

VOLUNTEER MANAGEMENT *progress* REPORT



January 16, 2020

#vmprogress2020



2020 "BENCHMARKING" EDITION

2020: Five Years of New Insights

All I can say is, “Wow!”

Our fifth annual “state-of-the-industry” survey results did not disappoint. I was inspired and humbled by all of the information volunteer leadership professionals from around the world shared with us about their experiences. Again this year, Dr. Pam Kappelides of LaTrobe University joined me as the second half of our “pracademic” research team, showing that it is indeed possible, for scholars and those outside the academy to collaborate on projects of value for both.

We are so grateful to our distribution partners and participants who have helped make this resource and labor of love a reality for five years running.

In this year’s “Benchmarking Edition,” we explore correlations between volunteer program capacity, resources, and management practices and find some interesting relationships that may have implications for practice.

We also find that some of our results have remained relatively unchanged or where it appears the field may even be regressing. It’s a mixed bag, but I hope our readers will take heart. Equipped with solid data, we can all become better advocates for change.

All the Best,



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



Dr. Pam Kappelides, PhD
Lecturer, Centre for Sport and Social Impact, La Trobe University



Special thanks to Valerie Mercadante and Rachel Bell for helping with the report and data analysis, and Jason Frenzel for his thoughtful reviews of the questionnaire.

January 2020

For more info or for interviews about this report, contact Tobitobi@volpro.net | +1 206 799 9038



Shareable Moments

@volpronet, #vmprogress2020

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

Just Released! #volmgmt trends for 2020 in the Volunteer Management Progress Report - learn what over 1,700 pros from 22 countries said about their work, salary, & other trends. Free copies here <https://bit.ly/2QTYn8G> #vmprogress2020 @volpronet

THX to all 1,744 #LOVols who participated in the fifth annual #Volunteer Management Progress Report for the biggest crowdsource of #volmgmt data on the planet! Your responses help us all better advocate for the field we love - <https://bit.ly/2QTYn8G> #vmprogress2020

THX to all of the distribution partners for promoting #nonprofit industry research & the 2020 Volunteer Management Progress Report. Let's continue to broaden awareness of the value of #volmgmt! See partner list & get the free report here: <https://bit.ly/2QTYn8G> #vmprogress2020

What's the top challenge for #volmgrs? #recruitment #recruitment #recruitment! For the fifth straight year, connecting with people who want to serve remains the top issue to #LOVols. Get the report here: <https://bit.ly/2QTYn8G> #vmprogress2020 @volpronet

In 8 areas of #volmgmt, 50% of #LOVols state that their orgs engage in moderate use of tech to meet goals. The greatest area for improvement? Orientation and Training! See all the trend data here: <https://bit.ly/2QTYn8G> @volpronet #vmprogress2020

Did you know 48% of #volmgrs have an online training option for their #volunteers? This is a 15% increase from last year's report! Read more here: <https://bit.ly/2QTYn8G> @volpronet #vmprogress2020

Volunteers average 30 hours of service per month! #volmgrs place 55% of #volunteers in long term positions, which offers volunteers a consistent schedule. Check out other insights from the report here: <https://bit.ly/2QTYn8G> @volpronet #vmprogress2020

Struggling with #recruitment and #retention? You're not alone! In fact, 1 in 4 #volmgrs (25%) operate with less than 50% of their volunteer positions filled! Check out more: <https://bit.ly/2QTYn8G> @volpronet #vmprogress2020

#nonprofit leaders: Is there a correlation between #budget for #volunteer programs and a #volmgrs effectiveness? Yep. 44% of volmgrs with no budget operate at high capacity vs. 70% of those with a \$5-10k budget. See the research here: <https://bit.ly/2QTYn8G> @volpronet #vmprogress2020

The average # of #volunteer orientation training hours required by #nonprofits is 14 hours. How does this correlate with the % of volunteer roles filled? Check out the research here to find out: <https://bit.ly/2QTYn8G> @volpronet #vmprogress2020

About the Research

The survey questionnaire was developed with input from two practitioners and a scholar. It included 30-34 (depending on country) closed and open-ended questions; most questions 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 28– November 27, 2019. A total of 1,744 volunteer administrators (paid & volunteer) from 22 countries responded; 71 were disqualified because they did not work directly with volunteers, and 1,328 completed most of the questionnaire.

Limitations of the Data

For its fifth year, the survey was available globally and promoted widely to previous respondents as well as through distribution partners. All respondents to this survey are still working in volunteerism, so the data does not include the experiences and perceptions of those who have left the field (e.g., for tenure, number of jobs, etc.).

This year, respondents were asked to assess their agency's levels of maturity of technology use. While these data do not represent an objective assessment, they nonetheless offer subjective insights into potential areas of concern and future development as organizations attempt to modernize and improve their reach.

While respondents do represent a random sample for the field, for 68% of respondents, this was their first time participating. So, there is strong evidence that our samples vary from year to year, thus offering more representative data.

Based on a conservative estimated total population of 1.65 million nonprofits in the United States, our US-based responses represent a confidence level of 95% with a +/- 3% margin of error.

A Note on Terminology

While no globally-accepted standards for job titles or terminology currently exist in the voluntary sector, we are doing our part to understand some of the current alignments and uses at work in our field.

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.

Project Champions

Many Thanks to Our Distribution Partners & Reviewers!

The following organizations supported the survey by promoting it to their networks. Thank you for helping us raise awareness about this work.

- Michigan Healthcare Volunteer Resource Professionals
- United Way of Southeast Michigan
- e-Volunteerism.com
- VQ Volunteer Strategies
- National Council of Social Service-Singapore
- The Children's Aid Society
- Erin Spink
- VolunteerLinc
- South Carolina Association for Volunteer Administration (SCAVA)
- ALIVE (Association of Leaders in Volunteer Engagement)
- VolunteerMatch
- America's Service Commissions
- Association of Volunteer Managers- UK
- DOVIA-LA
- United Way Worldwide
- Nonprofit Connect
- Rob Jackson Consulting
- Volunteer Management Professionals of Canada
- Get Fully Funded
- Volunteering Victoria
- Leaders of Health Volunteer Engagement
- Wisconsin Volunteer Coordinators Association (WVCA)
- Volunteer Wisconsin
- Volunteer Fox Cities
- Better Impact
- Palm Springs Animal Shelter
- Let's Talk Science
- Bryan Health
- Breakthrough Central Texas
- Make-A-Wish America
- North Carolina Association of Volunteer Administration
- Office on Volunteerism & Community Services
- InitLive
- University of San Diego
- U.S. Department of Veterans Affairs
- Volgistics
- Israeli Volunteering Council
- Professional Association of Volunteer Leaders- Ontario
- Volunteer Management Professionals of Canada
- Volunteer Administrators Network, NW
- Texas Association, Directors of Volunteer Services
- NJ Association of Healthcare Volunteer Resources Professionals (NJAHVRP)
- Pennsylvania Association for Healthcare Volunteer Resource Professionals
- The Georgia Association for Volunteer Administration
- Montana Nonprofit Association
- TulsAlive
- Managers of Volunteers (MoV) Network Melbourne
- Directors of Volunteers in Agencies in the Greater Akron Area (DOVIA Greater Akron)
- Leaders of Iowa Healthcare Volunteers
- Volunteer Coordinators of Southeast Michigan
- Cause Collective Lincoln, NE assisted
- Oakland County Volunteer Coordinators Association
- Emilie Bromet-Bauer, CVA
- Katherine H. Campbell, CVA
- Washtenaw Area Volunteer Coordinators

What We Hoped to Learn

Inside You'll Find ...

- The top challenges for today's volunteer administrators (see [page 38](#))
- How job salaries compare based on job title, organization type, level of professional certification, and volunteer engagement volume and capacity (see [pages 25-29](#))
- How the minimum and maximum number of volunteers per direct supervisor are distributed across the spectrum (see [page 24](#))
- What digital tools and methods are most-commonly used to communicate with, train, and lead volunteers, as well as the frequency of communications across a variety of channels including social media (see [pages 30-35](#))
- How leaders of volunteers rate their organization's digital maturity across multiple functional areas (see [page 36](#))
- How staff characteristics, the level of program resources, recruitment volume, types of roles, and volunteer training requirements and methods correlate with levels of volunteer capacity (see [pages 39-46](#))

What Intrigued Us

- **Some Consistent Characteristics Over Five Years** – Relatively uniform results in demographics, work characteristics, salary, and primary challenges have persisted across five consecutive years of surveys. Even with a shifting cohort of respondents, similar challenges are faced by many, regardless of organization size, causes or country of origin. Around the world, we are more alike than different.
- **Resources & Management Decisions Matter** – Our data shows positive correlations between program budget and percentage of volunteer roles filled (the higher the budget, the greater the reported capacity) as well as key program approaches.

Why conduct a survey like this?

We all need to become better, more informed advocates.

- ① **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.
- ② **Volunteer-led organizations** need clear benchmarks to help them make meaningful comparisons and informed decisions about their volunteer engagement.
- ③ **Nonprofit consultants, trainers, and capacity builders** need to know the greatest needs for our field.

General Impressions

- The characteristics of respondents have been consistent over five years, even with expanded participation from countries outside the US and an evolving data set.

We have increasing confidence that these data represent leaders of volunteers in the United States, but still need additional data outside the US to generalize further.

- Respondents continue to be white (84%) women (87%). This trend has continued for five years. This represents less diversity than in the nonprofit sector as a whole. As a point of comparison, some report that 75% of sector employees are women, and while people of color are roughly 40 percent of the U.S. population, only 18 percent of nonprofit employees are people of color, a slightly higher percentage of those who work in volunteerism. While the field continues to be multi-generational, the field is becoming younger over time as professionals age out.

While we have realized modest gains in our overall diversity as a field, it will be important to track this trend. Does a lack of diversity affect who becomes a volunteer? And, does it affect which volunteers discover opportunities, thus reinforcing a cycle of sameness?

- While the landscape of challenges for volunteer coordinators remains relatively unchanged, there are two trends worth noting. First, the frequency of those citing a Lack of Time and Competing Priorities as a primary challenge increased by 4% this year, moving it into the third-place spot behind Recruitment and Respect and Buy-In as top issues. Second, the frequency of those citing the top five challenges has steadily increase from just over half (56%) to nearly three-quarters (73%).

Challenges for leaders of volunteers are becoming more and more concentrated as time goes on. This may mean that they have long been unresolved, or they are becoming more pernicious and frustrating for these staff.

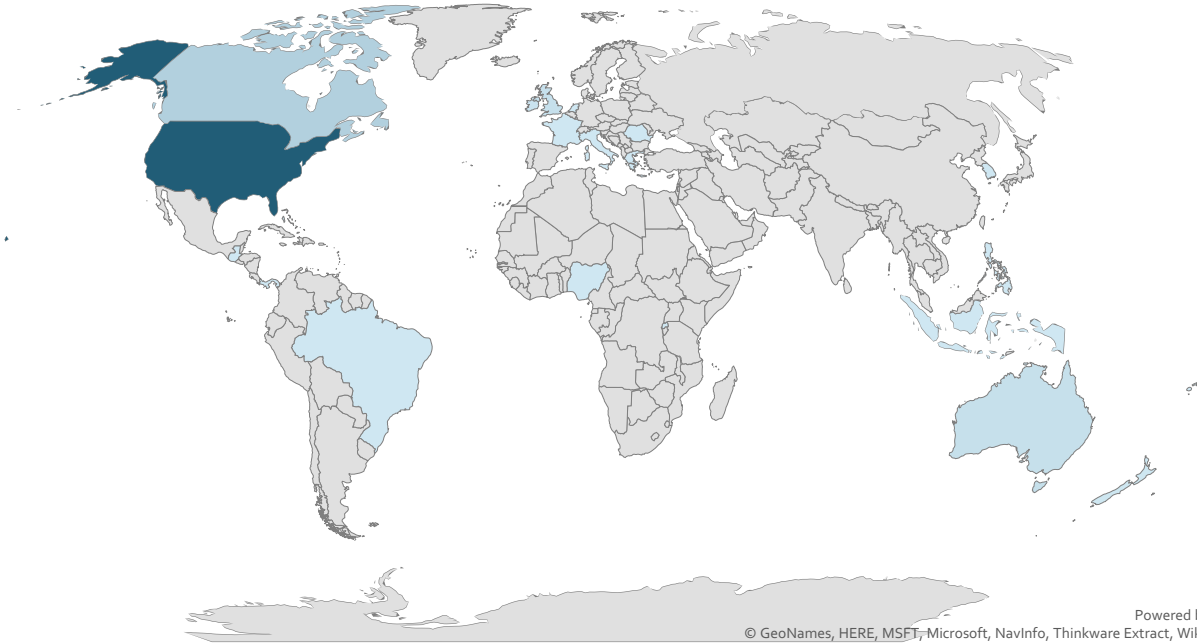
- There are interesting correlations between program budgets, staff credentials, specific volunteer requirements, and management methods. While there are a variety of variables that contribute to the success of an organization's volunteer engagement strategy, these may have implications for practice.

While this type of research cannot claim cause and effect relationships, these comparisons offer organizations clues on where to focus their management interventions in areas that may have a higher probability of success.

A background network diagram consisting of numerous grey oval nodes connected by thin grey lines. Some nodes are highlighted in color: purple, teal, orange, and green. A large white circle is centered over the network.

WHO DID WE SURVEY?

Geographic Representation



Where Were Respondents Located?

Fourteen countries participated. The vast majority of respondents (73%) were headquartered in the US (down from 80% in 2019), with 12% from Canada (up from 8% in 2019), 4% from Australia (same as 2019), 4% from the United Kingdom (down from 6% in 2019), and 7% from elsewhere (up from 1% in 2019).

The majority of volunteer managers serve their local city/county/region within their state or province, which has remained consistent over the past five years (67% in 2020/2019, 69% in 2018), with much smaller percentages serving wider geographic regions, including their state, multi-state region, country, or beyond.

Headquarters Location	# of Respondents	% of Respondents
Canada	167	12.2%
United States	1002	73.2%
Australia	55	4.0%
United Kingdom	50	3.7%
Other	94	6.9%

Organization Types

What Types of Organizations Were Represented?

Most categorized themselves as *Nonprofit Organizations* (79%), followed by *Government Agency* (14%).

A wide range of causes participated in the survey (see next page), with health care dominating at 16%. As a point of reference, in the US, 24.8% of all nonprofits are *Hospitals and Clinics* or are *Health or Healthcare-related*; 10% are *Arts organizations*; 6.3% are *35.2% provide Human Services*; 4.6% work to support the *Environmental or animals*; 17.2% involve *Education*; and 6.7% are *Faith-based* (Source: Urban Institute, *The Nonprofit Sector in Brief 2018: Public Charities, Giving, and Volunteering*)

"During this economic and political turbulence volunteers/ supporters are even more critical and need to be taken seriously."

"The biggest volunteer management challenge is two-fold. Not enough individuals signing up for long-term (one-on-one) mentoring opportunities and budgets cut so drastically that there are not enough funds available to promote and recruit effectively. One can only get so much out of the free resources."

