their impacts. The engagement rate was 67%. Through the two-phase questionnaire investigations and analyses, we found that if we delineated two sub-groups, by the critical factor of personal status, into "General industry seniors" and "104 employees", there were then significant discrepancies in some outcomes. We, therefore, did a thorough investigation and analysis of the discrepancies implicit in the changes and outcomes they experienced; we divided the Givers into two subgroups for independent analysis for administrative purpose.

General industry senior Giver

Outcomes

- **Gained a sense of satisfaction**
General industry senior Givers responded that, through this activity, they were able to use what they had learned and experienced to impact others. As a result, they gained a sense of accomplishment. This also made them more willing to do this type of volunteer work and serve those who need help, which gave them a sense of satisfaction.
- **Improved self-image**
General industry senior Givers responded that the experience of volunteering as a Giver in the Resume Clinic became a highlight for their own resumes and that they would actively share the volunteering experience with others. They also received positive feedback and praise from others as a result.
- **Gained confidence in sharing experiences**
General industry senior Givers responded that, prior to participating in this activity, they had never conceived of themselves as being able to consult with or help others. However, as a result of this activity, they discovered that their personal, everyday work and life experiences were worth sharing with others; that sharing their experiences was easy to do; and that others would gain from the experiences they shared. As a result, the Givers felt increased self-confidence and increased willingness to share what they knew and had experienced.
- **Increased empathy**
General industry senior Givers responded that, through the activity, they came face to face with many job seekers. They gained opportunities for direct interaction and discussion and gained a better understanding of the situations and issues today's job seekers face. Also, because of the interaction, they gained a better ability to see things from others' point of view; or, through the process of interacting with the job

seekers, they had a better sense of young people's thinking and didn't hold stereotypes about them anymore, and their views on young people at work have changed. It is very helpful to them in the execution of work, including communication with young colleagues or interview others. Since they can think about things from the perspective of others, they perform more smoothly at work, and as a result used empathetic attitude to approach the issue.

- **Enhanced working ability**

General industry senior Givers responded that, during the process of interacting with Takers, they gained a clearer sense of current job seekers' thoughts and abilities. They thus gained personal experience in judging and interviewing job seekers. They could improve their professionals due to reaching more different resumes than their current job. At the same time, they also gained experience interacting and communicating with others. As a result, they enhanced some skills and abilities in communicating with and understanding others in their own workplaces. Sometimes Givers would also be asked questions about industries or jobs that they were relatively unfamiliar with, which would inspire them to explore more about those fields. The Givers could improve their working ability through the work-related interdisciplinary knowledge, which is necessary to get promoted. As a result, Givers were also inspired to enhance their professional competence.

- **Feeling that time was being used inefficiently**

General industry senior Givers responded that the activity's online platform system occasionally had some delays, or that there were technical issues using the system. These reduced the actual time available to do consulting. When Takers click to consult without timely interaction it would sometimes result in the Giver having to wait online for the Taker, which resulted in increased time spent waiting for nothing.

104 employee Givers

Outcomes

- **Gained a sense of satisfaction**

104 employee Givers responded that, during the activity, when they gave the Takers encouragement and advice and shared their personal experiences, they unexpectedly received a positive response from the Takers. This was a great encouragement to them, and they felt that what they had shared was of great value.

- **Improved self-image**

104 employee Givers responded that they would actively bring up the experience of volunteering for the activity with others and that the other people would then give them recognition for volunteering. The Givers felt that this sort of activity helped improve their self-image.

- **Gained confidence in sharing experiences**

104 employee Givers responded that, based on sharing about their own career experiences, many Takers gave them positive responses. They

discover that there were so many ways and techniques available for sharing experiences. They also felt that, through interacting with the Takers, they were truly able to impact another person's future. They surely received a positive response from Takers when they were devoted with efforts. As a result, they became more self-confident and more willing to share their experiences in life and work.

- **Increased empathy**

104 employee Givers responded that, through this activity, they met a wider variety of people who were lacking in job-seeking experience. Giving these kinds of people advice in a relatively straight-forward way could result in the Takers feeling discouraged. The Givers therefore frequently needed to approach the issue from a different perspective, using Takers' viewpoints to explain. The Givers also learned to use more positive and encouraging methods to provide them with advice about resumes and career paths. Through the process of interacting with the job seekers, they had a better sense of young people's thinking and didn't hold stereotypes about them anymore, and their views on young people at work have changed, and as a result used empathetic attitude to approach the issue.

- **Enhanced working ability**

104 employee Givers responded that, because of the direct interaction with Takers during the activity, and because of feedback they received from Takers during the process, they reflected how to improve their skills. For example, after having met many job seekers, the process of interviewing others would go more smoothly. Also, because they gained increased understanding of the thoughts and abilities of the young generation, they became better able to manage staffs in their own workplaces. Sometimes Givers would also be asked questions about industries or jobs that they were relatively unfamiliar with, which would inspire them to explore more about those fields. The Givers could improve their working ability through the work-related interdisciplinary knowledge, which is necessary to get promoted.

- **Increased identification with the company**

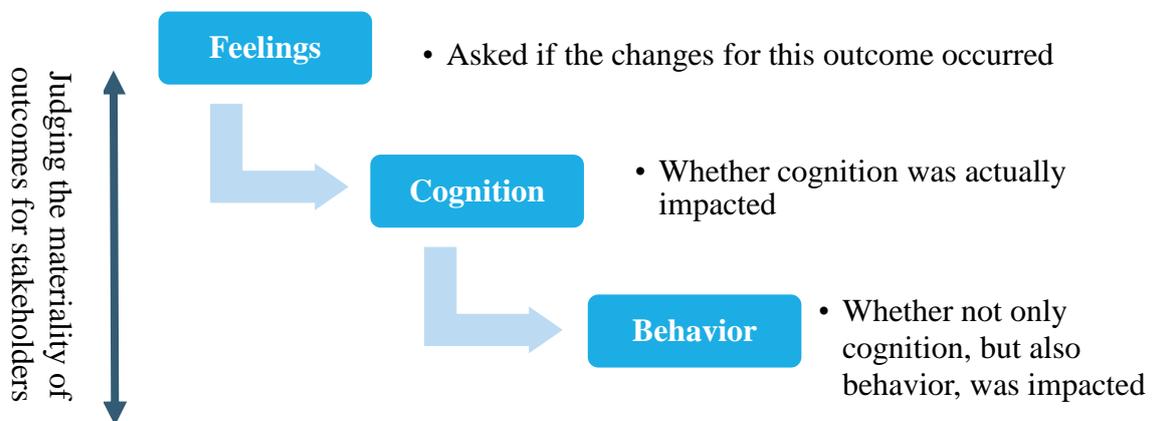
104 employee Givers responded that they thought it was great that 104 had implemented this activity. It helped them feel pride as employees and made their work more meaningful. No longer were they just pursuing KPIs; they were able to really give back something valuable to society. As a result, they would contribute themselves to work more passionately, and identify more positively with the company.

- **Feeling that time was being used inefficiently**

104 employee Givers responded that sometimes after Takers would send them a message saying they wanted to consult on a question, there would be no further response. They would have to wait for the Taker's reply. Even though in this situation, they were unable to actively request to end the consultation in order to give the Taker a better experience. This meant a lot of time was often spent waiting.

II. Outcome indicators/materiality

SROI requires that every outcome has one or several indicators set¹⁵, to verify whether the outcome occurred, the quantity with which the outcome occurred, and whether the outcome was material to the stakeholders. This project used the Kirkpatrick¹⁶ Model to set the thresholds for whether or not a given outcome occurred, in combination with references to relevant literature¹⁷ for possible indicators, and the understanding/confirming engagement phase in which we discussed with the various stakeholders. Based on the different stakeholder groups, we set indicators that matched their unique characteristics, then through engagement with the stakeholders, discussed with them whether they found the outcome to be material. We designed three levels of thresholds to judge whether the outcomes occurred, degree of occurrence and whether the outcomes were material, as well as used the thresholds to calculate the quantity of outcomes.



Here, we use the Takers' "Clearer career planning" as an example. For the other outcomes' detailed indicators, please see Appendix 3.

Level	Question/indicator
Feelings	After participating in the 104 Resume Clinic, did you experience the "Clearer career planning" change?
Cognition	What specific changes did you experience? <input type="checkbox"/> I didn't have any specific changes in my behavior/thoughts or results. <input type="checkbox"/> I gained a clearer sense of what jobs my unique qualifications make me suited to.
Behavior	<input type="checkbox"/> My career goals became more clearly focused on specific paths. <input type="checkbox"/> Other; please describe: _____

1. Threshold setting (Feelings): In the questionnaire, we asked the stakeholders whether they had certain outcomes, or whether they felt certain changes from those outcomes. Those who responded that they had that outcome were taken as the basis for evaluation. Within the stakeholder population, if more than 50% of people

¹⁵ See Appendix 1, Reference 1, page 38.

¹⁶ "Kirkpatrick Model" is a tool widely used to evaluate training programs. It divides post-training outcomes into four levels: reaction, learning, behavior, and results.

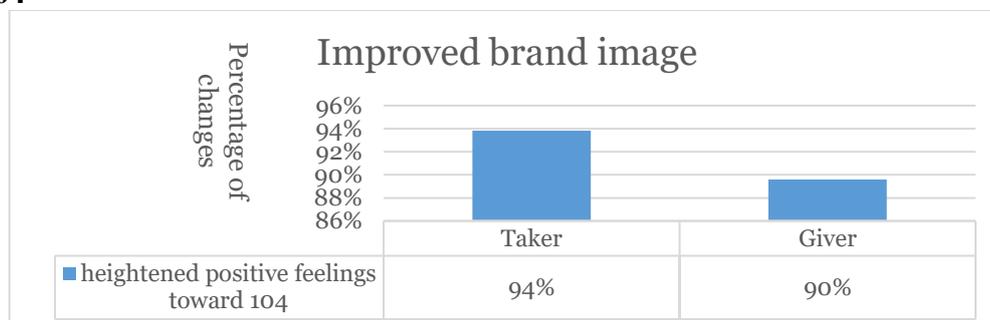
¹⁷ See Appendix 1, Reference 5, page 32-33; Reference 6, page 55-58; Reference 7, page 23; Reference 17, page 68; Reference 18, page 90,97.

responded that they had experienced that outcome/change, this was viewed as the outcome having a material impact for that group. On the other hand, if less than 50% of people responded that they had experienced that outcome/change, the outcome was considered not to have had a material impact for that group.

2. Degree of change: This is further verification of the degree to which an outcome happened. Based on the first-phase interview, we gathered specific facts regarding the occurrence of a change for stakeholders. Then, in the questionnaire, we designed multiple choices of subjective or objective cognition/behavior as an outcome indicator. If the stakeholders chose any one of the items, this was considered an indicator that the outcome had occurred. In the further description of each outcome below, we exemplified the indicator that was most widely chosen. Furthermore, we asked them about the degree of change before and after the activity in questionnaire. Only those who replied with positive degree of change did we include in the calculation. Based on an assessment of the average responses from the stakeholders, if greater than 50% of responses indicating a given form of cognition or behavior as well as positive degree of change, we considered that outcome to be material and significant.
 - a. Cognition: Means the degree of change in cognition for that outcome.
 - b. Behavior: Indicates a change that impacts not just cognition but further impacts behavior.

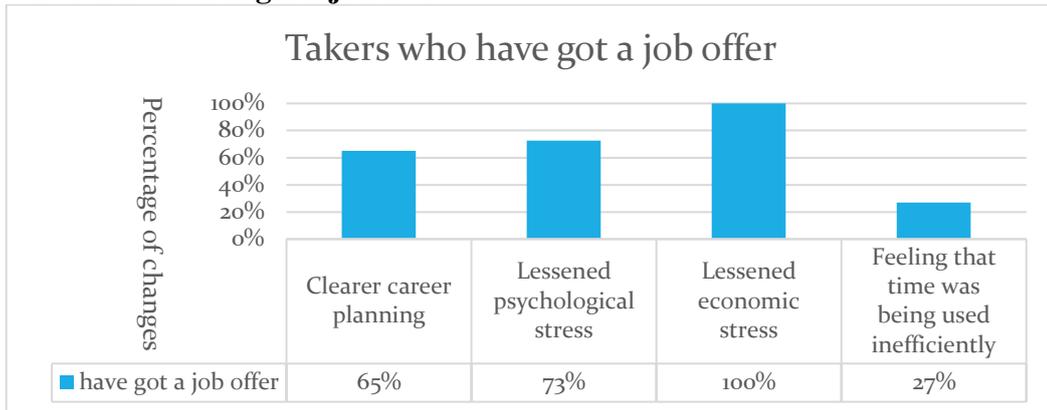
In sum, we included people who responded both that they had the outcome and chose at least one indicator with positive degree of change in questionnaire as the quantity of outcomes.

