# 2019 Volunteer Management Progress Report – The Tech Edition

January 30, 2019

#vmprogress2019

# 2019: Year Four of New Insights

When we set out to create a consistent data source for volunteer organizations, we had no idea whether or not the concept would work, or even be valuable. Now in its fourth year, our annual "state-of-the-industry" report continues to be a source of reliable information to advocate for our field. We are so grateful to all of the professionals who participate in the survey, helping us build a a growing body of knowledge and insights.

This year, in what we dubbed our "Tech Edition," we explore the current digital maturity of volunteer administration and our use of technology to engage and foster relationships with volunteers. Around the world, mobile screen time has surpassed the desktop for audience attention, and the internet is a primary source. It is now more important than ever that we keep pace and communicate using modern, relevant channels.

For this research, Dr. Pam Kappelides of LaTrobe University in Melbourne, Australia once again adds her special talent for qualitative analysis to help deepen our understanding of the current challenges facing practitioners in today's modern world.

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 Rachel Bell, for helping with the report and data analysis, and Jason Frenzel and Alana Knoppow for their thoughtful reviews of the questionnaire.

January 2019

For more info or for interviews about this report, contact Tobi
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*On cover: Word Cloud of open-ended survey question – What is your #1 biggest challenge?*

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# + Tweetable Moments

**@volpronet, #vmprogress2019**
**http://volpro.net/volunteer-management-progress-report/**

Just Released! #volmgmt trends for 2019 in the Volunteer Management Progress Report - learn what over 1,500 pros from 14 countries said about their work, salary, & tech trends. Get your free copy here https://bit.ly/2xWFXbr #vmprogress2019 @volpronet

Thank you! @latrobe uni's own Pam Kappelides for their collaboration & analyses of the 2019 #Volunteer Management Progress Report data! We could not have done it without you! http://bit.ly/2xWFXbr #7 @volpronet

THX to all 1,585 #LOVols who participated in our fourth 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 - http://bit.ly/2xWFXbr #vmprogress2019

THX to all of our distribution partners for promoting industry research & the 2019 Volunteer Management Progress Report around the world as we continue to broaden awareness of the value of #volmgmt. See our entire partner list here: http://bit.ly/2xWFXbr  #vmprogress2019

What's the top challenge for #volmgrs? #recruitment #recruitment #recruitment! For the fourth straight year, connecting with people who want to serve remains the top issue to #LOVols. Get the report here: http://bit.ly/2xWFXbr #vmprogress2019 @volpronet

Staff buy-in is a growing concern for #volmgrs. Buy-in was noted as a #1 challenge by 13% of survey respondents, just under recruitment (33%). See all of our state-of-the-industry trend data here:  http://bit.ly/2xWFXbr @volpronet #vmprogress2019

Did you know only 33% of #volmgrs have an online training option for their #volunteers? The same % do automated email marketing. See https://bit.ly/2xWFXbr @volpronet #vmprogress2019 #vmprtechedition

What are the top digital tools of #volmgrs? Job listings, online applications, email blasts, screening, time tracking, and file sharing. Check out other insights from the #vmprtechedition See https://bit.ly/2xWFXbr @volpronet #vmprogress2019

Struggle with #nptech? You're not alone! In fact, the vast majority of #volmgrs (41%) only post to #facebook once a month! 14% never do! Check out more: https://bit.ly/2xWFXbr @volpronet #vmprogress2019

What Volunteer Management Software do you use? Are you satisfied? The average #netpromoterscore for VMS was 0. See https://bit.ly/2xWFXbr @volpronet #vmprogress2019

#nonprofit leaders - there's a correlation between #budget for #volunteer #engagement and #volunteer #impact see the research here -- https://bit.ly/2xWFXbr @volpronet #vmprogress2019

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# About the Research

The survey questionnaire was developed with input from two practitioners and a scholar. It included 31-35 (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 November 4– December 9, 2018. A total of 1,585 volunteer administrators (paid & volunteer) from 14 countries responded; 87 were disqualified because they did not work directly with volunteers, and 1,266 completed most of the questionnaire.

## Limitations of the Data

For its fourth 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 rate their own levels of competency, effectiveness, and volunteer capacity. While these data do not represent an objective assessment of impact, they nonetheless offer insights into possible areas that need attention and where positive correlations appear to exist. We hope to continue exploring this aspect in future surveys.

While respondents do represent a random sample for the field, for 69% 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. Moreover, when we polled the participants of our "Early Results" webinar, half said they had participated in the survey for only one year in our poll.

## 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.

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# Champions – We Appreciate You!