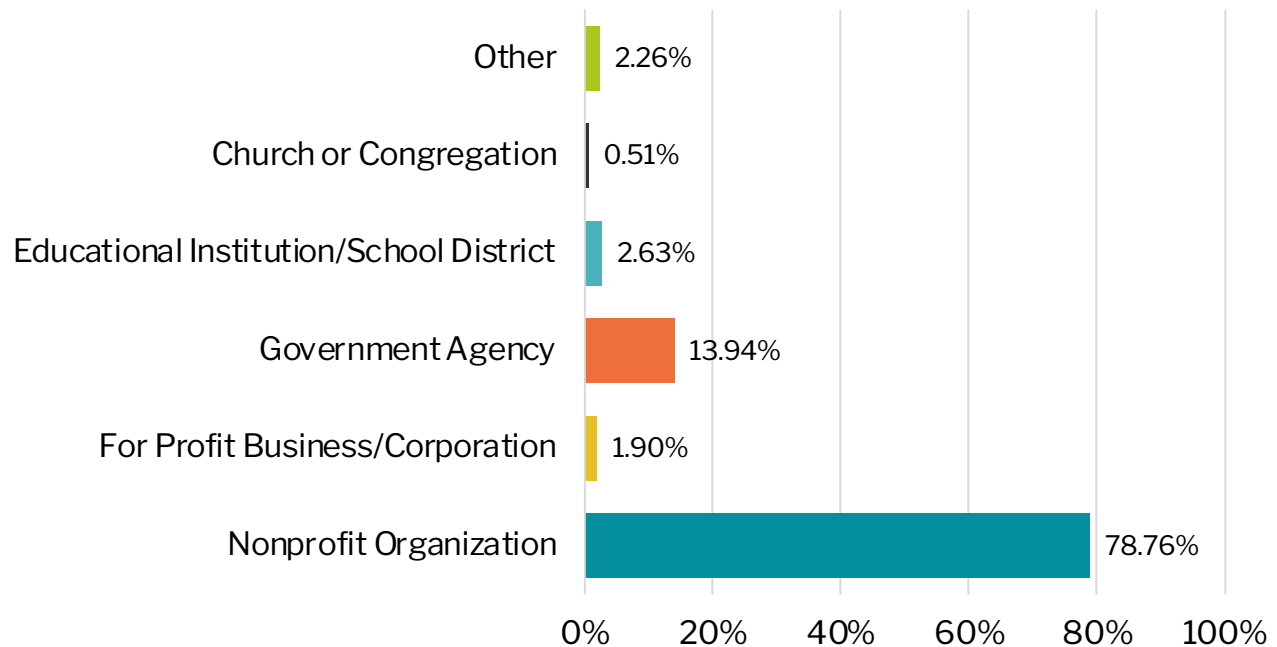
"Getting my organization to look at the staffing level for volunteer management staff, which has not changed in at least 15 years, even though the volunteer needs of the organization have significantly increased during that time."

"Having a CEO who firmly believes in the power of volunteers has made a huge impact on getting middle management buy in."

"I live in a very large and very philanthropic city. But since there are more than 25,000 nonprofits we struggle to be seen and heard. It's not just a problem for our volunteer department but for partnerships and donors as well. Identifying the most effective means to market our organization and investing in those avenues is something we are currently working on."

Organization Types

Organizational Structure



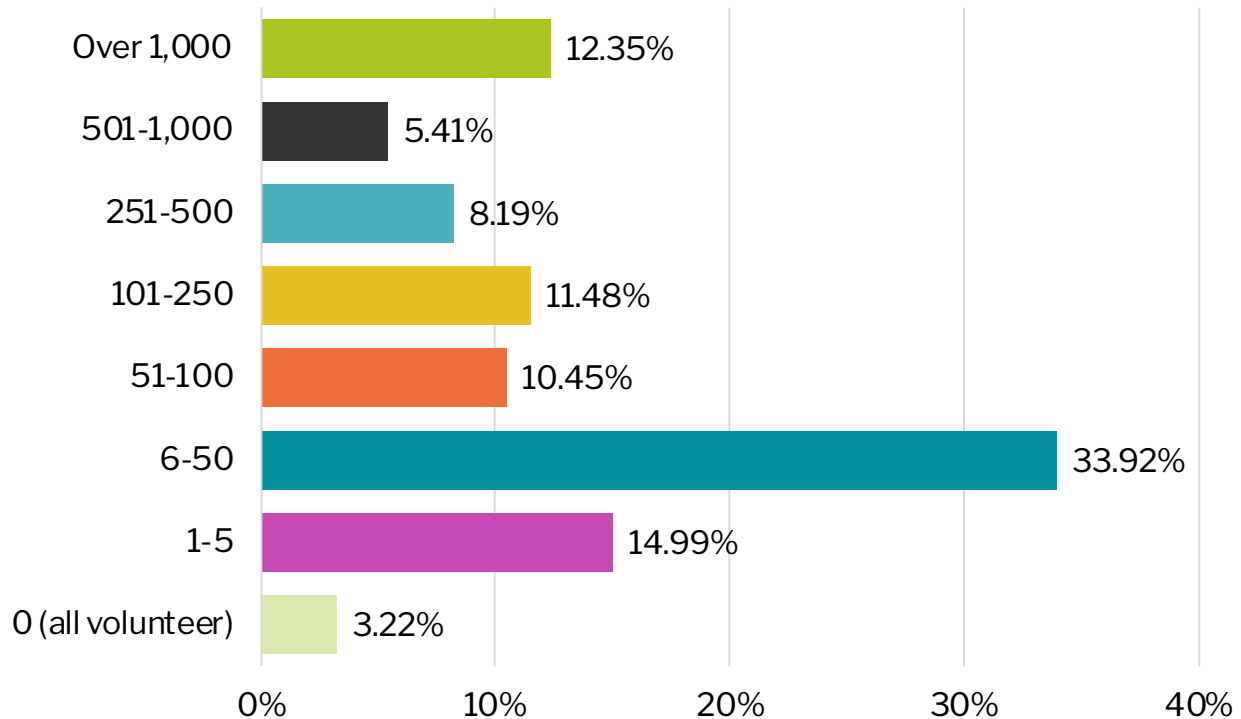
Answer Options	2016	2017	2018	2019	2020
Nonprofit	73.4%	66.2%	70.1%	77.73%	78.76%
Hospital/Clinic/Hospice	N/A	12.7%	13.4%	N/A	N/A
Government Agency	17.7%	13.7%	12.6%	15.56%	13.94%
Ed. Institution/School District	N/A	3.0%	2.4%	3.47%	2.63%
Corp/Small Business	1.0%	1.0%	0.7%	2.85%	1.9%
Church or Congregation	1.0%	0.9%	0.5%	.15%	0.51%
Social Enterprise	N/A	N/A	0.3%	.23%	N/A

Cause Impact Areas

Answer Choices	% Responses	# Responses
Arts, Culture, & Humanities/History/Museums	7.30%	100
Business/Professional Associations	1.31%	18
Education/Libraries	5.47%	75
Environment/Parks/Wildlife	6.35%	87
Animal Care & Welfare	6.28%	86
Health Care/Medical Research/Support Services	16.13%	221
Mental Health & Crisis /Domestic Violence	2.19%	30
Hospice	4.74%	65
Senior & Disability Services	7.88%	108
Crime & Other Legal Services	0.88%	12
Employment & Training	0.22%	3
Food Pantry & Delivery/Agriculture & Nutrition	2.63%	36
Housing & Shelter/Homelessness	3.21%	44
Public Safety, Disaster Preparedness & Relief	1.39%	19
Recreation & Sports	1.68%	23
Youth Development	3.28%	45
Foreign Affairs/International NGO	0.80%	11
Civil Rights, Social Action & Advocacy	1.46%	20
Community Improvement & Capacity Building	4.23%	58
Philanthropy & Grantmaking	0.66%	9
Volunteer Center & Placement	3.65%	50
Science & Technology	0.66%	9
Child Welfare/Family Services/Social Services	5.91%	81
Faith/Spirituality	0.95%	13
Veterans/Military Services	0.88%	12
Multi-Service	6.50%	89
Other	3.36%	46

Number of Paid Employees

Total # of Paid Employees at Organization



Organization Size

3% were organizations entirely run by unpaid volunteers. 15% of respondents have five or fewer paid staff within the organization.

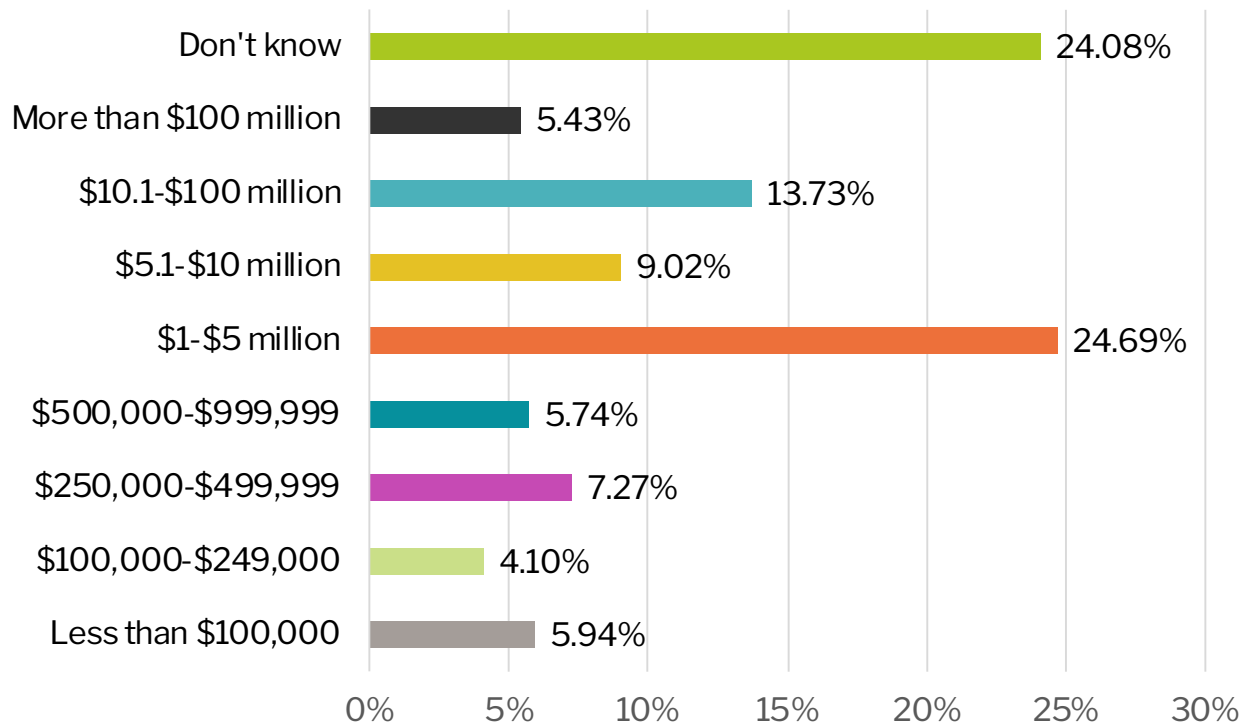
One-third (34%) are small to medium size organizations, reporting 6 to 50 paid staff. 37% are larger organizations with more than 100 paid employees.

‘Time. For the last year, I have been managing another department aside from Volunteer Services. This is severely impacting the amount of time I have to manage our volunteer program.’

‘We simply need more staffing as we grow as an institution. We’ve been in almost explosive growth mode for the past 8 years, with no signs of slowing down.’

Annual Budget – Organization

Organization Annual Budget (for all Departments)



Organization Budgets

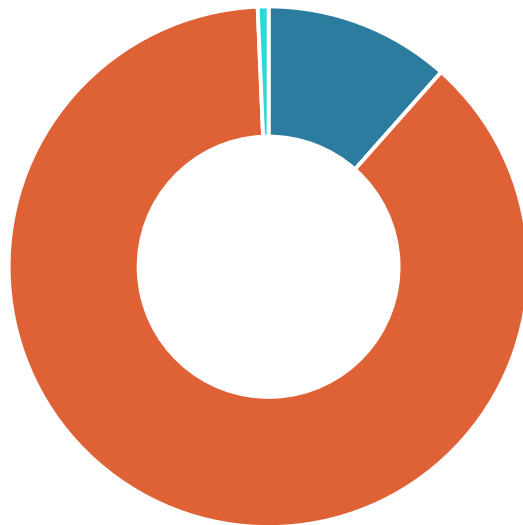
Similar to last year's results, over half (53%) reported organizational budgets of \$1 million or more. 10% were organizations with an annual budget of less than \$250,000.

Approximately one in five (24%) did not know their organization's budget.

"After starting in my current role, I have at least tripled the volunteer program, which is why I was hired for the position. However, volunteer coordination is only roughly 50% of my job and the resources (budget, tools) have not increased with the increase in volunteers. I'm hoping by showing this growth, I can advocate for more, but it has been a challenge."

"The single biggest challenge I experience is push-back from the directors within the organization and a misguided view of what it means to be a volunteer or the ability to give volunteers boundaries. The directors do not want to give up control enough to let volunteers make decisions This then leads to poor staff-volunteer relations and culture."

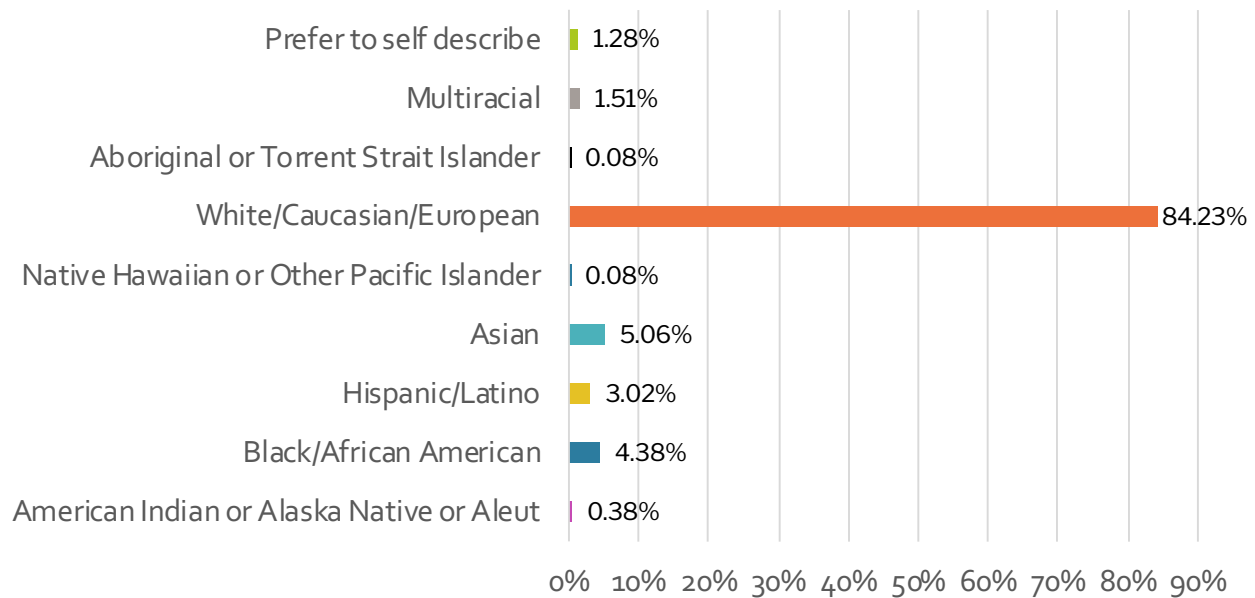
Respondent Demographics



Gender

- Male- 11.5%
- Female- 87.4%
- Prefer to self describe-1%

Race/Ethnicity



Demographics Remain Consistent Over Five Years

The demographic breakdown was consistent with the 2019 survey, moving slightly less homogenous. Most survey respondents were *Female* (90% in 2019, 91% in 2018), and predominately *White/Caucasian* (91% in 2019, 88% in 2018, 91% in 2017), with very little representation of other ethnicities.