✓ 104



Outcome	Explanation	Included/Excluded
Improved brand image	Data from the questionnaire survey showed that 94% of Takers and 90% of Givers had improved feelings toward 104 as a result of the activity. The Takers' favorability toward 104 improved an average of 28%, while Givers had an average improvement of 23%. 46% of Takers responded that they were willing to, and in fact, already had, recommend this program to others. Thus, on the basis of the SROI principle of materiality, we judged this outcome to have a significant impact with regard to 104 and included it within our calculations.	Included

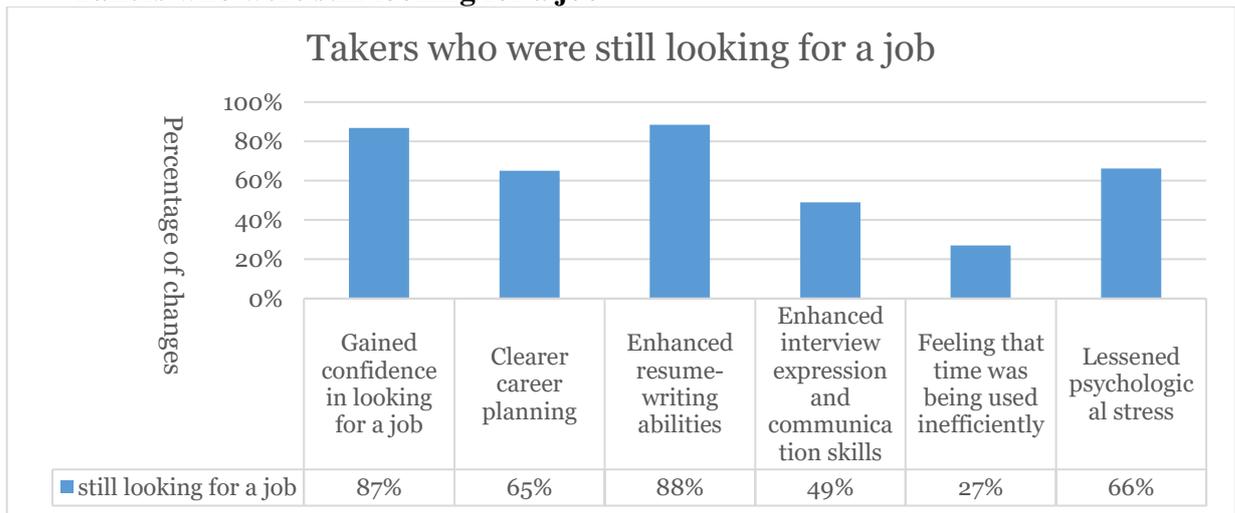
✓ **Takers who have got a job offer**



Outcome	Explanation	Included/Excluded
Clearer career planning	Data from the questionnaire survey showed that 65% of Takers stated that, following the activity, their career planning was clearer. Of these, 63% of Takers responded that their career plans had become better focused on particular career paths. Thus, on the basis of the SROI principle of materiality, we judged this outcome to have a significant impact with regard to Takers who had got a job offer and included it within our calculations.	Included
Lessened psychological stress	Data from the questionnaire survey showed that 73% of Takers stated they found work after the activity, which led to feelings of lessened psychological stress. They responded that the average extent of lessening was 22%. Thus, on the basis of the SROI principle of materiality, we judged this outcome to have a significant impact with regard to Takers who had got a job offer and included it within our calculations.	Included
Lessened economic stress	Data from the questionnaire survey showed that 100% of Takers (who have got a job offer) stated they found work after the activity, which led to feelings of lessened economic stress. Thus, on the basis of the SROI principle of materiality, we judged this outcome to have a significant impact with regard to Takers who had got a job offer and included it within our calculations.	Included

Outcome	Explanation	Included/Excluded
Feeling that time was being used inefficiently	Data from the questionnaire survey showed that 27% ¹⁸ of Takers stated that, after the activity, they felt that their time was being used inefficiently. Of these, 60% of Takers responded that when they went online, there were no consultants available, and as a result, they had to frequently spend additional time checking the availability. Although only 27% of the Takers responded that they had this negative outcome (not reaching the designated threshold of 50%), in order to follow the SROI principle of not over-claiming, we included this negative outcome within our calculations.	Included

✓ **Takers who were still looking for a job**



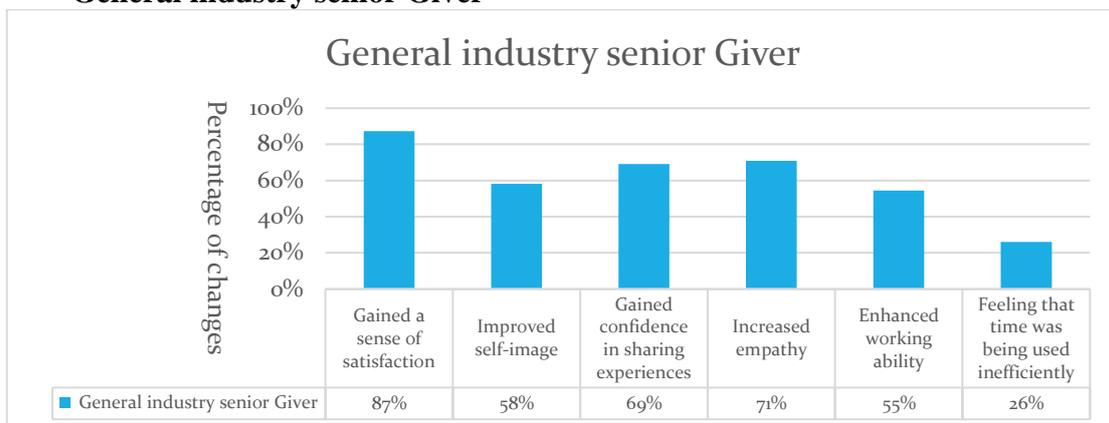
Outcome	Explanation	Included/Excluded
Gained confidence in looking for a job	Data from the questionnaire survey showed that 87% of Takers stated that, after the activity, they had gained confidence in looking for a job. Of these, 61% of Takers responded that they gained a better understanding of their personalities and whether these matched what businesses and work positions required. Thus, on the basis of the SROI principle of materiality, we judged this outcome to have a significant impact with regard to	Included

¹⁸Takers who believed their time to have been used inefficiently, less the number of Takers who were willing to wait for their preferred Givers.

Outcome	Explanation	Included/Excluded
	Takers who were still looking for a job and included it within our calculations.	
Clearer career planning	Data from the questionnaire survey showed that 65% of Takers stated that, after the activity, they had clearer career plans. Of these, 63% of Takers responded that their career plans had become better focused on specific fields. Thus, on the basis of the SROI principle of materiality, we judged this outcome to have a significant impact with regard to Takers who were still looking for a job and included it within our calculations.	Included
Enhanced resume writing abilities	Data from the questionnaire survey showed that 88% of Takers stated that, after the activity, they gained enhanced resume-writing abilities. Of these, 81% of Takers responded that they had actually changed how they wrote their resumes. Thus, on the basis of the SROI principle of materiality, we judged this outcome to have a significant impact with regard to Takers who were still looking for a job and included it within our calculations.	Included
Enhanced interview expression and communication skills	Data from the questionnaire survey showed that 49% of Takers stated that after the activity, they had gained enhanced interview expression and communication skills. Of these, 71% of Takers responded that they were clearer on what they needed to prepare and have answers ready for during interviews. As the Takers responded that the feelings of this outcome were extremely close (49%) to the established threshold of 50%, and because actual engagement with stakeholders showed that the degree of change in this outcome was 16%, we judged this outcome to have a significant impact with regard to Takers who were still looking for a job response. On the basis of the SROI principle of materiality, we included this outcome within our calculations.	Included

Outcome	Explanation	Included/Excluded
	In addition, we included this outcome within the later sensitivity analysis.	
Lessened psychological stress	Data from the questionnaire survey showed that 66% of Takers stated that, after the activity, they had feelings of lessened psychological stress. They reported an average reduction of 21%. Thus, on the basis of the SROI principle of materiality, we judged this outcome to have a significant impact with regard to Takers who were still looking for a job and included it within our calculations.	Included
Feeling that time was being used inefficiently	Data from the questionnaire survey showed that 27% ¹⁹ of Takers stated that, after the activity, they felt that their time was being used inefficiently. Of these, 60% of Takers responded that when they went online, there were no consultants available, and as a result, they had to frequently spend additional time checking the availability. Although only 27% of the Takers responded that they had this negative outcome (not reaching the designated threshold of 50%), in order to follow the SROI principle of not over-claiming, we included this negative outcome within our calculations.	Included

✓ **General industry senior Giver**



¹⁹ Takers who believed their time to have been used inefficiently, less the number of Takers who were willing to wait for their preferred Givers.

Outcome	Explanation	Included/Excluded
Gained a sense of satisfaction	Data from the questionnaire survey showed that 87% of general industry senior Givers stated that, after the activity, they had gained a sense of satisfaction. Of these, 95% responded that they had gained a great deal and had realized they were capable of helping others. Thus, on the basis of the SROI principle of materiality, we judged this outcome to have a significant impact with regard to general industry senior Givers and included it within our calculations.	Included
Improved self-image	Data from the questionnaire survey showed that 58% of general industry senior Givers stated that, after the activity, they had feelings of improved self-image. Of these, 73% responded that, as a result of the volunteer experience, they had received positive recognition from others. Thus, on the basis of the SROI principle of materiality, we judged this outcome to have a significant impact with regard to general industry senior Givers and included it within our calculations.	Included
Gained confidence in sharing experiences	Data from the questionnaire survey showed that 69% of general industry senior Givers stated that, after the activity, they had gained confidence in sharing their experiences. Of these, 87% responded that they had become more willing to share their experiences with others. Thus, on the basis of the SROI principle of materiality, we judged this outcome to have a significant impact with regard to general industry senior Givers and included it within our calculations.	Included
Increased empathy	Data from the questionnaire survey showed that 71% of general industry senior Givers stated that, after the activity, they had gained increased empathy. Of these, 77% responded that they were able to empathize with job seekers' feelings. Thus, on the basis of the SROI principle of materiality, we judged this outcome to have a	Included

Outcome	Explanation	Included/Excluded
	significant impact with regard to general industry senior Givers and included it within our calculations.	
Enhanced working ability	Data from the questionnaire survey showed that 55% of general industry senior Givers stated that, after the activity, they had enhanced working ability. Of these, 73% responded that they had applied their newly learned knowledge or ability or improved their current skill or even picked up previously learned knowledge or ability at work. Thus, on the basis of the SROI principle of materiality, we judged this outcome to have a significant impact with regard to general industry senior Givers and included it within our calculations.	Included
Feeling that time was being used inefficiently	Data from the questionnaire survey showed that 26% of general industry senior Givers stated that, after the activity, they had a feeling that their time was being used inefficiently. Of these, some general industry senior Givers responded that Takers would sometimes contact a Giver but then not respond. The Givers would then have to wait for the Taker to show up, which resulted in increased time waiting for nothing. Although only 26% of general industry senior Givers responded that they had this negative outcome (not reaching the designated threshold of 50%), in order to follow the SROI principle of not over-claiming, we included this negative outcome within our calculations.	Included

✓ **104 employee Givers**



Outcome	Explanation	Included/Excluded
Gained a sense of satisfaction	Data from the questionnaire survey showed that 83% of 104 employee Givers stated that, after the activity, they had gained a sense of satisfaction. Of these, 97% responded that they had gained a great deal and had realized they were capable of helping others. Thus, on the basis of the SROI principle of materiality, we judged this outcome to have a significant impact with regard to 104 employee Givers and included it within our calculations.	Included
Improved self-image	Data from the questionnaire survey showed that only 28% of 104 employee Givers stated that, after the activity, they had a feeling of improved self-image. This is far short of the designated 50% threshold. Thus, on the basis of the SROI principles of materiality and not over-claiming, we judged this outcome to have not had a significant impact with regard to 104 employee Givers and excluded it from our calculations.	Excluded
Gained confidence in sharing experiences	Data from the questionnaire survey showed that 61% of 104 employee Givers stated that, after the activity, they had gained confidence in sharing their experiences. Of these, 73% responded that they had become more willing to share their experiences with others. Thus, on the basis of the SROI principle of materiality, we judged this outcome to have a significant impact with regard	Included

Outcome	Explanation	Included/Excluded
	to 104 employee Givers and included it within our calculations.	
Increased empathy	Data from the questionnaire survey showed that 69% of 104 employee Givers stated that, after the activity, they had gained increased empathy. Of these, 76% responded that they were able to empathize with job seekers' feelings. Thus, on the basis of the SROI principle of materiality, we judged this outcome to have a significant impact with regard to 104 employee Givers and included it within our calculations.	Included
Enhanced working ability	Data from the questionnaire survey showed that only 44% of 104 employee Givers stated that, after the activity, they had enhanced working ability. This is far short of the designated 50% threshold. Thus, on the basis of the SROI principles of materiality and not over-claiming, we judged this outcome to have not had a significant impact with regard to 104 employee Givers and excluded it from our calculations.	Excluded
Increased identification with the company	Data from the questionnaire survey showed that 69% of 104 employee Givers stated that, after the activity, they had gained an increased identification with 104. Of these, 82% responded that their work was not just working, but was also giving something valuable back to society. Thus, on the basis of the SROI principle of materiality, we judged this outcome to have a significant impact with regard to 104 employee Givers and included it within our calculations.	Included
Feeling that time was being used inefficiently	Data from the questionnaire survey showed that 22% of 104 employee Givers stated that, after the activity, they felt that their time was being used inefficiently. Of these, some responded that Takers would sometimes contact a Giver but then not respond. The Givers would then have to wait for the Taker to show up, which resulted in increased time waiting for nothing. Although only 22% of 104 employee Givers responded that they had this	Included

Outcome	Explanation	Included/Excluded
	negative outcome (not reaching the designated threshold of 50%), in order to follow the SROI principle of not over-claiming, we included this negative outcome within our calculations.	

III. Outcome duration

Outcome duration varies for every outcome. For this study, based on the subjective feelings reported by the stakeholders, we calculated the average duration for each outcome. At the same time, we also considered the program categories and relevant literature. Where there was a significant discrepancy, we re-verified with the stakeholders.

Many Takers responded that their outcomes lasted until they got a job offer. Thus, with these responses, we did a specific survey of Takers who had participated in the project. We averaged their time for getting a job offer with their otherwise-reported duration (e.g., six months or a year). We thus arrived at the duration for the various Taker outcomes.

The average calculated for most Givers' responses about their duration for each outcome was less than one year. In addition, with the "Feeling that time was being used inefficiently" outcome that was shared by both Takers and Givers, because the feelings of that outcome occurred while participating in the activity, and after the activity had finished, they no longer had that feeling. Thus, the duration for this outcome is expressed as 1 so that the final valuation of that outcome is not impacted.

Stakeholders		Description of outcome	Duration (Unit: Years)
Name	Subgroup		
104	na	Improved brand image	0.63
Taker	Have got a job offer	Clearer career planning	0.27
		Lessened psychological stress	0.27
		Lessened economic stress	0.25
		Feeling that time was being used inefficiently	1
		Gained confidence in looking for a job	0.24
	Still looking for a job	Clearer career planning	0.27
		Enhanced resume-writing abilities	0.28
		Enhanced interview expression and communication skills	0.27
		Lessened psychological stress	0.16
		Feeling that time was being used inefficiently	1
Giver		Gained a sense of satisfaction	0.71
		Improved self-image	0.78

Stakeholders		Description of outcome	Duration (Unit: Years)
Name	Subgroup		
	General industry seniors	Gained confidence in sharing experiences	0.79
		Increased empathy	0.81
		Enhanced working ability	0.83
		Feeling that time was being used inefficiently	1
	104 employees	Gained a sense of satisfaction	0.65
		Gained confidence in sharing experiences	0.75
		Increased empathy	0.74
		Increased identification with the company	0.75
		Feeling that time was being used inefficiently	1

IV. Financial proxies

Financial proxies work to find reasonable financial equivalents for the changes experienced by the different stakeholders. The methodology of this study for choosing financial proxy is as follows.

