



**VolunteerPro**<sup>SM</sup>  
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# 2016 Volunteer Management Progress Report

February 23, 2016

"I would like to see the results of surveys like this really leveraged to help advocate for our profession, as many organizations would not function without their volunteers, yet their leadership is by and large ignored."



#vmprogress2016



# Welcome to the Conversation ...

In the Fall of 2015, we launched our first ever Volunteer Management Progress Report survey. The goal of the survey was to paint a more complete picture of today's volunteer management professionals while taking into account their organizational characteristics, resources, location, etc.

I invited Trina Willard, Owner and Principal of the Knowledge Advisory Group, to help with the survey design and analysis, so that we could offer a more in-depth view of the data.

The result is our first "state of the industry" report with information related to volunteer management practices, challenges, and needs. We hope the results will start a conversation about how to best support our field and provide a valuable resource when advocating for volunteerism both within your organization and outside it.

All the Best,

Tobi Johnson, MA, CVA  
Founder, Tobi Johnson & Associates | VolunteerPro



Trina Willard  
Owner and Principal, Knowledge Advisory Group



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# Tweetable Moments

@volpronet, #vmprogress2016  
<http://volpro.net/volunteer-management-progress-report/>

Just Released: 2016 #Volunteer Management Progress Report - [bit.ly/1N6aP8H](http://bit.ly/1N6aP8H)  
 #vmprogress2016 @volpronet @Trina\_Willard

THX @Trina\_Willard for her analysis of the 2016 #Volunteer Management Progress Report -  
[bit.ly/1N6aP8H](http://bit.ly/1N6aP8H) #vmprogress2016

THX to all #volunteer managers who participated in the 2016 #Volunteer Management  
 Progress Report! [bit.ly/1N6aP8H](http://bit.ly/1N6aP8H) #vmprogress2016

THX to @VolunteerMatch @UnitedWay @PointsofLight for promoting #volunteer mgmt  
 research #vmprogress2016 - [bit.ly/1N6aP8H](http://bit.ly/1N6aP8H)

THX to @VolunteerALIVE @cvacert @NLMacduff for promoting #volunteer mgmt research  
 #vmprogress2016 - [bit.ly/1N6aP8H](http://bit.ly/1N6aP8H)

81% of volunteer managers agree that more training would increase their effectiveness  
 #vmprogress2016 [bit.ly/1N6aP8H](http://bit.ly/1N6aP8H) @volpronet

67% of volunteer managers plan to be working in the the field 3 years from now  
 #vmprogress2016 - [bit.ly/1N6aP8H](http://bit.ly/1N6aP8H) @volpronet

Nearly 80% of volunteer coordinators are Somewhat or Very Satisfied with their role  
 #vmprogress2016 - [bit.ly/1N6aP8H](http://bit.ly/1N6aP8H) @volpronet

The top job titles for leaders of #volunteers are Coordinator (39%), Manager (27%), Director  
 (19%) #vmprogress2016 - [bit.ly/1N6aP8H](http://bit.ly/1N6aP8H) @volpronet

Almost half of the orgs do not reimburse volunteers for expenses regardless of budget [bit.ly/1N6aP8H](http://bit.ly/1N6aP8H)  
 #vmprogress2016 @volpronet

#volunteer roles are diverse - orgs use volunteers for an average of 5.6 per org  
 #vmprogress2016 @volpronet - [bit.ly/1N6aP8H](http://bit.ly/1N6aP8H)

There is little correlation between #volunteer manager satisfaction & org budget or salary  
 #vmprogress2016 @volpronet - [bit.ly/1N6aP8H](http://bit.ly/1N6aP8H)

49.1% of #volunteer orgs conduct State & 40.8% conduct National criminal background  
 #vmprogress2016 @volpronet - [bit.ly/1N6aP8H](http://bit.ly/1N6aP8H)

#volunteer orgs with more paid employees also tend to have more volunteers  
 #vmprogress2016 @volpronet - [bit.ly/1N6aP8H](http://bit.ly/1N6aP8H)



# About the Survey

The questionnaire was developed with input from colleagues and an evaluation expert. It included 41 closed and open-ended questions of which most were optional. It was administered online only using the SurveyMonkey platform.

A link to the questionnaire was distributed through a broad range of volunteer networks. Responses were collected from November 9 to December 21, 2016. A total of 1,068 volunteer administrators (paid & volunteer) from 13 countries chose to respond; 29 were disqualified because they did not work with volunteers, and approximately 950 completed most of the questionnaire.

For its first deployment, the survey was available globally, but not promoted extensively outside the United States. In the future, we will expand its reach through global partners.

Based on a conservative estimated total population of 1.5 million nonprofits in the United States, our result represents a confidence level of 95% with a +/- 3% margin of error.

Most who started the survey completed it, which indicated a strong interest in the topic and a strong response to the call to action to come together and make voices heard on behalf of the field of volunteerism. In future years, we hope to collect enough responses so that results can be further segmented and analyzed by more in-depth cohorts.

Note: Because no standard job title exists, we use the job titles of volunteer coordinator, manager, director, and administrator interchangeably throughout this report.

## Many Thanks to Our Distribution Partners!

The following organizations supported the survey by promoting it to their networks. Thank you, one and all!

- Council for Certification in Volunteer Administration (CCVA)
- Points of Light/HandsOn Network
- VolunteerMatch.org
- United Way Worldwide
- Volunteer Today
- Association of Leaders in Volunteer Engagement (ALIVE!)

Special thanks to Jason Frenzel, CVA, who reviewed the questionnaire and has offered many useful suggestions and insights.



# What We Hoped to Learn

- The top challenges for today's volunteer administrators ([see page 20](#))
- The current professional development needs of leaders of volunteers ([see page 21](#))
- How the structure of the job (job title, employment type, who report to, primary work schedule, job roles), supervisory responsibilities compare ([see pages 11, 23, 25](#))
- How the number of volunteers engaged compares across organizations of different sizes and budget ([see pages 28-30](#))
- What the majority of programs are doing regarding frequency of recruitment campaigns, screening activities, volunteer reimbursements, and volunteer roles ([see pages 32-34](#))
- How volunteer managers compare on their work, satisfaction, and intent to continue in the field ([see pages 36-38](#))

## What Surprised Us

- Those working the field are surprisingly homogeneous – 89% of respondents were Caucasian. ([see page 10](#))
- 5% of those surveyed (47 people) are unpaid volunteers who are responsible for volunteer coordination. Surprisingly, about 30% of these volunteers also indicated that they supervise paid staff in their organizations. ([see page 25](#))
- The salaries of paid leaders of volunteers do not appear to correlate with job title or certification attained. ([see page 13-14](#))
- There are no strong relationships between the titles used for volunteer managers and the number of organizational volunteers. ([see page 28](#))

## Why conduct a survey like this? Many stakeholders need this info:

- Volunteer resource managers can benefit from seeing how their colleagues rate their own priorities, challenges, and opportunities.
- Volunteer-led organizations need clear benchmarks to help them make meaningful comparisons and informed decisions about their volunteer engagement.
- Nonprofit consultants, trainers, and capacity builders like us need to know which are the greatest needs for our field.

# + General Impressions

- Leading volunteers is both challenging and rewarding. Volunteer coordinators are inspired by volunteers themselves and the job of making a difference.
- Many volunteer coordinators are seeking an advocate that can help them educate others about their challenges and needs.
- Some volunteer administrators feel their work is unfairly undervalued and under-resourced when compared to colleagues with similar levels of responsibility, most notably development or fundraising departments.
- Many volunteer managers feel a lack of clear professional identity or standards. They often are charged with a wide variety of roles, in addition to volunteer management, that stretch them in ways that sometimes feel unreasonable.
- Although overwhelmed, not all volunteer coordinators are aware of the free and low-cost support resources that already exist for them.
- Volunteerism isn't just a "feel good add-on" or a community relations exercise for organizations. Leaders of volunteers feel very connected to the cause for organizational identity. They want to solve real community problems and want to hear stories and examples from others so that they can do even better.

"Why isn't volunteer administration considered as essential as development?"

"The public knows about the incredible contributions of volunteerism but we need a "champion" to inform society that this valuable community resource must be organized to make it effective. Volunteer managers are an essential piece of the landscape."

"Yes, we need a method to develop more standardized "best practices" with supported data and published results which would benefit the profession."



## Who Did We Survey?



# Causes

Primary Organizational Causes	Response Percent
<b>Arts, Culture, and Humanities/History/Museums</b>	<b>6%</b>
Business/Trade Orgs/Professional Associations	1%
<b>Education/Libraries</b>	<b>11%</b>
<b>Environment/Parks/Wildlife</b>	<b>7%</b>
Animal Care & Welfare	4%
<b>Health Care/Medical Research/Support Services</b>	<b>18%</b>
Mental Health & Crisis Intervention/Domestic Violence	3%
Hospice	2%
Senior & Disability Services	5%
Crime-Related & Other Legal Services	1%
Employment & Training	1%
Food, Agriculture & Nutrition/Food Pantry & Delivery	4%
Housing & Shelter/Homelessness	4%
Public Safety, Disaster Preparedness & Relief	3%
Recreation & Sports	2%
Youth Development	5%
Foreign Affairs/International NGO	0%
Civil Rights, Social Action & Advocacy/Empowerment	2%
<b>Community Improvement &amp; Capacity Building</b>	<b>8%</b>
Philanthropy & Grantmaking/Volunteer Center & Placement	5%
Science & Technology	1%
Child Welfare/Family Services/Social Services	4%
Other (please specify)	4%

## What Types of Organizations Were Represented?

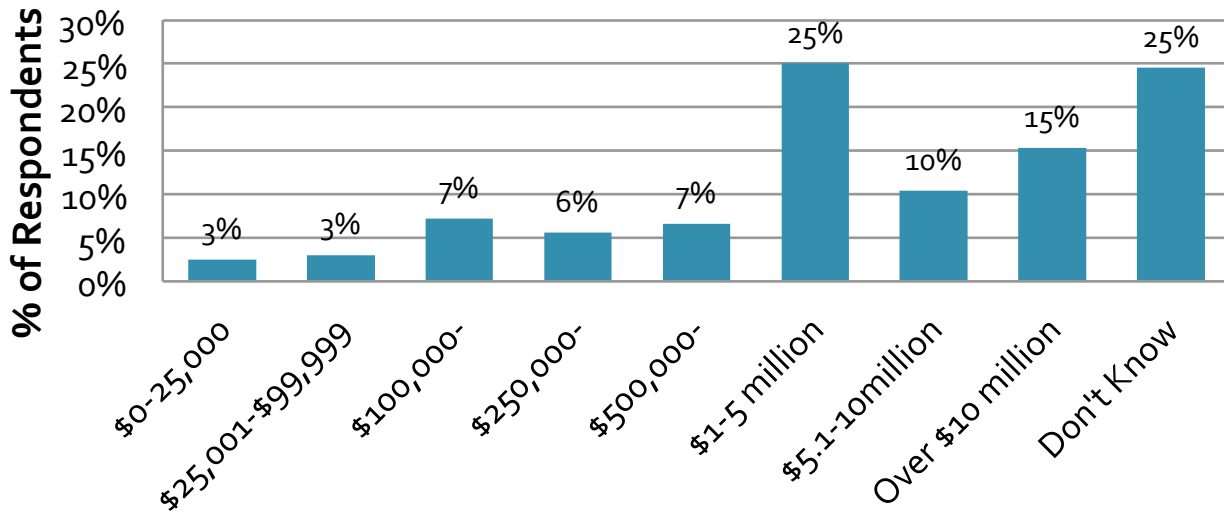
- Most categorized themselves as nonprofit organizations (73%), followed distantly by federal, state & local governments combined (17%).
- Note: Responses written in the Other (7%) category included hospice, hospitals, educational institutions, etc. We could not categorize the type without knowing more about the organization.