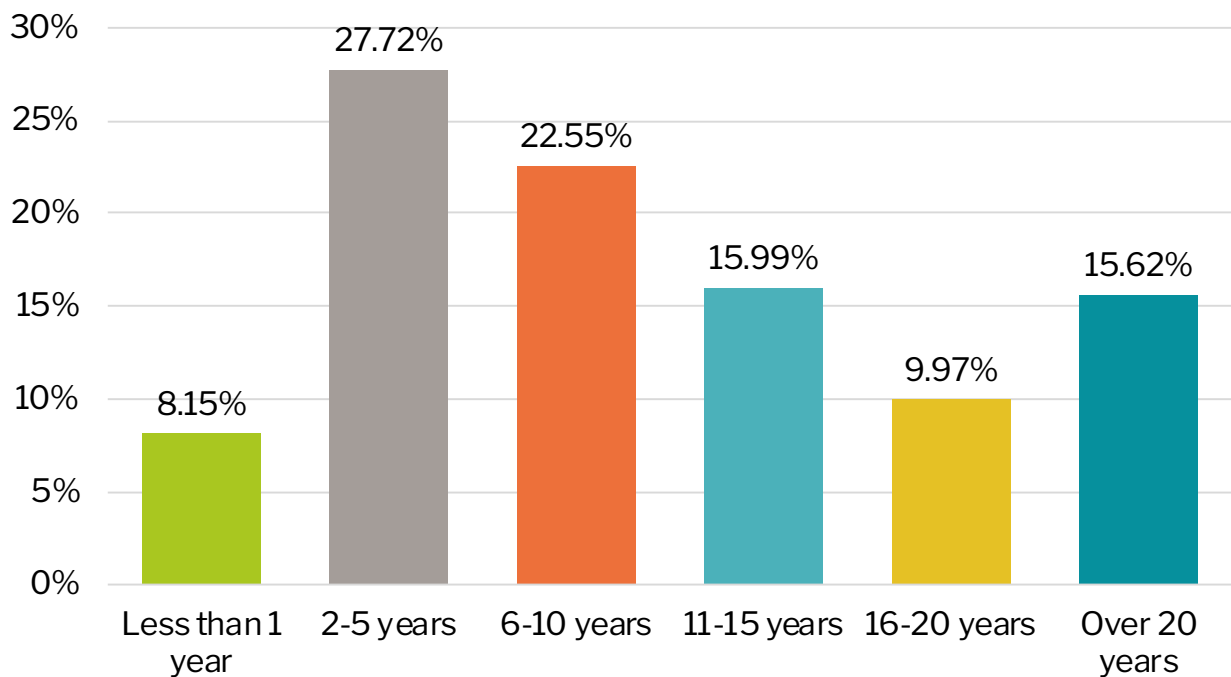
Professional Experience

Field Experience & Tenure is Stable

Respondents represented a wide range of years of experience, many with long tenures in the field. This has remained constant over five years.

- **In 2020**, 41% had over 10 years experience and 16% over 20 years.
- **In 2019**, 40% had over 10 years experience and 17% over 20 years.
- **In 2018**, 44% had over 10 years experience and 17% over 20 years.
- **In 2017**, 43% had over 10 years experience and 18% over 20 years.
- **In 2016**, 40% had over 10 years experience and 16% over 20 years.

Years Working in the Field of Volunteer Administration



'I work for a municipal government with thousands of staff with all kinds of professional backgrounds and certifications. Many staff have preconceived notions of volunteers and volunteerism that are based on past experience with "traditional" volunteers/models of volunteerism. It's difficult to get them to understand how and why trends are changing and how that impacts their work.'

Professional Credentials

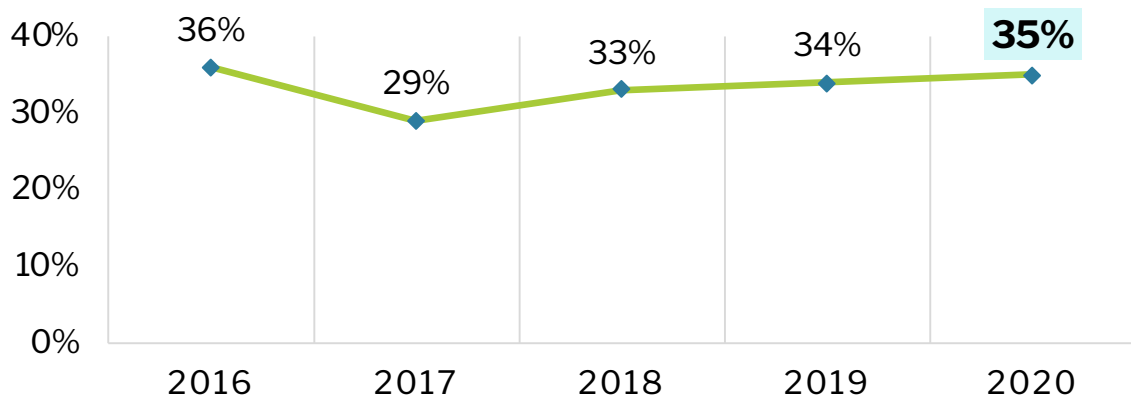
Certification Type	% Respondents
CVA (Certified in Volunteer Administration)	11.8%
CVM (Certified in Volunteer Management)	3.7%
CAVS (Certified Administrator of Volunteer Services)	1.6%
CFRE (Certified Fundraising Executive)	0.2%
CAE (Certified Association Executive)	0.1%
CNP (Certified Nonprofit Professional)	1.1%
MSW (Masters in Social Work)	2.4%
Other (most respondents listed various educational degrees, not certifications in this category)	16.9%

Most Hold No Certifications

Most respondents (62%) do not hold any certifications related to volunteer resource management. Only 12% have obtained the *Certified in Volunteer Administration (CVA)* credential, the only globally-recognized certification for the field.

Over the past four years, the average certified is 33%, or one in three respondents.

% Who Hold At Least One Certification in Nonprofit or Volunteer Administration



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ABOUT THEIR WORK

Job Title & Status

What's in a Name?

Those who lead volunteers go by many job titles, with *Coordinator* appearing as the most common. The top three words included in the job titles of respondents were:

- **Coordinator 38.3%** (36% in 2019, 41% in 2018, 43% in 2017, 39% in 2016)
- **Manager 26.9%** (27% in 2019, 25% in 2018, 26% in 2017, 27% in 2016)
- **Director 16.3%** (16% in 2019, 17% in 2018, 16% 2017, 19% 2016)

The remainder were: *Specialist* (4.2%), *Assistant* (1.5%), *Lead* (1.7%), *President* (1.7%), *Supervisor* (1.4%), *Officer* (1.3%), *Administrator* (1.0%), *Chief* (.9%), *Head* (.8%), *Chair* (.5%), and *Associate* (.3%). 3.7% selected *Other*.

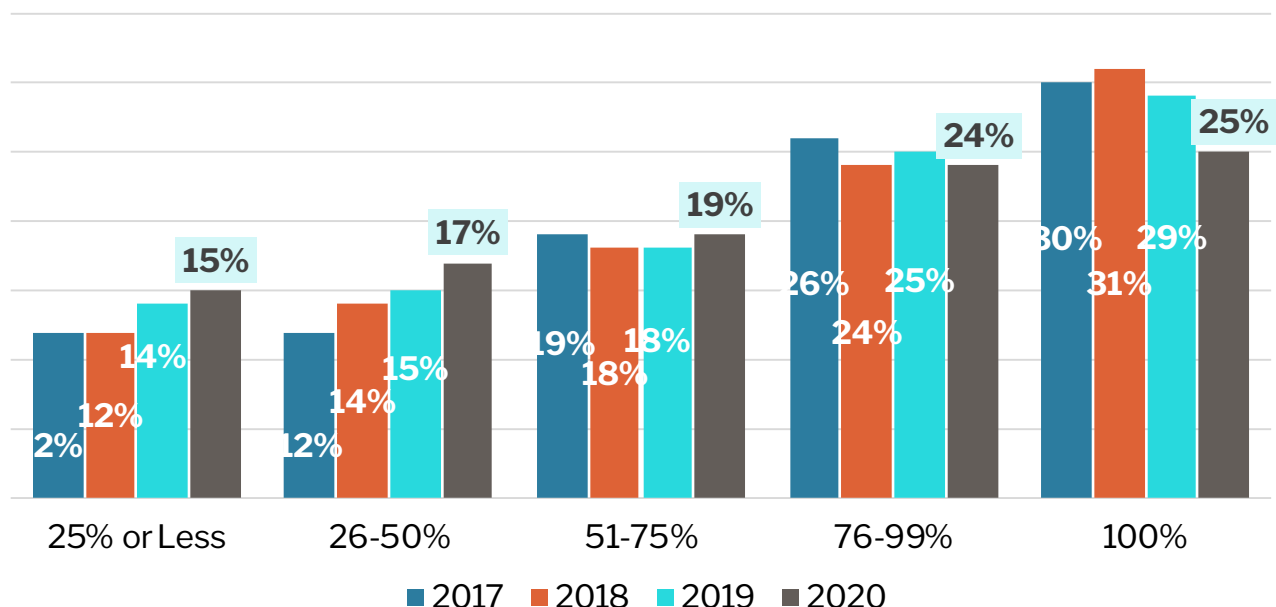
Structure of the Job & Time Spent on Volunteer Management

Leaders of volunteers continue to juggle more than one task area., which has remained a constant trend year after year.

This year, only 49% of staff spent three quarters of their time or more on volunteer management, down 7% from four year high of 56% in 2017.

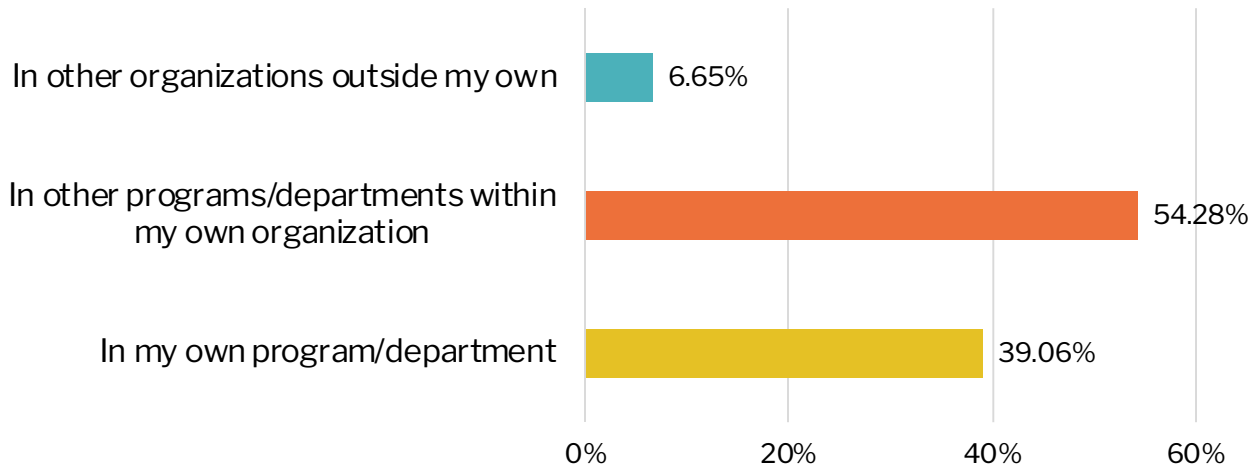
And, only 25% focus entirely on volunteer coordination, down 5% from four years ago.

% of Time Spent on Volunteer Management



Where Volunteers are Placed

Where the Highest # of Volunteers are Placed Each Year



In-Sourcing & Outsourcing Volunteer Talent Placement

For the 2020 survey, over half of respondents (54%) indicated that their primary responsibility is to place volunteers in other departments within their organization. About one-third (39%, up one percentage point from 2019) place volunteers in their own programs. Just under 7% placed the highest volume of volunteers each year in other organizations outside their own.

In 2019, the trend was similar, with 55% placing the highest volume of volunteers in other programs within their own organizations.

"Our volunteer placements are the traditional, weekly, daytime commitment so are always looking for creative to attract volunteers and provide flexibility they need while still meeting the needs of our clients."

"Finding volunteers who are willing to commit to ongoing placements is a struggle."

"TIME for recruitment of volunteers, then the TIME for proper training and TIME for follow-up. I have this job but it is only 1 part of my job."

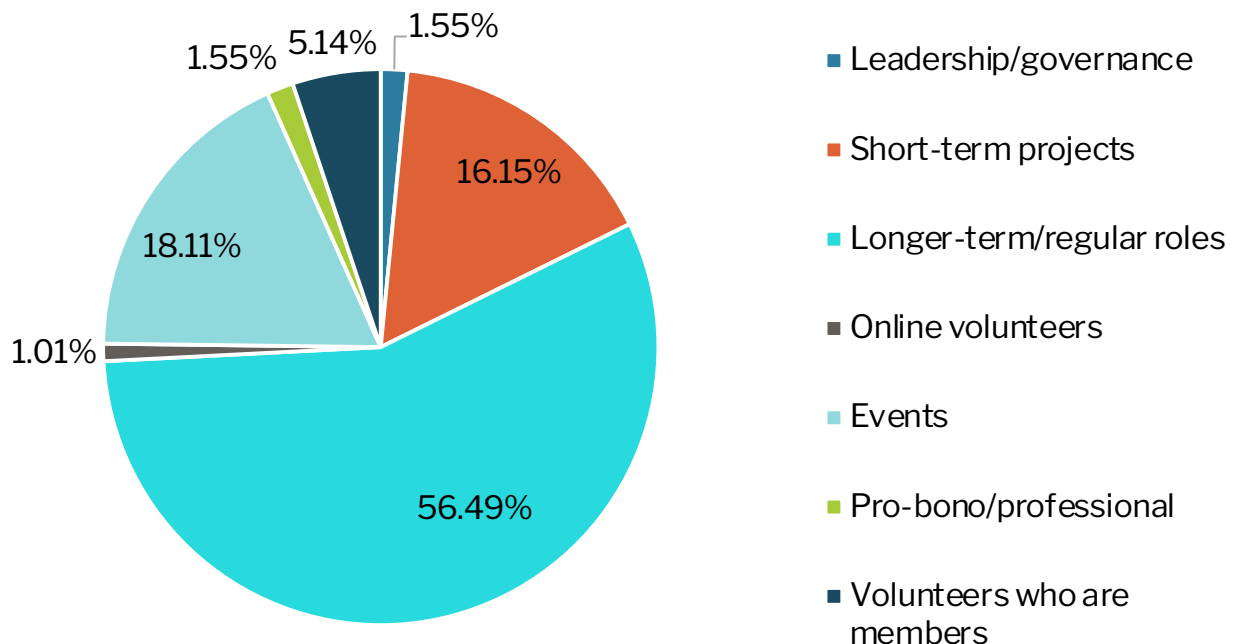
Volunteer Roles

Types of Volunteer Roles

This year, we asked volunteer administrators to categorize the kinds of volunteers they engage most often in general terms. In past years, we surveyed differently asking about specific roles such as admin/fundraising/outreach/etc.

The majority of respondent's (56%) place volunteers in long-term/regular roles, which has remained relatively consistent over the past five years of surveys.