## 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 of this work.

+ America's Service Commissions
+ Association of Volunteer Managers (UK)
+ Association of Leaders in Volunteer Engagement (AL!VE)
+ Better Impact
+ Directors in Volunteer Agencies – Los Angeles (DOVIA LA)
+ Directors of Volunteers in Austin (DOVIA Austin)
+ Directors of Volunteers in Agencies (DOVIA) Colorado
+ Get Fully Funded
+ HandsOn Network | Points of Light
+ Make-A-Wish America
+ Michigan Healthcare Volunteer Resource Professionals (MHVRP)
+ Minnesota Association for Volunteer Administration (MAVA)
+ Nonprofit Connect
+ Oakland Country Volunteer Coordinators Association
+ Rob Jackson Consulting Ltd
+ Serve Ohio
+ South Carolina Association for Volunteer Administration (SCAVA)
+ SpinkTank
+ Twenty Hats
+ United Way of Southeast Michigan
+ Volunteer Coordinators of Southeast Michigan
+ VolunteerLinc
+ Volunteer Management Professionals of Canada
+ VolunteerMatch
+ VQ Volunteer Strategies
+ Wild Apricot
+ Wisconsin Volunteer Coordinators Association (WVCA)
+ Volunteer Wisconsin

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

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# What We Hoped to Learn

- The top challenges for today's volunteer administrators (see **pages 35-37**)

- How the job salaries and number of volunteers engaged compares across organizations of different sizes and types (see **pages 25-27**)

- The Net Promoter Scores (NPS) for the most widely used volunteer management software platforms (see **pages 32-33**)

- What other technology platforms and tools are in use and how frequently (see **pages 29-33**)

- Competency ratings for volunteer management and tech skill sets (see **pages 36-37**)

- How volunteer managers compare their work, satisfaction, and intent to continue in the field (see **pages 17-20, 22-24, 41-42**)

## What Intrigued Us

- **We Found Consistent Characteristics Over Four Years** – Consistent trends in responses and demographics have persisted across four consecutive years of surveys. Even with an international cohort, similar challenges are faced by many.

- **There are Interesting Correlations Between Volunteer Capacity and Management Effectiveness and Available Resources** – Our data shows positive correlations between program budget and perceived volunteer management effectiveness and percentage of volunteer roles filled. The higher the budget, the greater the reported impact.

- **The Digital Maturity is Low for the Field in General** – While recruitment remains the top challenge four years running, the digital tools volunteer organizations use to reach volunteers are underutilized and often inadequate for the complex task of communicating with today's digitally connected volunteers.

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

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# General Impressions & Questions

- The characteristics of respondents have been consistent over four 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 State, but would need additional data outside the US to generalize further.**

- Respondents continue to be white (88%) women (90%). This trend has continued for four years. This represents less diversity than in the nonprofit sector as a whole. As a point of comparison, 18% of general nonprofit US employees are people of color, twice as many as those who work in volunteerism. While the field continues to be multi-generational, the filed is becoming younger over time as professionals age out.

  **We continue to ask: Does volunteerism have a diversity problem? Does this lack of diversity affect who becomes a volunteer? And, does it affect which volunteers discover opportunities, thus reinforcing a cycle of sameness?**

- Comfort with digital tools was ranked significantly lower when compared to competence in general volunteer resource management skills. The mean across all the competencies was 2.53, falling between Beginner and Competent. While for general skills, the mean was 3.61, between Competent and Proficient.

  **In today's digitally connected world, how will volunteer organizations keep pace? Is the lack of digital maturity impacting our ability to connect with, recruit, and engage volunteers? How can technology tools help us work smarter, not harder?**

- Respect, buy-in, and reliability from executive leadership and co-workers continue to be the greatest obstacles to success for leaders of volunteers. When asked to share their #1 biggest challenge, they mentioned recruitment (33%) and respect and buy-in (13%) as top issues year over year, pointing to a frustration with the ability to influence from the middle.

  **Are these key issues related? How does the lack of respect and resources impact the ability of volunteer services to fill needed roles? Is retention (ranked as the third biggest challenge) also affected, creating a vicious cycle?**

- Regardless of the many challenges and the high potential for burnout, 76% of leaders of volunteers are *Somewhat* or *Very Satisfied* with their job, holding relatively steady over four consecutive years. Nearly seven out of 10 (67%) respondents *Somewhat* or *Strongly Agree* that they plan to be working in the field three years from now.