# Annual Budgets

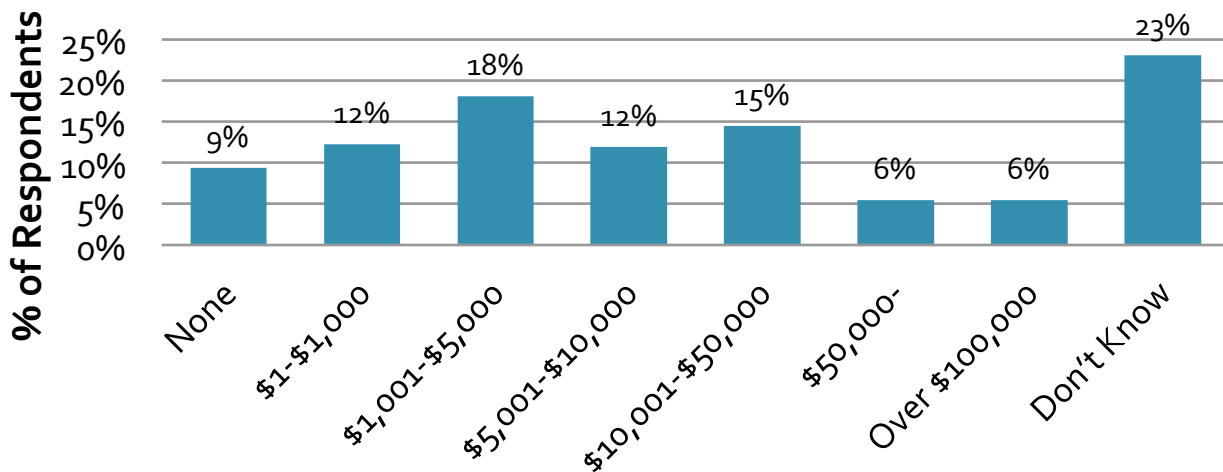
## Organization Annual Budget



Both organization and program budgets varied widely amongst respondents; however, 15% did not know their organization’s annual budget, and a nearly 23% did not know their own program budget.

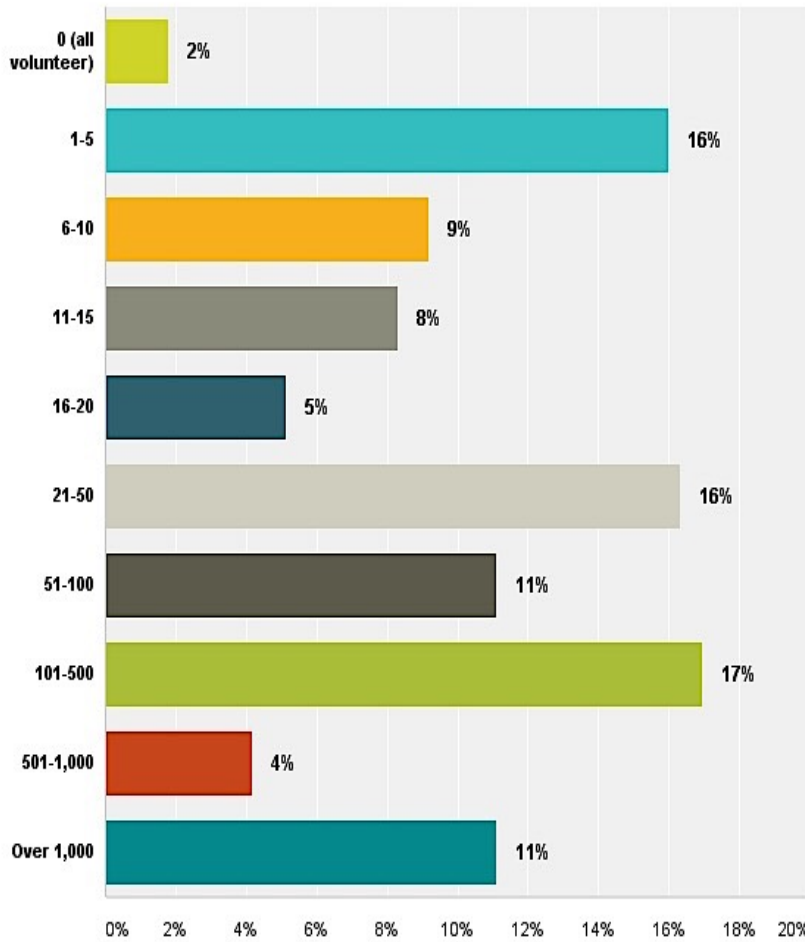
Over 50% of respondents operate on a volunteer program budget of \$10,000 or less. Just under 10% of respondents noted that they have no budget for their volunteer program.

## Program Annual Budget (excluding salaries & benefits)





# Paid Employees



18% of respondents have 5 or fewer paid staff within the organization.

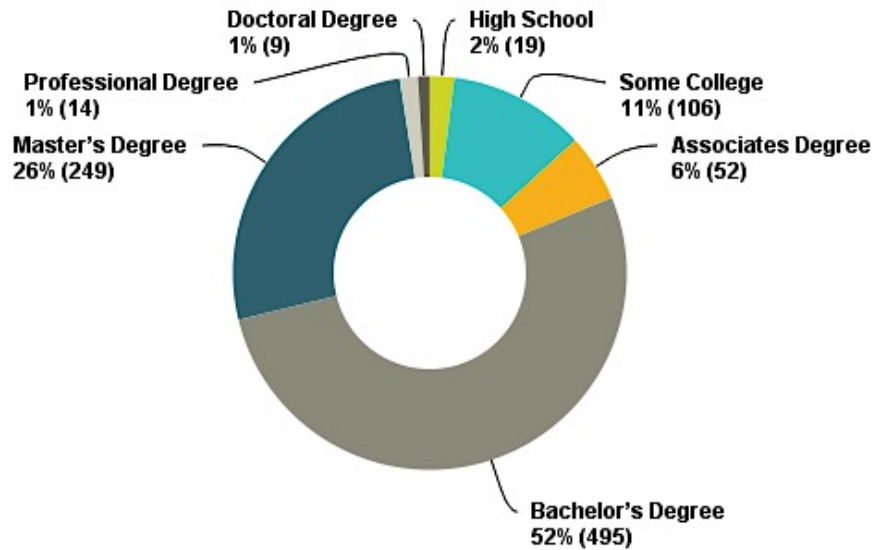
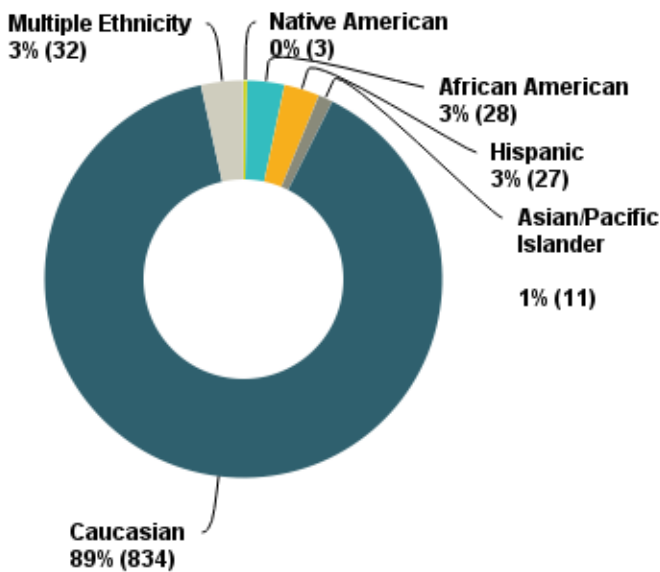
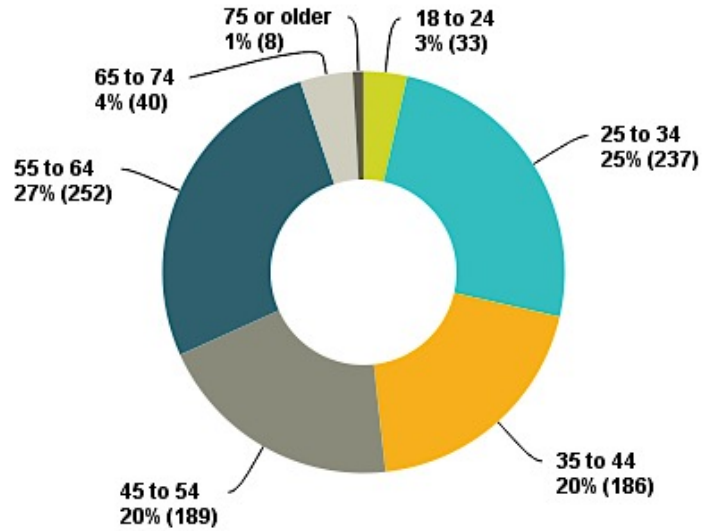
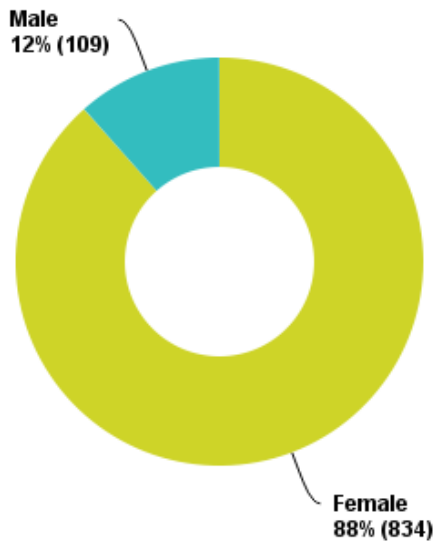
Nearly one-third (32%) reported organizations with 101 or more paid staff.