The Top Role Where Volunteers Are Engaged Each Year

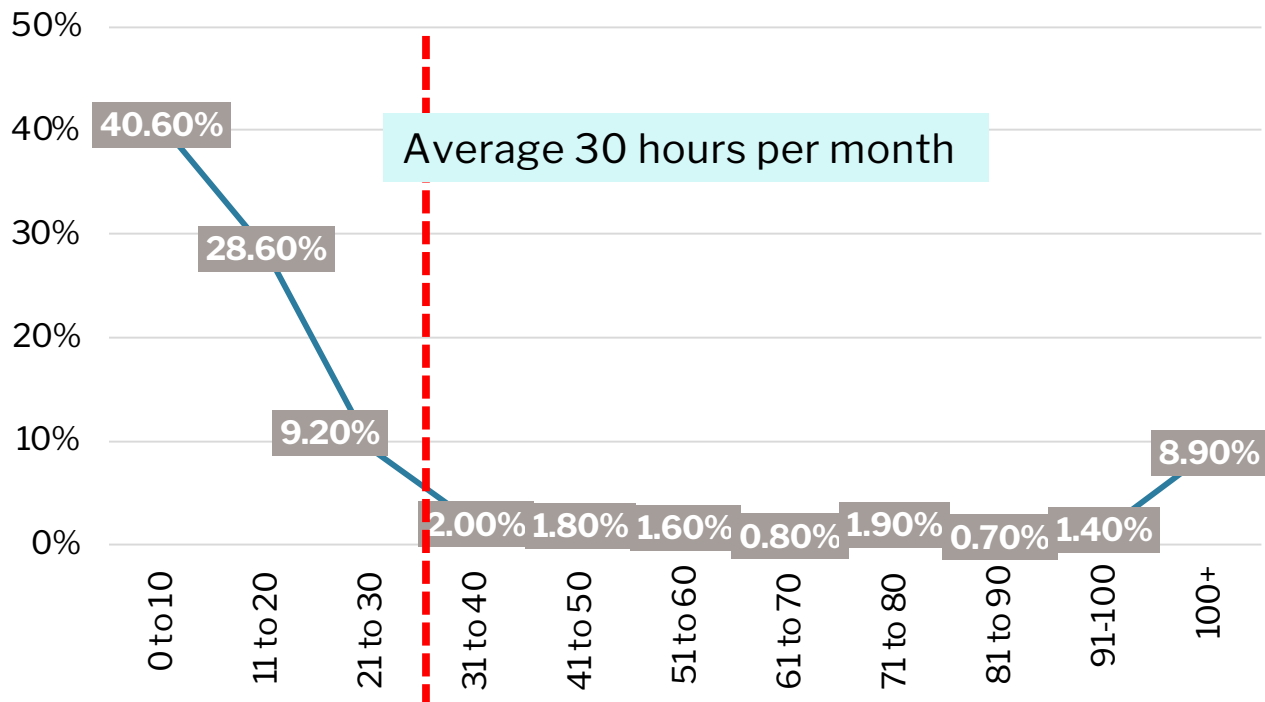


“Our volunteer needs seem unlimited, but more often than not the most help is needed for work such as building maintenance, grounds care, admin assistance, and many other mundane tasks that are necessary for us to achieve our mission and serve our audience.”

“We struggle working with departments to find roles that are meaningful for everyone, but where the unit/department is not so dependent upon the volunteer that a system or process breaks down if the volunteer is not available.”

Volunteer Hours

Average # of Volunteer Hours Per Month



Average Hours Per Volunteer, Per Month

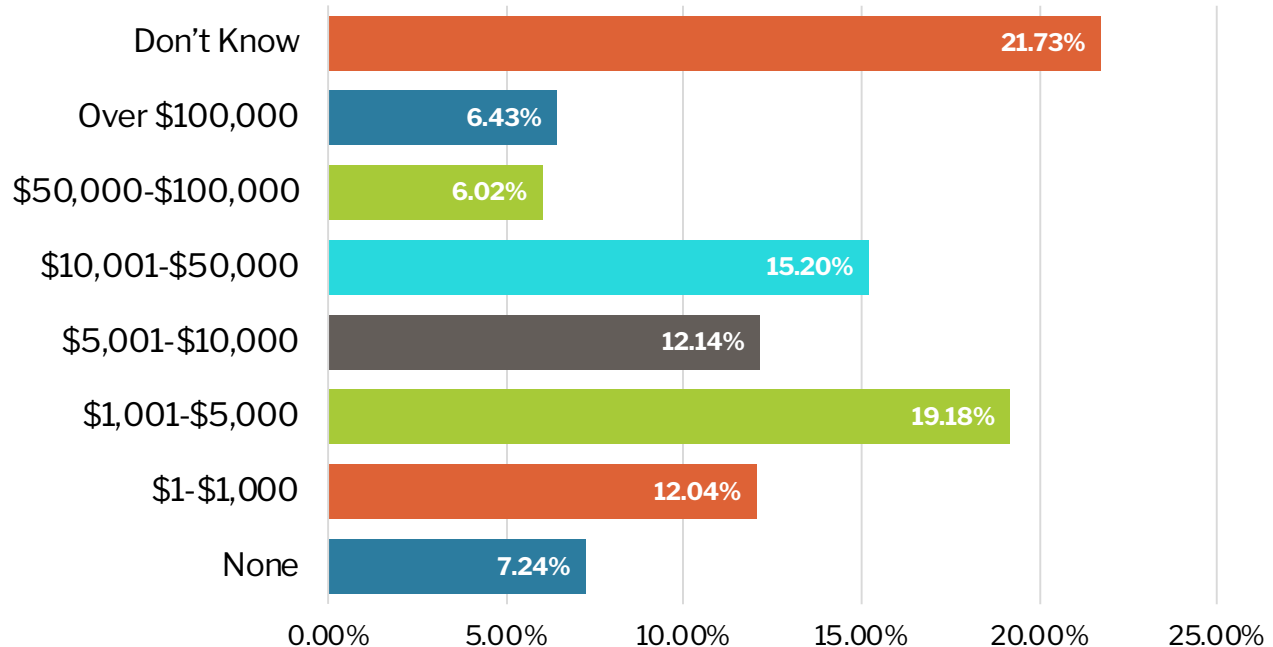
We also asked about volunteer time. The reported Average Hours Contributed Per Volunteer Per Month (across all roles) was **30 hours**, with the majority (40%) reporting an average of 0-10 hours per month, per volunteer. Over half (69.2%) reported an average of 20 hours or less per month.

However, these data bear warrant inspection. The maximum average monthly hours per volunteer reported was 160, with a median of 15, a mean of 30, and a standard deviation of 42.24. In other words, the average hours varied widely, 15 was the midpoint where all responses were evenly divided above and below. So in the end, the higher reported numbers skewed the average to a higher average number.

‘My biggest challenge is finding time to effectively design a program that will provide the right volunteers for my area. I am severely under staff and am therefore continually playing catch up. If I could find the time to set up the program much of our work could be done by volunteers.’

Annual Budget – Program

Program Annual Budget



Annual Program Budget (US)

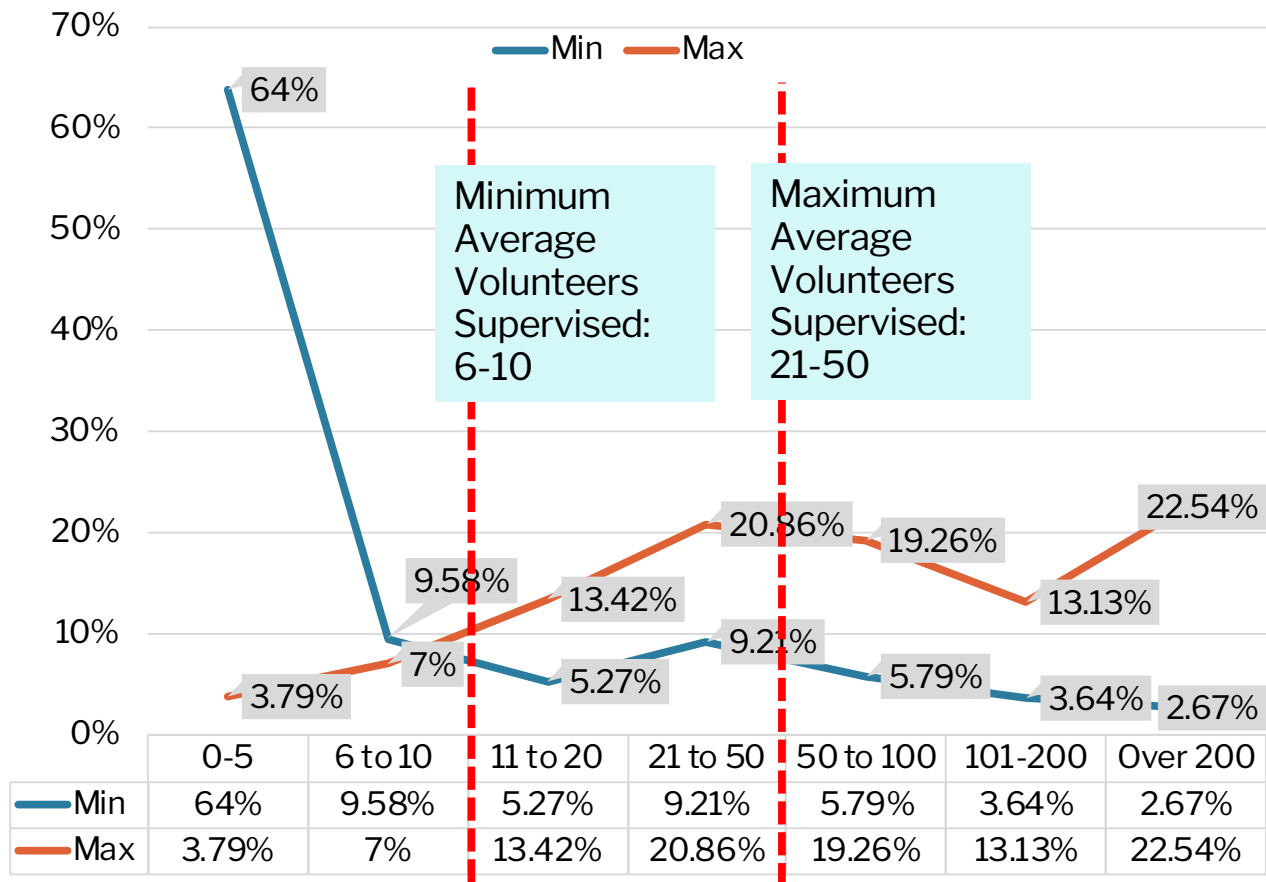
In the US, nearly one-fifth (19%) reported annual budgets of \$1-\$5,000 set aside for the volunteer program (not including staff salaries and benefits). The median program budget was \$5,001-\$10,000. Nearly one in ten (7%) of programs had no budget set aside for the volunteer program.

Consistent across countries, an average of 23.5% don't know their own program budget. This has been a consistent issue for the past five years.

Country	% Don't Know Their Program Budget
United States	22%
Canada	23%
Australia	21%
United Kingdom	28%

Volunteer Supervisory Loads

Average # of Volunteers Per Direct Supervisor



In order to better understand supervisory loads, we asked, “What is the MINIMUM and MAXIMUM number of volunteers reporting to one direct supervisor at your agency?”

The average for minimum number supervised was 2.05 (or 6-10 volunteers). The average for Maximum number supervised was 4.74 (or 21-50 volunteers on average).

‘Budget limits access to new technology which would enhance volunteer management, volunteer engagement and retention.’

‘Engaging staff to work with volunteers - to train them, coach them, supervise and recognize. They want the volunteers, but they don't want to invest the time into them.’

The background of the image is a light gray field filled with a complex network of thin, dark gray lines. These lines connect numerous small, oval-shaped nodes. Most nodes are dark gray, but several are highlighted in different colors: purple, teal, orange, and green. The nodes are distributed across the entire frame, creating a sense of interconnectedness. In the center of the image, there is a large, solid white circle that serves as a backdrop for the main text.

SALARY COMPARISONS

Average Salary

Median Salary Trends

Across the board, salaries have increased only slightly in the US and UK, with larger increases seen in Canada and Australia. Below are the current averages for this year and last and the equivalents in US dollars for comparison.

United States (US) – **\$45,475 USD** (\$45,383 in 2019)

Canada – \$56,758 CAD (**\$43,753 USD**, \$55,840 CAD in 2019)

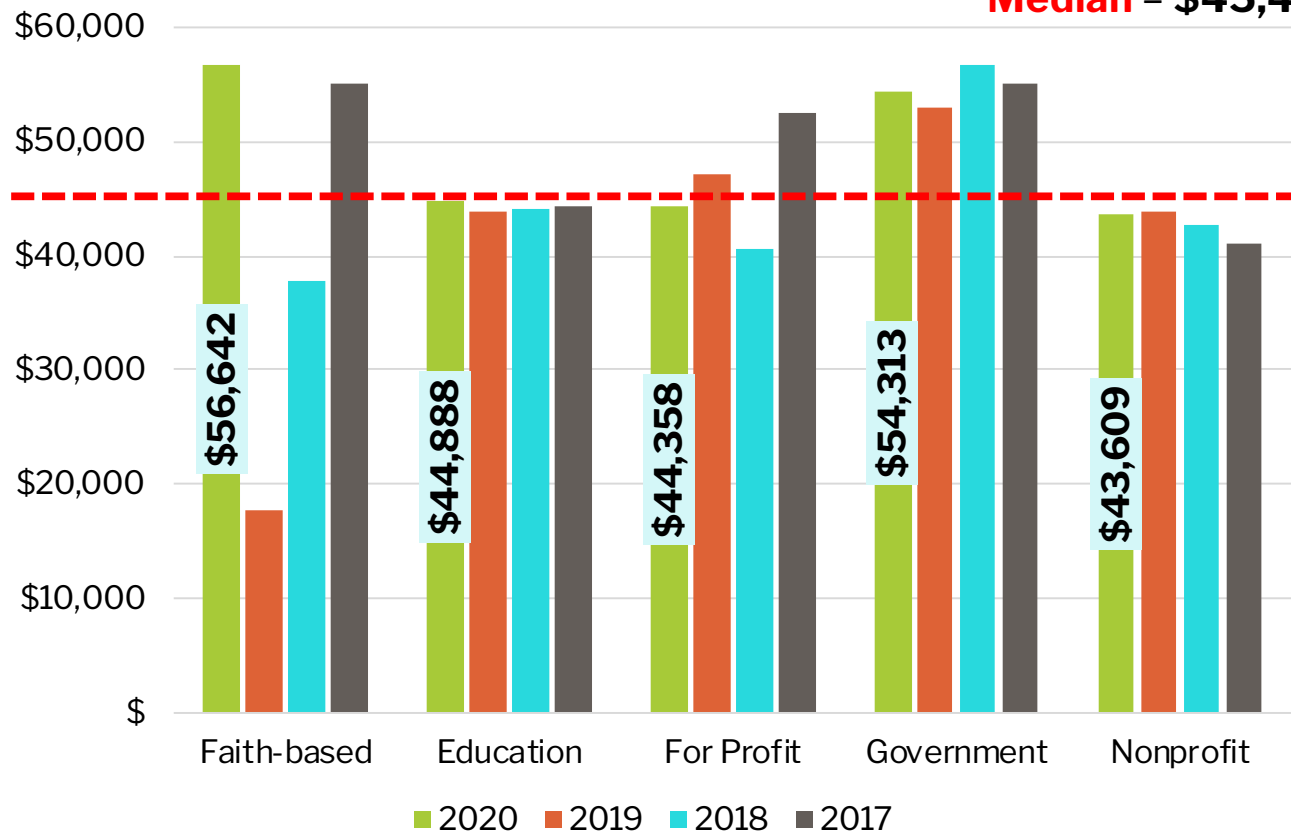
Australia (Oz) – \$70,038 AUD (**\$48,625 USD**, \$66,250 AUD in 2019)

United Kingdom – £30,302 GBP (**\$39,786 USD**, \$28,628 GBP in 2019)

Note: Beyond the US, insufficient sample sizes were collected from other countries to report reliable data. We, therefore, focused on salaries in the US. Data is being provided for information only. It should not be assumed it is representative.