1. Decide the valuation method: Through valuation with stakeholders, we collected the stakeholders' feedback about the methods of converting the outcome valuations. We also consulted relevant literature²⁰, such as financial proxy for similar outcomes in other assured SROI reports. We then chose the valuation methods most suited to that stakeholder group or that outcome. For each outcome, we found 1-4 approximate financial proxies or found one financial proxy with different frequencies or degrees of occurrence. We arranged the values from lowest to highest, and then asked the stakeholders to choose the value that would best represent the outcome value for them. For the specific financial proxies for all stakeholder groups, please see Appendix 4.

²⁰See Appendix 1, References 5-7 for takers' outcomes. References 8-11 for outcome "Improved brand image" specifically.

Stakeholders		Valuation method	Reasoning
Name	Subgroup		
104	na	Cost-based approach	After interviews with the project managers, we found that there was clear internal research data available and thus used a cost-based approach.
Taker	Have got a job offer	Revealed Preference approach, Cost-based approach	After discussions with stakeholders, we found that they were able to specifically describe or find potential analogs for many outcomes. Thus, for many outcomes, we used Revealed Preference approach.
	Still looking for a job		In addition, for a small number of outcomes, the stakeholders were able to concretely give the equivalent value of the outcome. Thus, with these outcomes, we used the Cost-based approach.
Giver	General industry seniors	Revealed Preference approach, Cost-based approach	After discussions with stakeholders, we found that they were able to specifically describe or find potential analogs for many outcomes. Thus, for many outcomes, we used the Revealed Preference approach.
	104 employees		In addition, for a small number of outcomes, the stakeholders were able to concretely give the equivalent value of the outcome. Thus, with these outcomes, we used the Cost-based approach.

2. Calculation method: For each outcome, we found 1-4 approximate financial proxies, or found one financial proxy with different frequencies or degrees of occurrence. We arranged the values from lowest to highest, then included all choices within the questionnaire. We asked the stakeholders to choose an option that most closely represented the value of the outcome for them. We then collected the stakeholders' responses, calculated what the different stakeholders' financial values for the different outcomes were, and averaged them. In addition, in both the questionnaire and the interviews, we asked each stakeholder to rank the materiality of the outcomes they experienced. We were thus able to verify whether the financial proxies they chose were reflective of the materiality that they subjectively experienced. Where there were discrepancies, we engaged in further interviews and amended the results.

3. Outcome verification: We took the final calculated values and verified them through the outcome verification stage and interviews with stakeholders. We used sensitivity analysis to look into and adjust any factors that emerged as uncertain through this process.

V. Impact factors

In order to follow SROI principle of not over-claiming, we eliminated any impacts that were not caused by the project evaluated here. The impact factors we considered are divided into four classes, explained below:

1. Deadweight:

This refers to the likelihood that a given outcome would still occur, even if this project had not been implemented or the stakeholder had not taken part in it.

For this study, we evaluated the deadweight through the interview and the questionnaire process. Stakeholders evaluated individual outcomes, and we then averaged the stakeholders' responses within our calculations. At the same time, we also made reference to analogous SROI reports²¹ and studies in adjusting the deadweight. We found that the deadweight for this study was not overestimated, but we still included results from the literature within our sensitivity analysis.

Based on engagement through interviews and questionnaires, Takers generally responded if this project hadn't happened, they would have 30% likelihood of experiencing this same degree of outcome occurrence. This shows that this project is highly unique for the Takers. However, with both the Takers who were still looking for a job and those who had got a job offer, with the "Lessened psychological stress" and "Lessened economic stress" outcomes, the deadweight reached around 50%. This shows that, had this project not happened, there could have been many other ways in which they could have found lessened psychological and economic stress. For the Givers, they generally responded that if this project hadn't happened, they would have had a 50% likelihood of achieving the same outcome occurrence. For the 104 "Improved brand image" outcome, both Takers and Givers responded that, had this project not happened, they would have a fairly low chance of increased favorability toward the company. Both Takers and Givers experienced the negative "Feeling that time was being used inefficiently" outcome. Because they could only have had these negative feelings as a result of participating in this project and would have been completely free of this occurrence had they not participated, the deadweight here was set at 0%.

2. Attribution:

This refers to the proportion of an outcome that can be attributed to other factors; in other words, the degree to which a given outcome isn't the result of this project's direct effects. The difference with deadweight is that attribution

²¹See Appendix 1, Reference 5, page 51; Reference 6, page 96; Reference 7, page 24.

considers other projects, while deadweight is the chance that the outcome would've occurred naturally regardless of the project.

For this study, we evaluated the attribution through the interview and questionnaire process. Stakeholders evaluated individual outcomes, and we then averaged the stakeholders' responses within our calculations. At the same time, we made reference to SROI reports²² and research on similar topics in adjusting the attribution. We found that this study's attribution showed no significant discrepancies, but we still included results from the literature within our sensitivity analysis.

Based on engagement through interviews and questionnaire surveys, we found that Takers' occurrence of each outcome showed across the board a 30 to 40% contribution from other factors. This is because, in addition to the free online employment consulting platform provided by 104, Takers will also ask the advice of friends, family, and seniors with more relevant experience. However, the Takers clearly felt that the advice given by the Givers was of clear benefit to them. They thus felt that the project's contributions to the outcomes they experienced were quite high, which shows that the project accounts for a large proportion of the outcome impacts experienced by the Takers. Attribution for the Givers was generally higher than that for Takers, 40 to 50% of impacts were contributed to by other factors. Givers responded that they would also share their experiences in their normal, daily work, or that they would take on other volunteer work. Thus, a portion of the outcomes was the result of other factors.

3. Drop-off:

This refers to the extent to which outcomes' effects may be lessened at any given time; in other words, that the outcomes created by a project may drop off year by year.

Based on the SROI Guide, if an outcome's duration exceeds one year, then the drop-off only needs to be considered within the calculations for the second year of the outcome's valuation. Through engagement in interviews and questionnaires with the various stakeholders, we found that the stakeholders responded that no duration exceeded one year in any outcome. Thus, no consideration of drop-off was necessary for any of the calculations for outcome valuation with this project.

4. Displacement:

This refers to the extent to which the specified project's outcomes come as a result of displacing problems elsewhere or onto other people. As the SROI Guide puts it, if setting up a streetlamp in area A reduces the crime rate in area A, but the crime just moves to area B, that is an example of the negative effects of displacement. The SROI Guide also states that displacement may not exist for every project.

²²See Appendix 1, References 5, page 51; Reference 6, page 96; Reference 7, page 25.

This project's goals are clear and encapsulated, with real impacts primarily for the Takers and Givers taking part. Also, through engagement with the stakeholders, we noted no impacts or problems being displaced elsewhere or onto other stakeholders. In addition, consulting the relevant literature and SROI reports²³ on similar topics showed no significant possibility of displacement. Thus, in the outcome calculations for this project, we did not consider the proportion of displacement. Although our investigation into this project showed no displacement, we still included this factor within our sensitivity analysis.

Stakeholders		Description of outcome	Deadweight	Attribution	Drop-off ²⁴	Displacement ²⁵
Name	Subgroup					
104	na	Improved brand image	40%	37%	na	na
Taker	Have got a job offer	Clearer career planning	38%	37%	na	na
		Lessened psychological stress	46%	51%		
		Lessened economic stress	52%	51%		
		Feeling that time was being used inefficiently	0%	41%		
	Still looking for a job	Gained confidence in looking for a job	38%	35%	na	na
		Clearer career planning	38%	37%		
		Enhanced resume-writing abilities	38%	36%		
		Enhanced interview expression and communication skills	36%	36%		

²³See Appendix 1, References 5, page 23-24; Reference 7, page 25.

²⁴The stakeholders all responded on average that the outcome duration was less than a year. Thus, it was unnecessary to consider the proportion of drop-off in any of the outcome valuation calculations for this project.

²⁵All stakeholders responded, and a consultation of the literature confirmed, that there was no significant possibility of displacement. As a result, there was no calculation of displacement for this project. However, we still made an adjustment for this as part of the sensitivity analysis.

Stakeholders		Description of outcome	Deadweight	Attribution	Drop-off ²⁴	Displacement ²⁵
Name	Subgroup					
		Lessened psychological stress	56%	48%		
		Feeling that time was being used inefficiently	0%	41%		
Giver	General industry seniors	Gained a sense of satisfaction	54%	35%	na	na
		Improved self-image	50%	43%		
		Gained confidence in sharing experiences	52%	46%		
		Increased empathy	52%	50%		
		Enhanced working ability	48%	44%		
		Feeling that time was being used inefficiently	0%	48%		
	104 employees	Gained a sense of satisfaction	48%	34%	na	na
		Gained confidence in sharing experiences	55%	50%		
		Increased empathy	50%	49%		
		Increased identification with the company	51%	46%		
Feeling that time was being used inefficiently		0%	53%			

Chapter 4 SROI Calculation²⁶

SECTION 1 PRESENT VALUE OF OUTCOME

We calculated the impacts of the outcomes derived from the above-mentioned stakeholder engagement, with each outcome's value (in NT\$) calculated as follows:

$$\text{Outcome value} = \text{Outcome quantity} * \text{outcome valuation} * (1 - \text{Deadweight}) * (1 - \text{Displacement}) * (1 - \text{Attribution}) * (1 - \text{Drop-off})$$

Stakeholders		Outcomes	Outcome quantity ²⁷	Duration (years)	Outcome valuation (NT\$)	Impact factor ²⁸		Outcome valuation ²⁹
Name	Population/unit					Deadweight	Attribution	Total
104	1	Improved brand image	1	0.63	9,109,907 ₃₀	40%	37%	3,436,275

²⁶For the detailed impact map, please see Appendix 5.

²⁷The outcome quantities are the number of people/quantities confirmed through stakeholder engagement. We have confirmed with stakeholders who responded that they "did not" have the given outcome that they indeed responded that they felt they had not had that outcome and impact, or the average number of people responding that they experienced the change for that outcome did not meet the standard for inclusion in the calculations (that is, exceeding 50%). We also further asked if they had any other changes or impacts after participating in the project. They also responded that they have not changed or affected after participating in the project. According to their feedback, we can understand that there is nothing changes for these stakeholders. Other than the outcomes for lessened psychological (and economic) stress, the outcomes were asked about during the first-phase interviews; thus, the outcome quantities for the Takers who were still seeking employment and who had found employment are equal to the total population of that subgroup multiplied by the "average occurrence rate."

²⁸The stakeholders all responded on average that the outcome duration was less than a year. Thus, it was unnecessary to consider the proportion of drop-off in any of the outcome valuation calculations for this project. In terms of displacement, all stakeholders responded, and a consultation of the literature confirmed, that there was no significant possibility of this. As a result, there was no calculation of displacement for this project. However, we still made an adjustment for this as part of the sensitivity analysis.

²⁹The stakeholders all responded on average that the outcome duration was less than a year. Thus, it was unnecessary to consider discounting in any of the outcome valuation calculations for this project.

³⁰Savings in member recruitment/promotion costs: The "cost per new member during the evaluation period" multiplied by the "Average total number of people Givers or Takers would be willing to recommend the service to".

Stakeholders		Outcomes	Outcome quantity ²⁷	Duration (years)	Outcome valuation (NT\$)	Impact factor ²⁸		Outcome valuation ²⁹
Name	Population/unit					Deadweight	Attribution	Total
Takers who have got a job offer	2,653	Clearer career planning	1,726	0.27	734	38%	37%	496,276
		Lessened psychological stress	1,927	0.27	1,500	46%	51%	770,311
		Lessened economic stress	2,653	0.25	76,720 ³¹	52%	51%	47,876,017
		Feeling that time was being used inefficiently	715	1.00	-613	0%	41%	-257,651
Takers who were still looking for a job	1,443	Gained confidence in looking for a job	1,254	0.24	1,435	38%	35%	724,369
		Clearer career planning	939	0.27	734	38%	37%	270,033
		Enhanced resume - writing abilities	1,277	0.28	707	38%	36%	358,042
		Enhanced interview expression and communication skills	708	0.27	809	36%	36%	233,934

³¹Average salary over the shortened time-span required to find employment: "Average monthly salary until finding new job" multiplied by "Average reduction in time until finding employment following the resume clinic" and adjustments. "Average reduction in time until finding employment" is the average time that 104 surveys show it takes people who do not participate in the Resume Clinic to find a job (namely, 3.5 months), less the 1.27 months it took Takers in our questionnaire to find a job following the Resume Clinic. This indicates the reduction in time required to find a job that occurred as a result of taking part in the Resume Clinic. The number is thus 3.5 months - 1.27 months = 2.23 months.

Stakeholders		Outcomes	Outcome quantity ²⁷	Duration (years)	Outcome valuation (NT\$)	Impact factor ²⁸		Outcome valuation ²⁹
Name	Population/unit					Deadweight	Attribution	Total
		Lessened psychological stress	956	0.16	1,500	56%	48%	331,158
		Feeling that time was being used inefficiently	389	1.00	-613	0%	41%	-140,192
general industry senior Givers	426	Gained a sense of satisfaction	372	0.71	4,026	54%	35%	447,180
		Improved self-image	248	0.78	4,004	50%	43%	280,250
		Gained confidence in sharing experiences	294	0.79	3,801	52%	46%	290,875
		Increased empathy	302	0.81	1,409	52%	50%	102,759
		Enhanced working ability	232	0.83	2,018	48%	44%	135,320
		Feeling that time was being used inefficiently	111	1.00	-2,090	0%	48%	-120,077
104 employee Givers	74	Gained a sense of satisfaction	62	0.65	5,075	48%	34%	108,166
		Gained confidence in sharing experiences	45	0.75	4,613	55%	50%	47,413
		Increased empathy	51	0.74	1,948	50%	49%	25,532

Stakeholders		Outcomes	Outcome quantity ²⁷	Duration (years)	Outcome valuation (NT\$)	Impact factor ²⁸		Outcome valuation ²⁹
Name	Population/unit					Deadweight	Attribution	Total
		Increased identification with the company	51	0.75	4,043	51%	46%	54,981
		Feeling that time was being used inefficiently	16	1.00	-1,040	0%	53%	-8,017
Total present value								\$ 55,462,955
Total inputs								\$ 11,957,863
Net present value (total present value - total inputs)								\$ 43,505,092
Social Return on Investment (SROI) ³²								4.64

³²Social Return on Investment (SROI) = Total present value/total inputs.

