



VolunteerProSM

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2017 Volunteer Management Progress Report

January 11, 2017

#vmprogress2017



2017: Year Two & Going Strong!

In January 2016, we launched our first global "state of the volunteer industry" report. Our chief aim was to gather and share information related to volunteer management infrastructure, practices, challenges, and needs.

We hoped the results would start a conversation about how to best support our field and provide a valuable resource when advocating for volunteerism within and outside organizations. We plan to conduct the survey over a number of years in order to identify and analyze emerging issues and trends.

In 2017, our second year, Trina Willard, of Knowledge Advisory Group in central Virginia and Dr. Pam Kappelides of LaTrobe University in Melbourne, Australia collaborated with me on the survey design and data analysis. We are pleased to offer continuing insights into the important work of volunteer professionals around the world and look forward to continuing the discussion.

All the Best,



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




Trina B. Willard, MS
Owner and Principal, Knowledge Advisory Group




Dr. Pam Kappelides, PhD
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January 2017

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*On cover: Word Cloud of open-ended question –
What is your #1 biggest challenge?*



Tweetable Moments

@volpronet, #vmprogress2017

<http://volpro.net/volunteer-management-progress-report/>

Just Released! 2017 #Volunteer Management Progress Report PDF - bit.ly/1N6aP8H
#vmprogress2017 @volpronet @Trina_Willard

THX @Trina_Willard + Pam Kappelides for their analyses of the 2017 #Volunteer Management Progress Report data bit.ly/1N6aP8H #7 @volpronet

THX to all 1,314 #volunteer managers who participated in the 2017 #Volunteer Management Progress Report! bit.ly/1N6aP8H #vmprogress2017

THX to @VolunteerMatch @statecommission @PointsofLight for promoting #volmgmt research #vmprogress2017 - bit.ly/1N6aP8H

THX to @VolunteerALIVE @cvacert @ARNOVA Pracademics for promoting #volmgmt research #vmprogress2017 - bit.ly/1N6aP8H

THX to @MAVANetwork @THNonprofit @RobJConsulting for promoting #volmgmt research #vmprogress2017 - bit.ly/1N6aP8H

THX to @VolunteeringVic @AAMoV_vols for promoting #volmgrs research #vmprogress2017 - bit.ly/1N6aP8H

Top challenge for #LOVols? #recruitment #recruitment #recruitment Did we mention #recruitment?! #vmprogress2017 bit.ly/1N6aP8H @volpronet

43% of #volmgrs have the word "coordinator" in their job title. Only 15% have the word "director" #vmprogress2017 bit.ly/1N6aP8H @volpronet

56% of #volmgrs place highest # of vols in other depts, 36% place most in their own programs #vmprogress2017 bit.ly/1N6aP8H @volpronet

Most #volmgrs (60%) have no paid staff support, one quarter (27%) have 1-3 paid direct reports #vmprogress2017 bit.ly/1N6aP8H @volpronet

#LOVols wear many hats - Only 30% of #volmgrs spend 100% of their time on volunteer administration #vmprogress2017 - bit.ly/1N6aP8H @volpronet

71% of volunteer managers predict their need for #volunteers will increase in the next 12 months #vmprogress2017 - bit.ly/1N6aP8H @volpronet

57% of volunteer coordinators give their agency leaders an A or B grade for their support of #volunteers #vmprogress2017 - bit.ly/1N6aP8H @volpronet

71% of #volmgrs strongly or somewhat agree they'll be working in volunteer administration in 3 years #vmprogress2017 - bit.ly/1N6aP8H @volpronet



About the Research

The survey questionnaire was developed with input from colleagues, an evaluation expert and a social science researcher. It included 34-38 closed and open-ended questions (depending on country) 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 October 14 to November 18, 2016. A total of 1,314 volunteer administrators (paid & volunteer) from 19 countries chose to respond; 56 were disqualified because they did not work directly with volunteers, and 1,022 completed most of the questionnaire.

For its second year, the survey was available globally and promoted specifically to respondents in the United States and Australia. In the future, we plan to expand its reach through global partners and focus on an additional country or region each year.

Limitations of the Data

Based on a conservative estimated total population of 1.5 million nonprofits in the United States, our US-based responses represent a confidence level of 95% with a +/- 3.75% margin of error. Similarly, based on a conservative estimate of 600,000 nonprofits in Australia, our Australia-based responses represent a confidence level of 95% with a +/- 7% margin of error.

Regrettably, we did not receive sufficient responses from other states/territories (e.g., California, Queensland, British Columbia, etc.) or countries (e.g., Canada, the United Kingdom, New Zealand, etc.) to support multiple, statistically valid analyses across regions or countries and thus only offer limited comparisons between countries. Where possible, analyses were conducted to examine subgroups of interest. In interpreting such findings, please note that averages are weighted, rather than represent a percentage of the whole.

In addition, all respondents to this survey are still working in volunteerism, so we don't have information about those who have left the field (e.g., for tenure, number of jobs, etc.) and thus the data may be skewed as it does not include the opinions of "short timers" or retirees.

A Note on Terminology

There is a fair amount of debate about what to call leaders of volunteers and how to label their work. Debates abound about which terms are the most appropriate and which might be considered "disrespectful." For one person the use of the word "administration" demeans the field. For another it elevates it. While no globally-accepted standards for job titles or terminology currently exist in our sector, we are doing our part to understand some of the commonalities at work – note our questions about job title, budget, and salary. In lieu of standards, we use the job titles of volunteer coordinator, manager, director, and administrator interchangeably throughout this report. No offense is intended nor should be taken.



Superstars - We Appreciate You!

Many Thanks to Our Distribution Partners & Reviewers!

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

- America's Service Commissions
- Association of Leaders in Volunteer Engagement (AL!VE)
- Australasian Association for Managers of Volunteers
- Council for Certification in Volunteer Administration (CCVA)
- Minnesota Association for Volunteer Administration (MAVA)
- Points of Light/HandsOn Network
- Pracademics Section, Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA)
- Rob Jackson Consulting Ltd
- Twenty Hats
- Volunteering Victoria
- VolunteerMatch.org

Special thanks to Jason Frenzel, CVA, and Alana Knoppow, MSW, for their review of the questionnaire and useful suggestions, insights, encouragement, and wisdom.

If you would like to help promote the 2018 survey as a distribution partner, please email Tobi Johnson at tobi@tobijohnson.com.

"I love my job and it's amazing to see positive impact from our volunteer roles. Although it's challenging it's the most rewarding too!"

"...it seems like people assume volunteer engagement is magic. There is little to no funding available for the management, recruitment and related administration of volunteers. There also seems to be lack of regard and respect for the profession in this way."



What We Hoped to Learn

- The top challenges for today's volunteer administrators (see [pages 35-36](#))
- How volunteer coordinators feel about their level of support from management and whether volunteers are intentionally included in organizational strategy (see [pages 37-39](#))
- How the job salaries and number of volunteers engaged compares across organizations of different sizes and types (see [pages 28-33](#))
- The ratio of volunteers-to-supervisors (see [page 25](#))
- How volunteer managers compare their work, satisfaction, and intent to continue in the field (see [pages 18-19, 23-27, 41-43](#))

What Surprised or Intrigued Us

- **We Found Consistent Results Between the 2016-2017 Surveys** – There was a surprising consistency of the demographics and responses from last year and this year, even with a larger international cohort. We were able to collect enough data from Australia to make some fairly reliable comparisons. For example, the average budget trends and average salaries for volunteer resource coordinators in each country are similar.
- **The Relationship Between Agency Support and Satisfaction May Impact Employee Retention** - How organizations support their volunteer managers may have an effect on employee satisfaction and retention. There appear to be relationships between inclusion in the organization's strategic plan, how respondents graded the level of support they gave their leadership and satisfaction and the intent to stay working in the field. While this report provides only descriptive analysis, it might be fruitful to dive deeper into this data set.

Why conduct a survey like this? We all need to be better advocates.

- Volunteer resource managers can benefit from seeing how their colleagues rate their own priorities, challenges, and opportunities and advocate for themselves, both within their organizations and outside them.
- 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 need to know which are the greatest needs for our field.
- We plan to conduct this survey each year so that we can begin to track improvements and emerging issues and trends in our field.



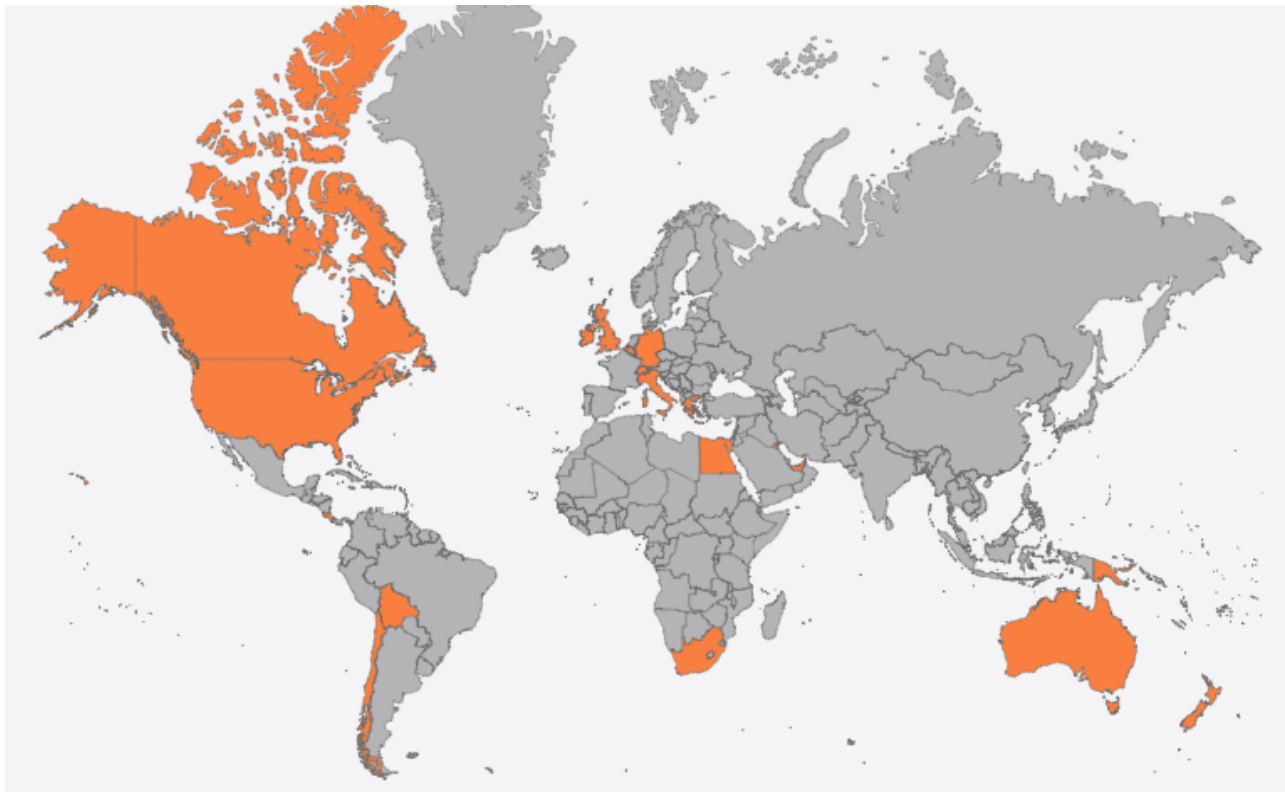
General Impressions & Questions

- The demographics and work characteristics were similar to last year's survey, even with expanded participation from countries outside the US. **Does this represent the field as a whole globally?**
- The demographic make up of respondents continues to be surprisingly homogenous, mostly comprised of white (89%) women (88%). This represents even less diversity than in the nonprofit sector as a whole. In comparison, people of color are currently 36% of the US population. 18% of nonprofit US employees are people of color. **Does volunteerism have a diversity problem? Does the lack of diversity affect who is involved as a volunteers?**
- Having sufficient time continues to be a significant challenge for leaders of volunteers. Many juggle multiple responsibilities and are part-time volunteer managers working in full-time jobs. In addition, most (57%) are responsible for placing volunteers in other departments within their organizations (most of these large, volunteer involving organizations with over 500 active volunteers per year) and 60% have no paid staff that report to them. **With the wide range of tasks necessary (see the [CVA competencies](#) for one example), has the job become too big for one person? Can comprehensive volunteer administration be effective on a part-time basis?**
- Both recruiting the right volunteers and matching them with the right roles continue to be chief obstacles for leaders of volunteers. Recruitment challenges were mentioned in 24% of the open-ended comments and was third in professional development needs (28% selected it as a training need). With so many responsible for matching volunteers in departments outside their own, and thus with less knowledge and control over where volunteers are assigned, perhaps this isn't surprising. **Does more need to be understood about the disconnect between how volunteers are prepared for and matched with tasks that are both valuable to the organization and satisfying for volunteers?**
- Regardless of the challenges of the job, most leaders of volunteers are satisfied, feel supported by leadership, and intend to continue working in the field. That said, many noted buy-in and "respect" as a key challenge (16% noted this issue in open-ended comments). **Is the real issue buy-in from co-workers rather than leaders?**
- For two years in a row, a significant number of respondents had more than 20 years experience in the field – 18% this year and 16% last year. If the need for volunteers continues to increase (71% predict the need to increase in the next 12 months), then experienced staff will continue to be needed. **Will there be sufficient qualified staff to replace those that will retire soon? Will our field experience a "brain drain" in the next decade?**



Who Did We Survey?

Geographic Representation



Where Were Respondents Located?

The respondent base is becoming more global. In the 2016 survey, 12 countries participated. The vast majority of respondents (89%) were headquartered in the US, with 8% in Canada and 3% from elsewhere.