## Where Were Organizations Located?

- Most respondents noted that their organizational headquarters were located in the United States (89%). Another 8% had a headquarters located in Canada.
- The majority of respondents serve their local city/county/region within their state or province (70%), with much smaller percentages serving wider geographic regions, including their state, multi-state region, country, or beyond.



# Respondent Demographics



## Who Completed the Questionnaire?

- The vast majority of survey respondents were female (88%) and predominately White/Caucasian (89%), with very little representation of other ethnicities.
- 29% of our sample were 34 years of age or younger. Almost one-third (32%) were 55 years of age or older.
- The majority (52%) held a Bachelor's Degree, while another 26% had attained a Master's Degree.



# Job Title & Status

## What's in a Name?

Those who lead volunteers go by many job titles. The top three words included in the job titles of those who responded were:

- **Coordinator (39%)**
- **Manager (27%)**
- **Director (19%)**

The remainder were: Specialist (4%), Administrator (2%), Supervisor (2%), Assistant (1%), and None of These (7%).

The title Coordinator is more commonly used in organizations with 20 or fewer paid staff. The titles of Manager and Director are more commonly found in organizations with more than 20 paid staff.

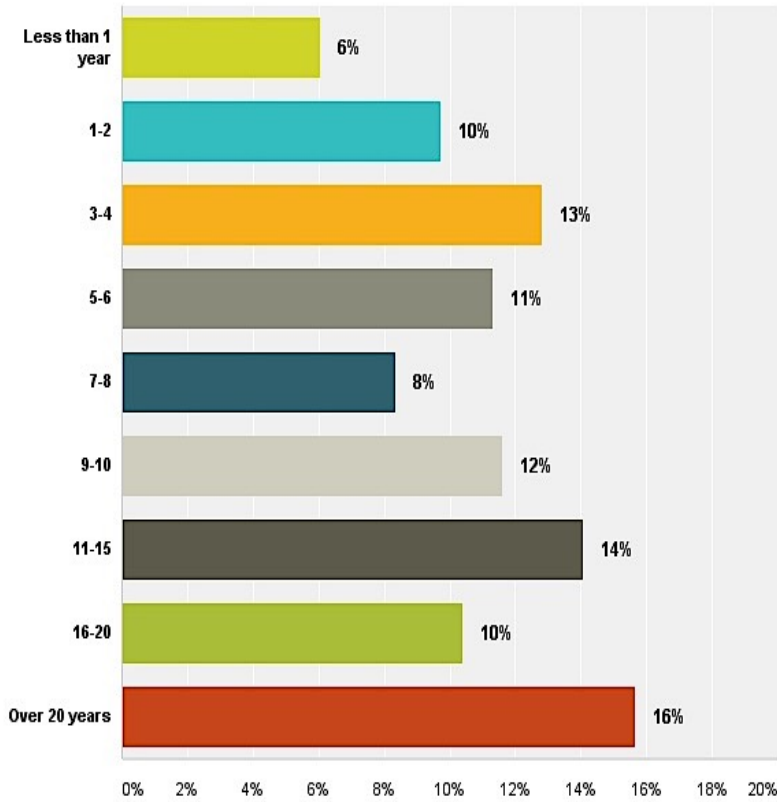
The overwhelming majority of volunteer administrators classified themselves as paid employees (92%). About 85% of respondents work full-time. 5% were unpaid volunteers.

Reports To	% Responses
<b>Executive Director</b>	<b>27%</b>
Associate Director	9%
Board Chair/President	6%
Board Vice Chair/Vice President	2%
<b>Program Director</b>	<b>18%</b>
Human Resources Manager	6%
Marketing/Communications Manager	4%
Fundraising Manager	4%
Volunteer Administrator/Volunteer Manager	6%
<b>None of These</b>	<b>20%</b>

Respondents most commonly reported to either an Executive Director or Program Director. For those that reported to an Executive Director, over half (52%) were in organizations of 15 staff or less. 20% reported to none of the positions listed.



# Volunteer Administration Experience



## What Was Their Experience?

The volunteer administrators in our sample had a wide range of experience.

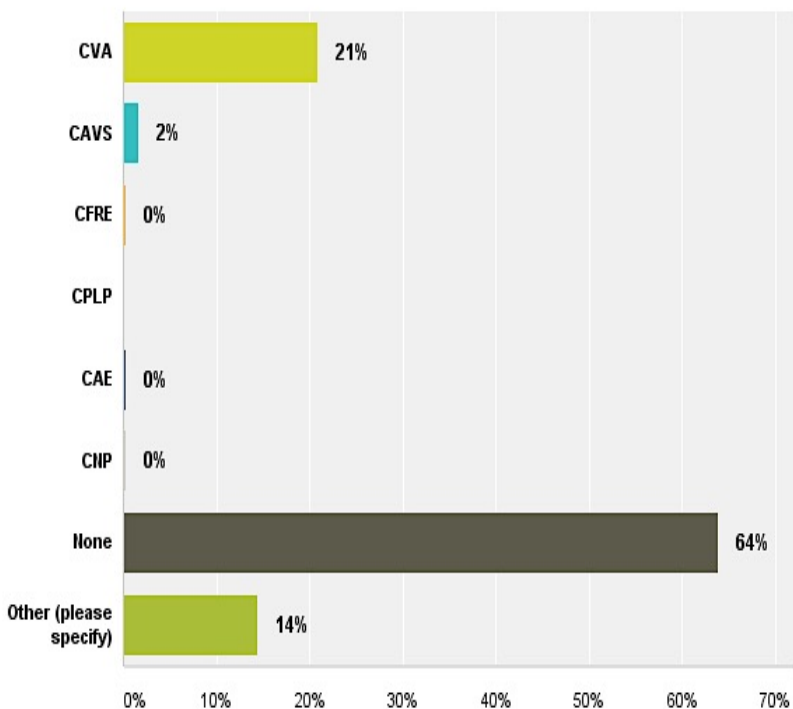
- Over 40% had more than 10 years in the field.
- Over 15% had less than two years experience.

Also, 40% had spent 2 years or less in their current position.

There appears to be no correlation between years in profession and years in current position.

Professional certifications were fairly uncommon in this group.

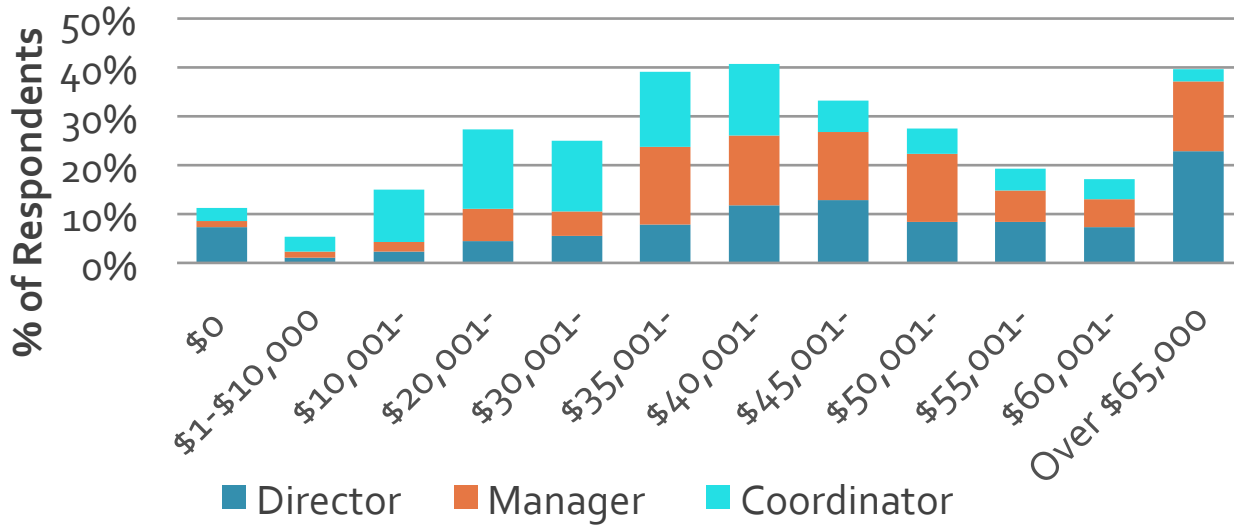
- 21% of the sample held a CVA.
- 64% possessed no professional certifications.
- 14% hold certifications unrelated to volunteerism or hold certificates in volunteer management.





# Salary Variables

## Annual Salary x Job Title



The median salary for all survey respondents was \$40,000-\$45,000 year.

45% of all salaries reported fell between \$30,000 and \$50,000 annually. 11% reported a salary exceeding \$65,000.

One might expect that annual salary would be correlated with job titles with the assumption of greater responsibility (e.g., Director versus Coordinator); however, there appears to be little correlation, except at the highest end of the salary continuum, where Director is the most common title. In addition, there appears to be little correlation between professional certifications and salary, except with the CAVS certification at salaries of over \$65,000.

“Sometimes I feel like I'm going to burn out, and I'm always amazed by people who have been managing volunteers for 20+ years.”

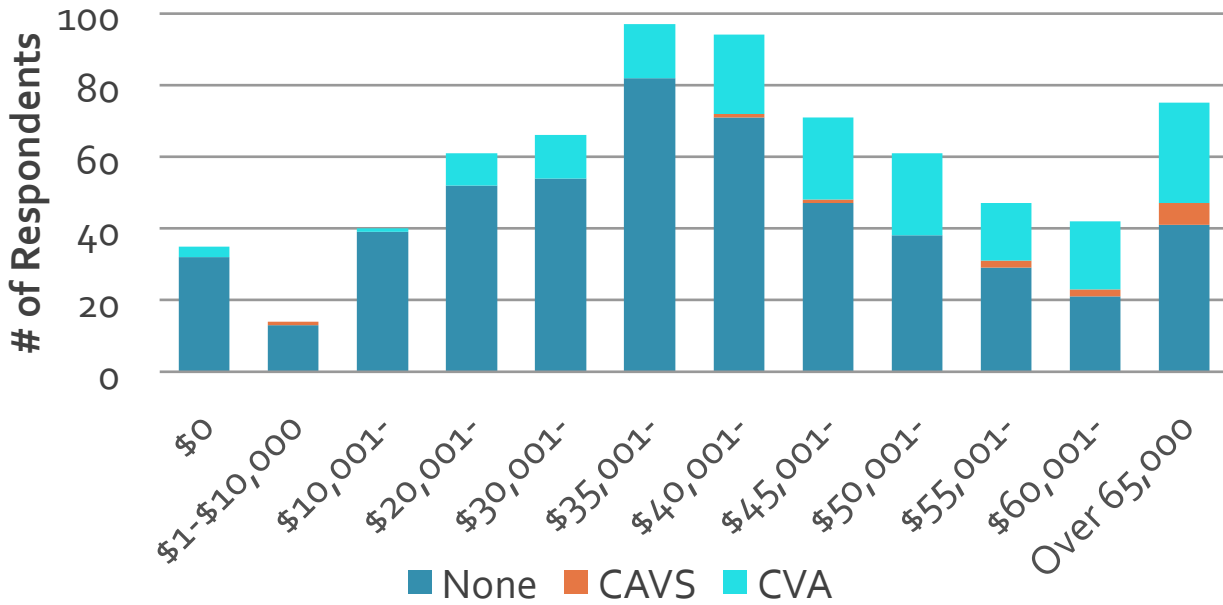
“We need to do a much better job of creating the widely held understanding that this is a profession and as such requires training and organizational support. Many agencies say they wouldn't survive without volunteers but put no resources into an organized volunteer program.”