  **How can we share best practices for this seasoned community of professionals? How can we ensure talented professionals don't leave the field due to lack of resources, support, or respect?**
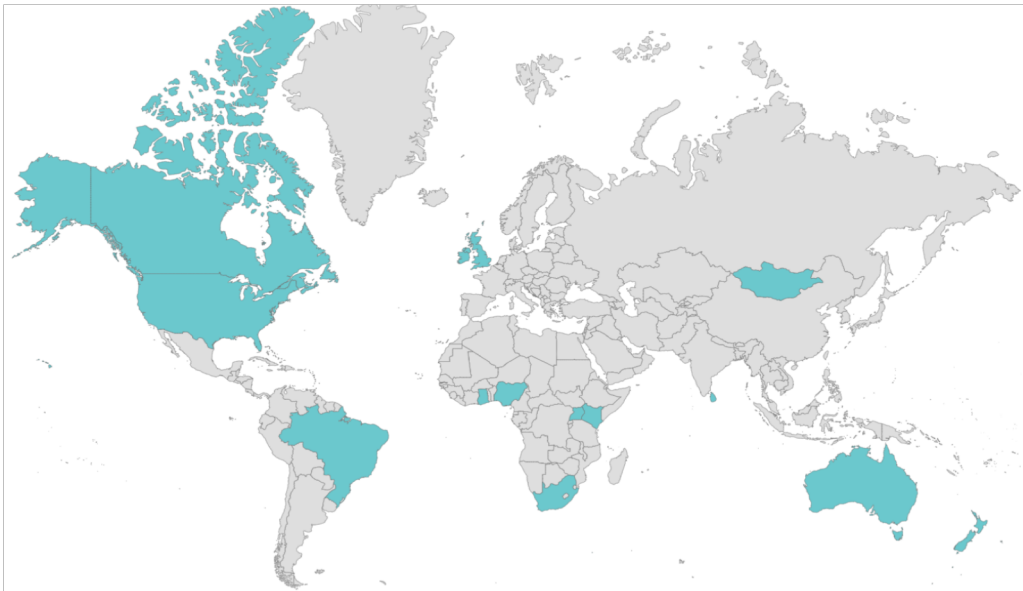
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# Who Did We Survey?

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# Geographic Representation



## Where Were Respondents Located?

Fourteen countries participated. The vast majority of respondents (80%) were headquartered in the US, with 8% from Canada (down from 13% in 2018), 4% from Australia (down from 9% in 2018), 6% from the United Kingdom (up from 5% in 2018), and 1% from elsewhere (down from 2% in 2018).

The majority of respondents that serve their local city/county/region within their state or province remains consistent over the past four years (67%, 69% in 2018), with much smaller percentages serving wider geographic regions, including their state, multi-state region, country, or beyond.

| Headquarters Location | # of survey respondents | % of total survey respondents |
|---|---|---|
| Canada | 100 | 7.7% |
| United States | 1040 | 80.3% |
| Australia | 53 | 4.1% |
| United Kingdom | 83 | 6.4% |
| Other | 19 | 1.5% |

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# Organization Types

## What Types of Organizations Were Represented?

Most categorized themselves as *Nonprofit Organizations* (78%), followed by *Federal*, *Regional*, *State*, and *Local Governments* combined (16%).

A wide range of causes participated in the survey (see next page), with health care dominating at 15%. As a point of reference, in the US, 6.2% of all nonprofits are *Health & Medical-related*; 7.5% *Arts, Culture, & Humanities*; 6.3% *Human Services*; 2.2% *Environmental*; 13.4% *Education*; and 7.8% *Community Improvement & Capacity Building*.

*"Our volunteers are the foundation stone of the organization on which we build and not one of the columns of the house."*

*"Creating a solid framework for volunteer engagement is a challenge. The challenge is to engage them in tasks that are meaningful to them that connect back to mission. We need advocates and supporters, people that know about our programs and talk about them, people that feel a part of the team because they feel included and meaningfully involved."*

*"To me it is just common sense that if all of those new or expanded organizational activities related to volunteers grow, that at some point the staffing related to all of that needs to grow."*

*"Investment from management comes in many forms: professional development, resources, support within the organization, recognition and acknowledgement of the role that volunteer management plays within the organization, etc."*

*"Providing PD (professional development) is often seen as a form of recognition for volunteers (and is often valued more than swag, food, or parties), but it can be rather costly to bring in an awesome speaker. Professional development also creates better volunteers, but I have not been able to establish a consistent PD budget with my supervisor."*