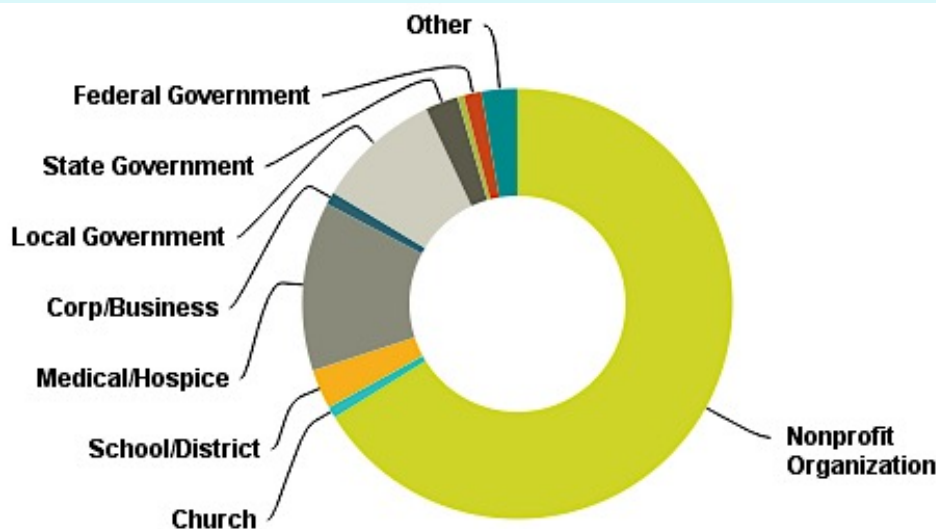
- This year, 18 countries and the European Union were represented. Most respondents noted that their organizational headquarters were located in the United States (69%).
- Another 14% had headquarters located in Australia and 9% in Canada. The remainder were in other countries including the United Kingdom (5%), New Zealand (1%), and others.
- The majority of respondents serve their local city/county/region within their state or province (67%), with much smaller percentages serving wider geographic regions, including their state, multi-state region, country, or beyond.

Organization Types

What Types of Organizations Were Represented?

A wide range of causes participated in the survey, with health care dominating at 17%. In the US, 18% of charities are faith-based organizations, 8% are community improvement & capacity building, 7% are recreation & sports, 6% are human services, and 6% are health related.

Most categorized themselves as nonprofit organizations (67%), followed distantly by federal, regional, state & local governments combined (15%) and hospital/clinic/hospice organizations (13%). Other categories included educational institutions/schools districts (3%), Corporation/Small Business (1%), and Church or Congregation (1%). (Note: 70% of all registered charities in the US are categorized themselves as nonprofit organizations. This does not include government organizations.)



Answer Options	% of Responses
Nonprofit	66.2%
Hospital/Clinic/Hospice	12.7%
Local Government	9.4%
Educational Institution/School District	3.0%
State Government	2.5%
Federal Government	1.3%
Corporation/Small Business	1.0%
Church or Congregation	0.9%
Regional Government	0.5%
Other (please specify)	2.7%

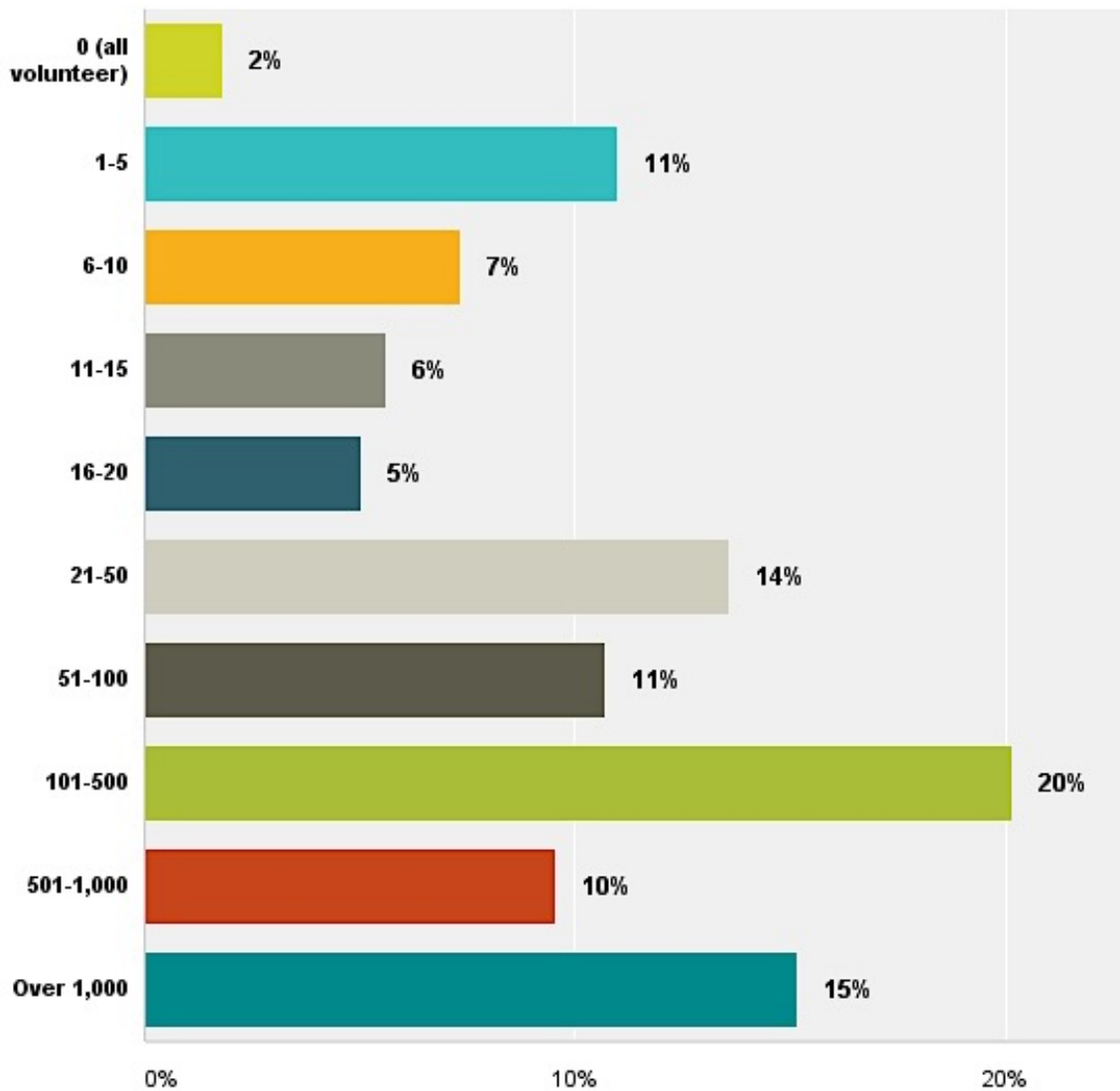


Causes

Answer Options	% of Responses
Health Care/Medical Research/Support Services	17.4%
Child Welfare/Family Services/Social Services	8.2%
Senior & Disability Services	7.9%
Arts, Culture, & Humanities/History/Museums	7.5%
Education/Libraries	7.3%
Multi-Service	5.9%
Environment/Parks/Wildlife	5.7%
Hospice	5.2%
Community Improvement & Capacity Building	4.3%
Housing & Shelter/Homelessness	4.0%
Volunteer Center & Placement	3.8%
Animal Care & Welfare	3.0%
Youth Development	2.6%
Food Pantry & Delivery/Agriculture & Nutrition	2.4%
Mental Health & Crisis Intervention/Domestic Violence	1.6%
Civil Rights, Social Action & Advocacy/Empowerment	1.6%
Recreation & Sports	1.3%
Public Safety, Disaster Preparedness & Relief	1.2%
Business/Professional Associations	1.1%
Faith/Spirituality	1.1%
Veterans/Military Services	1.0%
Crime & Other Legal Services	0.6%
Science & Technology	0.6%
Philanthropy & Grantmaking	0.4%
Foreign Affairs/International NGO	0.3%
Employment & Training	0.2%
Other	3.8%



Number of Paid Employees



Organization Size

2% were organizations entirely run by unpaid volunteers.

11% of respondents have 5 or fewer paid staff within the organization.

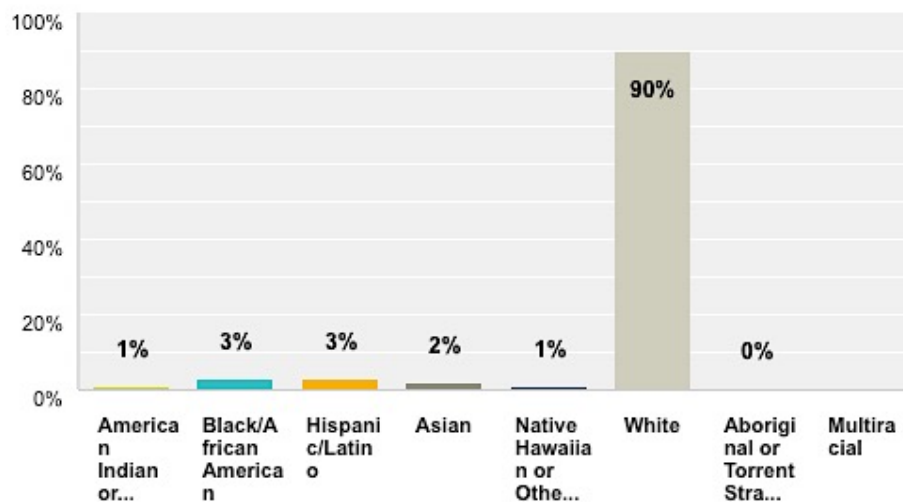
Nearly half (45%) are large organizations reporting 101 or more paid staff.

Respondent Demographics

Gender

88% (879) female
 11% (113) male
 .3% (3) cis female
 .3% (3) queer/genderqueer
 .1% (1) asexual foxkin
 .1% (1) transgender
 .1% (1) pan

Race/Ethnicity



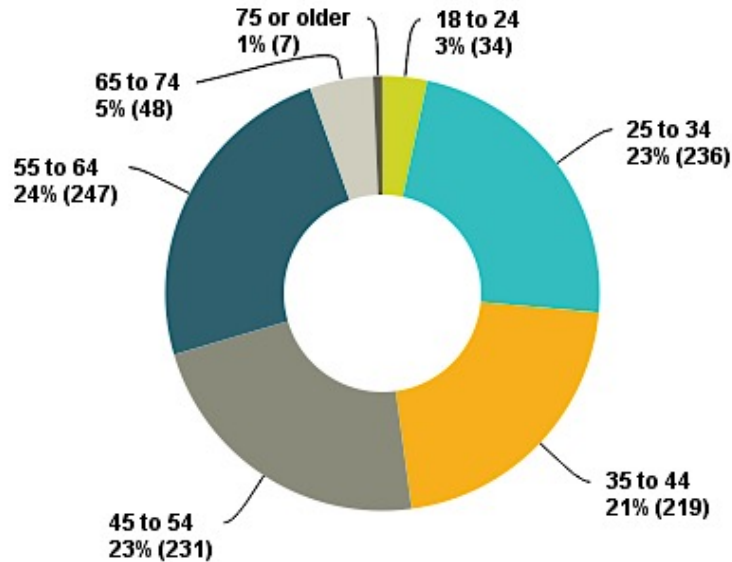
Demographics Remain Consistent

The demographic breakdown was consistent with the 2016 survey. The vast majority of survey respondents were female (88%), and predominately White/Caucasian (89%), with very little representation of other ethnicities. (Note: In comparison, people of color are currently 36% of the US population, and 18% of nonprofit US employees are people of color).

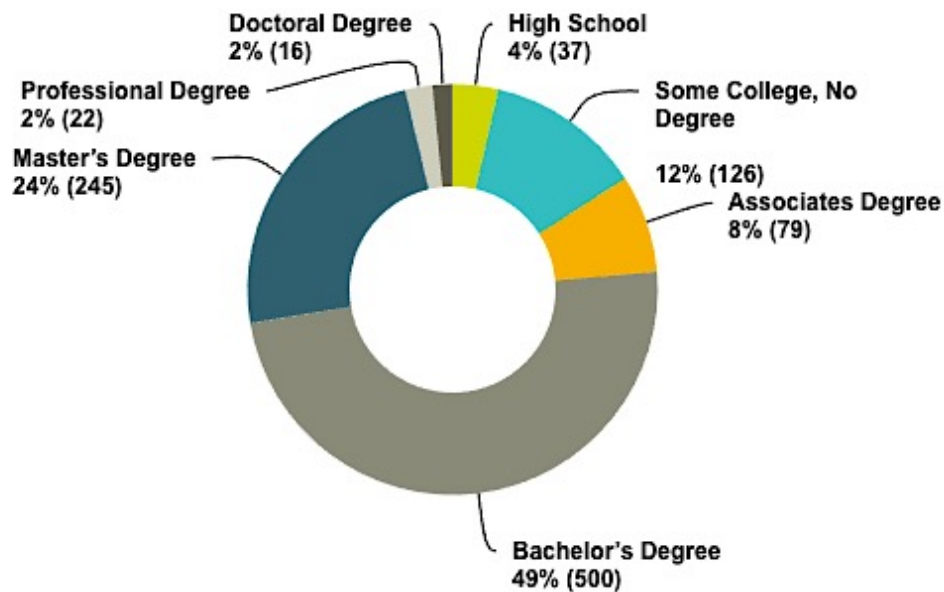


Respondent Demographics76%

Age



Highest Qualifications Achieved



Multi-Generational, Highly-Educated Workforce

The vast majority of respondent's (76%) have attained at least a bachelor's degree. 80% of respondents in the 2016 survey indicated the same level of education.