# Salary Variables

In addition, there appears to be little correlation between professional certifications and salary, except with the CAVS certification at salaries of over \$65,000.

## Annual Salary x Certification



Annual Salary	CVA	CAVS	None
\$0 (Volunteer)	2%	0%	6%
\$1-\$10,000	0%	8%	3%
\$10,001-\$20,000	1%	0%	8%
\$20,001-\$30,000	5%	0%	10%
\$30,001-\$35,000	7%	0%	10%
\$35,001-\$40,000	9%	0%	16%
\$40,001-\$45,000	13%	8%	14%
\$45,001-\$50,000	13%	8%	9%
\$50,001-\$55,000	13%	0%	7%
\$55,001-\$60,000	9%	15%	6%
\$60,000-\$65,000	11%	15%	4%
<b>Over \$65,000</b>	<b>16%</b>	<b>46%</b>	<b>8%</b>



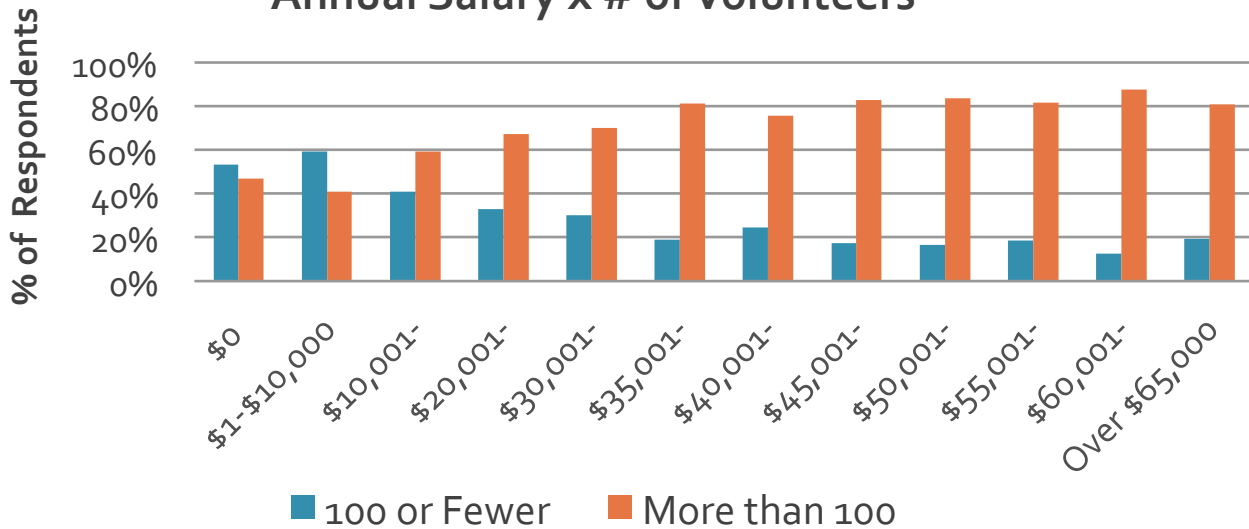
# Salary Variables

In general, higher salaries are more likely to be found in organizations with:

- higher numbers of volunteers annually
- higher organizational budgets
- higher numbers of paid staff

Not surprisingly, in organizations with 100 or fewer volunteers, the total percentage of volunteer managers decreased as salaries increase. Conversely, in organizations with 100 or more, the total percentage of volunteer managers increased as salaries decreased.

### Annual Salary x # of Volunteers



Annual Salary	Number of Volunteers in the Organization								
	None	1-25	26-50	51-100	101-250	251-500	501-1,000	1,001-10,000	More than 10,000
\$0	0%	21%	23%	9%	19%	6%	6%	9%	6%
\$0-\$10,000	0%	14%	14%	32%	18%	9%	0%	9%	5%
\$10,001-\$20,001	0%	4%	13%	24%	19%	17%	15%	9%	0%
\$20,001-\$30,000	0%	8%	8%	18%	27%	14%	12%	13%	0%
\$30,001-\$35,000	0%	9%	6%	16%	18%	17%	11%	22%	2%
\$35,001-\$40,000	0%	7%	4%	8%	27%	15%	18%	21%	1%
\$40,001-\$45,000	0%	7%	7%	11%	21%	17%	16%	20%	2%
\$45,001-\$50,000	0%	5%	3%	9%	18%	17%	17%	29%	1%
\$50,001-\$55,000	0%	5%	5%	7%	12%	19%	15%	29%	8%
\$55,001-\$60,000	0%	7%	3%	8%	12%	17%	14%	32%	7%
\$60,001-\$65,000	0%	2%	0%	11%	13%	20%	20%	25%	9%
Over \$65,000	1%	6%	3%	10%	11%	16%	14%	29%	11%

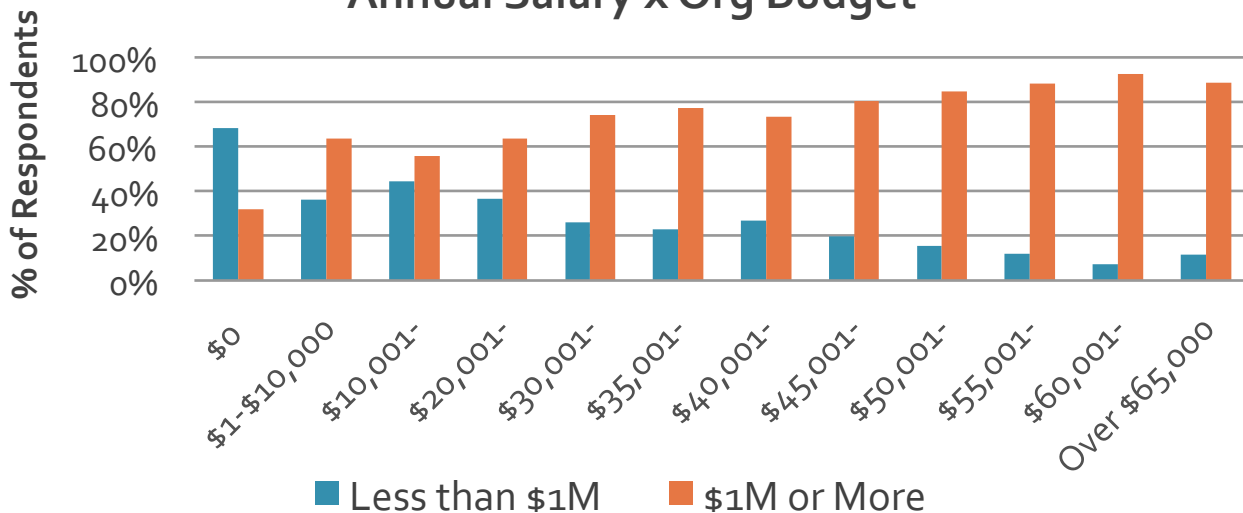




# Salary Variables

In organizations with less than \$1M budgets, the total percentage of volunteer managers decreased as salaries increase. Conversely, in organizations with \$1M or more, the total percentage of volunteer managers increased as salaries decreased indicating that higher salaries correlate with larger organizational budgets.

### Annual Salary x Org Budget



Annual Salary	Organizational Budget								
	\$0-\$25,000	\$25,001-\$99,999	\$100,000-\$249,999	\$250,000-\$499,999	\$500,000-\$999,999	\$1M-\$5M	\$5.1M-\$10M	Over \$10M	Unknown
\$0	19%	17%	17%	11%	4%	15%	4%	4%	9%
\$0-\$10,000	9%	14%	9%	0%	5%	5%	5%	0%	55%
\$10,001-\$20,001	2%	12%	15%	6%	10%	10%	2%	8%	37%
\$20,001-\$30,000	3%	3%	16%	7%	8%	27%	9%	1%	27%
\$30,001-\$35,000	2%	2%	8%	6%	8%	34%	1%	9%	30%
\$35,001-\$40,000	1%	3%	8%	8%	4%	39%	13%	5%	20%
\$40,001-\$45,000	2%	1%	7%	7%	11%	27%	11%	14%	22%
\$45,001-\$50,000	0%	1%	1%	8%	9%	33%	13%	13%	22%
\$50,001-\$55,000	0%	0%	5%	5%	6%	29%	9%	22%	24%
\$55,001-\$60,000	2%	2%	2%	5%	2%	10%	21%	29%	28%
\$60,001-\$65,000	0%	0%	2%	0%	6%	24%	17%	31%	20%
Over \$65,000	1%	0%	4%	2%	5%	17%	16%	36%	19%



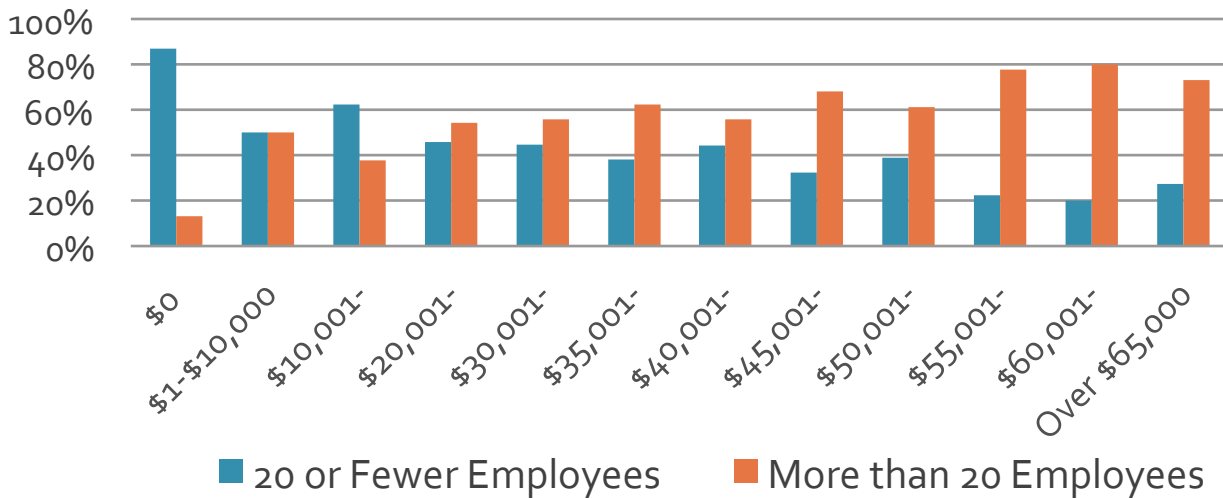
# Salary Variables

In general, higher salaries are more likely to be found in organizations with:

- higher numbers of paid staff

The number of employees supervised does not appear to strongly correlate with annual salary except for in the higher salary ranges. Higher salaries are more commonplace in organizations that have more than 20 paid employees, as compared to those with fewer paid staff.