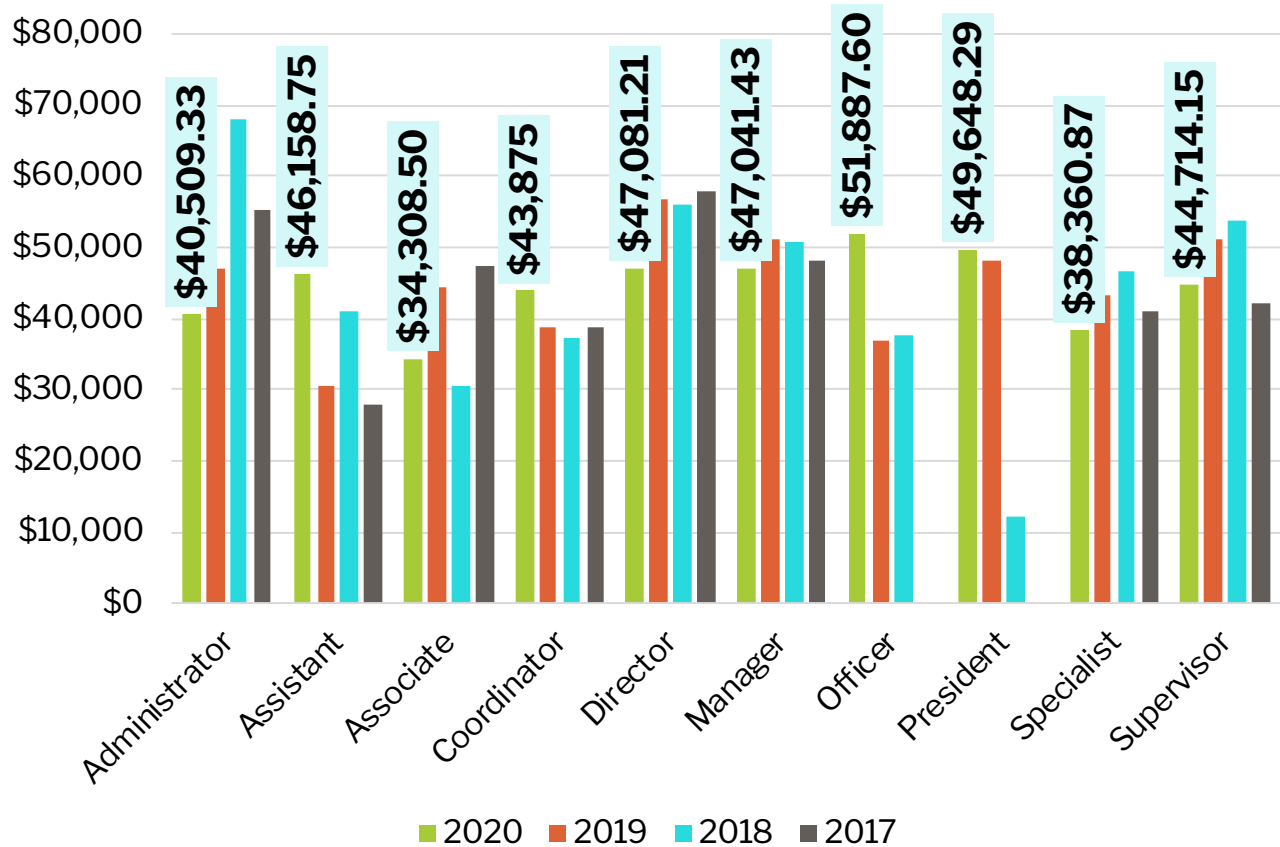
Average Salary (US) x Org Type

Median – \$45,475



Salary Variables

Average Salary (US) x Job Title



Salary Related to Job Title

Volunteer manager salaries in the United States vary by type of organization, ranging from an average of \$43,609 per year for nonprofit employees to an average of \$56,642 for church and congregation employees. **The average overall salary in the US was \$45,475.**

It appears that there is a correlation between average salary and job title, with some job titles receiving more on average than others. In 2020, officers earned the most at an average of \$51,887 per year and Associates the least at \$34,308.

‘As the Volunteer Program Manager, it is seen as my responsibility to manage every aspect of the volunteer experience. It is challenging to help other staff understand that they are responsible for supervising volunteers in their department and making the volunteer experience positive.’

Salary Variables

Salary and Professional Credentials

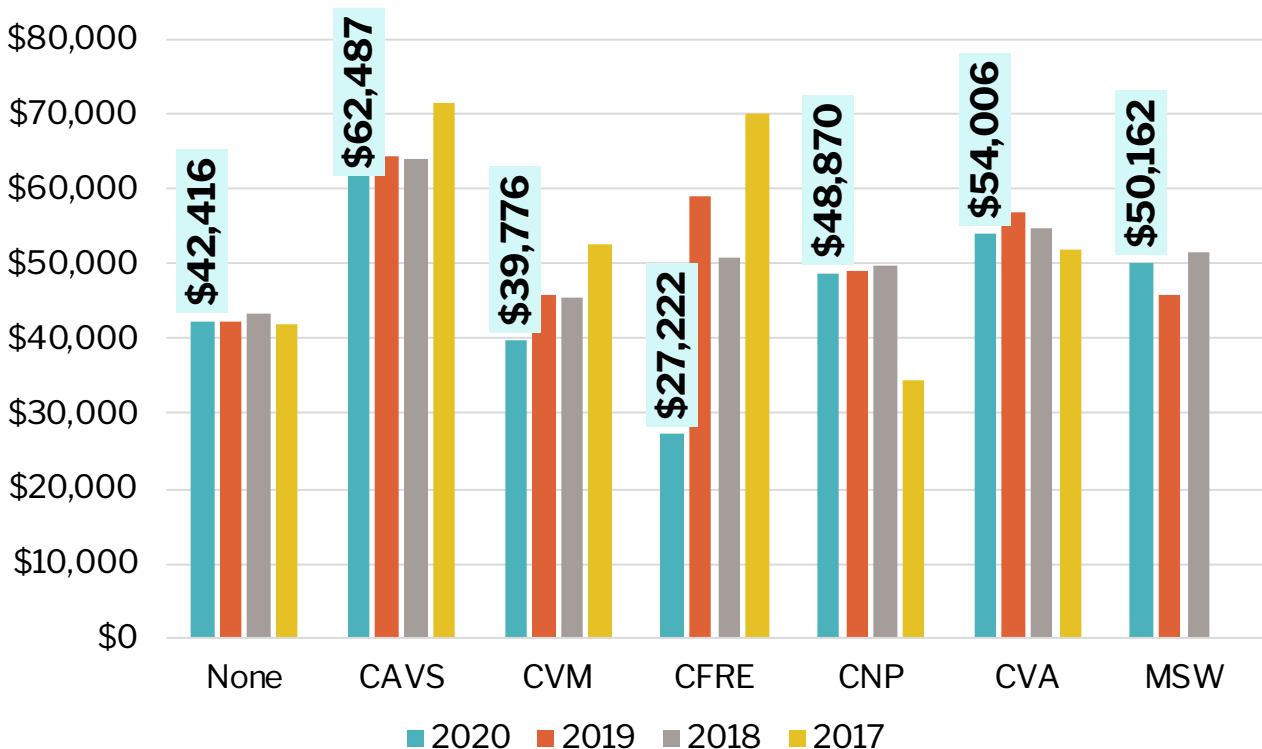
There may be some relationships between certifications and earning potential. Certifications include:

- Certified Administrator of Volunteer Services (CAVS) (for healthcare)
- Certified Volunteer Manager (CVM)
- Certified Fundraising Executive (CFRE)
- Certified Nonprofit Professional (CNP)
- Certified in Volunteer Administration (CVA)
- Masters in Social Work (MSW)

Respondents with no credential earn less (an average of \$42,416 per year) than the median salary of \$47,087 for all groups.

That said, salaries may also 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.)

Average Salary (US) x Certification



Salary Variables

Effectiveness and Impacts on Salary

There is a strong correlation between the total number of volunteers placed each year and the average annual salary reported by volunteer managers. Simply put – the more volunteers placed, the higher the salary

Similarly, there also appears to be a correlation between volunteer capacity and the average annual salary reported by volunteer managers. With a few exceptions, the more volunteer roles filled, the higher the salary.

Average Salary (US) x Annual # Vols Placed

# Vols Placed	Average Salary
None	\$22,457
1-50	\$38,264
51-100	\$43,281
101-250	\$48,055
251-500	\$47,306
501-750	\$49,078
751-1,000	\$53,592
1,001-1,500	\$54,148
Over 2,000	\$57,323
Median – \$45,475	

Average Salary (US) x % Vol Positions Filled

% Positions Filled	Average Salary
0-10%	\$27,839
11-20%	\$43,892
21-30%	\$39,046
31-40%	\$42,787
41-50%	\$41,252
51-60%	\$46,333
61-70%	\$47,339
71-80%	\$47,040
81-90%	\$47,013
91-100%	\$48,780
Had to turn people away (too many)	\$50,542
Median – \$45,475	

The background of the image is a light gray field filled with a complex network of thin, dark gray lines. These lines connect numerous small, oval-shaped nodes. The nodes are colored in a variety of shades, including gray, teal, orange, purple, and green. A large, solid white circle is positioned in the center of the image, partially overlapping the network diagram. The text "TECHNOLOGY & TRAINING" is written in a bold, black, sans-serif font within this white circle.

TECHNOLOGY & TRAINING

Digital Tools

Tools of the Trade

We asked, For which of these activities does YOUR AGENCY use digital tools for volunteer management ON A REGULAR BASIS?

For the most part, volunteer organizations use tech for traditional uses: posting opportunities online (73.4%), to process online applications (63.4%), to communicate via broadcast emails (54.1%), and to track volunteer time (50.5%).

Digital Tool	% Who Use
Online Volunteer Training	31.7%
One-off Broadcast Email "Blasts"	54.1%
Broadcast Group Texts	13.6%
Automated Drip Email Campaigns	6.0%
Online Document Sharing	34.3%
Online Collaboration/Editing	13.6%
Volunteer Opportunity Listings	73.4%
Background Screening	45.3%
Shift Scheduling	40.9%
Time Tracking	50.5%
Online Application Forms	63.4%
Discussion Forum/Chat	11.1%
Video Meetings/Conferencing	15.7%

"I'm running out of ideas for new avenues of volunteer recruitment. We posted at all of the websites and I called all the churches in the area. Next, I've created a flyer and going to post it around town. Past that, I'm not sure what to do. Our target population is retirees since we only need volunteers weekdays, 8 a.m. to 5 p.m.."

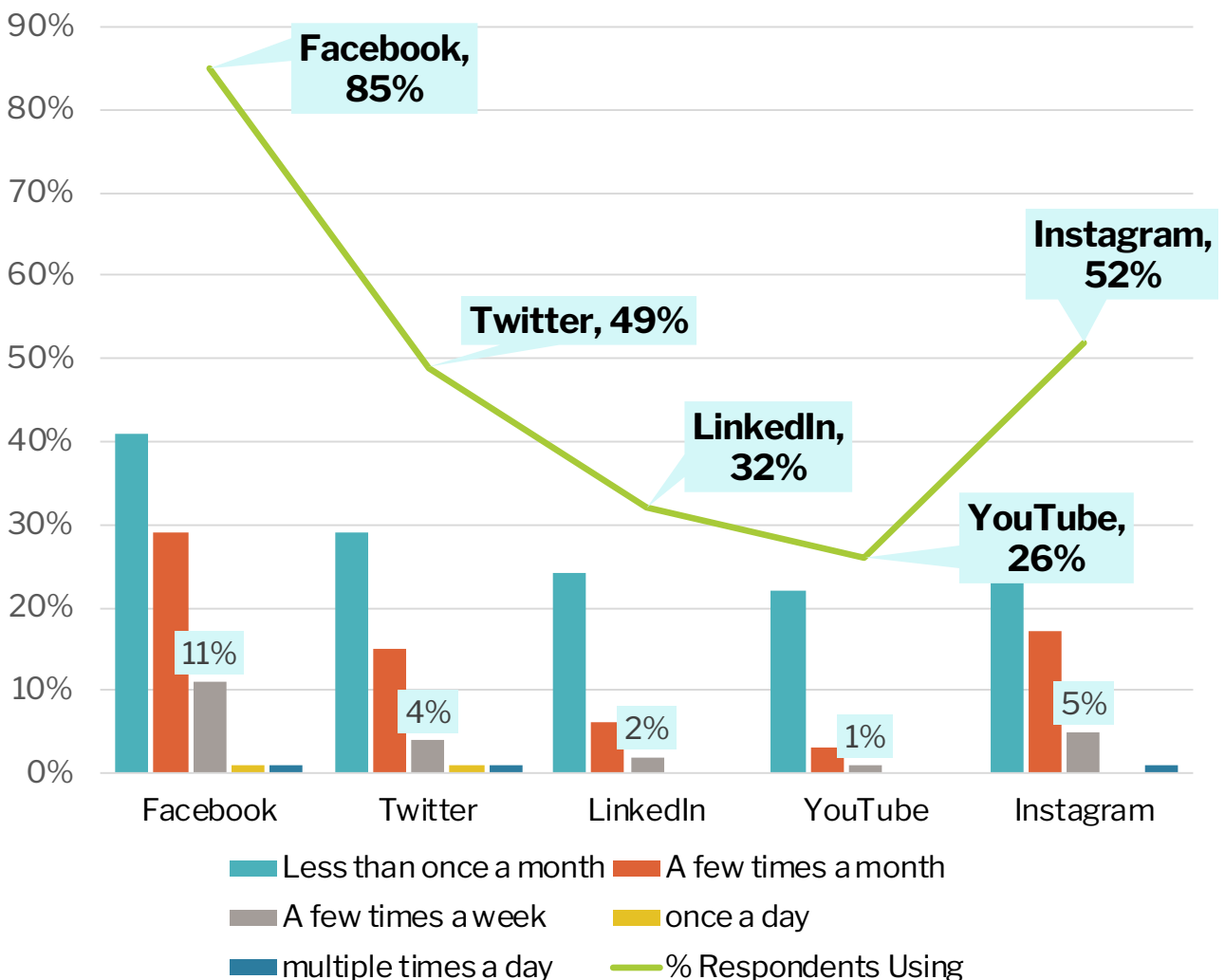
Social Media

Frequency of Communications

We also asked, “How often does YOUR AGENCY post volunteer-focused social media posts?” The vast majority use Facebook (85%), with slightly half using Twitter (49%).

However, most volunteer managers report infrequent use, with not enough posts made (e.g., a few times a week) to develop and build relationships with a dedicated following. Of those who use Facebook, the most popular platform overall, only one in ten (11%) post to the platform a few times a week or more. These results show that most volunteer organizations have not year fully tapped the potential of social media to reach audiences in a meaningful way.