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 (43%)
- Manager (26%)
- Director (16%)

The remainder were: *Specialist* (3%), *Administrator* (2%), *Supervisor* (1%), *Assistant* (1%), *Associate* (.4%). Those written in the *Other* category (10%) included Officer, Liaison, President/CEO, and Vice President.

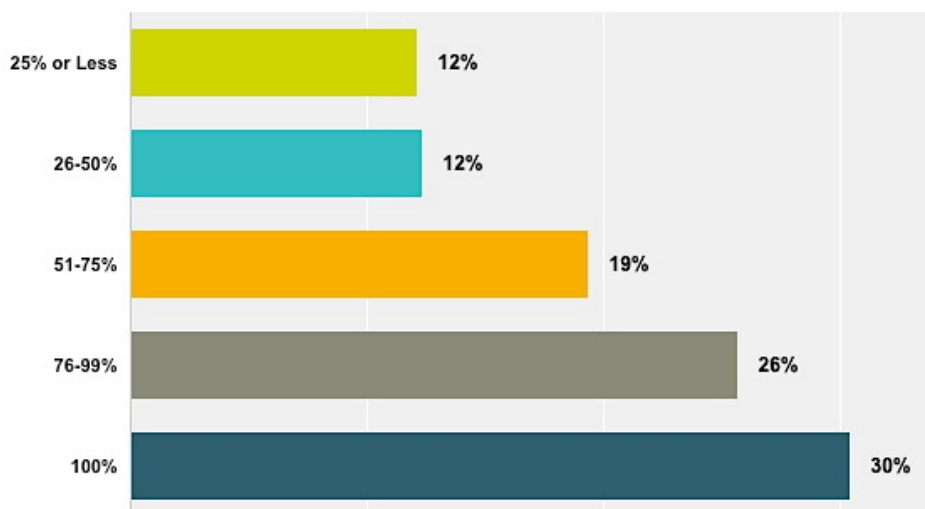
In our 2016 survey, 39% were coordinators, 27% managers, and 19% directors.

Structure of the Job & Time Spent on Volunteer Management

The overwhelming majority of volunteer administrators classified themselves as full-time paid employees (93%). 4% are unpaid volunteers.

The trend is for part-time volunteer managers in full-time positions. While 79% of respondents work full-time, only 30% focus entirely on volunteer coordination, 56% dedicate over three-fourths of their time to volunteer management, and 25% spend less than half their time on volunteer coordination.

% of Work Time Spent on Volunteer Management



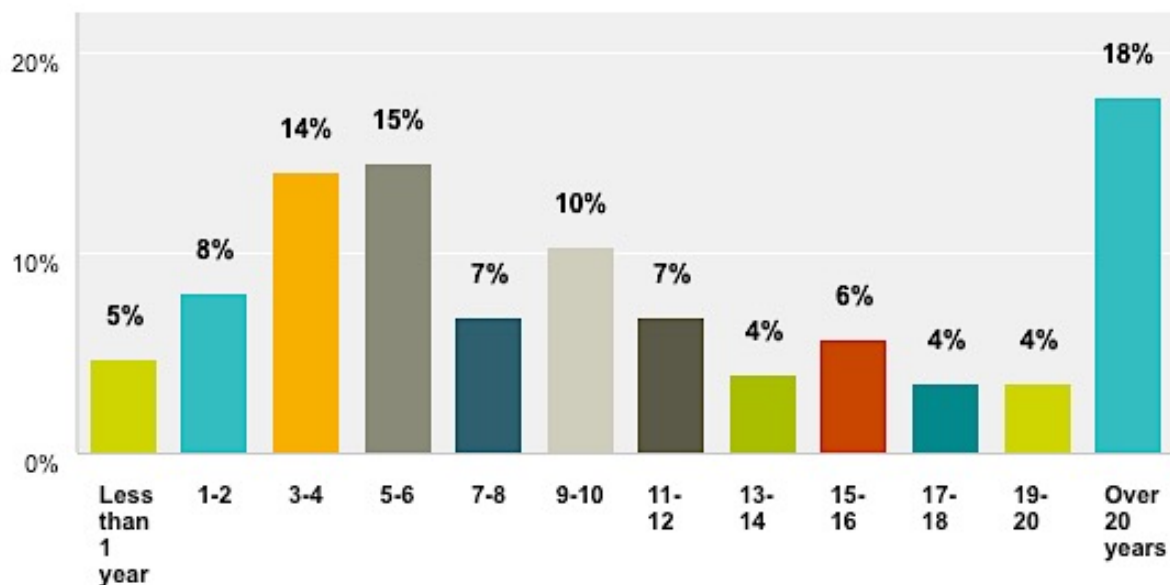
Professional Experience

Tenure Varies, but Many Have Long Careers in the Field

Respondents represented a wide range of years of experience, many with long tenures in the field. 41% had over 10 years experience. 13% had less than two years experience.

In the 2016 survey, 40 had more than 10 years in the field and, 15% had less than two years.

Years Working in the Field of Volunteer Administration

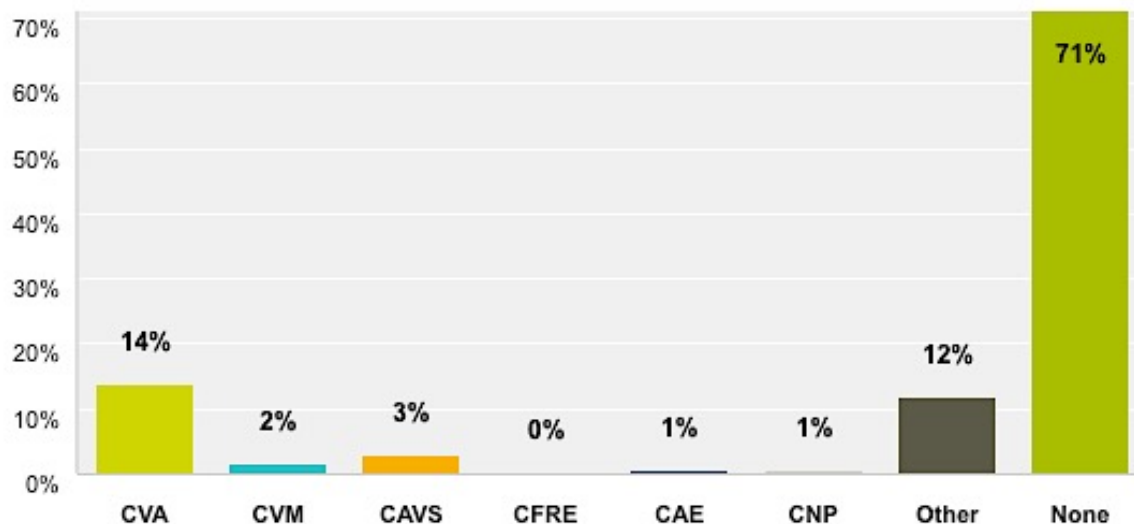


"In order to allow/ensure our volunteer programme is safe and well organised a huge amount of time is spent administrating, documenting and evidencing which takes up over 50% of the role which limits my capacity to be proactive and develop our volunteering offer. As resources become more limited we all take on more jobs to ensure our key priorities are met. Volunteer coordination supports others but people don't realise how much is involved in managing volunteers. I often reply to email and text outside of working hours in order to be flexible and respond quickly to try and buy myself some time the next day."



Professional Credentials

Certifications Achieved



Most Hold No Certifications

Most respondents (71%) do not hold any certifications related to volunteer resource management. Only 14% have obtained the Certified in Volunteer Administration (CVA) credential, a globally recognized certification.

12% reported other certifications, and most cited were unrelated to volunteer program administration.

In the 2016 survey, 21% reported a CVA certification and 64% had no professional certifications.

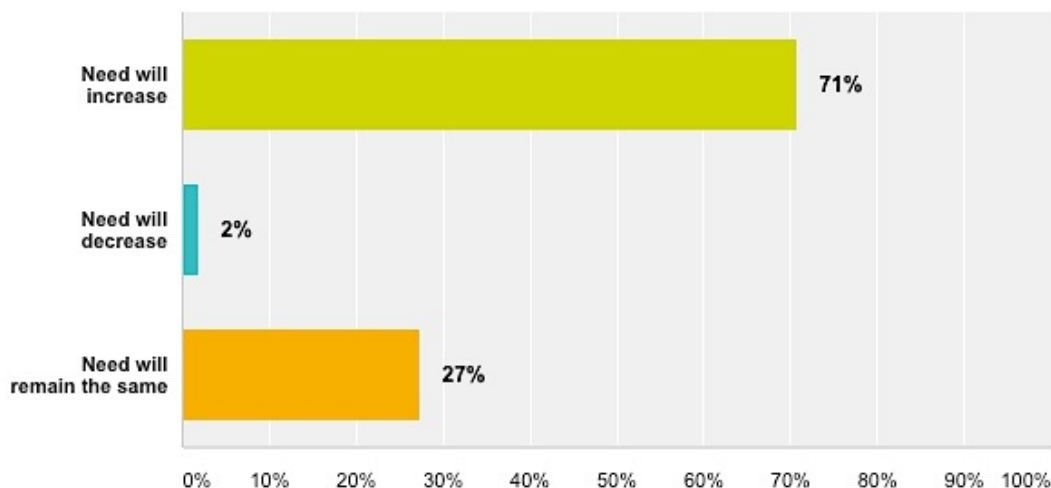
"I think there is a need for affordable, extensive training for people new to the profession. I have had to find out what to do on my own in order to be an effective coordinator. I don't feel like I measure up to others in the profession."

"The field continues to struggle with inconsistencies of titles, reporting structures in organizations, leadership support, and an acceptable budget. We can't keep operating on a shoe-string budget when we contribute so much to the bottom line."



Future Needs

Predicted Need for Volunteers



Volunteer Need Predicted to Increase in the Next Year

Seven in ten (71%) predict their need for volunteers will increase in the next twelve months. 27% predict it will stay the same.

"Increasing...getting people (particularly men) to be involved and volunteer. In general, it is easier to get a someone to write a cheque, but to give their time, no matter how much they believe in the cause, is much more difficult."

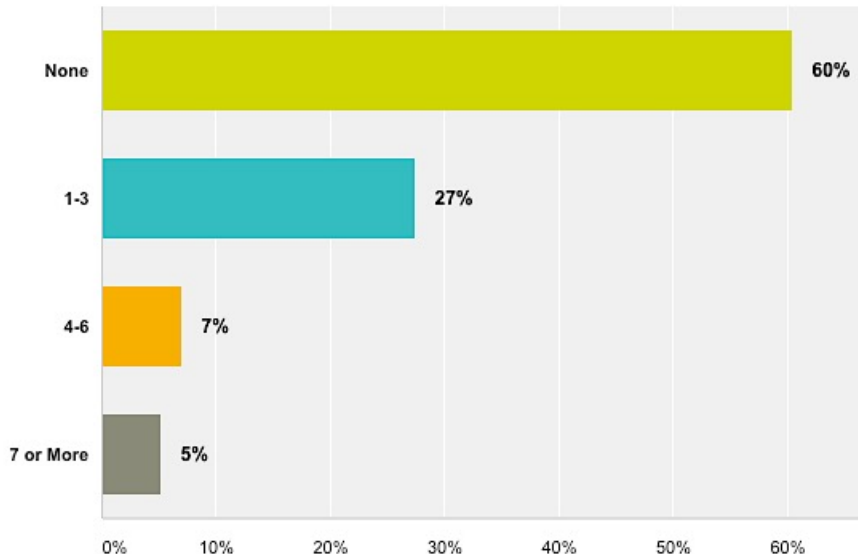
"Gaining the recognition and investment needed to resource and expand the involvement of volunteers across a large multi-functional community support organisation....Lack of access to senior leadership and poor positioning within the organisation has hampered progression."

"Thank you for taking the time to organize this survey. It's an important field and I look forward to seeing the results!"



Supervisory Responsibilities

Number of Paid Direct Reports



Department of One

Three out of five (60%) of respondents reported that they have no paid staff reporting directly to them.

This means that most are either a department of one or operating individually within a larger department with perhaps collegial support or collaboration, but no direct authority.

"This role is graded as an admin role for salary purposes however is more of an allrounder with a sales, networking, recruitment and HR aspects to be completed. The role is undervalued when compared to the equivalent in the private sector."

"Having supervised paid and voluntary staff I realise your capacity to do either is the similar with volunteers possibly harder. It is often assumed you can supervise a higher number of volunteers. It can be harder because they are usually part-time, less experienced and can be more choosy about what they will and wont do. You can spend a lot of time investing in them and then they move on. It is important to have very good policies and procedures and clear boundaries so that volunteers are safeguarded as well as the organisation."



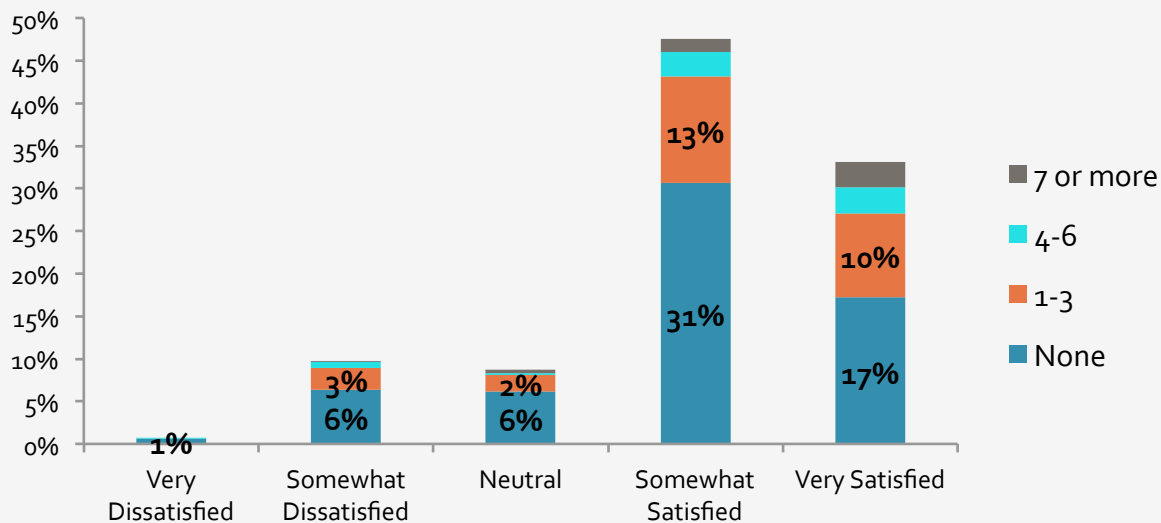
Supervisory Responsibilities

Supervision, Support, and Satisfaction

In terms of general satisfaction, it appears that volunteer coordinators who rated themselves as somewhat or very satisfied were more likely to have paid staff who report to them.