## Annual Salary x Total # of Paid Staff



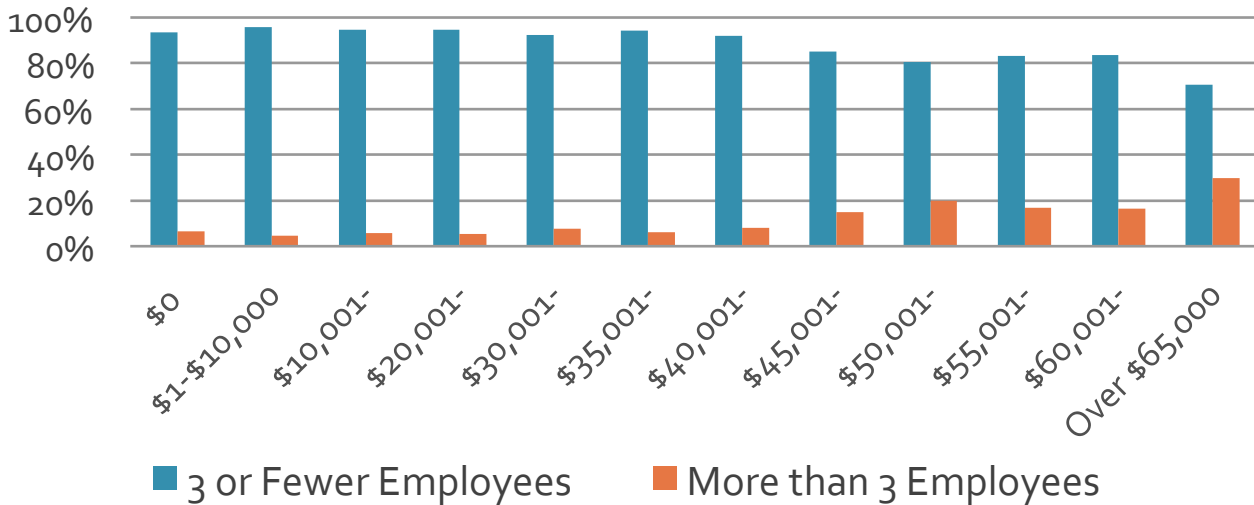
Annual Salary	Number of Paid Staff in Organization									
	0	1-5	6-10	11-15	16-20	21-50	51-100	101-500	501-1000	Over 1000
\$0	30%	41%	9%	2%	4%	9%	0%	2%	0%	2%
\$0-\$10,000	5%	27%	14%	5%	0%	18%	18%	9%	0%	5%
\$10,001-\$20,001	0%	23%	13%	17%	9%	19%	4%	11%	2%	2%
\$20,001-\$30,000	1%	16%	10%	13%	5%	17%	13%	17%	1%	5%
\$30,001-\$35,000	0%	17%	13%	2%	12%	20%	13%	10%	7%	6%
\$35,001-\$40,000	1%	16%	8%	9%	5%	22%	15%	17%	3%	5%
\$40,001-\$45,000	0%	18%	10%	13%	3%	14%	12%	19%	3%	8%
\$45,001-\$50,000	0%	11%	7%	10%	3%	20%	16%	20%	5%	8%
\$50,001-\$55,000	0%	14%	12%	8%	5%	13%	12%	24%	4%	9%
\$55,001-\$60,000	0%	9%	9%	3%	2%	16%	9%	21%	10%	22%
\$60,001-\$65,000	0%	4%	9%	5%	2%	15%	13%	15%	7%	31%
Over \$65,000	0%	13%	4%	6%	5%	11%	7%	21%	7%	27%



# Salary Variables

As salaries increase, there are fewer volunteer managers that supervise three or fewer employees and more who supervise more than three employees.

### Annual Salary x # of Employees Supervised



Annual Salary	Number of Paid Staff You Supervise				
	0	1-3	4-6	7-9	10 or more
\$0	70%	24%	4%	0%	2%
\$0-\$10,000	91%	5%	0%	0%	5%
\$10,001-\$20,001	89%	6%	6%	0%	0%
\$20,001-\$30,000	85%	10%	2%	0%	3%
\$30,001-\$35,000	71%	21%	3%	2%	2%
\$35,001-\$40,000	70%	24%	2%	2%	3%
\$40,001-\$45,000	60%	32%	5%	2%	1%
\$45,001-\$50,000	52%	33%	9%	5%	1%
\$50,001-\$55,000	38%	42%	13%	2%	5%
\$55,001-\$60,000	46%	37%	12%	0%	5%
\$60,001-\$65,000	45%	38%	5%	5%	5%
Over \$65,000	23%	47%	14%	9%	6%



## What Are Their Needs?



# Top Challenges

An analysis of the open-ended comments, with a focus on the first of three challenges listed, revealed many commonly-expressed issues for volunteer administrators.

Challenge Type	Percentage of Respondents
Recruitment (finding the right number/right type of volunteers)	25%
Gaining support and buy-in from staff/leadership/agencies	9%
Limited hours/time and various responsibilities	9%
Financial investment in staff and programs	7%
Volunteer retention	6%
Creating placement opportunities/assignments and matching	6%
Volunteer commitment/motivation/reliability	4%
Volunteer engagement	3%
Communication with volunteers and staff	3%
Adequate and accessible training/education	3%
Administrative details/regulations	2%
Managing change	2%
Supervising volunteers and staff	2%

“Skills training for volunteer administration professionals -- organizations are just adding volunteer management to existing positions”

“Volunteer Administrators are professionals who need a plethora of skills and talents to be successful. As managers of unpaid staff the challenges are greater since this staff is doing the function as they want to and not as they have to.”

“Time! Volunteer management is only part of my job, and so finding the time to manage well is a constant struggle. If I had more time, I could foster more relationships and really expand our volunteer base.

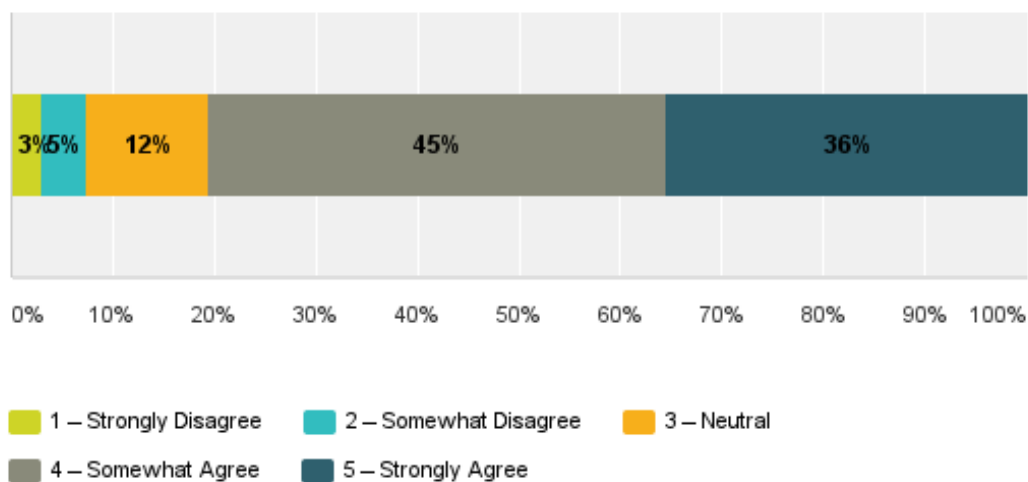


# Professional Development

## Professional Development Training Would Increase Effectiveness

Over 80% of respondents Somewhat or Strongly Agreed that professional development training would increase their effectiveness as a volunteer administrator. Only 8% Strongly or Somewhat Disagreed.

On a scale of 1 (Strongly Disagree) to 5 (Strongly Agree), the average rating for this question was 4.1. This finding appears consistent, regardless of volunteer program budget.



## What Were the Top Training Needs?

The training needs for respondents were fairly consistent when examined by their primary role in the organization. The top needs were also fairly consistent across tenure. In each case, the priorities of the list changed only slightly.

- Developing Program Outcome Metrics (46%)
- Program Evaluation & Data-Based Decision-Making (43%)
- Strategic Partnerships & Coalitions (42%)
- Volunteer Recognition & Retention (39%)
- Volunteer Recruitment (36%)



## How Do They Describe Their Work?



# Job Roles

Primary Roles	% of Respondents
<b>Recruiting Volunteers</b>	<b>75%</b>
Placing Volunteers with Other Departments	48%
Placing Volunteers with Other Organizations	15%
<b>Orienting &amp; Training Volunteers</b>	<b>69%</b>
<b>Directly Supervising Volunteers</b>	<b>62%</b>
<b>Developing Volunteer Program/Materials</b>	<b>75%</b>
Direct Oversight of One Volunteer Program	31%
Direct Oversight of Multiple Volunteer Programs	46%
<b>Evaluating Volunteer Program</b>	<b>66%</b>
<b>Developing Community Partnerships</b>	<b>63%</b>
<b>Managing Events/Days of Service</b>	<b>62%</b>
Fundraising	24%
Other (please specify)	11%

## What are Most Responsible For?

Two-thirds or more noted these roles as primary in their work:

- **Recruiting Volunteers (75%)**
- **Developing Volunteer Program/Materials (75%)**
- **Orienting & Training Volunteers (69%)**
- **Evaluating Volunteer Program (66%)**

Number of Paid Organization Staff	Average Number of Management Roles
0 (All Volunteer)	5.2
1-5	6.0
6-10	6.6
11-15	6.3
16-20	6.5
<b>21-50</b>	<b>7.0</b>
<b>51-100</b>	<b>6.8</b>
101-500	6.4
501-1000	6.1
<b>Over 1000</b>	<b>6.9</b>
<b>Overall Average</b>	<b>6.5</b>

The average number of primary roles performed was 6.5. As staff size increases, the average ranges from 6.3 to 7.0.