Frequency of Volunteer-Centric Social Media Posts

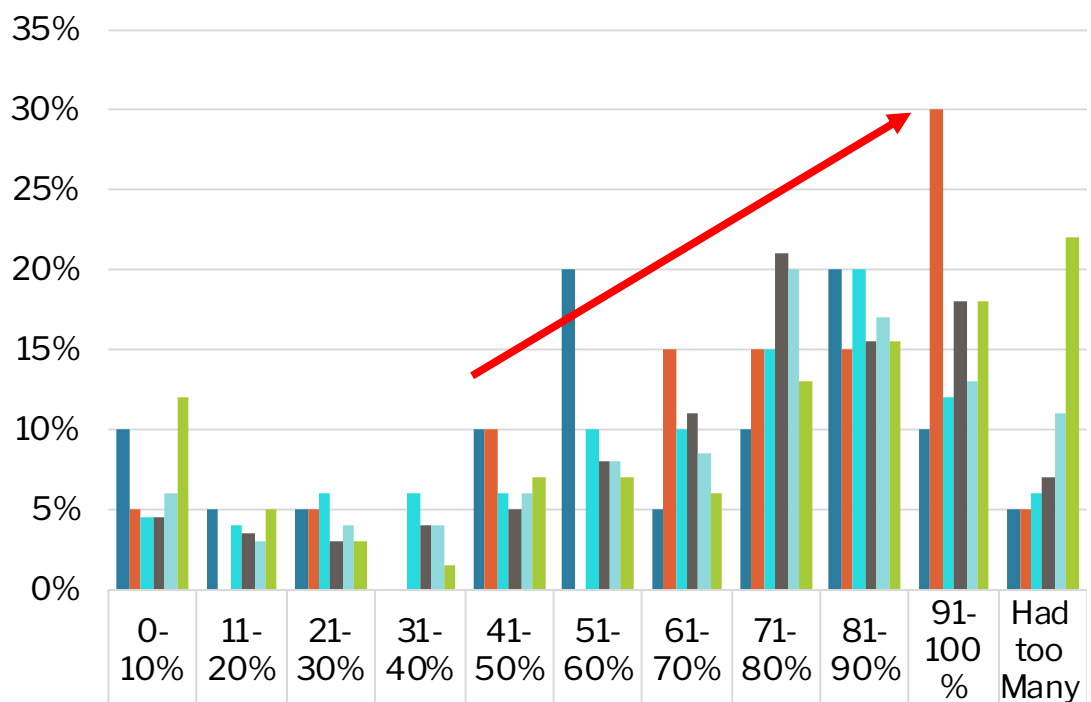


Facebook

Frequency x % of Roles Filled

The frequency of volunteer-focused social media posts appears to correlate with capacity. Survey results show that the more active a volunteer agency is on Facebook, the more likely the volunteer program will run at a higher capacity with a higher percentage of positions filled.

In addition, in the 2019 survey we found that volunteer managers whose organizations post volunteer-focused content to Facebook once a day perceive themselves as more effective than those who post less frequently and significantly more than those who don't post at all.



	0-10%	11-20%	21-30%	31-40%	41-50%	51-60%	61-70%	71-80%	81-90%	91-100%	Had too Many
Multiple Times a Day	10%	5%	5%	0%	10%	20%	5%	10%	20%	10%	5%
Once a Day	5%	0%	5%	0%	10%	0%	15%	15%	15%	30%	5%
Few Times a Week	4.50%	4%	6%	6%	6%	10%	10%	15%	20%	12%	6%
Few Times a Month	4.50%	3.50%	3%	4%	5%	8%	11%	21%	15.50	18%	7%
Less Than Once a Month	6%	3%	4%	4%	6%	8%	8.50%	20%	17%	13%	11%
N/A	12%	5%	3%	1.50%	7%	7%	6%	13%	15.50	18%	22%

Communications

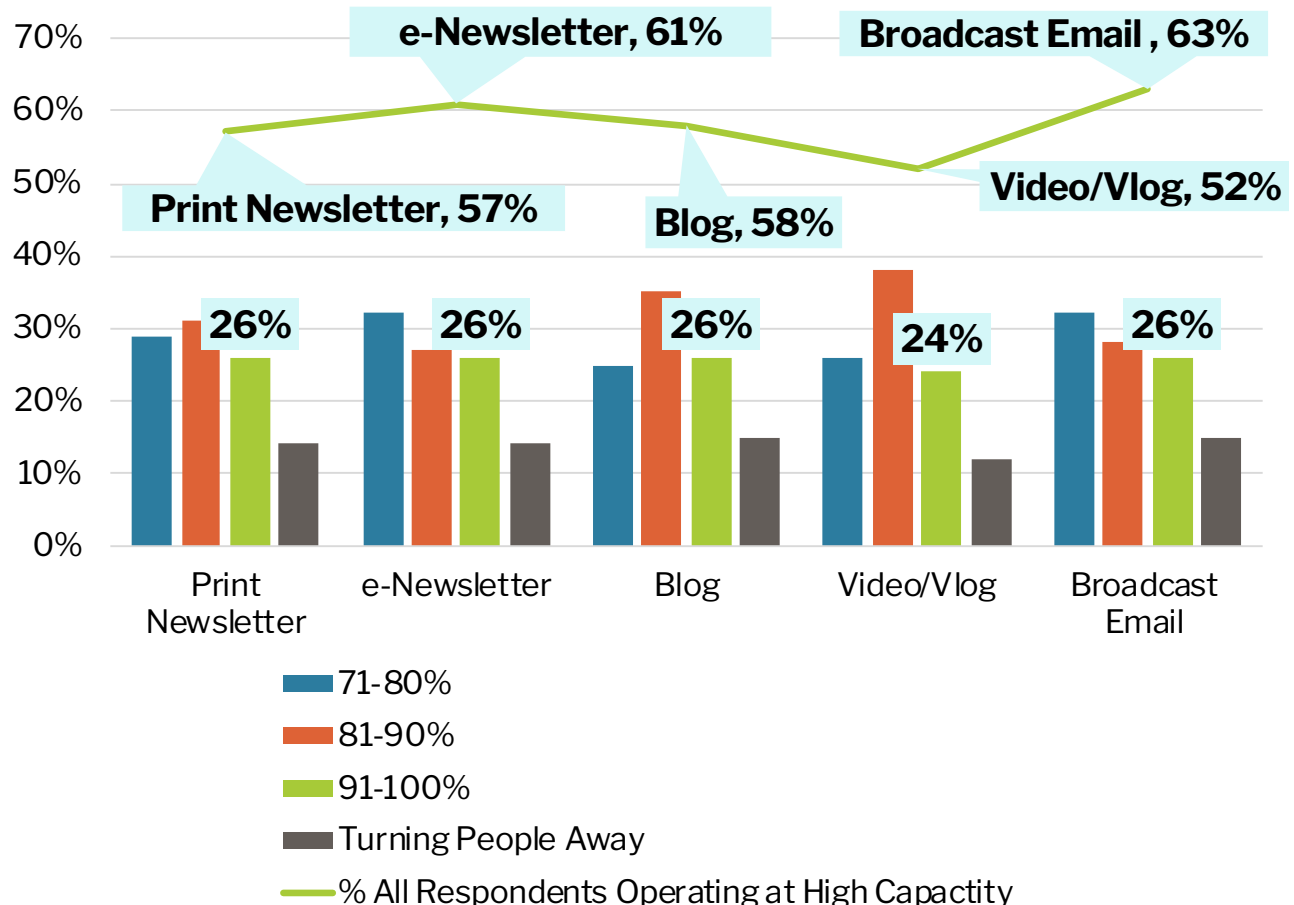
Frequency of Communications & Capacity

We asked, “On average, how often does YOUR AGENCY send volunteer-focused news & updates to volunteers?” Then, compared these results to reported percentage of volunteer roles filled in the past 12 months.

57% of all survey respondents that use Print Newsletters are operating at high capacity (71% of from 91-100% to turning people away).

Interestingly, organizations that had to turn people away consistently reported little use of communications tools like these. Perhaps these organizations have built a strong word of mouth presence in the community that does not require communications. It might also be that these organizations simply don't engage (or require) a large volunteer corps.

Frequency of Communications x % of Roles Filled



Training Methods

Types of Volunteer Training Offered

The median number of hours for volunteer induction and orientation training was 14 hours, and traditional training methods are alive and well. Most respondents focus on in-person training (63.2%).

On-the-job training is the most commonly-employed method to orient and train volunteers with nearly three in four (71%) reporting its use. In addition, self-directed learning through worksheets and reading (44.1%) is also popular.

Notably, of the responses in the Other category, 42 volunteer managers noted that they (or someone else at their agency) provides training one-on-one to volunteers in person. This represented 3.4% of all responses, overall.

Type of Training	% Who Offer
Email	25.2%
Recorded Videos (YouTube, etc.)	19.3%
Social Media (Facebook Group, etc.)	3.5%
Classroom-based Instruction	63.2%
Online Community Platform	4.1%
Online Courses	19.9%
Paper-based (worksheets, reading, etc.)	44.1%
Peer-based Mentoring	37.8%
Live Webinars or Video Chats	7.8%
On-the-Job Training	71.2%
Don't Know	1.6%
Other (please specify)	8.6%

‘Finding ways to meet the needs of our clients while also meeting the needs of our volunteers. This can include getting timely feedback from other staff about what needs are, as well as finding volunteers that can give in the way that is needed most. Oftentimes volunteers come to the organization with the way that they want to give and don't have flexibility.’

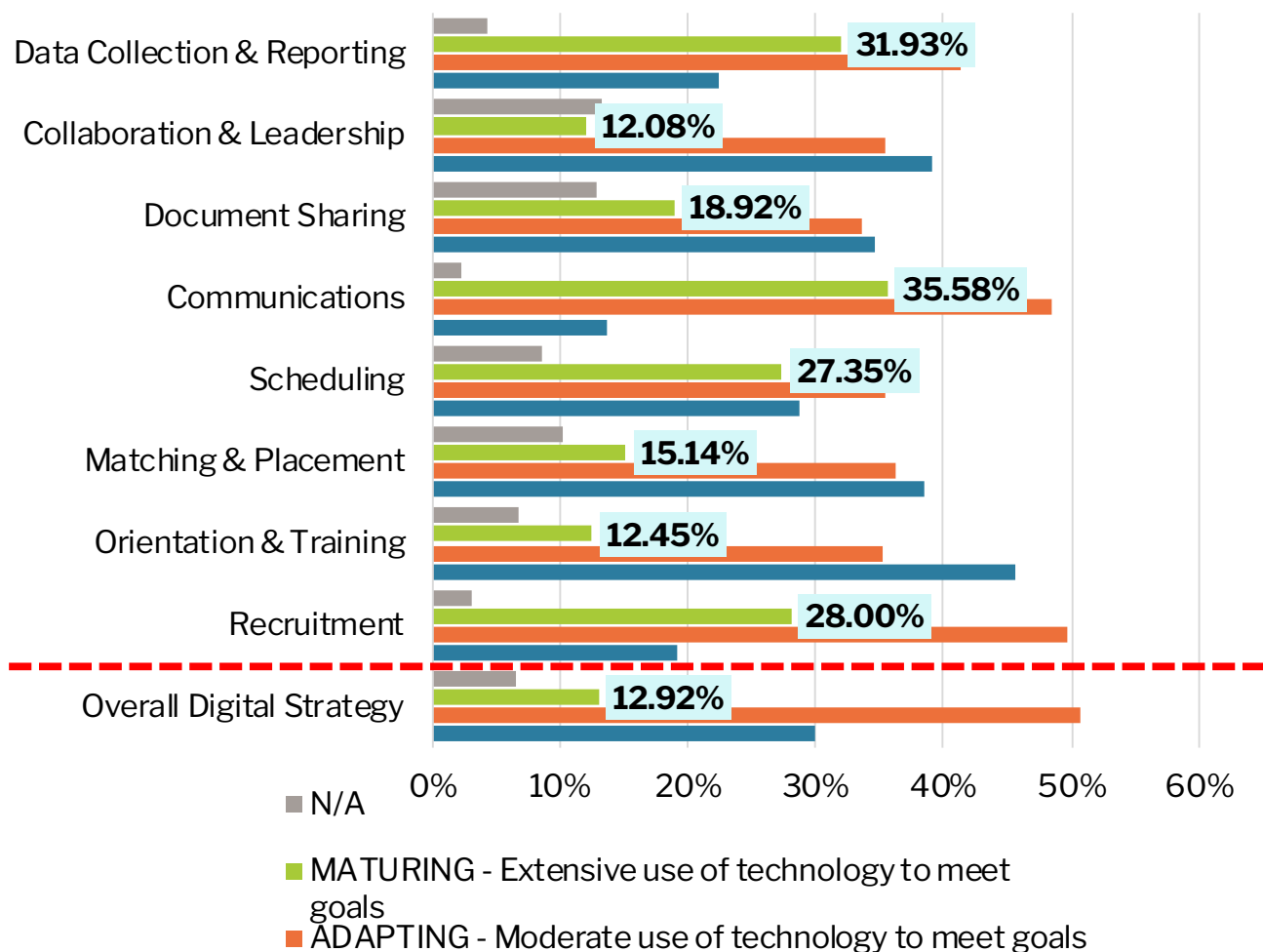
Digital Maturity

Digital Maturity of Volunteer Organizations

We asked volunteer managers to rate their agency's digital maturity as it relates to volunteer management. Half (51%) reported that their overall digital strategy was in the ADAPTING stage with moderate technology use to meet goals. About one-third (30%) reported they were LAGGING. Only one in ten (13%) rated their agency as MATURE.

The areas where volunteer managers felt strongest were -- communications (weighted average 2.22), data collection & reporting (weighted average 2.10), recruitment (weighted average 2.09), and scheduling (weighted average 1.98), with Lagging = 1, Adapting = 2, and Maturing = 3. These also align with most frequently used by agencies as reported elsewhere in the survey.

Digital Maturity Ratings Across Functional Areas



The background of the image is a complex network diagram. It consists of numerous small, colored ovals (nodes) in shades of grey, teal, orange, purple, and green. These nodes are interconnected by a dense web of thin, light-grey lines (edges). A large, solid white circle is centered in the image, partially obscuring the network diagram. The text "CAPACITY & IMPACT" is written in bold, black, sans-serif capital letters within this white circle.

CAPACITY & IMPACT

2020 Biggest Challenges

Top Challenges in Open-Ended Comments

Respondents were asked to share their “#1 biggest challenge” in their own words. We asked them to be as detailed as possible. Many of the comments highlighted in this report are excerpted from these responses.

- **Recruitment** – Finding the right volunteers for specific roles and needs (dropped 3%)
- **Respect and Buy-In** – From co-workers and leadership (stayed the same)
- **Time** – Managing competing and multiple priorities (moved from last place to third place, gaining 4%)
- **Roles & Matching** – Designing roles & matching volunteer and organization’s needs (gained 1%)
- **Retention** – Longer time volunteers and fulfilling commitments to service (dropped to fifth place, but still 9% of all respondents noted, the same as in 2019)

The lack of time may be due to other duties leaders of volunteers are asked to handle (only 49% of staff spent three quarters of their time or more on volunteer management, down 7% from four year high of 56% in 2017). It appears that “wearing many hats” is taking a toll on staff’s ability to get the job done.