However, there was little correlation between how respondents graded the level of support they receive from agency leadership with the total number of paid staff supervised, except at the very upper end of the spectrum. Those who supervise seven or more paid employees are more likely to be satisfied with support from leaders.

**Number of Paid Staff Supervised
x Satisfaction**



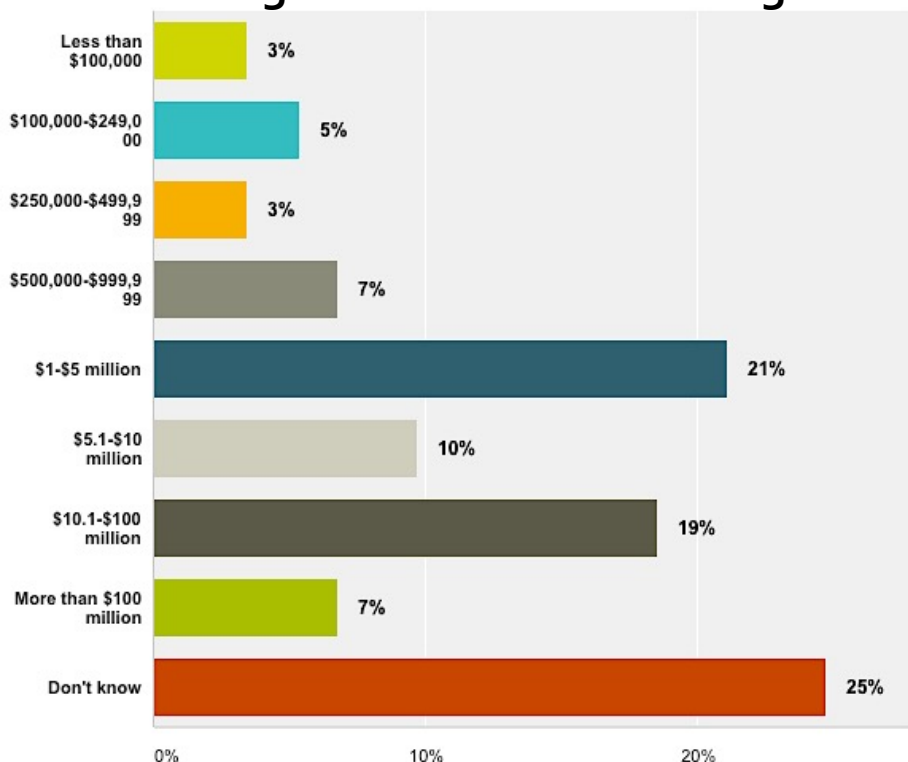
"I report to Volunteer Administration, and volunteers report to me. I often feel stuck in the middle as a paid staff member. In fact, my job will not exist by the end of the year due to funding cuts."

"I love having volunteers and consistently have to balance paid staff needs, program requirements and client needs with my passion for wanting to train and utilize more volunteers which I feel would ultimately reduce these other needs. Now that is a pickle."



Annual Budget – Organization

Organization's Annual Budget



Annual Organization Budget (US)

Over half (56%) reported organizational budgets of \$1 million or more.

8% were organizations with a annual budget of less than \$250,000.

One in five (25%) did not know their organization's budget.

Annual Organization Budget (Australia)

- Over half (51%) reported organizational budgets of \$1 million or more Australian (\$729,560 US dollars).
- 12% were organizations with a annual budget of less than \$250,000 Australian (\$182,390 US dollars).
- The median budget reported was \$10.1-\$100 million Australian (\$73,685,560-\$72,956,000 US dollars).

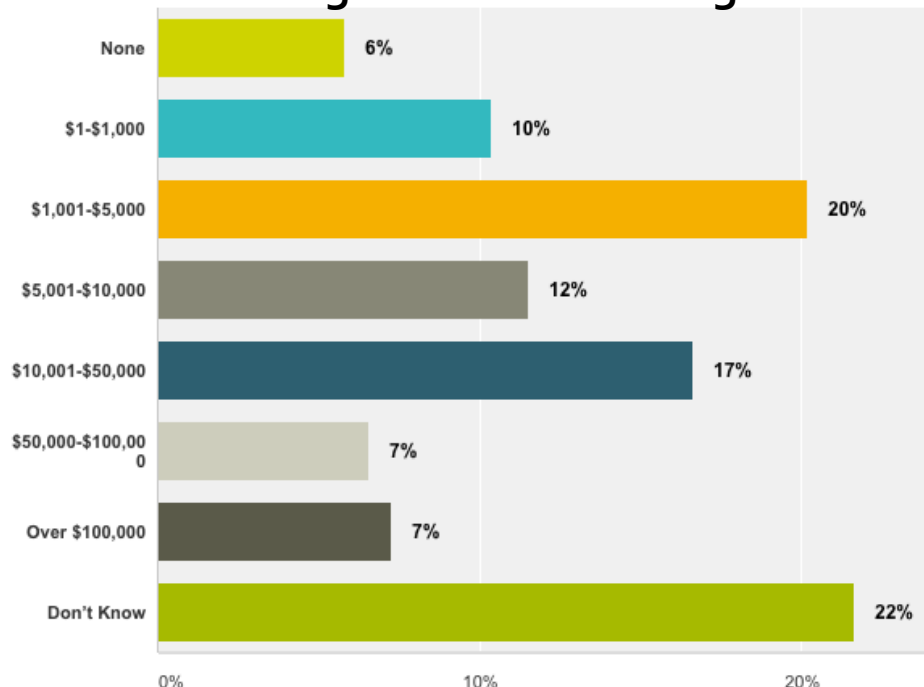
Over one in five (29%) did not know their organization's budget.

"The amount of man hours and salary we save the institution is astounding. If volunteerism was an IT product the team that designed would receive large bonuses, recognition and promotions for the dollars they saved."



Annual Budget – Program

Program's Annual Budget



Annual Program Budget (US)

One-third (31%) reported annual budgets of \$1-\$5,000 set aside for the volunteer program (not including staff salaries and benefits).

The median budget is \$10,001-\$50,000.

6% of programs had no budget set aside for the volunteer program. 27% did not know their program's budget.

Annual Program Budget (Australia)

One in five (20%) reported annual budgets of \$1-\$5,000 Australian (\$729-\$3,648 US dollars) set aside for the volunteer program (not including staff salaries and benefits).

The median budget is \$10,001-\$50,000 Australian (\$7,295-\$36,478 US dollars)

8% of programs had no budget set aside for the volunteer program. 25% did not know their program's budget.

"Funding is a challenge. We have more than doubled our volunteer base in 12 years but the agency is unable to provide the personnel or budget resources to match that increase in volunteers."

"Lack of resources and funding. There's a risk our funding will be cut even further during the next financial year, so we'd be at risk for not being able to provide the support local organisations need to be able to recruit, manage and motivate their volunteers. As we work in a small town, where many volunteer managers do a number of other tasks as part of their job roles, often coming up with creative solutions to volunteer recruitment/training etc. are not a priority for them."



How Do They Describe Their Work?



Volunteer Roles

Volunteer Tasks	% of Responses
Special Events	79.1%
Office/Administrative/Reception	72.3%
Data Entry/Management & Reporting	63.1%
Board/Committee Member	61.7%
Outreach/Community Education/Booths	55.9%
Fundraising	51.1%
Direct Client/Patient Service	48.8%
Leading/Supervising Other Volunteers	47.5%
Training/Coaching/Mentoring	44.1%
Communications/Marketing	41.9%
Activity Leaders	40.7%
Volunteer Recruitment	40.4%
Landscaping/Maintenance/Janitorial	33.7%
Pro-Bono/Donated Professional Services	30.8%
Advocacy	27.4%
Food Service/Catering	26.8%
Strategic Planning/Program Development	26.0%
Interpretation/Translation	19.9%
Assessment/Evaluation	16.9%
Animal Care	11.5%
Other	8.7%

Types of Volunteer Roles

The use of volunteers in specific capacities remained relatively consistent with the 2016 survey results. Other roles included retail, environmental/conservation/gardens, and drivers.

In addition, the average breakdown of volunteers by type of involvement was the following:

Regular Volunteers – 62%

Episodic Volunteers – 21%

Governance Volunteers/Boards – 19%

Corporate/Employee Volunteers – 11%

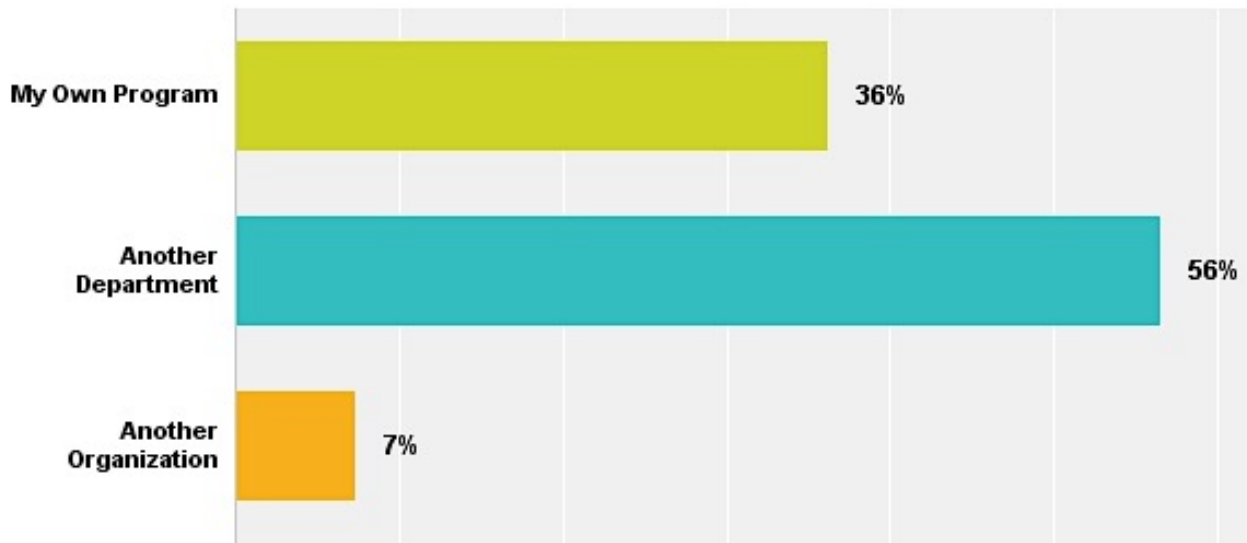
Mandated Volunteers – 5%

Online/Micro Volunteers – 3%



Where Volunteers are Placed

Where the Highest # of Volunteers are Placed Each Year



In-Sourcing & Outsourcing Volunteer Talent Placement

Most volunteer managers act as intermediaries responsible for recruiting and placing volunteers with others.

Over half of respondents (56%) place the highest volume of volunteers each year in other programs and departments within their own organizations. About one-third (36%) place volunteers in their own programs.

In the 2016 survey, 25% of respondents did not place any volunteers outside their own departments.

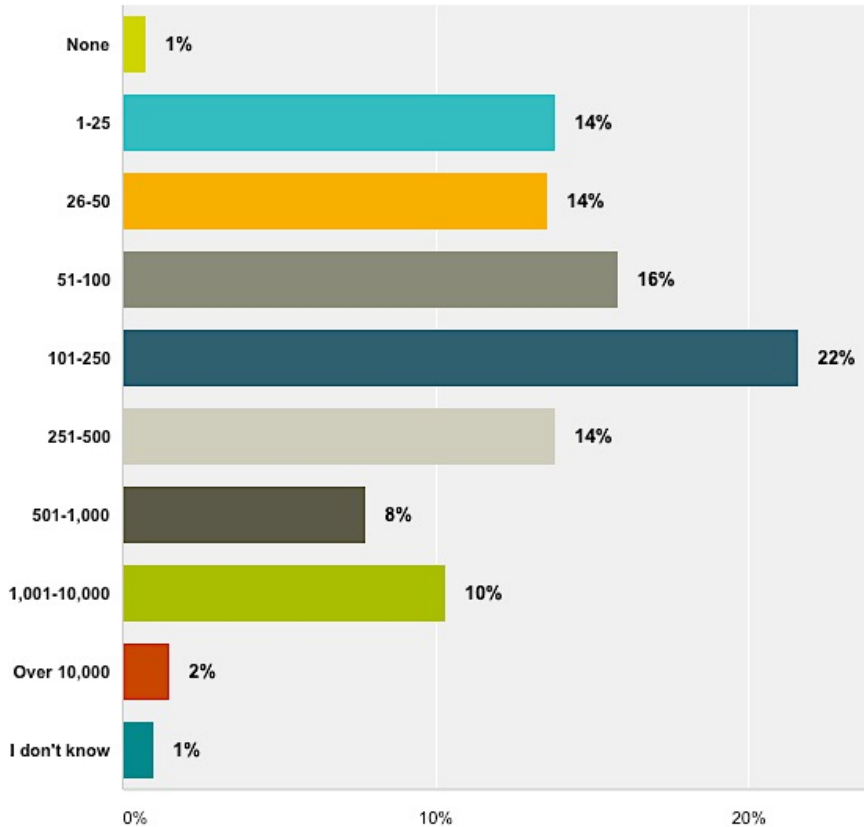
Only 7% placed the highest volume of volunteers each year with other organizations rather than within their own. One-third of those (33%) reported placing 51-250 volunteers per year and 23% reported placing 1,001-10,000 volunteer per year. The average placed for this group was 251-500 volunteers per year.