SECTION 2 SENSITIVITY ANALYSIS

SROI calculation converts qualitative, narrative, and other non-quantified data into monetary equivalents. As a result, the process involves many hypotheses and estimations. In order to achieve an objective, verifiable result, the SROI principles require that every report include sensitivity analysis and disclose all relevant information.

The impact factors and financial proxies in this analysis report are obtained through weighted averages or actual costs/fees. We adjusted the 0% displacement factors to 10% and 30%. After the delineate subgroups, we further understand their influence after participating in the project through the open-end questionnaire and found that there are no significantly different outcomes and different level of impact among the stakeholders in the same subgroups, so we understand that their homogeneity is very high. Therefore, there is no risk of significant different experiences within the stakeholders' group. However, under the principle of not over-claiming, we cannot eliminate the possibility of measurement error. As a result, we reduced the possibility of all outcome occurrences up/down by 10% in the sensitivity testing.

We also made an adjustment to the deadweight and attribution for the Takers' outcomes, with reference to other literature. In terms of financial proxies, we adjusted the "Lessened economic stress" outcome for the Takers who had got a job offer and the "Improved brand image" outcome for 104 to calculate the parameters. We also eliminated the Taker outcome "Enhanced interview expression and communication skills" from the calculations.

The final calculation was that this project had an SROI sensitivity analysis of 2.39 to 10.02.

SROI	Adjustment items	Adjustment
7.92	Deadweight	After making reference to literature ³³ , we found out that deadweight of job seekers' outcomes are mostly near 15%, so we adjusted to 15% for Takers' outcome. The SROI is 70% higher than the original one, 4.64.
4.63	Attribution	After making reference to literature ³⁴ , we found out that the average attribution of job seekers' outcomes is approximate 50%, so we adjusted to 50% for Takers' outcome. The SROI is 0.2% lower than the original one, 4.64.
4.17	Displacement	Under the principle of not over-claiming, we adjusted displacement of every outcome from 0% to 10%. The SROI is 10% lower than the original one, 4.64.
3.25	Displacement	Under the principle of not over-claiming, we adjusted displacement of every outcome from 0% to 30%. The SROI is 30% lower than the original one, 4.64.

³³ See Appendix 1, Reference 5, page 51; Reference 6, page 96; Reference 7, page 24.

³⁴ See Appendix 1, Reference 5, page 51; Reference 6, page 96; Reference 7, page 25.

SROI	Adjustment items	Adjustment
2.39	104 inputs	As the guidance ³⁵ indicated that non-financial inputs should be considered in sensitive analysis, the establishment Cost changed to be amortized over two years. The SROI is 48% lower than the original one, 4.64.
4.93	Financial proxy for 104 "Improved brand image"	The proxy is calculated as "cost per new member during the evaluation period" multiplied by the "Average total number of people Givers or Takers would be willing to recommend the service to". And some may recommend to more than 1 person, so we changed from an average of 1 recommendation to 2 recommendations. The SROI is 6% higher than the original one, 4.64.
10.02	Financial proxy for "Lessened economic stress" for Takers who have got a job offer	Average time to getting a job offer is adjusted from 104 internal data (3.5 months) to the latest Ministry of the Interior's unemployment figures ³⁶ , which is on average 6.5 months (year 2017). The official figure of average time to getting a job offer reaches up to half a year, which is 3 months longer than 3.5 months from the 104 statistic. So the "Average reduction in time until finding employment" turned out to be 6.5 months less the 1.27 months (the time that Takers in our questionnaire to find a job following the Resume Clinic). The number is thus $6.5 - 1.27 = 5.23$ months, which is why the SROI is 1.16 times higher than the original one, 4.64.
4.62	Eliminated "Enhanced interview expression and communication skills" outcome	Original calculations included the "Enhanced interview expression and communication skills" outcome reported by 49% of Takers; as a result, excluded this from testing. The SROI is 0.4% lower than the original one, 4.64.
4.67	Degree of occurrence of each outcome	Increased by 10% Based on the questionnaire and relevant literature ³⁷ , a frequently-seen study error is the "measurement error". This means that subjects may answer questions randomly or give different answers due to different personal circumstances. Although we provided a small incentive to answer in the form of a small gift and confirmed that respondents were answering truthfully during the verification phase, on

³⁵ See Appendix 1, Reference 1, page 69.

³⁶ See Appendix 1, Reference 14.

³⁷ See Appendix 1, References 15-16.

SROI	Adjustment items	Adjustment									
		the basis of the principle of not over-claiming, we cannot eliminate the possibility of measurement error. As a result, we reduced the possibility of all outcome occurrences up/down by 10%. The SROI is 0.6% higher than the original one, 4.64.									
4.19	Degree of occurrence of each outcome	Reduced by 10%. Explanation same as above. The SROI is nearly 10% lower than the original one, 4.64.									
4.59	The quantity of high-value outcomes	For High-value outcomes (exceeded \$100GBP) below (except for lessen economic stress), we counted the quantity of outcomes only when at least 2 indicators are chosen. The SROI is 1% lower than the original one, 4.64.									
		<table border="1"> <thead> <tr> <th>Stakeholder</th> <th>Outcome</th> </tr> </thead> <tbody> <tr> <td rowspan="2">general industry senior Givers</td> <td>Gained a sense of satisfaction</td> </tr> <tr> <td>Improved self-image</td> </tr> <tr> <td rowspan="3">104 employee Givers</td> <td>Gained a sense of satisfaction</td> </tr> <tr> <td>Gained confidence in sharing experiences</td> </tr> <tr> <td>Increased identification with the company</td> </tr> </tbody> </table>	Stakeholder	Outcome	general industry senior Givers	Gained a sense of satisfaction	Improved self-image	104 employee Givers	Gained a sense of satisfaction	Gained confidence in sharing experiences	Increased identification with the company
		Stakeholder	Outcome								
		general industry senior Givers	Gained a sense of satisfaction								
			Improved self-image								
		104 employee Givers	Gained a sense of satisfaction								
Gained confidence in sharing experiences											
Increased identification with the company											

SECTION 3 VERIFYING OUTCOMES

Through the process of verifying results in the third-phase engagement, we confirmed and analyzed all the outcomes with the stakeholders. In addition, through the engagement process, we consulted the relevant literature³⁸ to confirm that the study as a whole and analyzed outcomes complied with actual circumstances. Verification was as follows:

I. Confirming the outcome chain of events

We asked the stakeholders to confirm whether the outcome chain of events' text and processes complied with their experiences. The outcome chain of events uses interviews and questionnaires with the various stakeholders; thus, during the verification stage, most of the stakeholders agreed with the outcome processes sketched out in the chain of events.

II. Confirming calculation results

We explained the logic of calculation used in the impact map to the stakeholders, as well as what it represents, in particular, the financial proxies. We further confirmed the materiality of the outcomes for the stakeholders, in order to confirm

³⁸See Appendix 1, References 4, 5-7, and 12-13 for similar outcomes of job seekers(takers).

whether their opinions were consistent with the final calculation results. We confirmed that the results showed the stakeholders all agreed with our calculation results and responded that they considered the results to match their personal feelings.

III. Other recommendations and ideas

During the final outcome verification engagement, we asked the stakeholders again whether there were material, significant impacts or changes that we had not included, and if they had any suggestions to improve the project. We shared the information we collected with 104 and included it within the conclusions of this report.

A simplified record of the engagement process is as follows.

- ✓ 104:

This phase was carried out face to face. Regarding the outcome chain of events for the company's brand image, duration, and impact factors, 104 had nothing to add; there was only some general discussion regarding the financial proxies. We discussed three financial proxy calculation methods with 104's project employees and management.

 1. Cost-based approaches—Value of enhanced favorability: "Costs input into online Resume Clinic" multiplied by "average percentage of Givers and Takers with an increase in favorability " and "Givers' and Takers' average degree of increase in favorability ".
 2. Cost-based approaches—Savings in member promotion costs: "Average cost per new member during the evaluation period" multiplied by "Number of people that Givers and Takers are willing to recommend the service to them" (equals to "Number of Givers and Takers" multiplied by "Percentage of Givers and Takers that they would be willing to recommend the service to friends/family members responded by the various stakeholders in the questionnaire" and " one person recommended by each Giver or Taker ").
 3. Cost-based approaches—Savings in brand image advertising expenses: "Savings in image advertising expenses" multiplied by "Givers' and Takers' average degree of increase in favorability". 104 originally had a budget set aside for brand image marketing. However, the company stated that the amount allocated for these expenses are only for brand "maintenance," not brand "enhancement." 104 would be unable to estimate the total amount of advertising expenses required if they were to "enhance" their brand image. As a result, this cost approach was not used.

We considered Method 2 to be more intuitive than Method 1, and more easily to be understood by all concerned. Moreover, all the parameters for this method already had relevant data available, thus reducing the uncertainty. The savings in member promotion costs were therefore employed as the financial proxy for improved brand image.

- ✓ Takers:

This phase was implemented via telephone interviews. We verbally described the chain of events and calculation of results, then asked them to provide feedback or

engage in further discussion regarding areas where there were still questions. Very few respondents expressed significantly different opinions. A portion of Takers responded that they wanted to wait for Givers in specific industries or with specific backgrounds, and thus had to frequently check whether specific Givers were online or not. As a result, they had to spend a great deal of time waiting. We believe this issue is from Takers' willingness to wait, not from any platform-derived issues. Thus, in this phase, we excluded the proportion of time Takers were willing to wait from the "time used inefficiently" outcome.

- ✓ Givers:
This phase was implemented via telephone interviews. We verbally described the chain of events and calculation of results, then asked them to provide feedback or engage in further discussion regarding areas where there were still questions. Very few respondents expressed significantly different opinions. Using the data for outcomes, duration, financial proxies, and adjusting factors, we provided compiled averages to the Takers to confirm, item by item. Some Takers stated that, due to different personal experiences, they were unable to say whether the averages were appropriate or not. We therefore again confirmed each individual Taker's feedback via telephone and got their agreement to use the averages for calculation.

Chapter 5 Conclusions

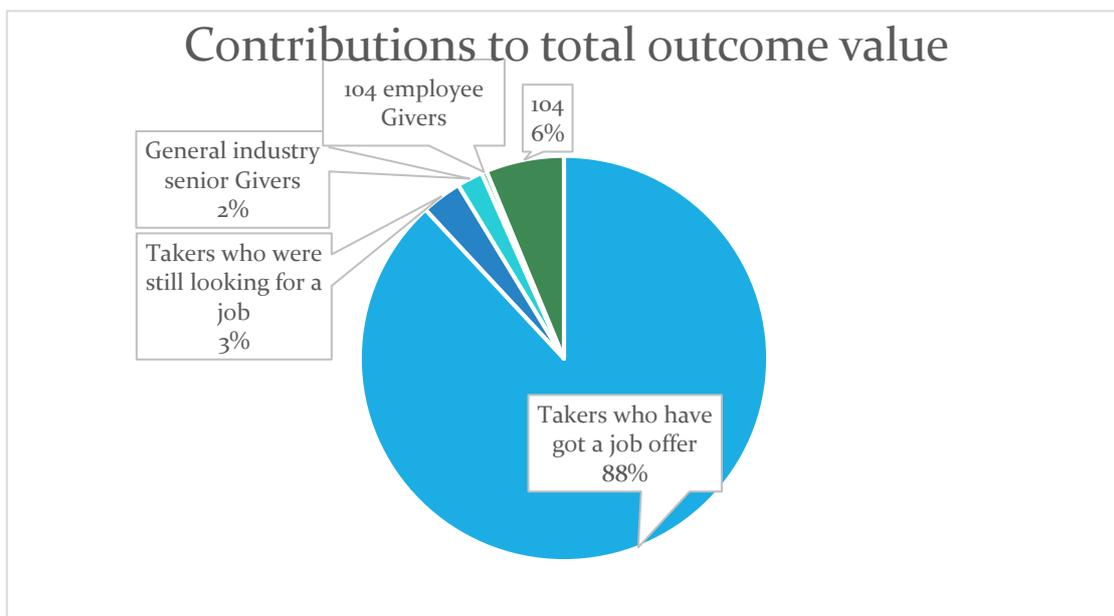
I. Result analysis

(I) Review of goal setting

Using the results of the stakeholder engagement, we verified the program goal achievement status for this project. We found that the achievement of program goals was high. An explanation of the targets and their corresponding engagement results is as follows:

Program goals	Goal selection
Improving job seekers' resumes and alleviating difficulties they encounter in finding employment	<ul style="list-style-type: none"> ✓ An average of 61% of Takers came to understand how their personal qualifications met companies' and workplace needs, and as a result, gained confidence in looking for a job ✓ An average of 63% of Takers' career planning became more focused on specific career paths ✓ An average of 81% of Taker) improved how they wrote their resumes (e.g., giving concrete examples, quantified outcomes, major things to focus on, etc.) ✓ An average of 71% of Takers became clearer on what to prepare for an interview ✓ An average of 66% of Takers had decreased stress from looking for a job

(II) Review of outcome



Takers were a target population for this project. They were also the stakeholders most directly impacted; they accounted for 91% of the total project value. Within this, the proportion of outcomes for Takers who got a job offer accounted for the largest

portion. Our analysis of the reasons for this showed that Takers who got a job offer had the strongest feelings about the actual assistance they had received and felt that the assistance had shortened the amount of time it took them to find work. As a result, the value of their "Lessened economic stress" outcome was far higher than that for Takers who were still looking for a job. This shows that "Have got a job offer or not" was a critical factor that significantly impacted the stakeholders.

The second-highest outcome valuation was for 104 itself. Following our stakeholder engagement, we found that an average of 94% of Takers and 90% of Givers had clearly higher favorability toward 104 as a result of participating in this project, and were willing to recommend 104 to friends and family. In addition, the increase in favorability was an average of 25.5%, which was a significant change. This demonstrates the stakeholders' recognition of this project, as well as their recognition of the company.