For organizations that have no paid staff, the number of roles is a bit smaller – around 5.2, which rises to 6.0 when the organization has 1-5 paid staff.





# Supervisory Responsibilities

Overall, about one-third (33%) of survey respondents reported that they spend 100% of their work time, and 64% spend over half their time, on volunteer program administration.

Full-time staff are slightly more likely (65%) to spend more than half of their time on volunteer program administration, as compared to part-time staff (57%).

Respondents most likely (36%) directly supervised 1-25 volunteers. 14% do not supervise volunteers directly.

Almost 3 in 5 respondents (59%) do not directly supervise paid staff. 28% supervise between one and three paid staff.

5% of those surveyed (47 people) are unpaid volunteers who are responsible for volunteer coordination. Surprisingly, about 30% of these volunteers also indicated that they supervise paid staff in their organizations. Upon deeper investigation of this cohort, they appear to be very traditional volunteer management roles, and do not appear to be board members that are supervising Executive Directors.

One-quarter of respondents do not place volunteers outside their departments. Another 24% of organizations place 50 or fewer volunteers outside their departments each year. About 13% indicated that they place over 1000 volunteers outside their departments each year.

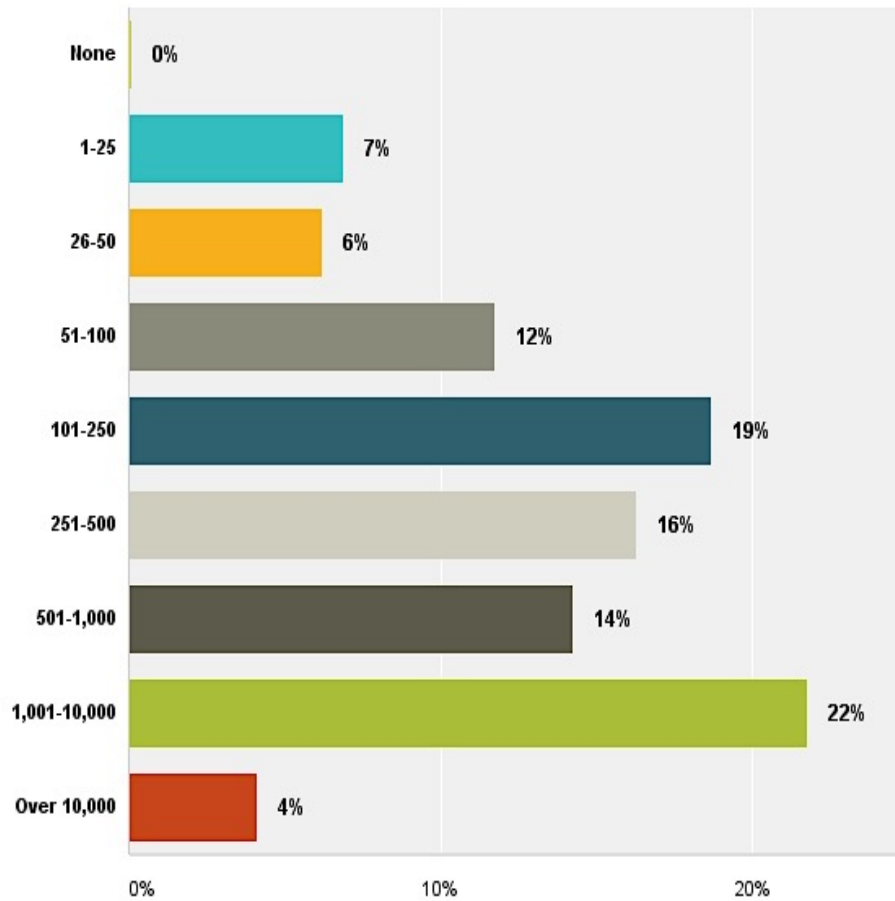
"This field has personally served me well. However, I wish there was more research associated with it and degreed programs to validate the profession. Until this happens, I'm not sure how much respect this field will be given. We sure aren't in the same playing field as Finance, Education, Marketing, Human Resources or Fundraising departments."

"Volunteer coordinators have some of the hardest jobs out there, and also the most rewarding."

"We run programs on limited resources and are expected to achieve very high standards, recruit high quality volunteers."



# Number of Volunteers Involved at Organization



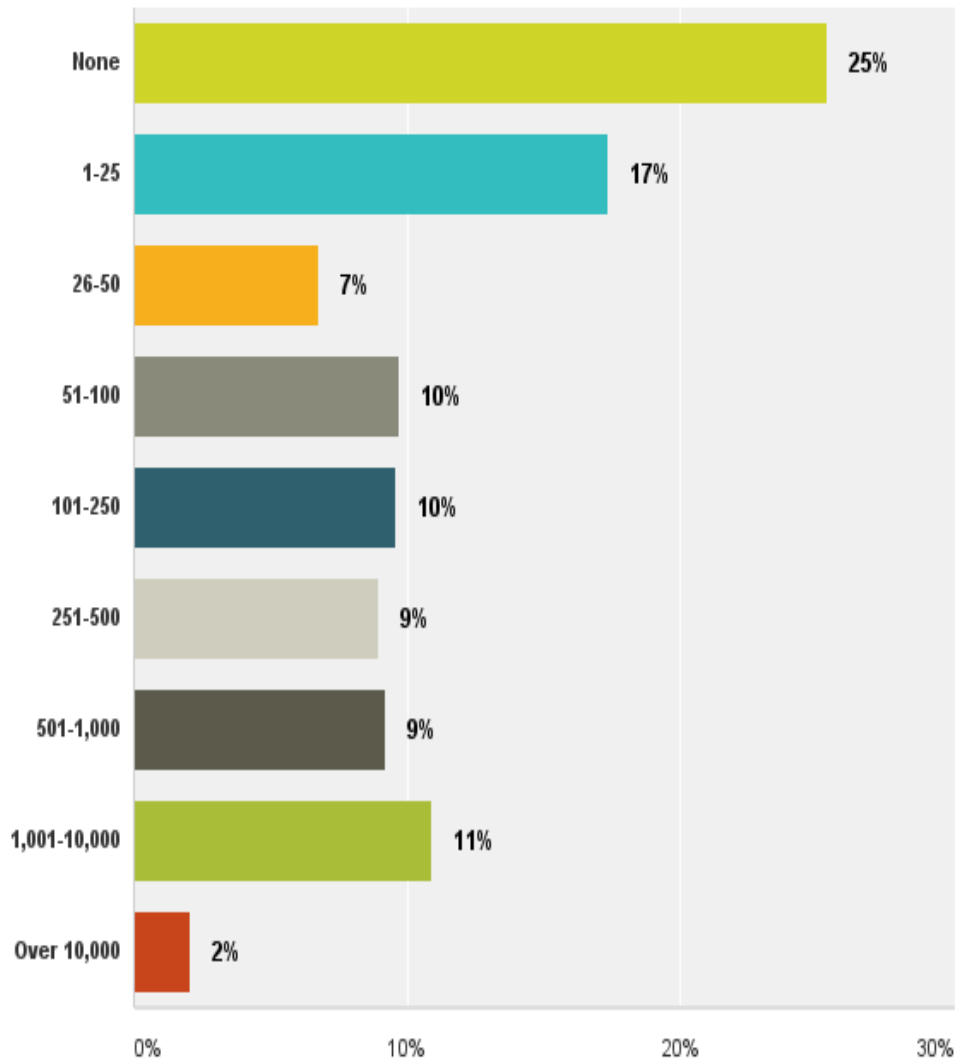
25% reported the involvement of 100 or less volunteers each year. Another 26% noted that more than 1000 volunteers were involved each year. The remaining respondents, which was nearly half, reported the involvement of between 101-1000 volunteers at their organizations each year.

The number of volunteers in the organization tends to be higher as:

- the number of paid staff in the organization increases
- the organizational budget increases



# Volunteers Placed Outside Department



Many volunteer managers act as an intermediary and are responsible for recruiting and placing volunteers with other departments both within their organization and with others outside.

One-quarter of respondents do not place volunteers outside their departments

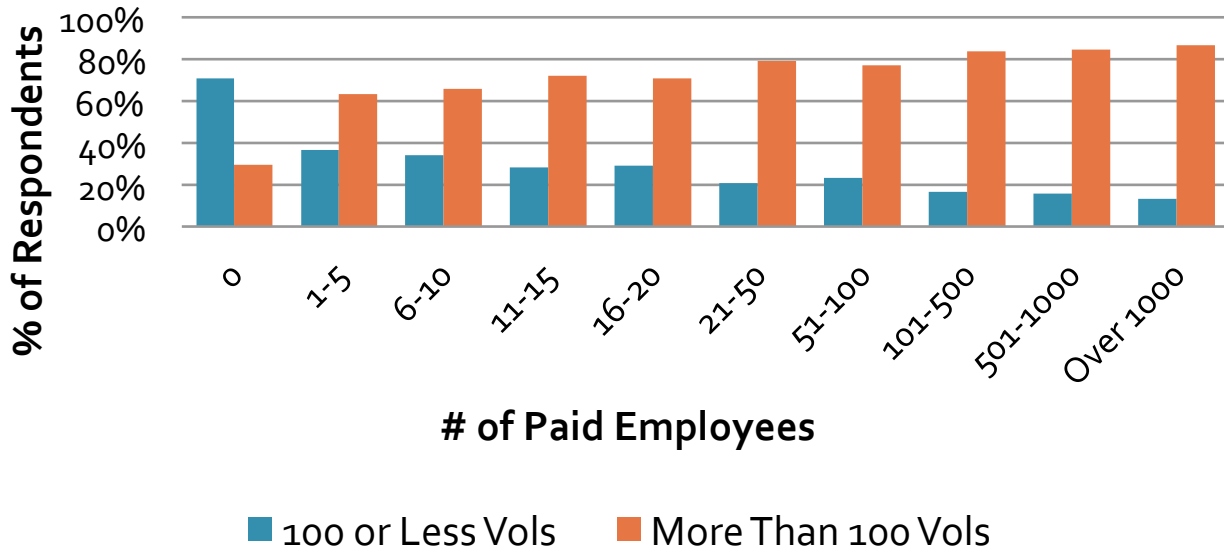
24% of responding organizations place 50 or fewer volunteers outside their departments each year.

About 13% indicated that they place over 1000 volunteers outside their departments each year.