Volunteers Involved in Program

26

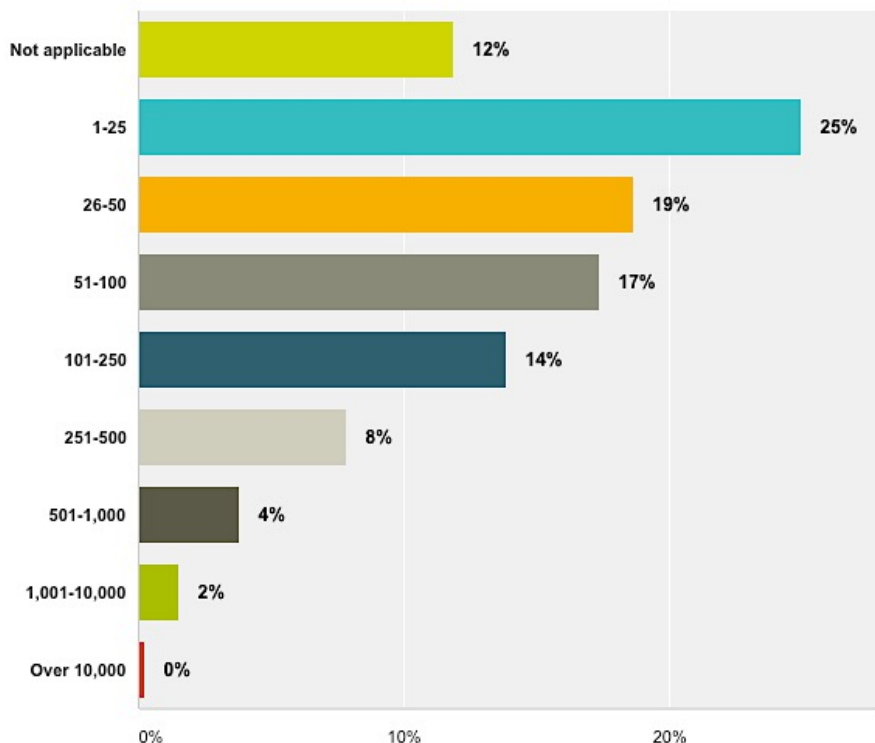
of Volunteers Placed Annually



Program Volunteers Placed

Of those respondents who primarily place volunteers in their own programs, the average number involved was 101-250 volunteers per year.

of Volunteers Supervised



Direct Supervision of Volunteers

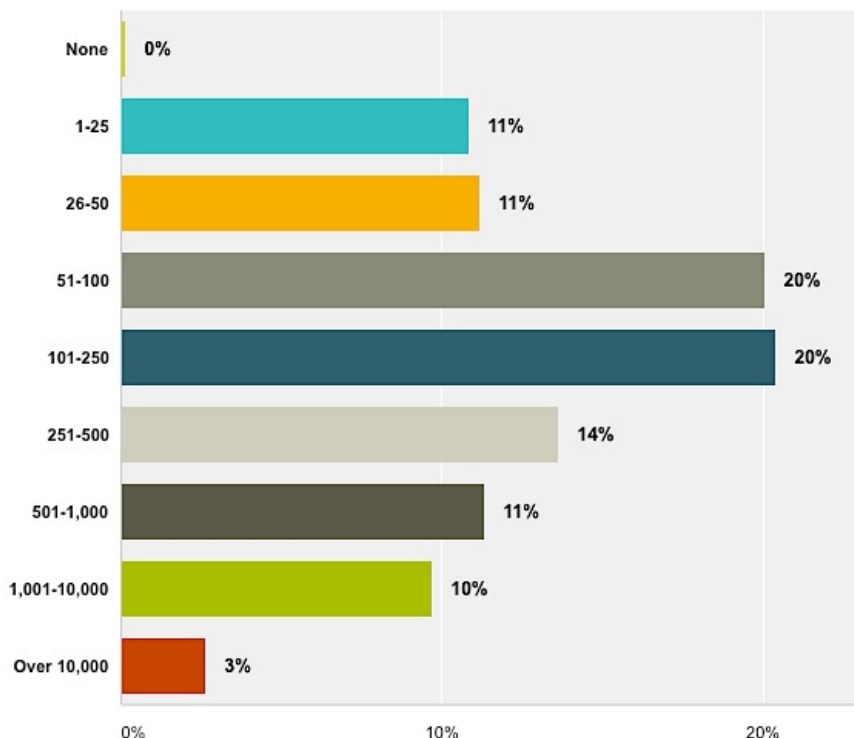
Nearly half of respondents (44%) who place volunteers in their own program reported being responsible for supervising 1-50 volunteers.

14% reported that they directly supervise 251 or more volunteers. The average was 26-50 volunteers.



Volunteers Involved in Organization

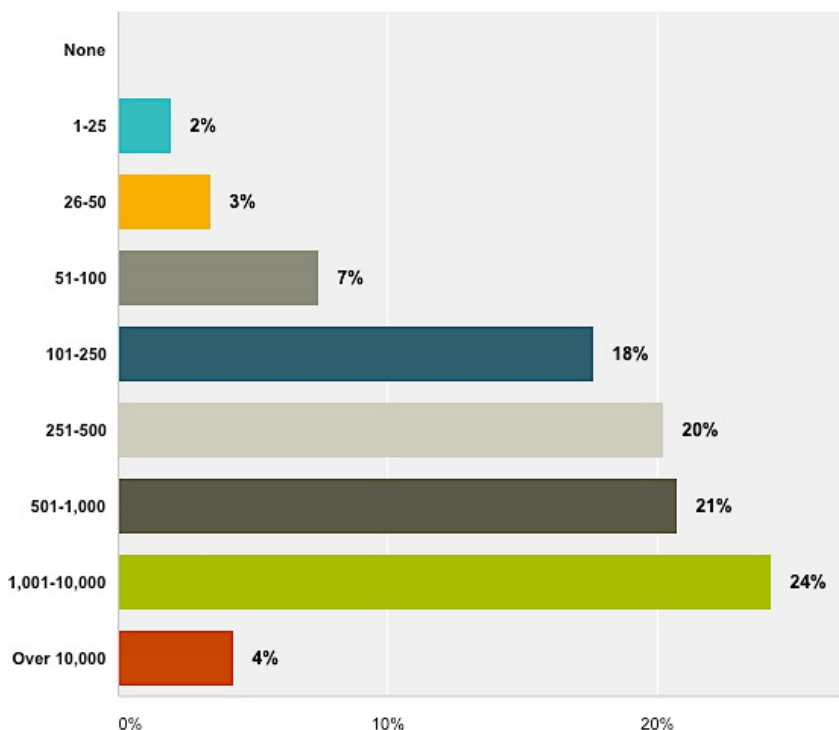
of Volunteers Placed Annually



In-Sourcing

Two out of five respondents (40%) reported placing 51-250 volunteers in other departments within their own organizations each year. Over one-third (37%) place over 250 each year. The average was 101-250 placed per year.

of Volunteers Involved at Org



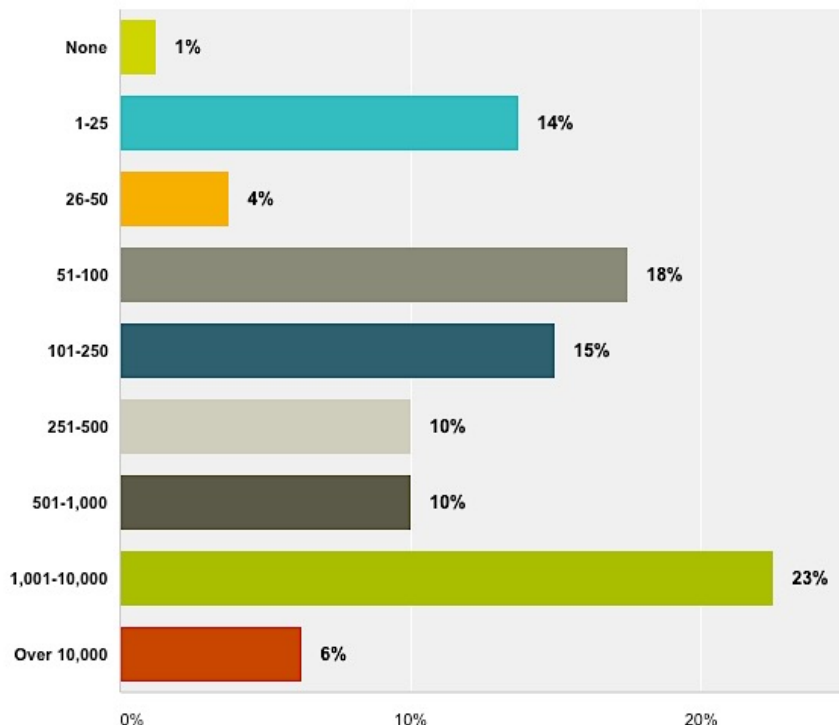
Total Number of Volunteers Involved

Nearly half (49%) of respondents represented large volunteer-involving organizations with over 500 volunteers. The average involved per year was 251-500.

The survey did not ask whether the respondent was responsible for all placing all volunteers involved at the organization.

Volunteers Placed With Others

of Volunteers Placed Annually



Outsourcing

Nearly one quarter of respondents (23%) reported placing over 1,000 volunteers each year with other organizations. Similar to those who placed volunteers within their own organizations, the average was 251-500 placed per year.

"Leadership not seeing the value in volunteer management over other initiatives and not giving the ok to hire additional staff in our office. We currently have a ratio of 1 volunteer supervisor to 500 volunteers in a healthcare setting. Impossible ratio to manage!"

"Encouraging paid staff to innovate in their utilization of volunteer service by volunteers of all ages is very important for our organisation."

"The field needs to be better recognised by organisations, it is a vital role to any organisation but often the staff are underpaid, not trained adequately and have little or no budget. I am confused as to why this is still the case in 2016."



Salary

Median Salaries

Please Note: Insufficient sample sizes were collected from each country, outside the United States and Australia. Data from other countries is being provided for information only. It should not be assumed it is representative.

United States (US) – \$45,325 (US dollars)

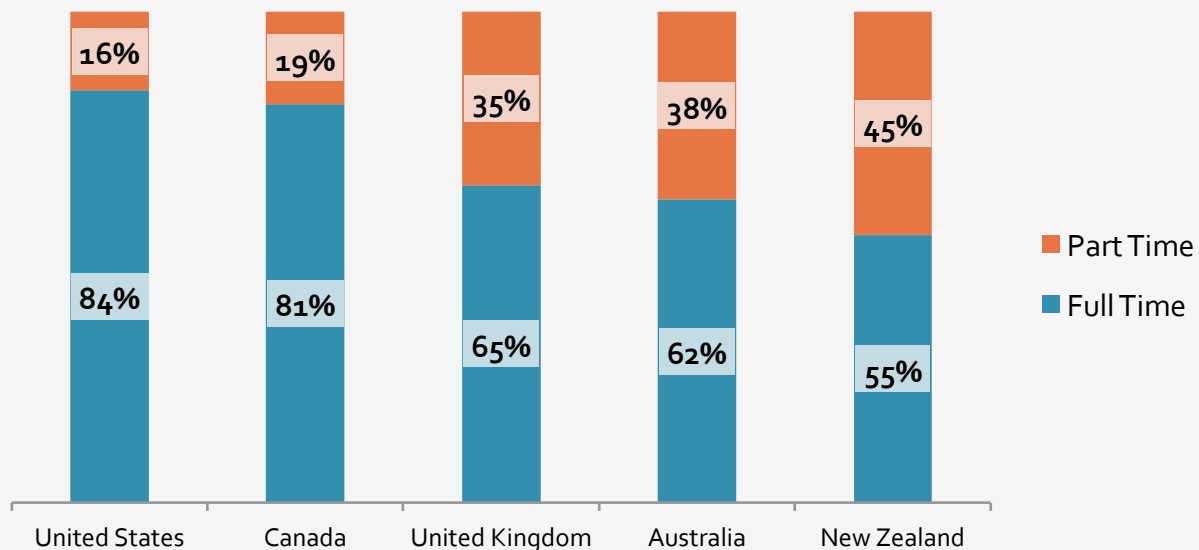
Australia (Oz) – \$63,160 (\$46,079 US dollars)

New Zealand – \$56,241 (\$39,277 US dollars)

United Kingdom – £27,872 (\$34,856 US dollars)

Canada – \$46,334 (\$34,732 US dollars)