The Givers, for their part, responded that something that impressed them deeply was the positive feedback they received from Takers during the activity. This helped the Givers feel a great sense of accomplishment while they were giving advice and sharing experiences. For the 104 employee Givers, they felt identification and pride with the company's implementation of this project.

II. Suggestions and conclusions

Based on the stakeholder response and calculated results, we have drawn up the following findings and suggestions. We have reported and discussed these matters with the Resume Clinic project's responsible personnel and management in hopes of optimizing and maximizing the social impact of the project.

Findings	Suggestions
Finding I: The key to deep/continued impact	Focus on consulting/discussing issues
<p>The activity time is relatively short, which makes it somewhat difficult for Takers and Givers to gain a deep understanding of and absorb each other's issues and suggestions.</p>	<p>Takers may have diverse issues that they'd like to discuss with Givers. There should be a list of questions from which Takers can choose what to discuss on before the consultation, and then during the activity, only consulting and discussion on those specific questions would be allowed. This will help both sides gain consensus before the activity starts, and will allow more efficient use of time focus and resolution of issues.</p> <p>In addition, we recommend that there be a text record of what is discussed during the activity, such that it could be downloaded and saved after the activity. This will help Takers to review or enhance their impressions after the activity when they encounter similar circumstances or questions.</p>

Findings	Suggestions
Finding II: Time is not efficiently utilized	Appointment system; display consulting time
<p>This project is by nature one of at-will participation for Giver. As a result, the times that Givers can be online are uncertain, and Takers have to spend additional time waiting and searching.</p>	<p>We advise that a reservation system be established, or that the amount of time a Giver has been consulted online be displayed. This will help the Takers understand the time status of the Givers they want to consult with, and will also allow the Givers to understand the Takers' needs. This will lessen the impacts of uncertainty factors and will help both sides have greater efficiency in time usage.</p>

We will use the experiences we have collected through this SROI evaluation process, including our in-depth interactions with stakeholders and the understandings we have gained about their impacts from and views on the activity, to adjust and optimize the project in a timely manner with 104's core capacity and platform, and invite everyone in the act of help to do something different to make the workplace more smooth and good.

Appendix 1 References

No.	Title	Report type
1	A Guide to Social Return on Investment (2012)	Principles from Social Value International
2	Standard on Applying Principle 1: Involve Stakeholders (2019)	Principles from Social Value International
3	International Labour Organization, World Employment and Social Outlook: Trends 2019, 2019.	Research report
4	Ministry of Labor, Executive Yuan: 2018 Youth Employment Status, 2019. Retrieved Nov. 20th, 2019 from https://www.mol.gov.tw/statistics/2462/2464/ .	Statistical data
5	Social Return on Investment Report: Ashram Employment and Skills Service (2012)	SROI Report
6	Social Return on Investment (SROI) Analysis: An evaluation of social added value for Real Jobs, the Action Group, Edinburgh (2010).	SROI Report
7	Social Return On Investment (SROI) Forecast Analysis: Individual Placement and Support (IPS) For Period April 2010 to March 2011 (2013).	SROI Report
8	The Value of Business Involvement in Youth Development: An SROI Analysis of Merchants' CSR investment in Columba Leadership academy in partnership with Centurion College (2013).	SROI Report
9	SROI Report of Dining in the Farm Project	SROI Report
10	The Value of Shoreditch Trust's Blue Marble Training: An SROI Analysis	SROI Report
11	2017 Mercury Vapor Street Lamp Replacement Project: A Social Return on Investment (SROI) Analysis Report (2018)	SROI Report
12	Yu-ling Lin (2011), Employability and job search success—Adaptability, career identity, human capital, and social capital Institute of Human Resource Management, National Sun Yat-sen University, Master Thesis	Research thesis
13	National Youth Commission, Executive Yuan (2011). An evaluation of programs to enhance youth employment and survey study of employment. National Youth Commission, Executive Yuan	Monograph

14	Directorate General of Budget, Accounting and Statistics, Executive Yuan: Duration in Average Weeks of Unemployment for Unemployed Persons, 2016. Retrieved Oct. 21, 2019 from https://data.gov.tw/dataset/32746 .	Statistical data
15	National Academy for Education Research: Bilingual vocabulary, academic terminology, and dictionary, "測量誤差 (Error of Measurement)," 2000. Retrieved Oct 21, 2019, from http://terms.naer.edu.tw/detail/1311389/ .	Website
16	Tsai Tsung-han and Lin Chang-chih, 2015. "The Measurement of Latent Variables and Its Effects: An Analysis of Taiwanese Attitudes on the Independence-Unification Issue in 2013." <i>Journal of Electoral Studies</i> , 22 (1).	Journal paper
17	United Way of Taiwan 2017 Social Impact Social Return on Investment Report .(2019)	SROI Report
18	A bridge towards inclusion . (2019)	SROI Report

Appendix 2 Interview Outline and Questionnaire

➤ Interview outline

Item/stakeholder	Takers/Givers
Outcomes	(1) After participating in the Resume Clinic activity, which of the following changes (including any of the thoughts, behavior, knowledge, and feelings) occurred for you personally, your family and friends, or other people or things around you? Were there any negative changes?
Deadweight	(2) If you hadn't participated in this activity, is it possible the above-mentioned changes could've occurred anyway?
Attribution	(3) Are there other factors that could have contributed to the above-mentioned changes?
Drop-off/duration	(4) How long did these changes last? Do they lessen with time?
Displacement	(5) Did the changes while participating in this activity, or after participating in this activity, cause difficulties for other people or impact other people?
Degree of materiality	(6) Please order the above-mentioned changes by their importance for you.
Valuation	(7) For you personally, what is the value of this project? (Compared to the price of other things or objects, what conditions/prices would you be willing to exchange for the opportunity to participate in this project?)
Other	(8) Do you have any suggestions or ideas for this activity or for 104?

Outcome materiality	<p>With the various outcome changes you experienced after participating in the Resume Clinic, do you feel that these outcomes were important? Please assign each of the outcomes a number (1 to 5), based on their importance for you personally.</p> <table border="1" style="width: 100%; text-align: center;"> <tr> <td style="width: 20%; height: 20px;"></td> </tr> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> </tr> <tr> <td>Relatively not important</td> <td></td> <td>Average</td> <td></td> <td>Relatively important</td> </tr> </table>						1	2	3	4	5	Relatively not important		Average		Relatively important
1	2	3	4	5												
Relatively not important		Average		Relatively important												
Attribution	<p>With the "Gained confidence in looking for a job" change, other than the 104 Resume Clinic, was there an influence from other factors (such as encouragement from friends and family, or other career consulting)?</p> <table border="1" style="width: 100%; text-align: center;"> <tr> <td style="width: 20%; height: 40px;"></td> </tr> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> </tr> <tr> <td>Entirely due to the influence of other factors</td> <td></td> <td></td> <td></td> <td>Entirely due to the influence of the 104 Resume Clinic</td> </tr> </table> <p><input type="checkbox"/> Other, please explain: _____</p>						1	2	3	4	5	Entirely due to the influence of other factors				Entirely due to the influence of the 104 Resume Clinic
1	2	3	4	5												
Entirely due to the influence of other factors				Entirely due to the influence of the 104 Resume Clinic												
Duration	<p>How long do you think the effects of these changes will last?</p> <p><input type="checkbox"/> Until getting a job offer</p> <p><input type="checkbox"/> One year</p> <p><input type="checkbox"/> Two years</p> <p><input type="checkbox"/> Other, please explain: _____</p>															
Deadweight	<p>From the "confidence in looking for a job" change that you experienced in the 104 Resume Clinic, are there other ways or methods that could take its place?</p> <table border="1" style="width: 100%; text-align: center;"> <tr> <td style="width: 20%; height: 40px;"></td> </tr> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> </tr> <tr> <td>I have lots of other ways of</td> <td></td> <td></td> <td></td> <td>The changes I experienced</td> </tr> </table>						1	2	3	4	5	I have lots of other ways of				The changes I experienced
1	2	3	4	5												
I have lots of other ways of				The changes I experienced												

	<p>achieving the same change.</p> <p>entirely as a result of the 104 Resume Clinic are irreplaceable.</p> <p><input type="checkbox"/> Other, please explain: _____</p>										
Drop-off	<p>Now, after the conclusion of the Resume Clinic, to what extent do you think the outcomes have persisted? (Choose one per outcome.)</p> <p>Note: 100% means "the outcome is still just as it was after finishing the Clinic."</p> <table border="1" style="width: 100%; text-align: center;"> <tr> <td style="width: 20%; height: 30px;"></td> </tr> <tr> <td>0%</td> <td>25%</td> <td>50%</td> <td>75%</td> <td>100%</td> </tr> </table> <p><input type="checkbox"/> Other, please explain: _____</p>						0%	25%	50%	75%	100%
0%	25%	50%	75%	100%							
Outcome valuation	<p>About how valuable do you consider the increased employment-seeking confidence you gained as a result of participating in the 104 Resume Clinic to be, or what other activity/class would produce about the same degree of change? (Choose one) (If you don't agree with the prices mentioned below, please choose "Other" and say what value in NT\$ you believe would be correct.)</p> <p><input type="checkbox"/> NT\$320, about equal to reading a confidence-boosting book.</p> <p><input type="checkbox"/> NT\$2699, about equal to taking an online confidence-boosting class.</p> <p><input type="checkbox"/> NT\$9800, about equal to participating in 13 hours of in-person confidence-boosting classes.</p> <p><input type="checkbox"/> Other, I would say _____</p>										
Other outcomes	Did you experience any changes or impacts not mentioned above? Please explain.										
Other recommendations and ideas	Do you have any comments for 104?										

Appendix 3 Overview of Outcome Indicators

Stakeholders		Description of outcome	Indicator	Data Source
Stakeholder	Subgroup			
104	na	Improved brand image	Taker or Giver responded in a questionnaire that at least one of the following changes in cognition/behavior or results was true for them: <input type="checkbox"/> I have increased favorability toward 104 and am willing to recommend it to friends and family (haven't recommended it yet) <input type="checkbox"/> I have increased favorability toward 104 and have already recommended it to friends and family	Questionnaire Survey
Takers	Have got a job offer	Clearer career planning	Responded in questionnaire that at least one of the following changes in cognition/behavior or results was true: <input type="checkbox"/> I gained a clearer sense of what jobs my unique qualifications make me suited to. <input type="checkbox"/> My career goals became more clearly focused on specific paths.	Questionnaire Survey
		Lessened psychological stress	Responded in questionnaire that at least one of the following changes in cognition/behavior or results was true: <input type="checkbox"/> I have decreased feelings of stress about looking for a job. <input type="checkbox"/> My frustration and dejection in looking for work have been reduced. <input type="checkbox"/> I have less physical discomfort (such as losing sleep or poor appetite) as a result of psychological stress.	Questionnaire Survey
		Lessened economic stress	Responded in questionnaire that at least one of the following changes in cognition/behavior or results was true: <input type="checkbox"/> I have had income because of getting a new job.	Questionnaire Survey
		Feeling that time was being used inefficiently.	Responded in questionnaire that at least one of the following changes in cognition/behavior or results was true: <input type="checkbox"/> I didn't receive consultation when online; I had to check in on the Resume Clinic frequently.	Questionnaire Survey

Stakeholders		Description of outcome	Indicator	Data Source
Stakeholder	Subgroup			
			<input type="checkbox"/> I had to frequently check in on the Resume Clinic as a result of wanting to wait for specific consulting. <input type="checkbox"/> I experienced a system/technical problem while using the Resume Clinic.	
	Still looking for a job	Gained confidence in looking for a job	Responded in questionnaire that at least one of the following changes in cognition/behavior or results was true: <input type="checkbox"/> I have come to understand that my qualifications meet businesses' and workplaces' needs, and so have gained confidence in looking for a job. <input type="checkbox"/> I have gained confidence in looking for a job because a Giver patiently listened to me and gave me encouragement. <input type="checkbox"/> I gained confidence in looking for a job because of experiences a Giver shared. <input type="checkbox"/> I'm no longer worried that my experiences might not meet employers' expectations (I understand, for example, that changing jobs is normal).	Questionnaire Survey
		Clearer career planning	Responded in questionnaire that at least one of the following changes in cognition/behavior or results was true: <input type="checkbox"/> I gained a clearer sense of what jobs my unique qualifications make me suited to. <input type="checkbox"/> My career goals became more clearly focused on specific paths.	Questionnaire Survey
		Enhanced resume-writing abilities	Responded in questionnaire that at least one of the following changes in cognition/behavior or results was true: <input type="checkbox"/> I changed how I write my resumes (giving concrete examples, quantified outcomes, major things to focus on, etc.). <input type="checkbox"/> I thought about my extracurricular/student association/work experiences, and I have a better sense of what things to highlight about my own experience.	Questionnaire Survey

Stakeholders		Description of outcome	Indicator	Data Source
Stakeholder	Subgroup			
			<input type="checkbox"/> I have a better sense of how to adjust my resume to suit particular industries/positions.	
		Enhanced interview expression and communication skills	<p>Responded in questionnaire that at least one of the following changes in cognition/behavior or results was true:</p> <input type="checkbox"/> I have a clearer sense of how to prepare for an interview (such as preparing examples of my work experience and coming up with crib-sheets of potential answers to use). <input type="checkbox"/> I have a clearer sense of how to conduct myself during an interview. <input type="checkbox"/> I know what potential pitfalls to avoid during an interview. <input type="checkbox"/> I know how to guide interviewers toward questions I hope to be asked.	Questionnaire Survey
		Lessened psychological stress	<p>Responded in questionnaire that at least one of the following changes in cognition/behavior or results was true:</p> <input type="checkbox"/> I have decreased feelings of stress about finding employment. <input type="checkbox"/> My frustration and dejection in looking for work have been reduced. <input type="checkbox"/> I have less physical discomfort (such as losing sleep or poor appetite) as a result of psychological stress.	Questionnaire Survey
		Feeling that time was being used inefficiently	<p>Responded in questionnaire that at least one of the following changes in cognition/behavior or results was true:</p> <input type="checkbox"/> I didn't receive consultation when online; I had to check in on the Resume Clinic frequently. <input type="checkbox"/> I had to frequently check in on the Resume Clinic as a result of wanting to wait for specific consulting. <input type="checkbox"/> I experienced a system/technical problem while using the Resume Clinic.	Questionnaire Survey
Giver		Gained a sense of satisfaction	Responded in questionnaire that at least one of the following changes in cognition/behavior or results was true:	Questionnaire Survey