# Number of Volunteers Variables

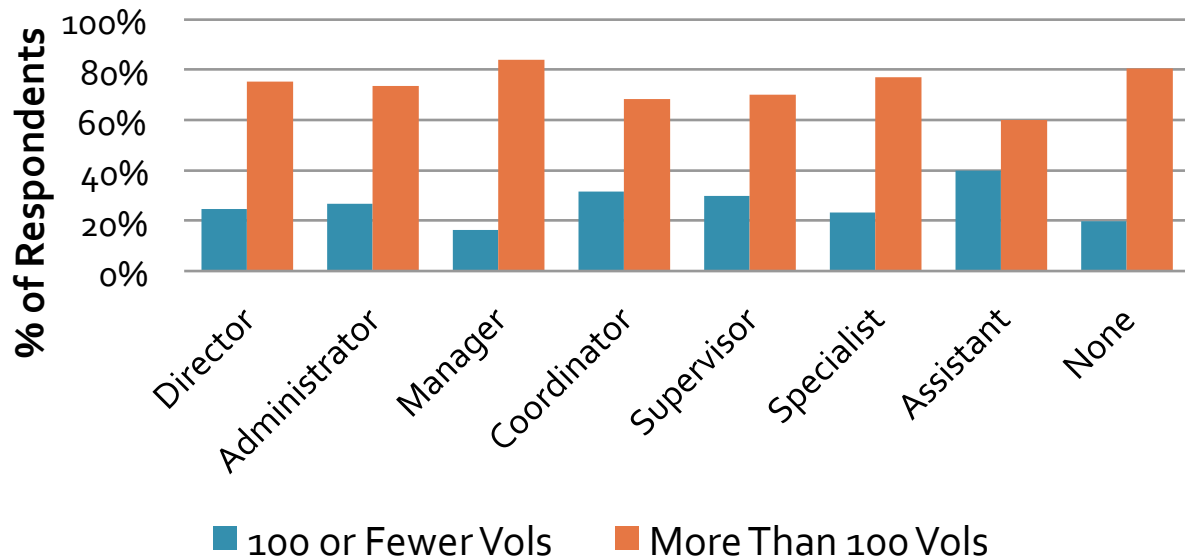
## # Org Volunteers x # Paid Employees



Organizations with more paid employees also tend to have more volunteers.

There are no strong relationships between the titles used for volunteer managers and the number of organizational volunteers.

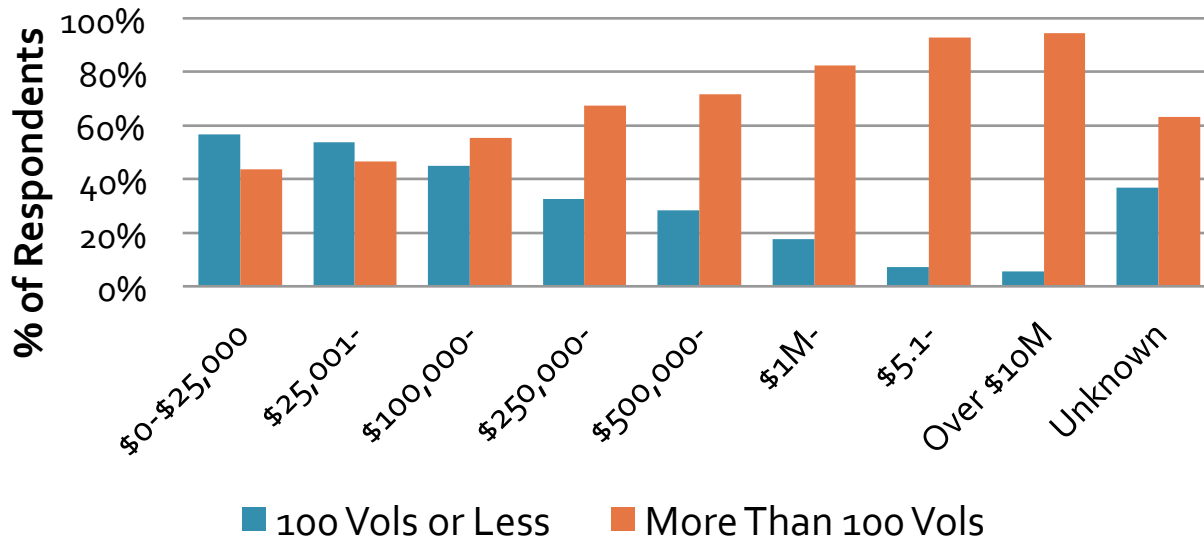
## # Org Volunteers x Job Title





# Number of Volunteers Variables

## # Org Volunteers x Org Budget



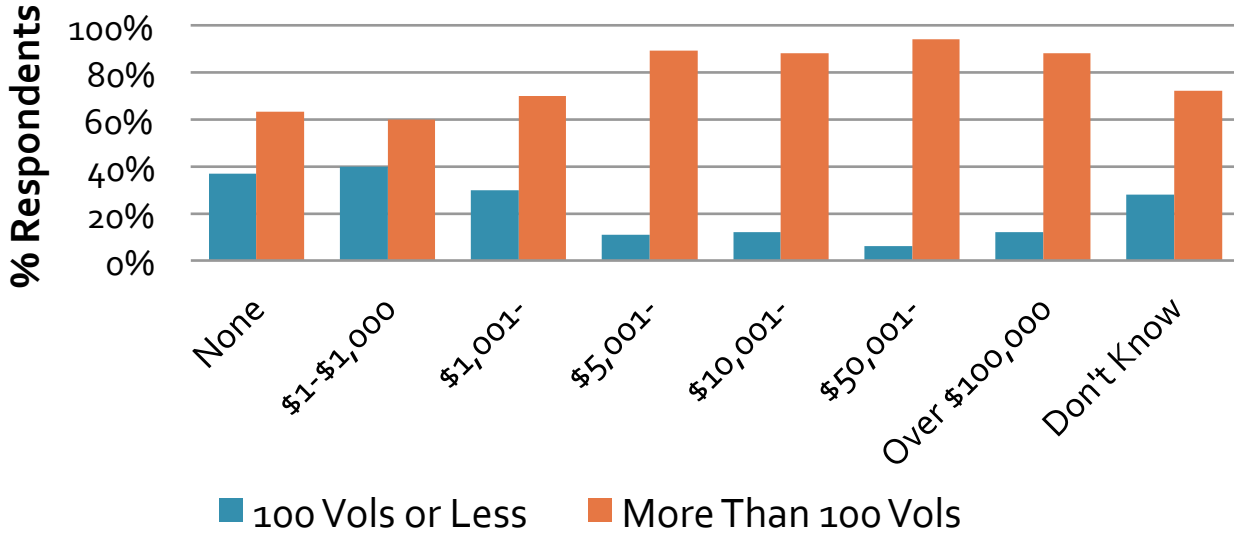
Perhaps not surprising, organizations with higher budgets more commonly have more volunteers.

Organization al Budget	Number of Volunteers in the Organization								
	None	1-25	26-50	51-100	101-250	251-500	501-1,000	1,001-10,000	Over 10,000
\$0-\$25,000	0%	9%	30%	17%	13%	13%	4%	9%	4%
\$25,001-\$99,999	0%	18%	21%	14%	32%	7%	4%	4%	0%
\$100,000-\$249,999	0%	16%	9%	19%	25%	18%	4%	7%	0%
\$250,000-\$499,999	0%	6%	8%	19%	25%	23%	6%	13%	0%
\$500,000-\$999,999	0%	5%	10%	13%	22%	22%	13%	13%	2%
\$1M-\$5M	0%	5%	3%	9%	22%	16%	15%	27%	2%
\$5.1M-\$10M	0%	4%	0%	3%	11%	19%	16%	37%	9%
Over \$10M	0%	1%	1%	4%	13%	14%	23%	33%	11%
Unknown	0%	11%	8%	18%	17%	16%	14%	14%	3%



# Number of Volunteers Variables

## # Org Volunteers x Program Budget



Also, not surprising, as the number of volunteers increases, so does the likelihood of having a larger program budget.

Program Budget	Number of Volunteers in the Organization								
	None	1-25	26-50	51-100	101-250	251-500	501-1,000	1,001-10,000	Over 10,000
None	0%	13%	10%	14%	25%	9%	14%	16%	0%
\$1-\$1,000	0%	8%	12%	20%	23%	17%	5%	14%	0%
\$1,001-\$5,000	0%	7%	5%	18%	24%	17%	13%	15%	1%
\$5,001-\$10,000	0%	2%	5%	4%	23%	27%	15%	21%	4%
\$10,001-\$50,000	0%	5%	1%	6%	13%	19%	21%	26%	8%
\$50,001-\$100,000	0%	4%	0%	2%	22%	12%	20%	31%	10%
Over \$100,000	2%	2%	2%	6%	8%	12%	16%	41%	12%
Don't Know	0%	9%	7%	12%	14%	14%	14%	25%	4%



## How Do They Describe Their Volunteer Management Practices?



# Volunteer Roles

Volunteer Roles	Response Percent
Office/Administrative/Reception	72.9%
Board/Committee Member	66.8%
Direct Service	71.4%
Training/Coaching/Mentoring	45.4%
Volunteer Recruitment/Outreach/Marketing	48.9%
Pro-Bono/Donated Professional Services	39.4%
Special Events	84.2%
Fundraising	52.3%
Advocacy	34.9%
Leading/Managing Other Volunteers	42.9%
Other (please specify)	8.4%

Over half of the respondents reported using volunteers in the following capacities:

- **Special Events (84%)**
- **Office/Administration/Reception (73%)**
- **Direct Service (71%)**
- **Board/Committee Member (67%)**
- **Fundraising (52%)**

Respondents reported that their organizations had used volunteers for an average of 5.6 of the roles noted in the chart.

There is no significant correlation between role and organization size.

Volunteer recruitment was conducted on an ongoing basis by the vast majority (57%), while 12% never conducted recruitment campaigns.

"I really love working with volunteers and hearing their stories about why they are volunteering. Sometimes it gets frustrating when they aren't meeting expectations. I think it's hard to balance needing them to fill their role while also being flexible and understanding they are volunteering their time and energy."





# Volunteer Screening Activities

Screening Activities	Response Percent
<b>State Criminal Background Check</b>	<b>49.1%</b>
<b>National Criminal Background Check</b>	<b>40.8%</b>
Credit Check	1.2%
<b>Reference Checks</b>	<b>42.0%</b>
<b>Face-to-Face Interview</b>	<b>59.8%</b>
Phone Interview	22.2%
<b>Volunteer Application</b>	<b>84.6%</b>
Referrals From Staff/Partners/Volunteers	19.7%
Volunteer Resume	17.3%
We Have No Screening Requirements	8.9%
Other (please specify)	23.2%

The use of a volunteer application and face-to-face interviews were consistently required as screening activities across most causes. State criminal background checks were also frequently used across many cause categories. State and national criminal background checks were used by half of organizations with budgets of over \$5.1M.