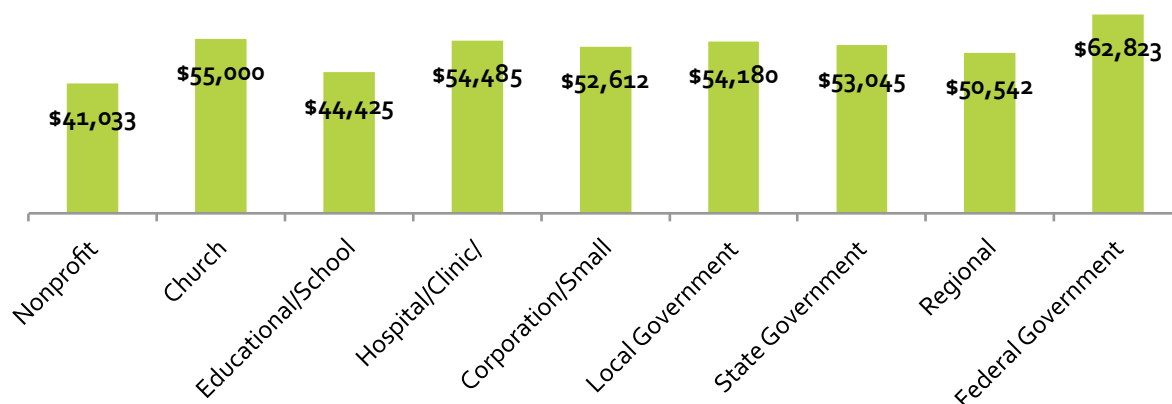
Work Schedule x Country





Salary Variables

Average Annual Salary (US) x Type of Organization



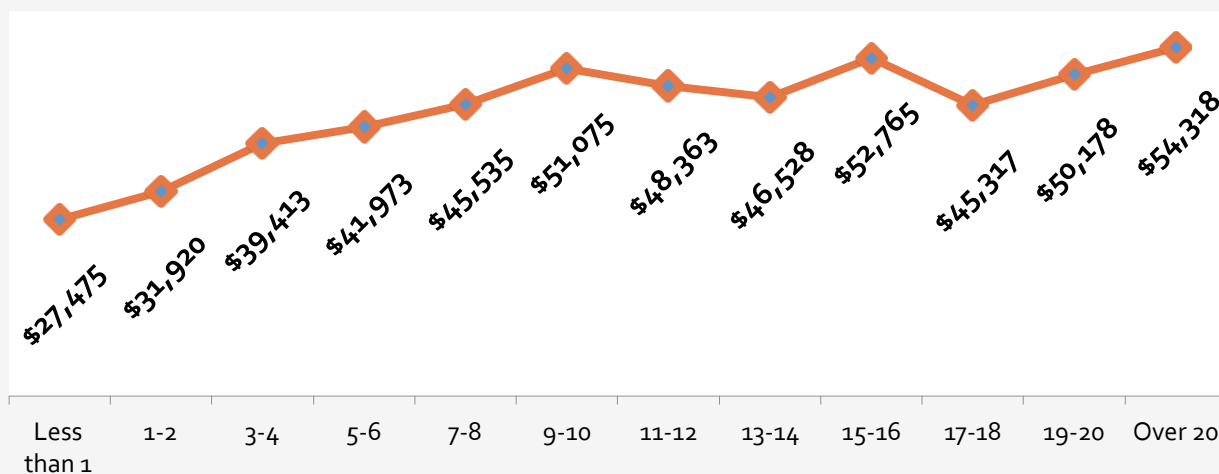
Salary Trends

Volunteer manager salaries in the United States vary by type of organization, ranging from an average of \$41,033 per year for nonprofit workers to an average of \$62,823 for federal government workers. **The average overall salary in the US was \$45,325.**

The average salary for federal workers does not significantly affect the average salaries for the other groups.

There was also a correlation between tenure in the field and salary.

Average Annual Salary (US) x Years Experience in Volunteer Admin

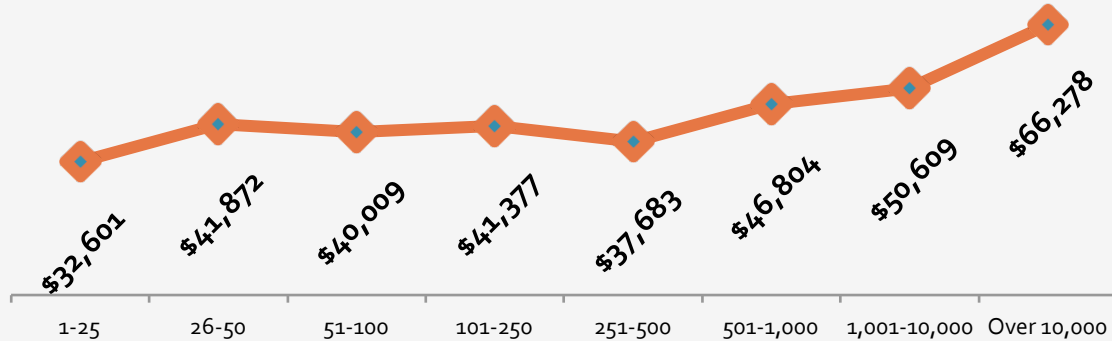




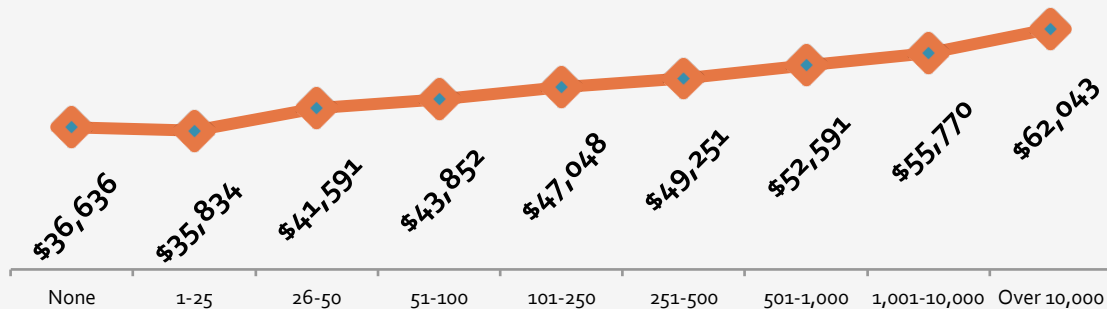
More Salary Trends

There appears to be a correlation between salary and the number of active volunteers as well as the volume of volunteers placed, both within and outside organizations - the greater the number of volunteers, the higher the median salary. The 2016 survey did not show a strong correlation.

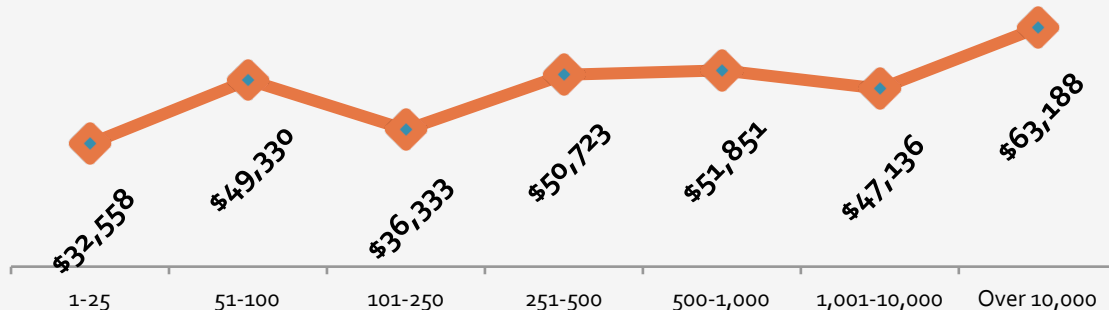
**Average Annual Salary (US) x
of Volunteers in Department**



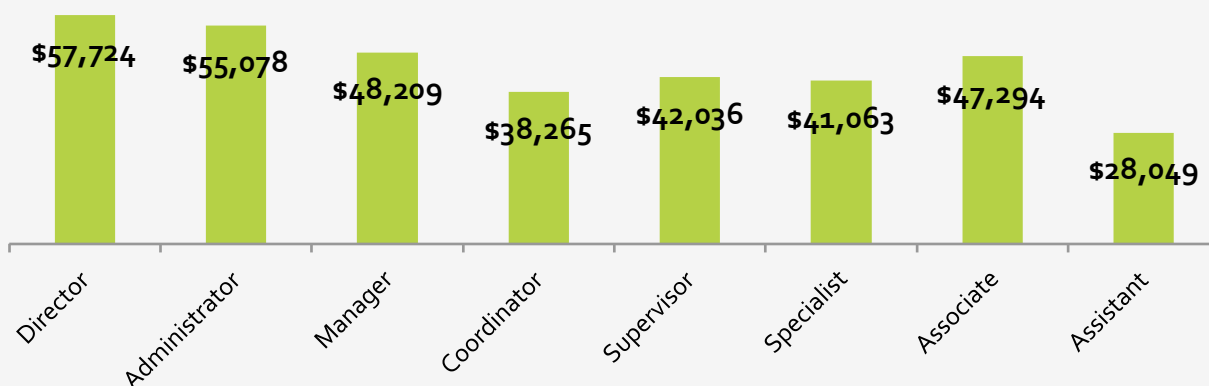
**Average Annual Salary (US) x
of Volunteers Placed Within Organization**



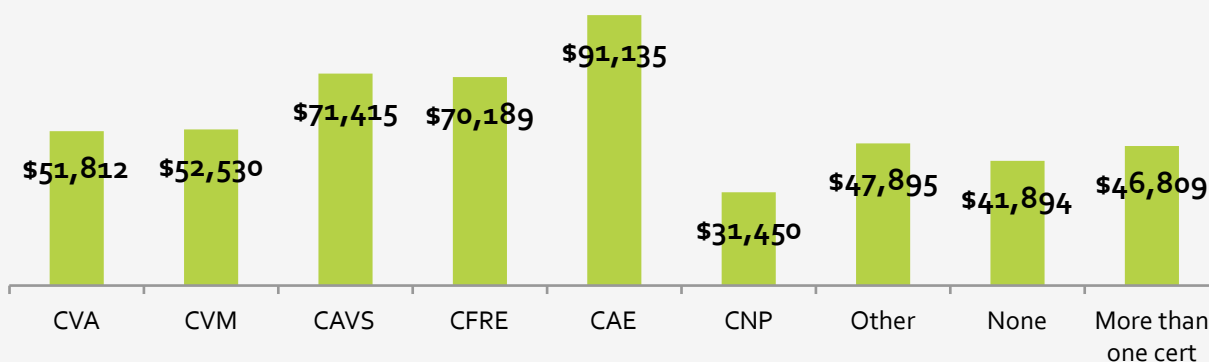
**Average Annual Salary (US) x
of Volunteers Placed Outside Organization**



Average Annual Salary (US) x Job Title



Average Annual Salary (US) x Certification



Is There a Relationship Between Salary and Title or Certification?

It appears that there is a correlation between average salary and job title with Directors earning the most at an average of \$57,724 per year and Assistants the least at \$28,049. This correlation was not present in the 2016 survey results.

There may be some relationships between certifications and earning potential. Respondents with no credential earn less (an average of \$41,894 per year) than the median salary of \$45,325 for all groups.

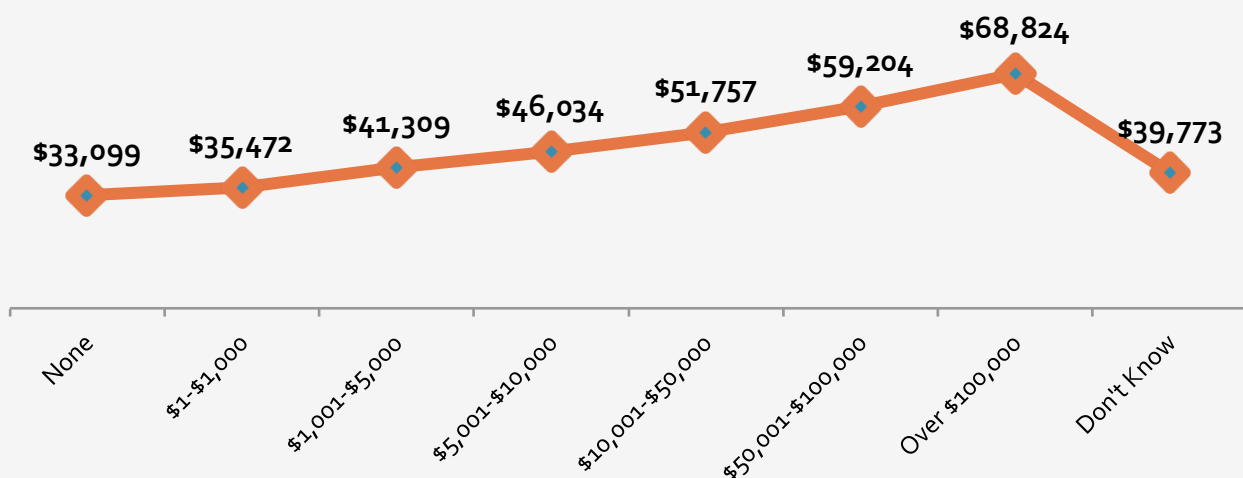
That said, salaries may be more related to the type of organization than obtaining a certification, which is generally related to a type of organization (for example, CAVS is for volunteer managers in healthcare settings, CAE is for association executives, etc.)