Stakeholders		Description of outcome	Indicator	Data Source
Stakeholder	Subgroup			
	General industry seniors		<input type="checkbox"/> Takers responded that they gained from the experience, and I felt that I was able to help others. <input type="checkbox"/> I'm more willing to increase the amount of time I spend volunteering.	
		Improved self-image	Responded in questionnaire that at least one of the following changes in cognition/behavior or results was true: <input type="checkbox"/> I actively bring up the topic of this volunteer experience with others. <input type="checkbox"/> Others have shown approval of my volunteering for the 104 Resume Clinic. <input type="checkbox"/> This volunteer experience will be a highlight on my resume.	Questionnaire Survey
		Gained confidence in sharing experiences	Responded in questionnaire that at least one of the following changes in cognition/behavior or results was true: <input type="checkbox"/> I'm more willing to share my experiences. <input type="checkbox"/> I feel that sharing my experiences isn't so difficult. <input type="checkbox"/> I feel less nervous about sharing my experiences.	Questionnaire Survey
		Increased empathy	Responded in questionnaire that at least one of the following changes in cognition/behavior or results was true: <input type="checkbox"/> I can empathize with job seekers' feelings. <input type="checkbox"/> I take others' perspective when thinking about how to communicate with them. <input type="checkbox"/> I have a better sense of young people's thinking; I don't hold those stereotypes about them anymore, and my views on young people have changed. <input type="checkbox"/> I've become more friendly and kind toward job seekers.	Questionnaire Survey
		Enhanced working ability	Responded in questionnaire that at least one of the following changes in cognition/behavior or results was true: <input type="checkbox"/> I have gotten a deeper understanding of other industries and fields of work which benefited my work.	Questionnaire Survey

Stakeholders		Description of outcome	Indicator	Data Source
Stakeholder	Subgroup			
			<input type="checkbox"/> I have applied newly learned knowledge or ability in my job. <input type="checkbox"/> I have improved my current skill at work. <input type="checkbox"/> I have picked up my previously learned knowledge or ability in my job. <input type="checkbox"/> I have inspired and did polish my work-related skill.	
		Feeling that time was being used inefficiently	Responded in questionnaire that at least one of the following changes in cognition/behavior or results was true: <input type="checkbox"/> Takers sometimes contact the Giver but then don't respond, resulting in increased time waiting for nothing. <input type="checkbox"/> I experienced a system/technical problem while using the Resume Clinic.	Questionnaire Survey
	104 employees	Gained a sense of satisfaction	Responded in questionnaire that at least one of the following changes in cognition/behavior or results was true: <input type="checkbox"/> Takers responded that they gained from the experience, and I felt that I was able to help others. <input type="checkbox"/> I'm more willing to increase the amount of time I spend volunteering.	Questionnaire Survey
		Gained confidence in sharing experiences	Responded in questionnaire that at least one of the following changes in cognition/behavior or results was true: <input type="checkbox"/> I'm more willing to share my experiences. <input type="checkbox"/> I feel that sharing my experiences isn't so difficult. <input type="checkbox"/> I feel less nervous about sharing my experiences.	Questionnaire Survey
		Increased empathy	Responded in questionnaire that at least one of the following changes in cognition/behavior or results was true: <input type="checkbox"/> I can empathize with job seekers' feelings. <input type="checkbox"/> I take others' perspective when thinking about how to communicate with them.	Questionnaire Survey

Stakeholders		Description of outcome	Indicator	Data Source
Stakeholder	Subgroup			
			<input type="checkbox"/> I have a better sense of young people's thinking; I don't hold those stereotypes about them anymore, and my views on young people have changed. <input type="checkbox"/> I've become more friendly and kind toward job seekers.	
		Increased identification with the company	Responded in questionnaire that at least one of the following changes in cognition/behavior or results was true: <input type="checkbox"/> I feel like my work isn't just work; I'm able to give back to society. <input type="checkbox"/> Increased identification with the company <input type="checkbox"/> Increased sense of accomplishment in work	Questionnaire Survey
		Feeling that time was being used inefficiently	Responded in questionnaire that at least one of the following changes in cognition/behavior or results was true: <input type="checkbox"/> Takers sometimes contact the Giver but then don't respond, resulting in increased time waiting for nothing. <input type="checkbox"/> I experienced a system/technical problem while using the Resume Clinic.	Questionnaire Survey

Appendix 4 Overview of Financial Proxy Variables

Stakeholders		Description of outcome	Financial Proxy	Valuation (NT\$)	Data Source
Name	Subgroup				
104	na	Improved brand image	Savings in member promotion costs	\$9,109,907 ³⁹	Questionnaire survey and company internal data
Taker	Have got a job offer	Clearer career planning	Career aptitude testing and diagnosis fee	\$734	Questionnaire Survey
		Lessened psychological stress	Fee to work out and relax in a gym	\$1,500	Questionnaire Survey
		Lessened economic stress	Average salary for the lessened period of time before getting a job offer	\$76,720 ⁴⁰	Questionnaire Survey
		Feeling that time was being used inefficiently	Value that would be accrued if the time had been spent doing other things	\$-613	Questionnaire Survey
	Still looking for a job	Gained confidence in looking for a job	Fee for confidence-building classes	\$1,435	Questionnaire Survey
		Clearer career planning	Career aptitude testing and diagnosis fee	\$734	Questionnaire Survey
		Enhanced resume writing abilities	Fee for online resume-writing class	\$707	Questionnaire Survey
		Enhanced interview expression and communication skills	Fee for interview consulting/practice interview	\$809	Questionnaire Survey
		Lessened psychological stress	Fee to work out and relax in a gym	\$1,500	Questionnaire Survey

³⁹For full explanation, please see Chapter 4, Section 1.

⁴⁰For full explanation, please see Chapter 4, Section 1.

Stakeholders		Description of outcome	Financial Proxy	Valuation (NT\$)	Data Source
Name	Subgroup				
		Feeling that time was being used inefficiently	Value that would be accrued if the time had been spent doing other things	\$-613	Questionnaire Survey
Giver	General industry seniors	Gained a sense of satisfaction	Donation to a public welfare event	\$4,026	Questionnaire Survey
		Improved self-image	Value of time spent working as a lecturer	\$4,004	Questionnaire Survey
		Gained confidence in sharing experiences	Fee for confidence-building classes	\$3,801	Questionnaire Survey
		Increased empathy	Fee for an empathy workshop	\$1,409	Questionnaire Survey
		Enhanced working ability	Fee for industry forum	\$2,018	Questionnaire Survey
		Feeling that time was being used inefficiently	Value that would be accrued if the time had been spent doing other things	\$-2,090	Questionnaire Survey
	104 employees	Gained a sense of satisfaction	Donation to a public welfare event	\$5,075	Questionnaire Survey
		Gained confidence in sharing experiences	Fee for confidence-building classes	\$4,613	Questionnaire Survey
		Increased empathy	Fee for an empathy workshop	\$1,948	Questionnaire Survey
		Increased identification with the company	Salary that they would be willing to earn to work outside regular work hours	\$4,043	Questionnaire Survey
		Feeling that time was being used inefficiently	Value that would be accrued if the time had been spent doing other things	\$-1,040	Questionnaire Survey

Appendix 5 Impact Map

Stage 1	Stage 2			Stage 3				
Stakeholders	Inputs		Outputs	The Outcomes (what changes)				
Who do we have an effect on? Who has an effect on us?	Population	What do they invest?	What is the value of the inputs in currency(NT\$)	Summary of activity in numbers	chain of events	Description	Indicator	Source
					What's the relation between cause and effect?	How would the stakeholder describe the changes?	How would you measure it?	Where did you get the information from?
Takers who were still looking for a job	1,443	Time	0	5,938 online one-on-one resume clinic activities with a total of 4,096 Takers, 426 general industry senior Givers and 74 104 employee Givers.	Takers who were still looking for a job responded that, during the activity, Givers would share their experiences in interviews or work. The Takers thus felt a sense of encouragement from the process of interaction and discussion. Also, after consulting and discussing with a Giver, they would better understand whether their personal characteristics were suited to the needs of the enterprise and the workplace. Due to the sharing and confidence-building gaining from the Givers, the Takers became more confident and sure of themselves in work.	Gained confidence in looking for a job	<ul style="list-style-type: none"> •I have come to understand that my qualifications meet businesses' and workplaces' needs, and so have gained confidence in looking for a job. •I have gained confidence in looking for a job because a Giver patiently listened to me and gave me encouragement. •I gained confidence in looking for a job because of experiences a Giver shared. •I'm no longer worried that my experiences might not meet employers' expectations (I understand, for example, that changing jobs is normal). 	Questionnaires
					Takers who were still looking for a job responded that the process of interacting with Givers gave them greater clarity about their career paths, and helped them zero in on specific fields. Some were even able to learn of fields they had never tried but were interested in. This gave them a stronger grasp on their career goals or helped them learn of new directions in which to seek employment.	Clearer career planning	<ul style="list-style-type: none"> •I gained a clearer sense of what jobs my unique qualifications make me suited to. •My career goals became more clearly focused on specific paths. 	Questionnaires
					Takers who were still looking for a job responded that, during the activity, Givers would clearly point out issues in their current resumes, or areas where they could make adjustments. Thus, after a discussion with a Giver, they would have a clearer idea of how to write a resume, such as giving concrete examples, quantified outcomes, highlights, etc. This would help enrich their resumes and make the resume more attractive to interviewer.	Enhanced resume-writing abilities	<ul style="list-style-type: none"> •I changed how I write my resumes (giving concrete examples, quantified outcomes, major things to focus on, etc.). •I thought about my extracurricular/student association/work experiences, and I have a better sense of what things to highlight about my own experience. •I have a better sense of how to adjust my resume to suit particular industries/positions. 	Questionnaires

Stage 1							Stage 4			Stage 5				
Stakeholder							Deadweight % (c)	Attribution% (d)	Drop off % (e)	Impact (G)	Calculating Social Return			
Who do we have an effect on? Who has an effect on us?	Source	Quantity		Duration	Financial Proxy	value in currency (B)	Source	Proportion of changes that would have still happened without the activity	Proportion of changes that were the result of the contributions from other factors	Proportion of outcomes that drop off in future years	G=A*B*(1-c)*(1-d)	Discount rate%	1.040%	
	Where did you get the information from?	Percentage of changes	Number of outcomes (#)(A)	How long does it last after end of activity?	What proxy would you use to value the change?	What is the value of the change? (NT\$)	Where did you get the information from?					Year 1 (after activity)	Year 2	Year 3
Takers who were still looking for a job	Questionnaires	87%	1254	0.24	Fee for confidence-building classes	1,435	Questionnaires	38%	35%	43%	724,369	724,369.04	0.00	0.00
	Questionnaires	65%	939	0.27	Career aptitude testing and diagnosis fee	734	Questionnaires	38%	37%	47%	270,033	270,032.55	0.00	0.00
	Questionnaires	88%	1277	0.28	Fee for online resume-writing class	707	Questionnaires	38%	36%	36%	358,042	358,042.24	0.00	0.00

Stage 1		Stage 2		Stage 3				
Stakeholders	Inputs		Outputs	The Outcomes (what changes)				
Who do we have an effect on? Who has an effect on us?	Population	What do they invest?	What is the value of the inputs in currency(NT \$)	Summary of activity in numbers	chain of events	Description	Indicator	Source
					What's the relation between cause and effect?	How would the stakeholder describe the changes?	How would you measure it?	Where did you get the information from?
Takers who were still looking for a job					Takers who were still looking for a job responded that, during the activity, they asked advice from Givers about what to watch out for during interviews, and that the Givers would very happily share what they would pay attention to when interviewing a job-seeker. Thus, through consultation with a Giver, the Takers became clearer on how to present for an interview, such as needing to come ready with examples from their work experiences. Also, in order to not be nervous while interviewing, they could come up with crib-sheets of potential answers to use. In addition, some Takers responded that they learned how to guide the topics toward their strengths.	Enhanced interview expression and communication skills	<ul style="list-style-type: none"> -I have a clearer sense of how to prepare for an interview (such as preparing examples of my work experience and coming up with crib-sheets of potential answers to use). -I have a clearer sense of how to conduct myself during an interview. -I know what potential pitfalls to avoid during an interview. -I know how to guide interviewers toward questions I hope to be asked. 	Questionnaires
					Takers who were still looking for a job responded that, perhaps because the activity is free of charge, they discovered that when they were online and participating in the Resume Clinic, there frequently weren't any Givers available for consultation. They, therefore, had to frequently go online and see if there were any Givers available on the platform. Alternately, while they were in the Resume Clinic, they would have to spend a great deal of time resolving some system technical issues, which resulted in their time being wasted. In addition, a small proportion of Takers responded that, because they wanted to wait for a Giver in a specific industry or with a specific background, they would have to frequently check whether that Giver was online or not. Thus, they had to spend a great deal of time waiting to get answers to specific questions.	Feeling that time was being used inefficiently	<ul style="list-style-type: none"> -I didn't receive consultation when online; I had to check in on the Resume Clinic frequently. -I had to frequently check in on the Resume Clinic as a result of wanting to wait for specific consulting. -I experienced a system/technical problem while using the Resume Clinic. 	Questionnaires
					<u>Takers stated that this activity by 104 was great; it was very helpful for job seekers. After participating in the Resume Clinic activity, they experienced heightened positive feelings toward 104 and enhanced willingness to recommend it to friends and family. Therefore, for 104, the project created a highly significant change in terms of improved brand image.</u>	heightened positive feelings toward 104	<ul style="list-style-type: none"> -I have increased favorability toward 104 and am willing to recommend it to friends and family (haven't recommended it yet) -I have increased favorability toward 104 and have already recommended it to friends and family 	Questionnaires