Your #1 Biggest Challenge (open-ended comment)

2016	2017	2018	2019	2020
Recruitment (25%)	Recruitment (24%)	Recruitment (31%)	Recruitment (33%)	Recruitment (30%)
Support & Buy-In (9%)	Respect & Reliability (16%)	Respect & Buy-In (14%)	Respect & Buy-In (13%)	Respect & Buy-In (13%)
Time (9%)	Roles & Matching (9%)	Retention (13%)	Retention (9%)	Time (11%)
Financial Investment (7%)	Retention (8%)	Roles & Matching (10%)	Roles & Matching (9%)	Roles & Matching (10%)
Retention (6%)	Time (8%)	Time (8%)	Time (7%)	Retention (9%)

Tenure and Capacity

Staff Tenure and Percentage of Volunteer Roles Filled

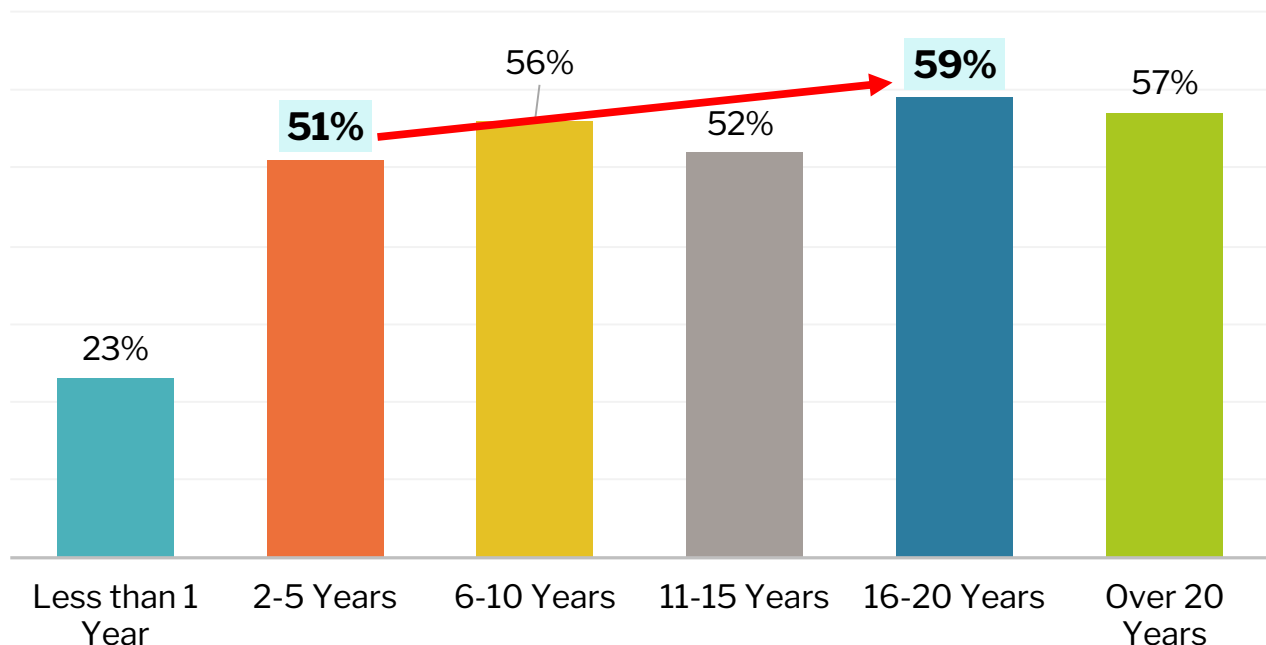
This year, as a proxy for volunteer capacity and possible effectiveness of the leader of volunteers, we asked survey respondents the percent of volunteer roles they have filled at their agency - from 0% to having too many and needing to turn applicants away.

We found a few correlations between respondent characteristics and how many roles are filled at their organizations. When comparing new volunteer coordinators with more seasoned professionals, there is a clear correlation between the years of experience and the percentage of roles are filled at an organization. This chart is showing the percent of respondents who have 71% or more roles filled at their agency.

For those with greater than 2 years experience, there is a trend toward greater capacity, with a higher number of volunteers reporting volunteer roles filled, up 8% from those with 2-5 year to those with 16-20 years.

The average years of experience of survey respondents was 6-10 years; this average length of tenure has not changed over five years of the survey.

Years in Volunteer Management x % with 71-100% of Roles Filled in Past 12 Months



Certification and Capacity

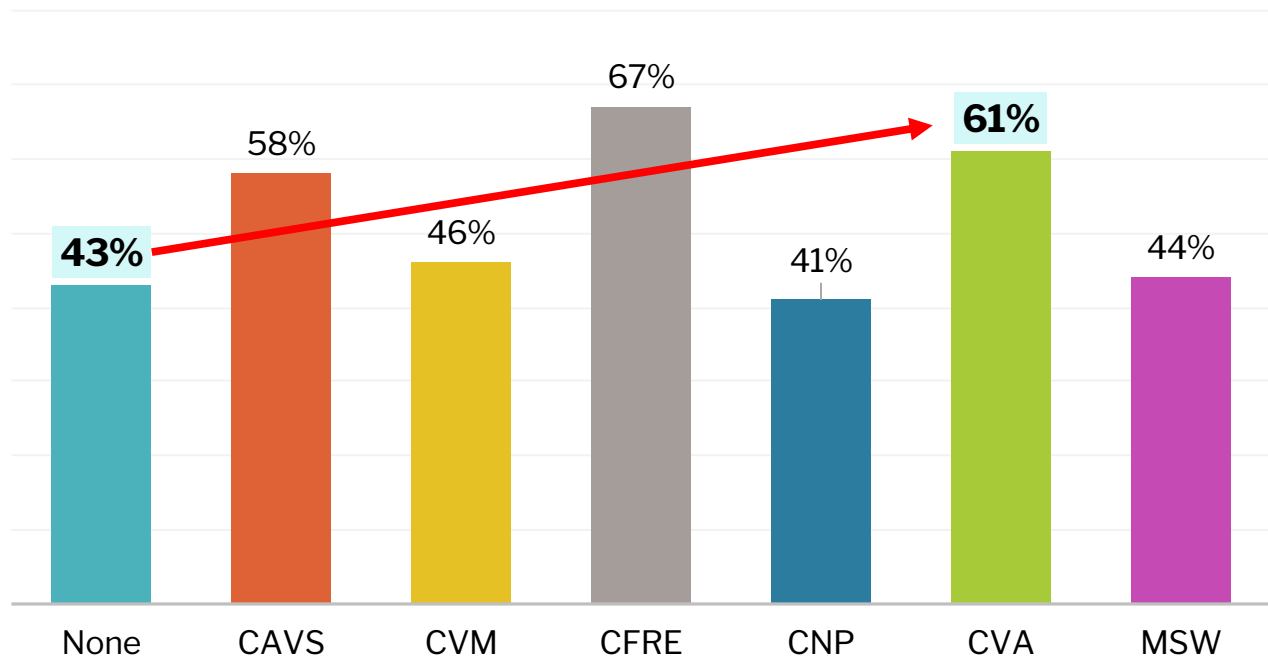
Credentials and Percentage of Volunteer Roles Filled

Does certification and credentialing correlate with higher capacity? We asked about certifications held, and then compared these results to reported percentage of volunteer roles filled in the past 12 months.

Indeed, there appears to be a correlation between certification and volunteer capacity. In most cases, those with certifications report a higher number of roles filled than those without.

One out of ten (12%) respondents have the CVA, but far the most common certification. Note: There was only one response from someone with a CAE (Certified Association Executive) who reported 91-100% of roles filled.

Certifications x % with 71-100% of Roles Filled in Past 12 Months



CAVS - Certified Administrator of Volunteer Services

CVM - Certified in Volunteer Management

CFRE - Certified Fundraising Executive

CNP - Certified Nonprofit Professional

CVA - Certified in Volunteer Administration

MSW - Masters in Social Work

Roles and Capacity

Type of Roles Offered and Percentage of Volunteer Roles Filled

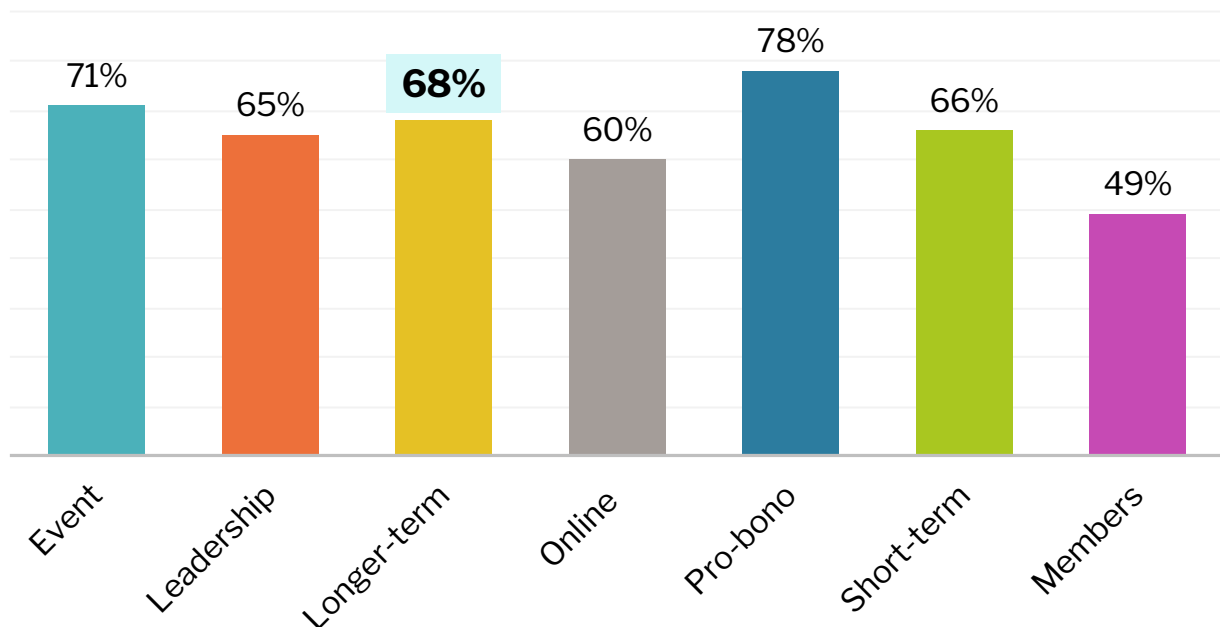
Some roles may be easier to fill than others, which in turn may relate to higher capacity.

We asked, “In what types of roles/positions do you place the MAJORITY of volunteers?” Then, compared these results to the respondents reported percentage of volunteer roles filled in the past 12 months. This chart shows how likely you are to reach a higher capacity (71% to turning people away) based on the types of roles offered.

Key Findings:

- Nearly seven out of ten organizations (68%) report they are able to fill most of their Longer-term Regular volunteer roles (by far the most popular type of volunteer role), leaving about one-third (32%) still struggling to find volunteers.
- Pro-bono/Professional volunteer roles are more often filled; however, very few organizations engage this type of volunteer.
- Event Volunteers are engaged for a focused time period and are more likely to become repeat, episodic volunteers.
- Organizations who engage Members as Volunteers appear to be the most likely to struggle to full roles.

**Types of Volunteer Roles x
% with 71-100% of Roles Filled in Past 12 Months**



Recruitment and Capacity

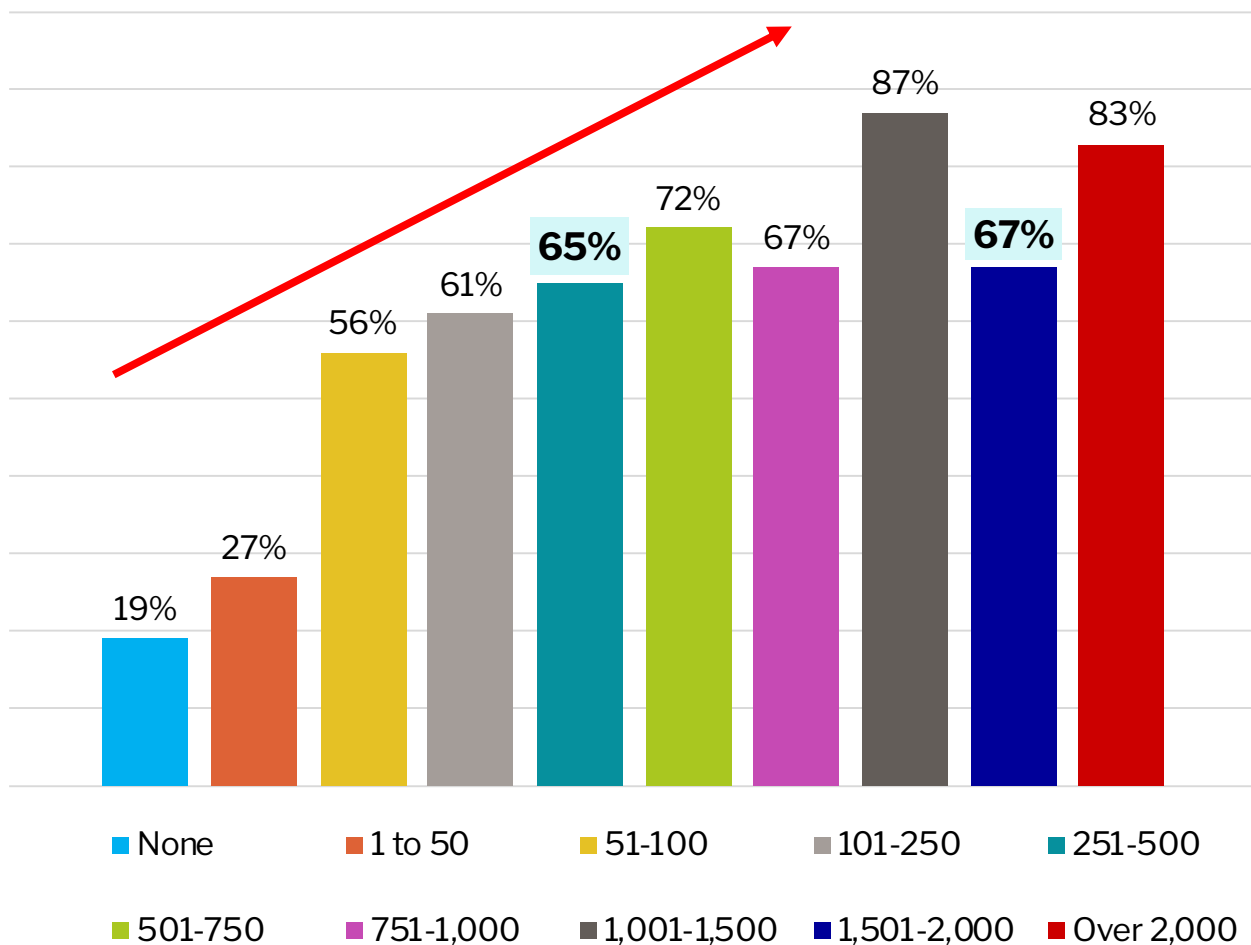
Volunteer Volume and Percentage of Volunteer Roles Filled

Is there a correlation between the total number of volunteers engaged each year and volunteer program capacity?

It might be easy to say “yes, obviously;” however, the data shows are more complex picture. Organizations that engage smaller groups of volunteers are less likely to fill their roles, and larger organizations appear more effective. However, the data also shows that respondents with 251-500 and 1,501-2,000 volunteers per year are operating at the same level as those with just 251-500 volunteers (65% vs. 67%).

On average, most agencies place 101-250 volunteer per year.