Salary and Budget in the United States (US) and Australia (Oz)

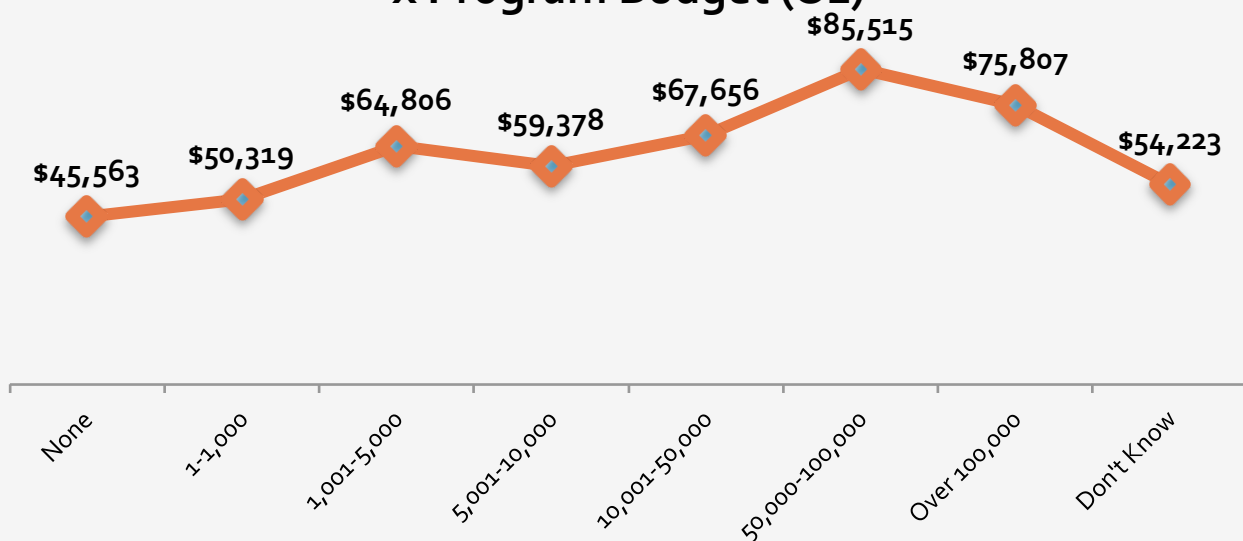
There is a correlation between average annual salaries and program budgets (without salaries and benefits included) in both Australia and the United States.

Note: The figures for Australia are noted in Australian dollars. The exchange rate is approximately \$1 AUD to \$.72 US. There was insufficient data from other countries to make reliable comparisons.

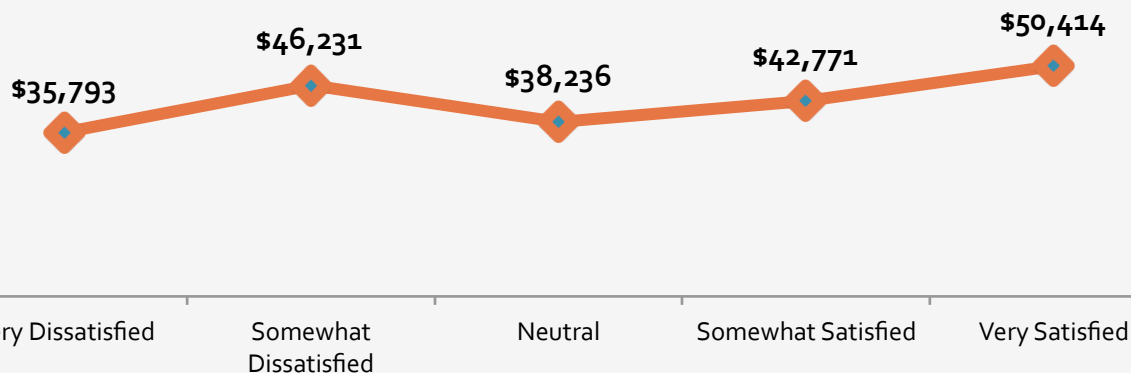
Average Annual Salary (US) x Program Budget (US)



Average Annual Salary (Oz) x Program Budget (Oz)



Average Annual Salary (US) x Satisfaction



Salary and Satisfaction Appear Related

There also appears to be a correlation between satisfaction and salary.

"We are still fundamentally seen as the "helpers" and not as skilled human resources that can improve the quality of care that we provide and be part of a dedicated HR initiative to support staff who care for our residents in our care homes....It is an ongoing advocacy campaign to raise my own profile and that of my volunteer team to come any place near the Director of Development and her donor team. I'm very fortunate to have an extremely progressive Director of Development who advocates for my role and for volunteers as a key part of the philanthropic engagement vision. Unfortunately, our campaigns seem to not be fully grasped and appreciated by those at the Director level."

"We need to be able to attract new talent to our profession, and keep it! We also need to ensure that organizations see the value in volunteer administration and that salaries for these roles are in line with those in other departments."



What Are Their Needs?

Professional Development Needs

Top Five Training Needs

The following are the most frequently chosen professional development topics. Respondents were allowed to choose up to four.

- **Training Staff to Work with Volunteers – 45%** (not asked in 2016)
- **Developing Program Outcome Metrics – 30%** (46% in 2016)
- **Volunteer Recruitment – 28%** (36% in 2016)
- **Managing Up/Getting Leadership Buy-In – 27%** (not asked in 2016)
- **Volunteer Recognition & Retention – 26%** (39% in 2016)

Top Training Needs x Where Volunteers Are Placed

In My Own Program or Department	In Other Programs or Departments in My Organization	In Other Organizations
Training Staff to Work with Volunteers (34%)	Training Staff to Work with Volunteers (55%)	Developing Program Outcome Metrics (38%)
Volunteer Recruitment (35%)	Developing Program Outcome Metrics (32%)	Volunteer Program Evaluation/Data-Based Decision Making (33%)
Volunteer Recognition & Retention (32%)	Managing Up/Getting Leadership Buy-In (32%)	Training Staff to Work with Volunteers (25%)
Developing Program Outcome Metrics (25%)	Volunteer Program Evaluation/Data-Based Decision Making (26%)	Performance Evaluation of Volunteers (25%)
		Volunteer Recruitment (25%)
		Working with Employee Volunteer Programs (25%)
		Managing Up/Getting Leadership Buy-In (25%)

2017 Biggest Challenges

Top Challenges in Open-Ended Comments

Respondents were asked to share their “#1 biggest challenge” in their own words. The following were the most frequently cited:

- **Recruitment – 24%**
 - Finding the right volunteers for specific roles and needs
- **Respect and Reliability – 16%**
 - From both co-workers and volunteers
- **Roles & Matching – 9%**
 - Designing roles & matching volunteer and organization’s needs
- **Retention – 8%**
 - Longer time volunteers and fulfilling commitments to service
- **Time – 8%**
 - Managing competing and multiple priorities

The table below details how the challenges aligned with the key placement role of the volunteer department. The respondents of each of the three subsets by placement role noted **recruitment** and **respect and reliability** as their top two challenges.

Top Challenge x Where Volunteers Are Placed

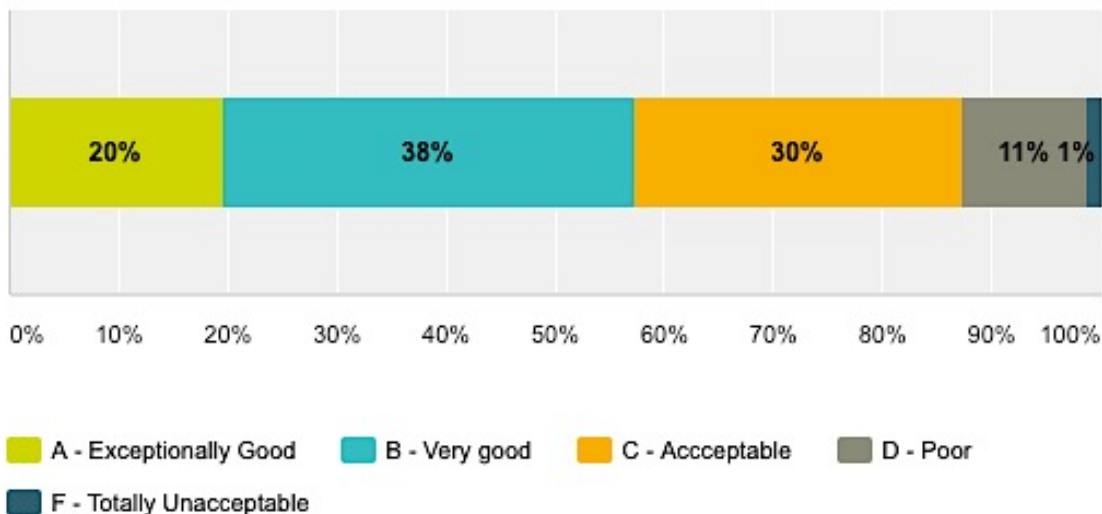
In My Own Program or Department	In Other Programs or Departments in My Organization	In Other Organizations
Recruitment (29%)	Recruitment (22%)	Recruitment (22%)
Respect and Reliability (11%)	Respect and Reliability (19%)	Respect and Reliability (14%)
Retention (9%)	Roles & Matching (9%)	Roles & Matching (12%)
Time (9%)	Supervision (8%)	Time (11%)



Agency Support

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Grade for Support From Agency Leadership



Do They Feel Supported by Leadership?

Over half of respondents (57%) gave their leadership a grade of *A (Exceptionally Good)* or *B (Very Good)* for their support of volunteer initiatives and programming. Only 12.6% gave their leadership a *D (Poor)* or *F (Totally Unacceptable)* grade combined.

There was no apparent correlation between years in the field and perceived management support of the volunteer program.

There appears to be a complex relationship between perceptions of support from organizational leadership and obstacles or challenges encountered by leaders of volunteers.

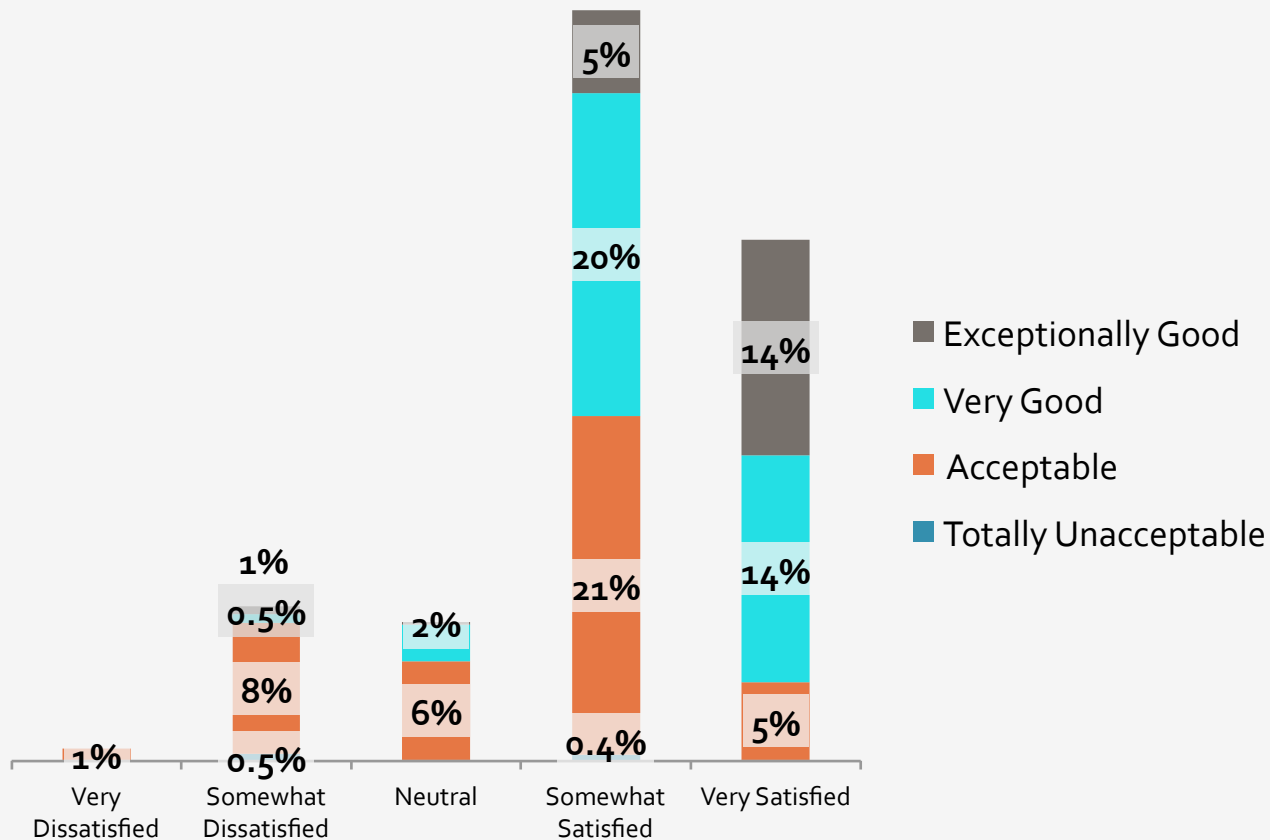
In open-ended comments, respect and reliability from co-workers and volunteers was the second most often mentioned challenge for those who graded their leaders with a *C (Acceptable)* (22%). For those who gave an *A (Exceptionally Good)* grade only 7% noted respect and reliability as a challenge, and it did not rank in the top four challenges mentioned.

Perhaps surprising, 9% of those who gave an *A (Exceptionally Good)* grade noted funding and resources as their second biggest challenge in open-ended comments while only 5% of those who gave leaders a *C (Acceptable)* grade noting funding and resources as a challenge (and this did not rank in their top four challenges).