Additional types of screening requirements, which may include reference checks and national criminal background checks, are often used for organizations that focus on the following causes:

- Health Care & Medical Research
- Mental Health & Crisis Intervention
- Crime & Legal-Related
- Employment & Training
- Public Safety, Disaster Preparedness & Relief
- Recreation & Sports
- Youth Development
- Civil Rights, Social Action & Advocacy
- Child Welfare

**Other screening activities cited included:** volunteer training and orientation as a screening tool; child abuse registry checks; national sex offender registry checks; TB tests; driving records; drug screening; and health screens. At some organizations, the required screening changes depended on the volunteer's role.



# Volunteer Reimbursements

Reimbursement Types	Response Percent
Phone/Internet	2.4%
Office Supplies	10.7%
<b>Gas/Mileage</b>	<b>23.1%</b>
<b>Background Check Fees</b>	<b>18.2%</b>
Meals/Per Diem	13.7%
Parking	15.7%
Training/Webinar Registration Fees	8.8%
Conference Registration	6.8%
Hotels	6.1%
<b>We Do Not Reimburse Volunteers</b>	<b>48.5%</b>
Other (please specify)	16.5%

Almost half (49%) of the organizations represented by our sample do not reimburse volunteers for any expenses.

23% do reimburse volunteers for gas or mileage. All other reimbursement types are allowed by less than 20% of the organizations surveyed.

These findings are fairly consistent regardless of organizational budget.

"Yes, I love this work! A big part of the role is educating and advocating for proper respect and resources for/of volunteer engagement, the volunteers and yourself. Working with, supporting and supervising volunteer feels like a privilege most days--volunteers are outstanding humans."

"I'm still in the learning stages of my career as I am 2 months in. It is a satisfying career. Yet, it's frustrating when you want to be able to do so much but have so little in funding."



## Are Volunteer Coordinators Satisfied?

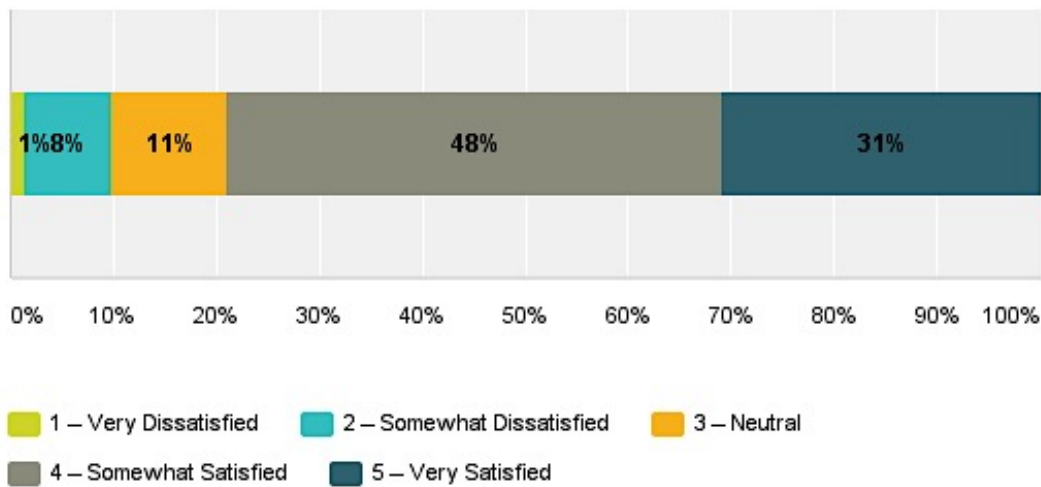


# Satisfaction

## Satisfaction With Role

Nearly 80% of respondents were Somewhat or Very Satisfied with their role as a volunteer program administrator/manager. On a scale of 1 (Strongly Disagree) to 5 (Strongly Agree), the average rating for this question was 4.0.

Not surprising, there is a strong correlation between satisfaction and the intent to work in volunteer administration in three years from now.

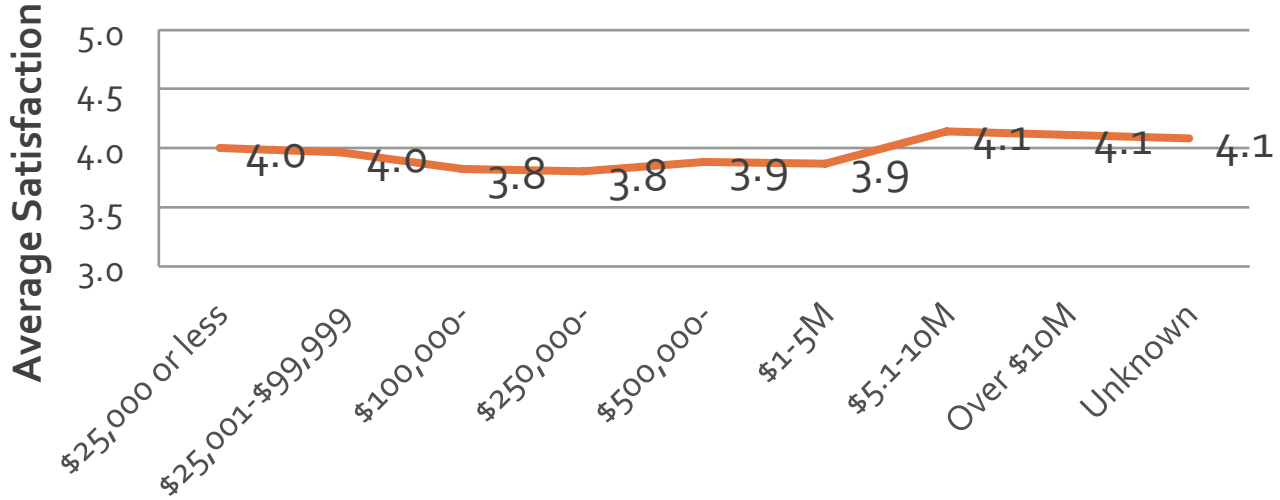


Extent of Agreement with Intent to Work in Volunteer Administration in 3 Years	Average Satisfaction with Volunteer Administration Role
Strongly Disagree	3.0
Somewhat Disagree	3.2
Neutral	3.6
Somewhat Agree	4.0
Strongly Agree	4.5



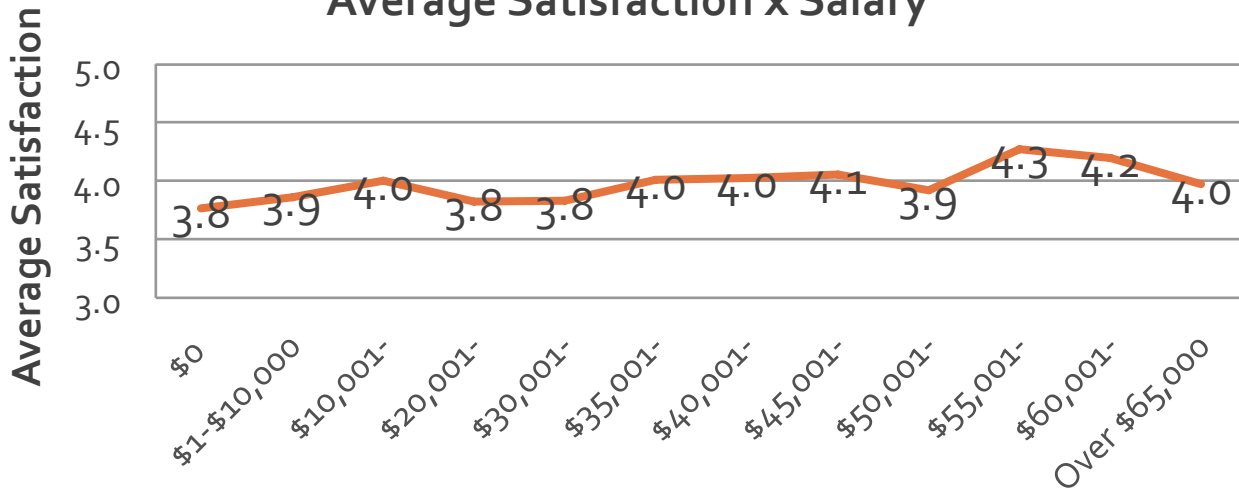
# Satisfaction

### Average Satisfaction x Org Budget



Volunteer coordinator satisfaction ratings showed no discernable differences when compared to organizational budget. However, satisfaction ratings slightly increase as salary became higher.

### Average Satisfaction x Salary



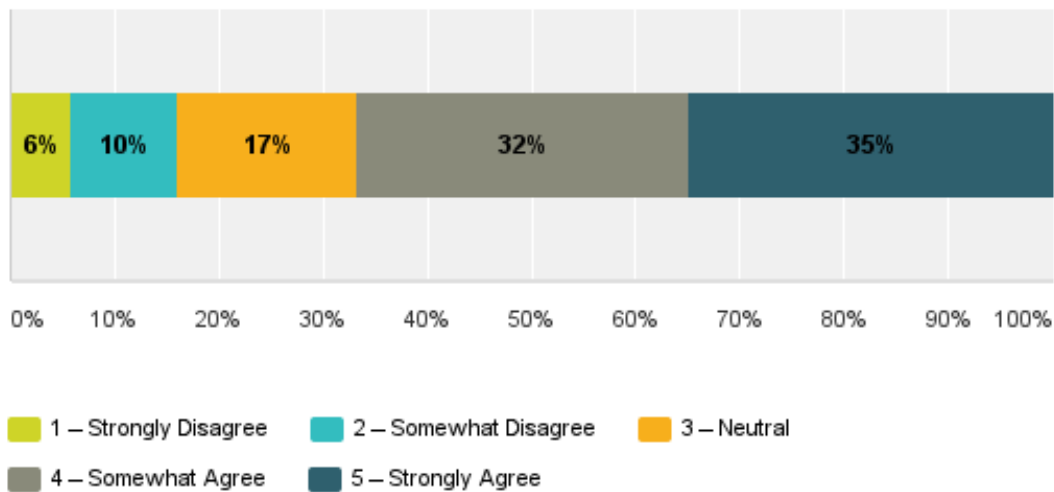


# Intent to Stay

## Plan to Be Working in the Field Three years From Now

About two-thirds (67%) of respondents Somewhat or Strongly Agree that they plan to be working in the volunteer administration field three years from now.

Not surprising, increased strength of agreement on intent to stay appears related to higher satisfaction with the volunteer administrator role.



Intent to Work in Volunteer Administration in 3 Years	Average Satisfaction with Volunteer Administration
Strongly Disagree	3.0
Somewhat Disagree	3.2
Neutral	3.6
<b>Somewhat Agree</b>	<b>4.0</b>
<b>Strongly Agree</b>	<b>4.5</b>

“I would like to see this field advance in its recognition as a professional one. I would hope that over time, more talent can be recruited to our field and training provided to those in it, as opposed to so many just stumbling into it or being handed the role and left to figure it out on their own. The work we do is powerful and our field has so much potential!”



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