Stage 1							Stage 4				Stage 5			
Stakeholder							Deadweight % (c)	Attribution % (d)	Drop off % (e)	Impact (G)	Calculating Social Return			
Who do we have an effect on? Who has an effect on us?	Source	Quantity		Duration	Financial Proxy	Value in currency (B)	Source	Proportion of changes that would have still happened without the activity	Proportion of changes that were the result of the contributions from other factors	Proportion of outcomes that drop off in future years	G=A*B*(1-c)*(1-d)	Discount rate %	1.040%	
	Where did you get the information from?	Percentage of changes	Number of outcomes (#)(A)	How long does it last after end of activity?	What proxy would you use to value the change?	What is the value of the change? (NT\$)	Where did you get the information from?					Year 1 (after activity)	Year 2	Year 3
Takers who were still looking for a job	Questionnaires	49%	708	0.27	Fee for interview consulting/practice interview	809	Questionnaires	36%	36%	48%	233,934	233,934.34	0.00	0.00
	Questionnaires	27%	389	1.00	Value that would be accrued if the time had been spent doing other things	-613	Questionnaires	0%	41%	0%	-140,192	-140,192	0	0
	Questionnaires	94%	1354	0.34	As described in the 104 corporation.			32%	30%	32%	0	0.00	0.00	0.00

Stage 1	Stage 2			Stage 3				
Stakeholders	Inputs		Outputs	The Outcomes (what changes)				
Who do we have an effect on? Who has an effect on us?	Population	What do they invest?	What is the value of the inputs in currency(NT \$)	Summary of activity in numbers	chain of events	Description	Indicator	Source
					What's the relation between cause and effect?	How would the stakeholder describe the changes?	How would you measure it?	Where did you get the information from?
Takers who were still looking for a job					Takers who were still looking for a job responded that, after participating in the Resume Clinic and consultations with Givers, Givers would provide them with some advice and encouragement. This would thus reduce the frustration they felt as a result of job rejection, as well as lighten the stress and anxiety of being on the job market.	Lessened psychological stress	<ul style="list-style-type: none"> I have decreased feelings of stress about looking for a job. My frustration and dejection in looking for work have been reduced. I have less physical discomfort (such as losing sleep or poor 	Questionnaires
Takers who have got a job offer	2653	Time	0	5,938 online one-on-one resume clinic activities with a total of 4,096 Takers, 426 general industry senior Givers and 74 104 employee Givers.	Takers who had got a job offer responded that during the activity, they would ask Givers all sorts of advice about working in different fields and qualities or abilities needed for those kinds of jobs. This helped the Takers have a better sense of how they would need to prepare to achieve their career goals, and whether the goals they had set out were suitable for them. By hearing senior workers' experiences, they gained clarity about their own career planning.	Clearer career planning	<ul style="list-style-type: none"> I gained a clearer sense of what jobs my unique qualifications make me suited to. My career goals became more clearly focused on specific paths. 	Questionnaires
					Takers who had got a job offer responded that, when participating in the activity online, they preferred to wait for specific Givers; however, they would then discover that specific Giver was rarely online, or that Giver was online but already doing consultation with another Taker. Therefore, they would have to spend a great deal of time waiting. Sometimes, system technical issues also took a lot of time to be solved. The Takers, as a result, felt that their time wasn't being put into best use.	Feeling that time was being used inefficiently	<ul style="list-style-type: none"> I didn't receive consultation when online; I had to check in on the Resume Clinic frequently. I had to frequently check in on the Resume Clinic as a result of wanting to wait for specific consulting. I experienced a system/technical problem while using the Resume Clinic 	Questionnaires
					Takers stated that this activity by 104 was great; it was very helpful for job seekers. After participating in the Resume Clinic activity, they experienced heightened positive feelings toward 104 and enhanced willingness to recommend it to friends and family. Therefore, for 104, the project created a highly significant change in terms of improved brand image.	heightened positive feelings toward 104	<ul style="list-style-type: none"> I have increased favorability toward 104 and am willing to recommend it to friends and family (haven't recommended it yet) I have increased favorability toward 104 and have already recommended it to friends and family 	Questionnaires

Stage 1							Stage 4			Stage 5				
Stakeholder							Deadweight % (c)	Attribution % (d)	Drop off % (e)	Impact (G)	Calculating Social Return			
Who do we have an effect on? Who has an effect on us?	Source	Quantity		Duration	Financial Proxy	Value in currency (B)	Source	Proportion of changes that would have still happened without the activity	Proportion of changes that were the result of the contributions from other factors	Proportion of outcomes that drop off in future years	G=A*B*(1-c)*(1-d)	Discount rate%	1.040%	
	Where did you get the information from?	Percent age of changes	Number of outcomes (#)(A)	How long does it last after end of activity?	What proxy would you use to value the change?	What is the value of the change? (NT\$)	Where did you get the information from?					Year 1 (after activity)	Year 2	Year 3
Takers who were still looking for a job	Questionnaires	66%	956	0.16	Fee to work out and relax in a gym	1,500	Questionnaires	56%	48%	0%	331,158	331,158.02	0.00	0.00
								30%	38%					
Takers who have got a job offer	Questionnaires	65%	1726	0.27	Career aptitude testing and diagnosis fee	734	Questionnaires	38%	37%	47%	496,276	496,276.04	0.00	0.00
	Questionnaires	27%	715	1.00	Value that would be accrued if the time had been spent doing other things	-613	Questionnaires	0%	41%	0%	-257,651	-257,650.92	0.00	0.00
	Questionnaires	94%	2489	0.34	As described in the 104 corporation.			32%	30%	32%	0	0.00	0.00	0.00

Stage 1		Stage 2		Stage 3				
Stakeholders		Inputs		Outputs	The Outcomes (what changes)			
Who do we have an effect on? Who has an effect on us?	Population	What do they invest?	What is the value of the inputs in currency(NT \$)	Summary of activity in numbers	chain of events	Description	Indicator	Source
					What's the relation between cause and effect?	How would the stakeholder describe the changes?	How would you measure it?	Where did you get the information from?
Takers who have got a job offer	2653	Time	0	5,938 online one-on-one resume clinic activities with a total of 4,096 Takers, 426 general industry senior Givers and 74 104 employee Givers.	Takers who had got a job offer responded that during the activity, they would ask Givers all sorts of advice about working in different fields and qualities or abilities needed for those kinds of jobs. This helped the Takers have a better sense of how they would need to prepare to achieve their career goals, and whether the goals they had set out were suitable for them. <u>By hearing senior workers' experiences, they gained clarity about their own career planning.</u>	Clearer career planning	<ul style="list-style-type: none"> •I gained a clearer sense of what jobs my unique qualifications make me suited to. •My career goals became more clearly focused on specific paths. 	Questionnaires
					Takers who had got a job offer responded that, when participating in the activity online, they preferred to wait for specific Givers; however, they would then discover that specific Giver was rarely online, or that Giver was online but already doing consultation with another Taker. Therefore, they would have to spend a great deal of time waiting. Sometimes, system technical issues also took a lot of time to be solved. The Takers, as a result, felt that their time wasn't being put into best use.	Feeling that time was being used inefficiently	<ul style="list-style-type: none"> •I didn't receive consultation when online; I had to check in on the Resume Clinic frequently. •I had to frequently check in on the Resume Clinic as a result of wanting to wait for specific consulting. •I experienced a system/technical problem while using the Resume Clinic 	Questionnaires
					<u>Takers stated that this activity by 104 was great; it was very helpful for job seekers. After participating in the Resume Clinic activity, they experienced heightened positive feelings toward 104 and enhanced willingness to recommend it to friends and family. Therefore, for 104, the project created a highly significant change in terms of improved brand image.</u>	heightened positive feelings toward 104	<ul style="list-style-type: none"> •I have increased favorability toward 104 and am willing to recommend it to friends and family (haven't recommended it yet) •I have increased favorability toward 104 and have already recommended it to friends and family 	Questionnaires
					<u>Takers who had got a job offer responded that, when participating in the Resume Clinic, Givers provided them with some advice and encouragement, which lessened the stress and pressure of finding a job. This would thus lighten the psychological stress and anxiety of being on the job market.</u>	Lessened psychological stress	<ul style="list-style-type: none"> •I have decreased feelings of stress about looking for a job. •My frustration and dejection in looking for work have been reduced. •I have less physical discomfort (such as losing sleep or poor 	Questionnaires

Stage 1							Stage 4				Stage 5			
Stakeholder							Deadweight % (c)	Attribution % (d)	Drop off % (e)	Impact (G)	Calculating Social Return			
Who do we have an effect on? Who has an effect on us?	Source	Quantity		Duration	Financial Proxy	Value in currency (B)	Source	Proportion of changes that would have still happened without the activity	Proportion of changes that were the result of the contributions from other factors	Proportion of outcomes that drop off in future years	G=A*B*(1-c)*(1-d)	Discount rate %	1.040%	
	Where did you get the information from?	Percentage of changes	Number of outcomes (#)/(A)	How long does it last after end of activity?	What proxy would you use to value the change?	What is the value of the change? (NT\$)	Where did you get the information from?					Year 1 (after activity)	Year 2	Year 3
Takers who have got a job offer	Questionnaires	65%	1726	0.27	Career aptitude testing and diagnosis fee	734	Questionnaires	38%	37%	47%	496,276	496,276.04	0.00	0.00
	Questionnaires	27%	715	1.00	Value that would be accrued if the time had been spent doing other things	-613	Questionnaires	0%	41%	0%	-257,651	-257,650.92	0.00	0.00
	Questionnaires	94%	2489	0.34	As described in the 104 corporation.			32%	30%	32%	0	0.00	0.00	0.00
	Questionnaires	73%	1927	0.27	Fee to work out and relax in a gym	1,500	Questionnaires	46%	51%	0%	770,311	770,310.52	0.00	0.00

Stage 1		Stage 2		Stage 3				
Stakeholders		Inputs		Outputs	The Outcomes (what changes)			
Who do we have an effect on? Who has an effect on us?	Population	What do they invest?	What is the value of the inputs in currency(NT \$)	Summary of activity in numbers	chain of events	Description	Indicator	Source
					What's the relation between cause and effect?	How would the stakeholder describe the changes?	How would you measure it?	Where did you get the information from?
Takers who have got a job offer					The Givers would provide them with concrete advice on how to adjust their resumes and express themselves during interviews, which gave the Takers enhanced job-seeking abilities. All of these gave substantial help to Takers who subsequently found jobs, and shortened the amount of time it took for them to find jobs.As they had no incomes during these job-seeking periods, shortening the periods resulted in lessened economic stress.	Lessened economic stress	•My economic stress as a result of looking for work has been lessened.	Questionnaires
General industry senior Givers	426	Time	1,092,187	5,938 online one-on-one resume clinic activities with a total of 4,096 Takers, 426 general industry senior Givers and 74 104 employee Givers.	General industry senior Givers responded that, through this activity, they were able to use what they had learned and experienced to impact others. As a result, they gained a sense of accomplishment. This also made them more willing to do this type of volunteer work and serve those who need help, which gave them a sense of satisfaction.	Gained a sense of satisfaction	•Takers responded that they gained from the experience, and I felt that I was able to help others. •I'm more willing to increase the amount of time I spend volunteering.	Questionnaires
					General industry senior Givers responded that the experience of volunteering as a Giver in the Resume Clinic became a highlight for their own resumes. They also received positive feedback and praise from others as a result.	Improved self-image	•I actively bring up the topic of this volunteer experience with others. •Others have shown approval of my volunteering for the 104 Resume Clinic.	Questionnaires
					General industry senior Givers responded that, prior to participating in this activity, they had never conceived of themselves as being able to consult with or help others. However, as a result of this activity, they discovered that their personal, everyday work and life experiences were worth sharing with others; that sharing their experiences was easy to do; and that others would gain from the experiences they shared. As a result, the Givers felt increased self-confidence and increased willingness to share what they knew and had experienced.	Gained confidence in sharing experiences	•I'm more willing to share my experiences. •I feel that sharing my experiences isn't so difficult. •I feel less nervous about sharing my experiences.	Questionnaires

Stage 1							Stage 4			Stage 5				
Stakeholder							Deadweight % (c)	Attribution % (d)	Drop off % (e)	Impact (G)	Calculating Social Return			
Who do we have an effect on? Who has an effect on us?	Source	Quantity		Duration	Financial Proxy	Value in currency (B)	Source	Proportion of changes that would have still happened without the activity	Proportion of changes that were the result of the contributions from other factors	Proportion of outcomes that drop off in future years	G=A*B*(1-c)*(1-d)	Discount rate %	1.040%	
	Where did you get the information from?	Percentage of changes	Number of outcomes (#)(A)	How long does it last after end of activity?	What proxy would you use to value the change?	What is the value of the change? (NT\$)	Where did you get the information from?					Year 1 (after activity)	Year 2	Year 3
Takers who have got a job offer	Questionnaires	100%	2653	0.25	Average salary for the lessened period of time before getting a job offer	76,720	Questionnaires	52%	51%	0%	47,876,017	47,876,016.81	0.00	0.00
											0	0.00	0.00	0.00
General industry senior Givers	Questionnaires	87%	372	0.71	Donation to a public welfare event	4,026	Questionnaires	54%	35%	0%	447,180	447,180.20	0.00	0.00
	Questionnaires	58%	248	0.78	Value of time spent working as a lecturer	4,004	Questionnaires	50%	43%	0%	280,250	280,250.28	0.00	0.00
	Questionnaires	69%	294	0.79	Fee for confidence-building classes	3,801	Questionnaires	52%	46%	0%	290,875	290,874.60	0.00	0.00

Stage 1		Stage 2		Stage 3				
Stakeholders		Inputs		Outputs	The Outcomes (what changes)			
Who do we have an effect on? Who has an effect on us?	Popula tion	What do they invest?	What is the value of the inputs in currency(NT \$)	Summary of activity in numbers	chain of events	Description	Indicator	Source
					What's the relation between cause and effect?	How would the stakeholder describe the changes?	How would you measure it?	Where did you get the information from?
General industry senior Givers					General industry senior Givers responded that, through the activity, they came face to face with many job seekers. They gained opportunities for direct interaction and discussion and gained a better understanding of the situations and issues today's job seekers face. Also, because of the interaction, they gained a better ability to see things from others' point of view. Or, through the process of interacting with the job seekers, they had a better sense of young people's thinking and didn't hold stereotypes about them anymore, and their views on young people at work have changed. It is very helpful to them in the execution of work, including communication with young colleagues or interview others. Since they can think about things from the perspective of others, they perform more smoothly at work, and as a result used empathetic attitude to approach the issue.	Increased empathy	<ul style="list-style-type: none"> •I can empathize with job seekers' feelings. •I take others' perspective when thinking about how to communicate with them. •I have a better sense of young people's thinking; I don't hold those stereotypes about them anymore, and my views on young people have changed. •I've become more friendly and kind toward job seekers. 	Questionnaires
					General industry senior Givers responded that, during the process of interacting with Takers, they gained a clearer sense of current job seekers' thoughts and abilities. They thus gained personal experience in judging and interviewing job seekers. They could improve their professionals due to reaching more different resumes than their current job. At the same time, they also gained experience interacting and communicating with others. As a result, they enhanced some skills and abilities in communicating with and understanding others in their own workplaces. Sometimes Givers would also be asked questions about industries or jobs that they were relatively unfamiliar with, which would inspire them to explore more about those fields. The Givers could improve their working ability through the work-related interdisciplinary knowledge, which is necessary to get promoted. As a result, Givers were also inspired to enhance their own work capacity.	Enhanced working ability	<ul style="list-style-type: none"> •I have gotten a deeper understanding of other industries and fields of work which benefited my work. •I have applied newly learned knowledge or ability in my job. •I have improved my current skill at work. •I have picked up my previously learned knowledge or ability in my job. •I have inspired and did polish my work-related skill. 	Questionnaires