Agency Support

Support from Leadership x Satisfaction



Satisfaction	Grade for Leadership's Support of Management			
	D/F - Totally Unacceptable	C - Acceptable	B - Very Good	A - Exceptionally Good
Very Dissatisfied	0%	1%	0%	0%
Somewhat Dissatisfied	0%	8%	1%	0%
Neutral	0%	6%	2%	0%
Somewhat Satisfied	0%	21%	20%	5%
Very Satisfied	0%	5%	14%	14%

Support from Leadership

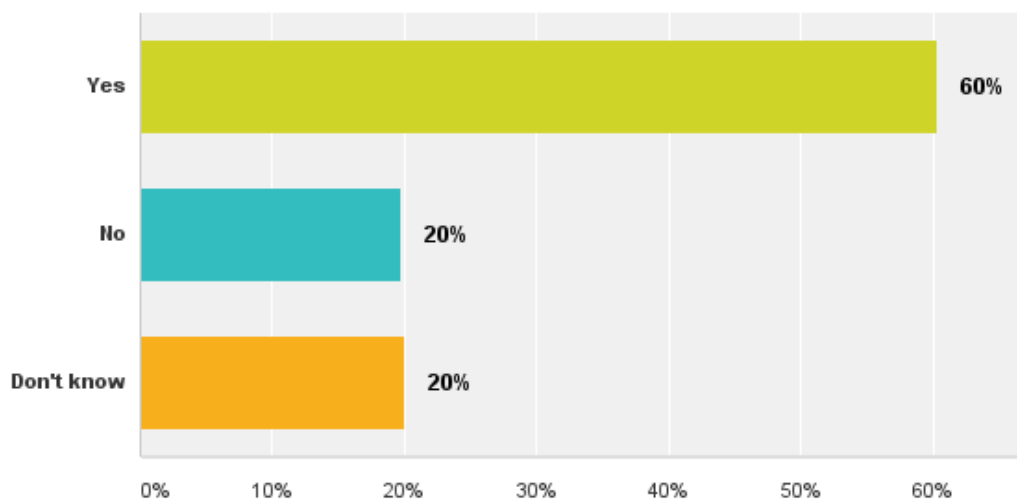
Job satisfaction appears to be correlated with the grade given for management support of volunteer services. A higher number of those that are somewhat or very satisfied with their work are also more likely to grade leadership support as a *B (Very Good)* or *A (Exceptionally Good)*.



Agency Strategy

40

Volunteer Involvement Included in Written Strategic Plan



Strategic Planning and Volunteers

Three out of five (60%) reported that volunteer involvement was included in their agency's written strategic plan. One out of five (20%) didn't know.

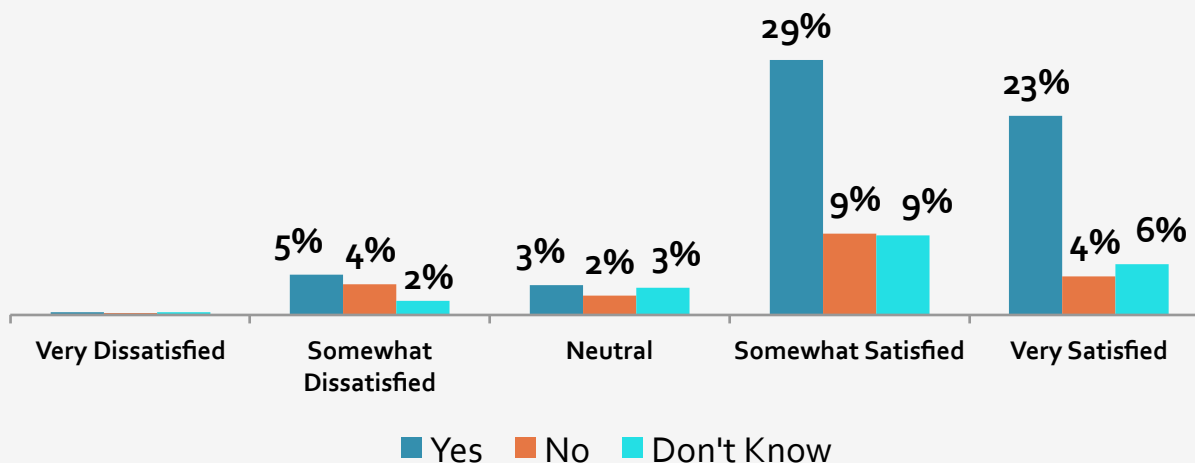
"My biggest challenge by far is getting the top leadership in my organization to embrace the importance and value of volunteer engagement as a strategic asset and not just dismissing it as "my job"The leadership do not see this as a priority and it seems that no amount of "leading up" or advocacy will ever change that. It's still as much "all about the money" now as it ever was. It is very hard not to become cynical under these circumstances."



Agency Strategy

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Strategic Plan Includes Volunteers x Satisfaction



Satisfaction	Included in Strategic Plan?		
	Yes	No	Don't Know
Very Dissatisfied	0%	0%	0%
Somewhat Dissatisfied	5%	4%	2%
Neutral	3%	2%	3%
Somewhat Satisfied	29%	9%	9%
Very Satisfied	23%	4%	6%

Satisfaction and Strategy

Volunteer coordinator satisfaction levels appear to be correlated with whether volunteer initiatives and programming are included in the agency plan. Similarly perceived support from leadership correlates with whether volunteers are included in the agency plan, along a similar distribution pattern.



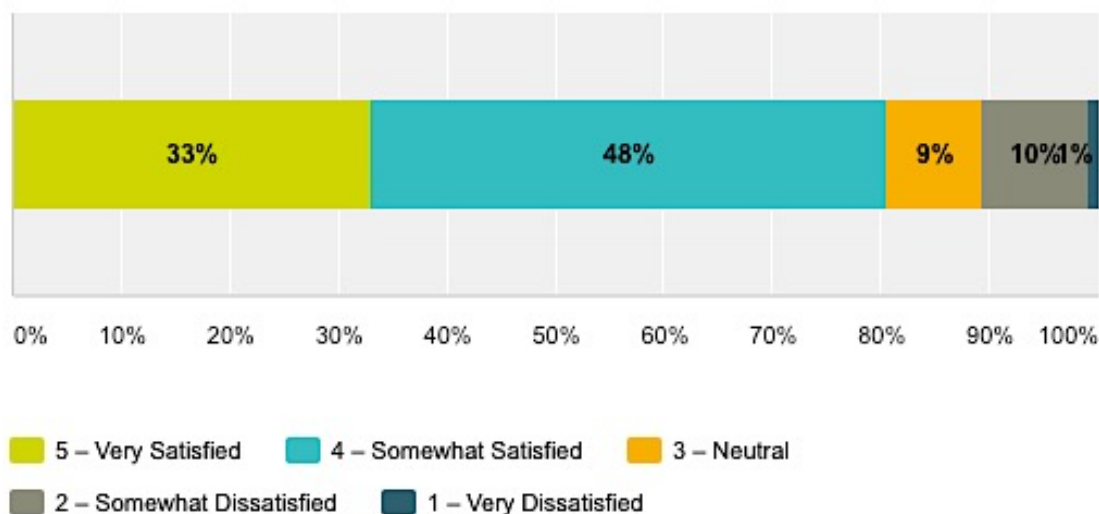
Are Volunteer Coordinators Satisfied?



Satisfaction

43

Satisfaction With Role of Volunteer Manager



Most Volunteer Managers Are Satisfied With Their Profession

Eight out of ten (81%) are *Very* or *Somewhat Satisfied* with their role as a volunteer program administrator.

"Although this is a very satisfying career field, it is also stressful, sometimes deadline driven, special large scale event planning, etc. etc. I have appreciated the "Self Care" webinar and focus from time to time. I also want to check out the one on time management, as that is key to not blurring the work/life balance struggle many of us have. I answer my volunteers' emails on my iPhone in my off hours, but am wondering what would happen if I unplugged more..."

"I'm happy that there are volunteer organizations that help promote the importance of volunteers and volunteer management!"

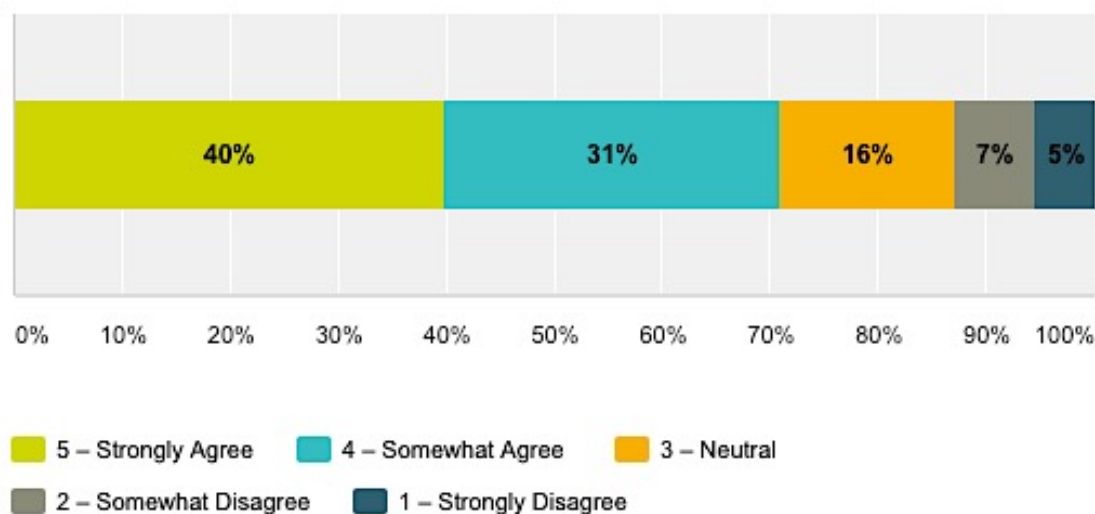
"This work is amazing! I love it!"



Intent to Stay

44

Plan to Be Working in Field Three Years From Now



Most Volunteer Managers Also Plan to Continuing Working in the Field

Nearly seven out of 10 (67%) of respondents *Somewhat* or *Strongly Agree* that they plan to be working in the volunteer administration field three years from now.

Similarly, in the 2016 survey, two-thirds (67%) of respondents indicated they intended to stay working in the field.

Intent to stay is slightly correlated with whether volunteers are included in the agency's strategic plan. 76% of those whose agency includes volunteers in their strategic plan also indicated they *Strongly* or *Somewhat Agree* they will be working the field three years from now. Only 64% whose agency does not include volunteers in their strategic plan feel the same.

"I would like to see Volunteer Management given the respect it deserves. I am not a secretary. At my organization my position is treated with very little respect. We could not survive without volunteers yet my position is considered trivial. Volunteer management deserves more respect and higher salaries."

"It is such a mix of skills including marketing, HR/people management and business. Tricky to recruit for and tricky to provide direct training for."

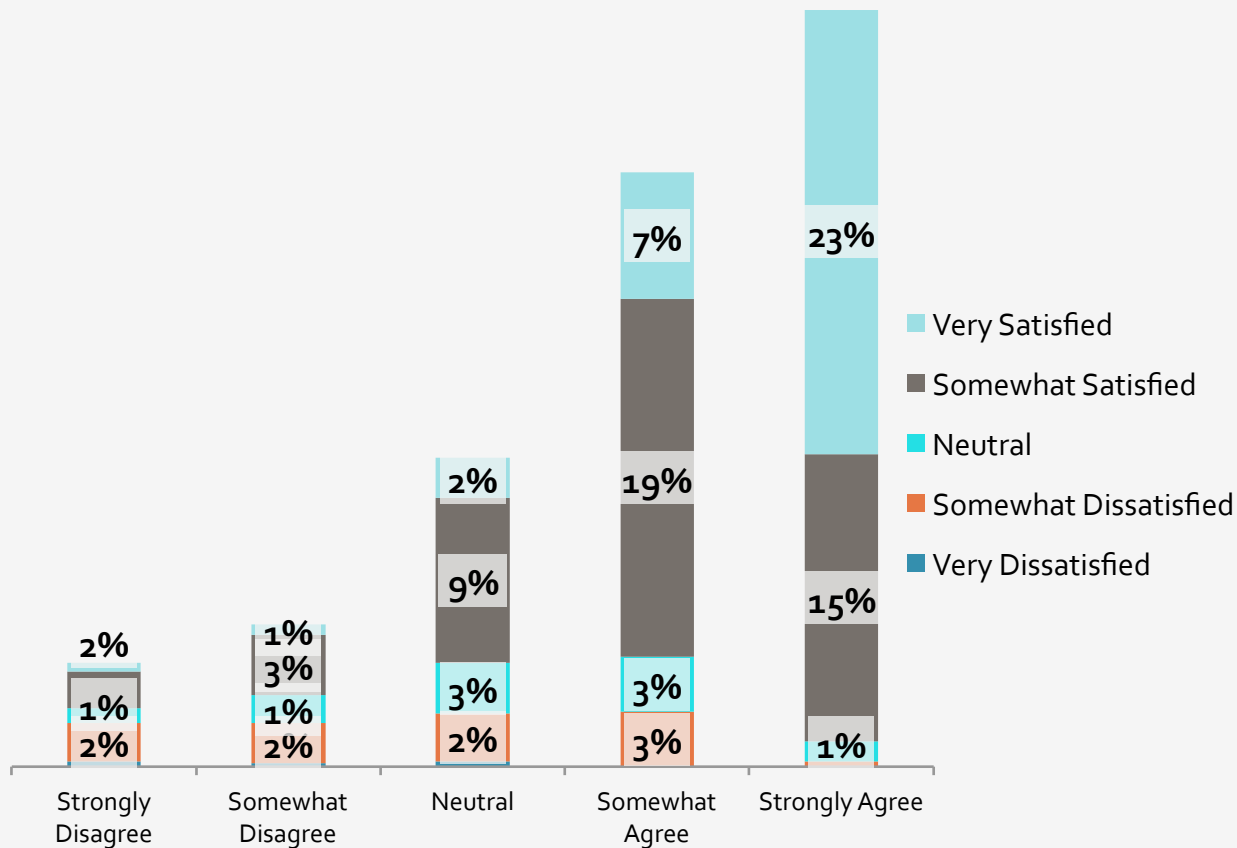


Intent to Stay

Satisfaction and Intent to Stay

Not surprising, there is a high correlation between the level of job satisfaction and the intention to continue working in the field of volunteer management.

Satisfaction x Intent to Stay



"In order to be sustained in this work, organizational investment is essential. Advocating for scarce resources can feel like a real battle, and at the same time, it is hard to accomplish much without resources to support growth, change, and evolution."



Volunteer Management Professionals ...

- Do you worry you may not be able to meet the demand for volunteers?
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 - Program Design & Assessment
 - Recruitment
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