**# Volunteers Engaged x
% with 71-100% of Roles Filled in Past 12 Months**



Budget and Capacity

Resources and Percentage of Volunteer Roles Filled

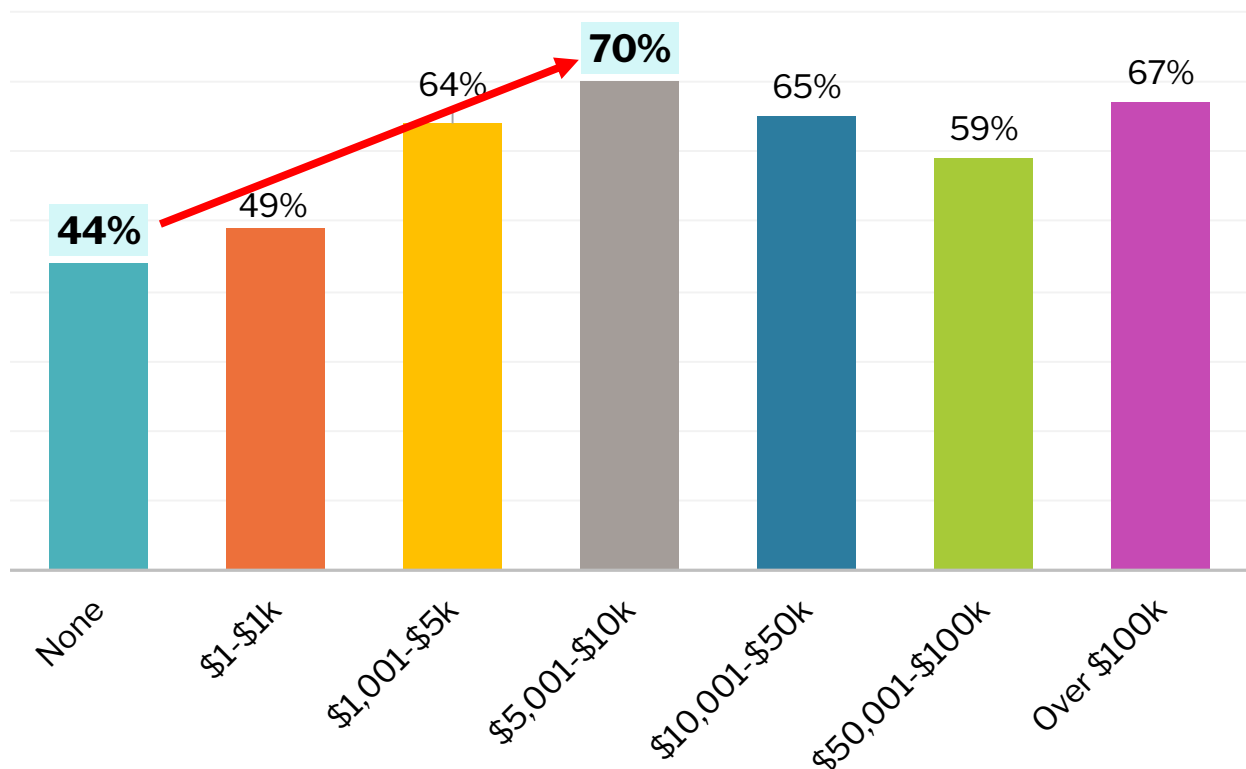
We found that the existence of dedicated resources for volunteer services strongly correlated with higher levels of volunteer capacity.

Results show that organizations that set aside a dedicated budget for their volunteer program are significantly more likely to fill their volunteer roles. Budgets of \$5,001-\$10,000 correlated with the highest percentage of respondents who reported filling 71-100% of volunteer roles in the past year, up 26% from those with no budget.

Notably, there are mixed results for those with annual budgets of over \$10,000. This may be because these budgets relate to respondents with national programs for which they have less influence over, or knowledge of, local program results.

As noted, earlier, the average program budget reported was \$5,001-\$10,000.

Annual Program Budget x % with 71-100% of Roles Filled in Past 12 Months



Training and Capacity

Orientation Training and Percentage of Volunteer Roles Filled

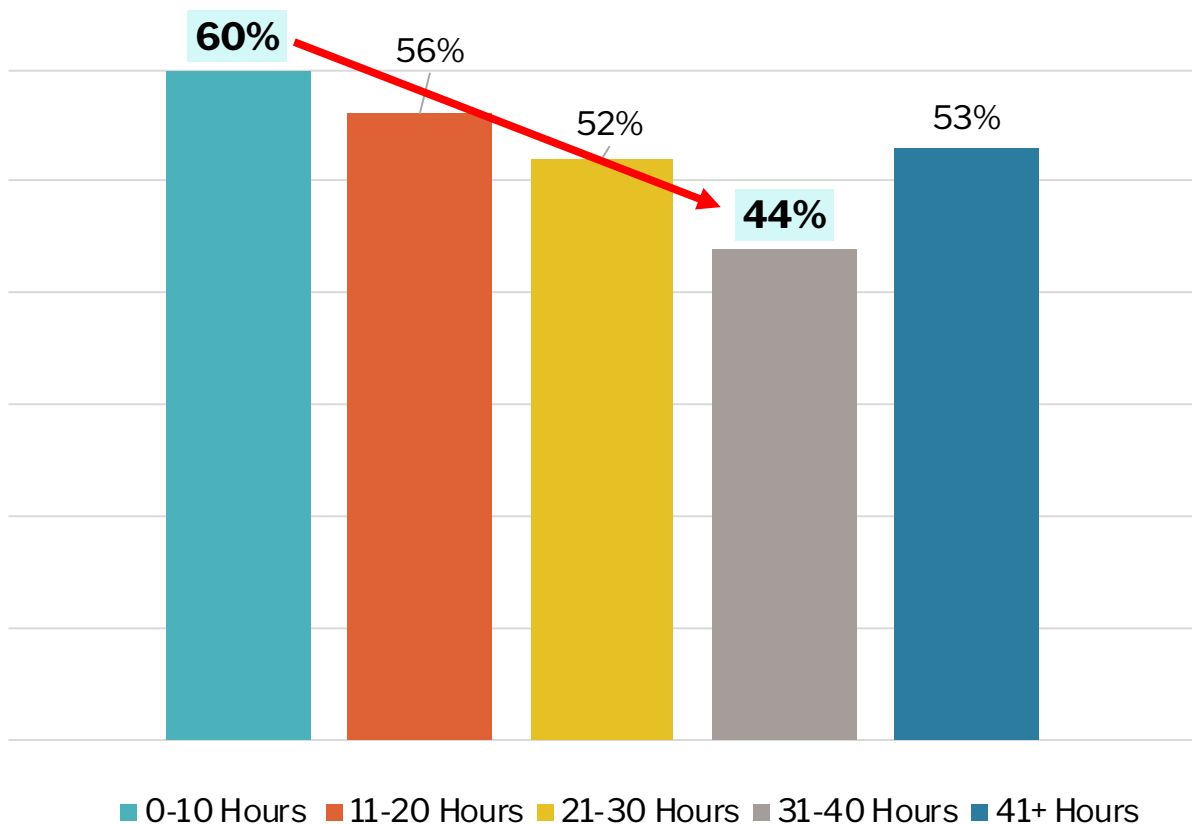
As reported earlier in this report, the median number of hours for volunteer induction and orientation training was 14 hours.

But, is there a relationship between the number of hours volunteers spend in orientation and the organization's ability to engage volunteers?

Indeed, a correlation appears to exist and suggest that the fewer hours required of new volunteers, the more likely they are to join an organization. For those that require 0-10 hours, 60% of respondents were able to fill 71% or more of their roles. For those that require 31-40 hours, that number drops to 52%.

Interestingly, just over half (53%) of those that offer intensive training (41+ hours) are able to maintain high capacity, perhaps because these causes attract highly dedicated fans who join *because* of the training program, not *in spite* of it.

**Initial Training Hours
x % with 71-100% of Roles Filled in Past 12 Months**



Training and Capacity

Ongoing Training and Percentage of Volunteer Roles Filled

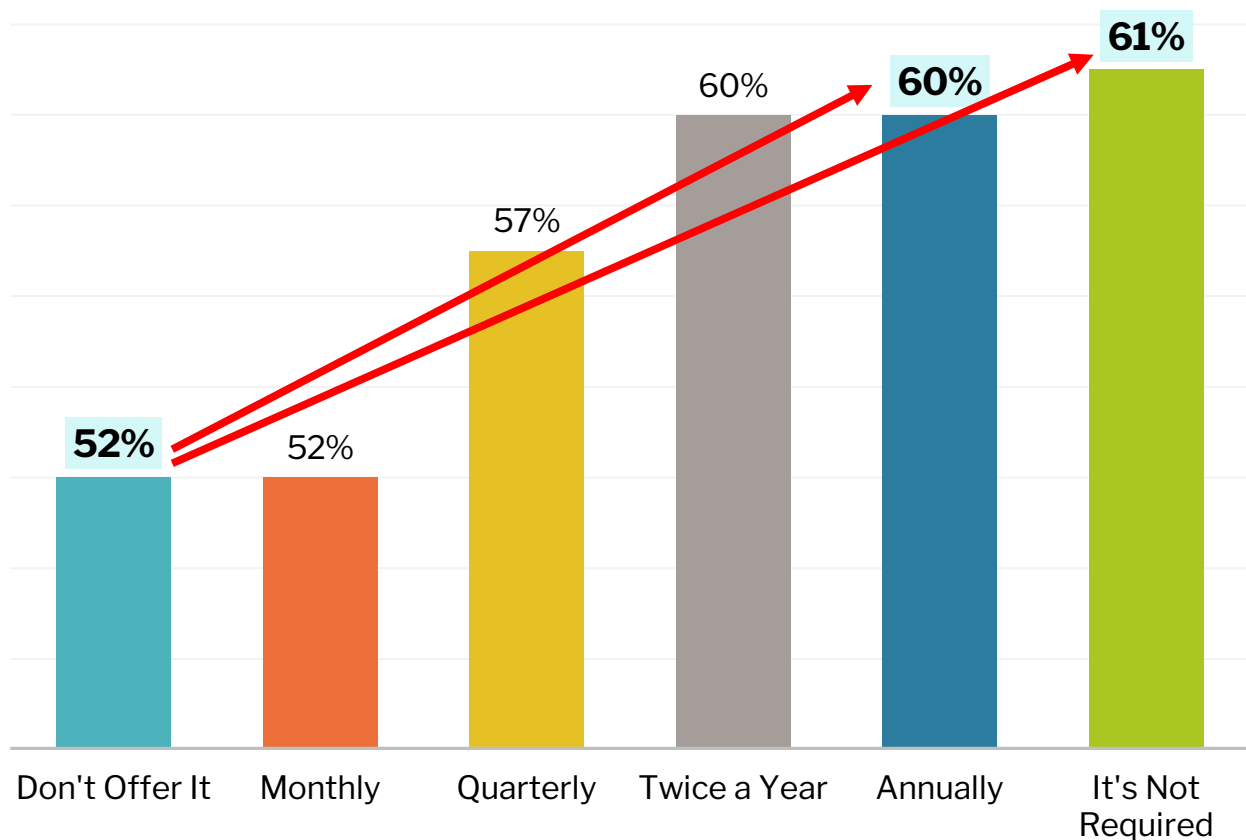
What about the continuing education of volunteers? We asked, “How often is continuing education (ongoing training) required for your MOST INTENSIVE volunteer role?” Then, compared these results to reported percentage of volunteer roles filled in the past 12 months.

Again, volunteers appear to prefer less requirements versus more. There is a strong correlation between how often continuing education is offered and the percentage of volunteer roles filled. When it comes to volunteer training, less seems to be more.

Those that offer annual training report significantly more capacity (8% more) than those that require it monthly. In addition, those offer, but don't require training are also more likely (9% more) to report a high percentage of roles filled.

This may be because volunteers want the opportunity to learn and improve, but also the flexibility to decide what works best for their busy schedules.

Ongoing Training Frequency x % with 71-100% of Roles Filled in Past 12 Months



Training and Capacity

Online Training and Percentage of Volunteer Roles Filled

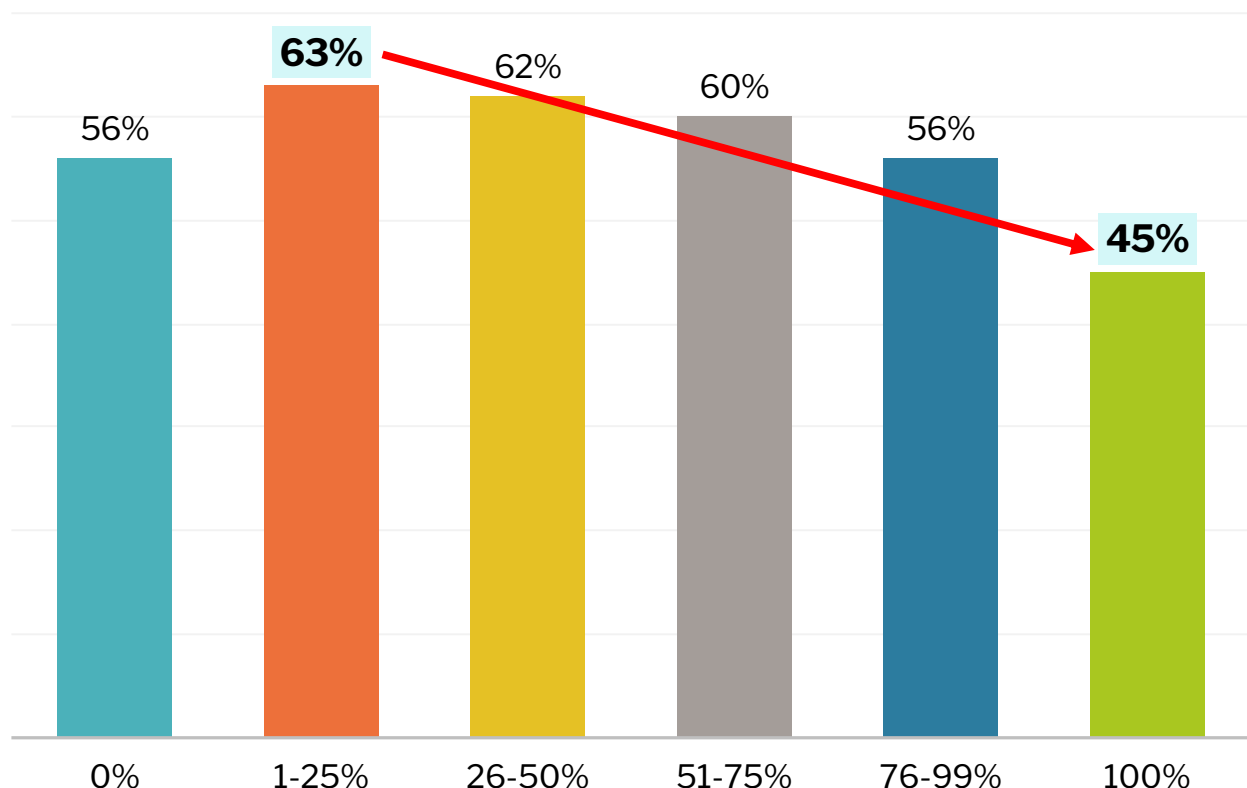
What if training were more convenient? If online training were offered to volunteers would it have an impact on the capacity of volunteer organizations?

Roughly one third (31.7%) reported they offered online training. We also asked, “What percentage of volunteer training hours are conducted ONLINE?” Then, compared these results to the reported percentage of volunteer roles filled in the past 12 months.

Results show that offering some, but not all, volunteer training online correlates with higher volunteer capacity. So, it appears blended learning (a combination of both online and in person) may be a positive perk for volunteers

Conversely, offering all training online is worse than offering none online. Many volunteers cite social motivations as a key driver of volunteering and removing that aspect is a deterrent to responding to the call to serve.

**% of Online Training
x % with 71-100% of Roles Filled in Past 12 Months**



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NEXT STEPS



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