Stage 1							Stage 4			Stage 5				
Stakeholder							Deadweight % (c)	Attribution% (d)	Drop off % (e)	Impact (G)	Calculating Social Return			
Who do we have an effect on? Who has an effect on us?	Source	Quantity		Duration	Financial Proxy	Value in currency (B)	Source	Proportion of changes that would have still happened without the activity	Proportion of changes that were the result of the contributions from other factors	Proportion of outcomes that drop off in future years	G=A*B*(1-c)*(1-d)	Discount rate%	1.040%	
	Where did you get the information from?	Percentage of changes	Number of outcomes (#)(A)	How long does it last after end of activity?	What proxy would you use to value the change?	What is the value of the change? (NT\$)	Where did you get the information from?					Year 1 (after activity)	Year 2	Year 3
General industry senior Givers	Questionnaires	71%	302	0.81	Fee for an empathy workshop	1,409	Questionnaires	52%	50%	0%	102,759	102,759.05	0.00	0.00
	Questionnaires	55%	232	0.83	Fee for industry forum	2,018	Questionnaires	48%	44%	0%	135,320	135,320.48	0.00	0.00

Stage 1	Stage 2			Stage 3				
Stakeholders	Inputs		Outputs	The Outcomes (what changes)				
Who do we have an effect on? Who has an effect on us?	Population	What do they invest?	What is the value of the inputs in currency(NT \$)	Summary of activity in numbers	chain of events	Description	Indicator	Source
					What's the relation between cause and effect?	How would the stakeholder describe the changes?	How would you measure it?	Where did you get the information from?
General industry senior Givers					General industry senior Givers responded that the activity's online platform system occasionally had some delays, or that there were technical issues using the system. These reduced the actual time available to do consulting. When Takers click to consult without timely interaction it would sometimes result in the Giver having to wait online for the Taker, which resulted in increased time spent waiting for nothing.	Feeling that time was being used inefficiently	<ul style="list-style-type: none"> Takers sometimes contact the Giver but then don't respond, resulting in increased time waiting for nothing. I experienced a system/technical problem while using the Resume Clinic. 	Questionnaires
					Givers responded that, through this platform, they were able to help others who need help, and that it is a great platform. After participating in the Resume Clinic activity, they experienced heightened positive feelings toward 104 and enhanced willingness to recommend it to friends and family. Therefore, for 104, the project created a highly significant change in terms of improved brand image.	heightened positive feelings toward 104	<ul style="list-style-type: none"> I have increased favorability toward 104 and am willing to recommend it to friends and family (haven't recommended it yet) I have increased favorability toward 104 and have already recommended it to friends and family 	Questionnaires
104 employee Givers	74	Time	118,554	5,938 online one-on-one resume clinic activities with a total of 4,096 Takers, 426 general industry senior Givers and 74 104 employee	104 employee Givers responded that, during the activity, when they gave the Takers encouragement and advice and shared their personal experiences, they unexpectedly received a positive response from the Takers. This was a great encouragement to them, and they felt that what they had shared was of great value.	Gained a sense of satisfaction	<ul style="list-style-type: none"> Takers responded that they gained from the experience, and I felt that I was able to help others. I'm more willing to increase the amount of time I spend volunteering. 	Questionnaires
					104 employee Givers responded that, based on sharing about their own career experiences, many Takers gave them positive responses. They discover that there were so many ways and techniques available for sharing experiences. They also felt that, through interacting with the Takers, they were truly able to impact another person's future. They surely received a positive response from Takers when they were devoted with efforts. As a result, they became more self-confident and more willing to share their experiences in life and work.	Gained confidence in sharing experiences	<ul style="list-style-type: none"> I'm more willing to share my experiences. I feel that sharing my experiences isn't so difficult. I feel less nervous about sharing my experiences. 	Questionnaires

Stage 1							Stage 4			Stage 5				
Stakeholder							Deadweight % (c)	Attribution % (d)	Drop off % (e)	Impact (G)	Calculating Social Return			
Who do we have an effect on? Who has an effect on us?	Source	Quantity		Duration	Financial Proxy	Value in currency (B)	Source	Proportion of changes that would have still happened without the activity	Proportion of changes that were the result of the contributions from other factors	Proportion of outcomes that drop off in future years	G=A*B*(1-c)*(1-d)	Discount rate %	1.040%	
	Where did you get the information from?	Percentage of changes	Number of outcomes (#)(A)	How long does it last after end of activity?	What proxy would you use to value the change?	What is the value of the change? (NT\$)	Where did you get the information from?					Year 1 (after activity)	Year 2	Year 3
General industry senior Givers	Questionnaires	26%	111	1.00	Value that would be accrued if the time had been spent doing other things	-2,090	Questionnaires	0%	48%	0%	-120,077	-120,077	0.00	0.00
	Questionnaires	90%	385	0.82	As described in the 104 corporation.			40%	36%	0%	0	0.00	0.00	0.00
			0								0	0.00	0.00	0.00
104 employee Givers	Questionnaires	83%	62	0.65	Donation to a public welfare event	5,075	Questionnaires	48%	34%	0%	108,166	108,166.22	0.00	0.00
	Questionnaires	61%	45	0.75	Fee for confidence-building classes	4,613	Questionnaires	55%	50%	0%	47,413	47,412.53	0.00	0.00

Stage 1		Stage 2		Stage 3				
Stakeholders		Inputs		Outputs	The Outcomes (what changes)			
Who do we have an effect on? Who has an effect on us?	Population	What do they invest?	What is the value of the inputs in currency(NT \$)	Summary of activity in numbers	chain of events	Description	Indicator	Source
					What's the relation between cause and effect?	How would the stakeholder describe the changes?	How would you measure it?	Where did you get the information from?
104 employee Givers				Givers.	104 employee Givers responded that, through this activity, they met a wider variety of people who were lacking in job-seeking experience. Giving these kinds of people advice in a relatively straight-forward way could result in the Takers feeling discouraged. The Givers therefore frequently needed to approach the issue from a different perspective, using Takers' viewpoints to explain. The Givers also learned to use more positive and encouraging methods to provide them with advice about resumes and career paths. <u>Through the process of interacting with the job seekers, they had a better sense of young people's thinking and didn't hold stereotypes about them anymore, and their views on young people at work have changed, and as a result used empathetic attitude to approach the issue.</u>	Increased empathy	<ul style="list-style-type: none"> •I can empathize with job seekers' feelings. •I take others' perspective when thinking about how to communicate with them. •I have a better sense of young people's thinking; I don't hold those stereotypes about them anymore, and my views on young people have changed. •I've become more friendly and kind toward job seekers. 	Questionnaires
					104 employee Givers responded that they thought it was great that 104 had implemented this activity. It helped them feel pride as employees and made their work more meaningful. No longer were they just pursuing KPIs; they were able to really give back something valuable to society. As a result, they would contribute themselves to work more passionately, and identify more positively with the company.	Increased identification with the company	<ul style="list-style-type: none"> •I feel like my work isn't just work; I'm able to give back to society. •Increased identification with the company •Increased sense of accomplishment in work 	Questionnaires
					104 employee Givers responded that sometimes after Takers would send them a message saying they wanted to consult on a question, there would be no further response. They would have to wait for the Taker's reply. Even though in this situation, they were unable to actively request to end the consultation in order to give the Taker a better experience. This meant a lot of time was often spent waiting.	Feeling that time was being used inefficiently	<ul style="list-style-type: none"> •Takers sometimes contact the Giver but then don't respond, resulting in increased time waiting for nothing. •I experienced a system/technical problem while using the Resume Clinic. 	Questionnaires

Stage 1							Stage 4			Stage 5				
Stakeholder							Deadweight % (c)	Attribution % (d)	Drop off % (e)	Impact (G)	Calculating Social Return			
Who do we have an effect on? Who has an effect on us?	Source	Quantity		Duration	Financial Proxy	Value in currency (B)	Source	Proportion of changes that would have still happened without the activity	Proportion of changes that were the result of the contributions from other factors	Proportion of outcomes that drop off in future years	G=A*B*(1-c)*(1-d)	Discount rate%	1.040%	
	Where did you get the information from?	Percentage of changes	Number of outcomes (#)(A)	How long does it last after end of activity?	What proxy would you use to value the change?	What is the value of the change? (NT\$)	Where did you get the information from?					Year 1 (after activity)	Year 2	Year 3
104 employee Givers	Questionnaires	69%	51	0.74	Fee for an empathy workshop	1,948	Questionnaires	50%	49%	0%	25,532	25,532.43	0.00	0.00
	Questionnaires	69%	51	0.75	Salary that they would be willing to earn to work outside regular work	4,043	Questionnaires	51%	46%	0%	54,981	54,981.20	0.00	0.00
	Questionnaires	22%	16	1.00	Value that would be accrued if the time had been spent doing other things	-1,040	Questionnaires	0%	53%	0%	-8,017	-8,017	0	0

Stage 1	Stage 2		Stage 3					
Stakeholders	Inputs		Outputs	The Outcomes (what changes)				
Who do we have an effect on? Who has an effect on us?	Population	What do they invest?	What is the value of the inputs in currency(NT \$)	Summary of activity in numbers	chain of events	Description	Indicator	Source
					What's the relation between cause and effect?	How would the stakeholder describe the changes?	How would you measure it?	Where did you get the information from?
104 employee Givers					Givers responded that, through this platform, they were able to help others who need help, and that it is a great platform. After participating in the Resume Clinic activity, they experienced heightened positive feelings toward 104 and enhanced willingness to recommend it to friends and family. Therefore, for 104, the project created a highly significant change in terms of improved brand image.	heightened positive feelings toward 104	<ul style="list-style-type: none"> -I have increased favorability toward 104 and am willing to recommend it to friends and family (haven't recommended it yet) -I have increased favorability toward 104 and have already recommended it to friends and family 	Questionnaires
104 corporation	1	Platform establishment costs	1,099,780		<p>104 responded that putting forward this project was primarily motivated by using their own resources to provide an online platform that, with the introduction of external, third-party, senior workers, could help job seekers. By allowing both sides to help each other, not only can 104 make manifest their corporate social responsibility, but they are also able through the activity to accelerate the rate at which job seekers renew their resumes on the 104 website. This is intended to increase the number of members with resumes, and enhance the company's corporate image.</p> <p>In addition, Takers stated that this activity by 104 was great; it was very helpful for job seekers. Givers, on the other hand, responded that, through this platform, they were able to help others who need help, and that it is a great platform. After participating in the Resume Clinic activity, they experienced heightened positive feelings toward 104 and enhanced willingness to recommend it to friends and family. Therefore, for 104, the project created a highly significant change in terms of improved brand image.</p>	Improved brand image		Questionnaires
		Platform maintenance costs	981,070					

Stage 1							Stage 4			Stage 5				
Stakeholder							Deadweight % (c)	Attribution % (d)	Drop off % (e)	Impact (G)	Calculating Social Return			
Who do we have an effect on? Who has an effect on us?	Source	Quantity		Duration	Financial Proxy	Value in currency (B)	Source	Proportion of changes that would have still happened without the activity	Proportion of changes that were the result of the contributions from other factors	Proportion of outcomes that drop off in future years	G=A*B*(1-c)*(1-d)	Discount rate %	1.040%	
	Where did you get the information from?	Percentage of changes	Number of outcomes (#)(A)	How long does it last after end of activity?	What proxy would you use to value the change?	What is the value of the change? (NT\$)	Where did you get the information from?					Year 1 (after activity)	Year 2	Year 3
104 employee Givers	Questionnaires	89%	66	0.72	As described in the 104 corporation.			48%	45%	0%	0	0.00	0.00	0.00
											0			
104 corporation	Questionnaires		1	0.63	Savings in member recruitment/promotion costs	9,109,907	Questionnaire and company internal data	40%	37%	11%	3,436,275	3,436,275.50	0.00	0.00

Stage 1		Stage 2		Stage 3		The Outcomes (what changes)				
Stakeholders		Inputs		Outputs						
Who do we have an effect on? Who has an effect on us?	Population	What do they invest?	What is the value of the inputs in currency(NT\$)	Summary of activity in numbers	chain of events		Description	Indicator		Source
					What's the relation between cause and effect?		How would the stakeholder describe the changes?	How would you measure it?		Where did you get the information from?
		Platform maintenance costs	981,070							
		Advertising costs	8,666,272							
Total Input			11,957,863							

Stage 1							Stage 4			Stage 5				
Stakeholder							Deadweight % (c)	Attribution % (d)	Drop off % (e)	Impact (G)	Calculating Social Return			
Who do we have an effect on? Who has an effect on us?	Source	Quantity		Duration	Financial Proxy	Value in currency (B)	Source	Proportion of changes that would have still happened without the activity	Proportion of changes that were the result of the contributions from other factors	Proportion of outcomes that drop off in future years	G=A*B*(1-c)*(1-d)	Discount rate %	1.040%	
	Where did you get the information from?	Percent age of changes	Number of outcomes (#)(A)	How long does it last after end of activity?	What proxy would you use to value the change?	What is the value of the change? (NT\$)	Where did you get the information from?					Year 1 (after activity)	Year 2	Year 3
Total Input										Total	55,462,955	55,462,955.10	0.00	0.00

Present value of each year	55,462,955	55,462,955	0	0
Total Present Value (PV)	55,462,955			
Net Present Value (PV minus the investment)	43505092			
Social Return Value per amount invested	4.64			