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# Organization Types

## Category That Best Describes Organization Structure
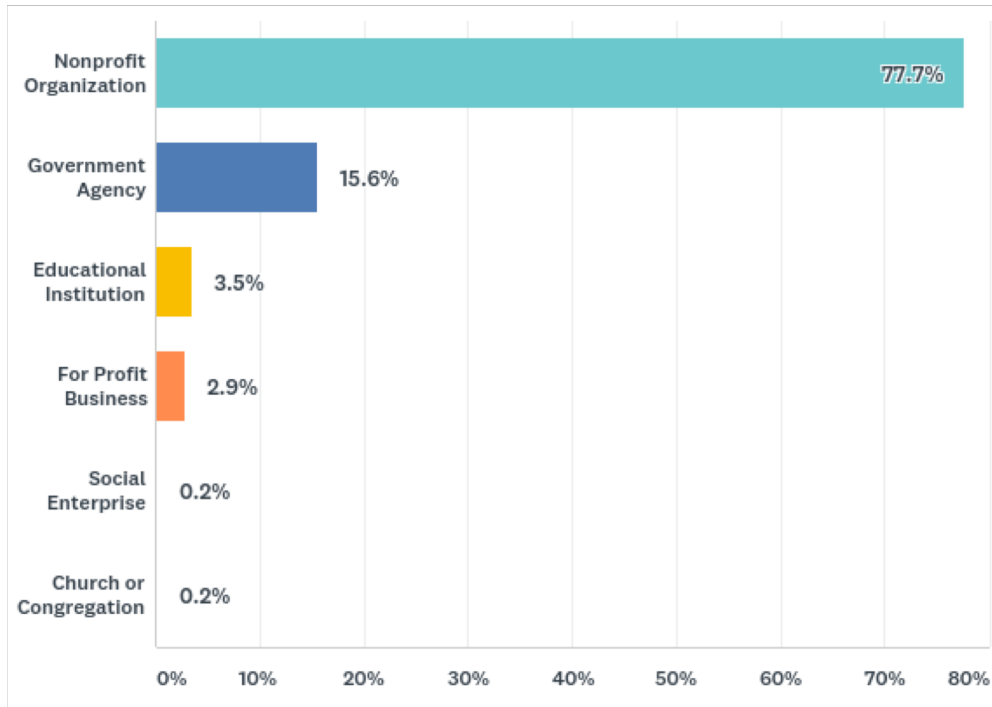


| Answer Options | 2016 | 2017 | 2018 | 2019 |
|---|---|---|---|---|
| Nonprofit | 73.4% | 66.2% | 70.1% | 77.7% |
| Hospital/Clinic/Hospice | N/A | 12.7% | 13.4% | N/A |
| Government Agency | 17.7% | 13.7% | 12.6% | 15.6% |
| Ed. Institution/School District | N/A | 3.0% | 2.4% | 3.47% |
| Corp/Small Business | 1.0% | 1.0% | 0.7% | 2.85% |
| Church or Congregation | 1.0% | 0.9% | 0.5% | 0.15% |
| Social Enterprise | N/A | N/A | 0.3% | 0.23% |

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# Causes

| Answer Options | % of Responses | # of Responses |
|---|---|---|
| **Health Care/Medical Research/Support Services** | **15.2%** | **198** |
| **Senior & Disability Services** | **9.9%** | **129** |
| **Environment/Parks/Wildlife** | **7.1%** | **92** |
| **Education/Libraries** | **6.9%** | **89** |
| **Arts, Culture, & Humanities/History/Museums** | **6.7%** | **87** |
| **Hospice** | **6.0%** | **78** |
| **Multi-Service** | **5.9%** | **77** |
| **Child Welfare/Family Services/Social Services** | **5.8%** | **75** |
| Animal Care & Welfare | 4.2% | 54 |
| Housing & Shelter/Homelessness | 4.1% | 53 |
| Youth Development | 3.2% | 41 |
| Community Improvement & Capacity Building | 3.0% | 39 |
| Food Pantry & Delivery/Agriculture & Nutrition | 2.9% | 37 |
| Volunteer Center & Placement | 2.9% | 37 |
| Recreation & Sports | 1.8% | 23 |
| Mental Health & Crisis Intervention/Domestic Violence | 1.7% | 22 |
| Public Safety, Disaster Preparedness & Relief | 1.4% | 18 |
| Civil Rights, Social Action & Advocacy/Empowerment | 1.2% | 16 |
| Veterans/Military Services | 1.2% | 15 |
| Crime & Other Legal Services | 0.9% | 12 |
| Business/Professional Associations | 0.6% | 8 |
| Philanthropy & Grantmaking | 0.5% | 6 |
| Science & Technology | 0.5% | 7 |
| Employment & Training | 0.4% | 5 |
| Faith/Spirituality | 0.3% | 4 |
| Foreign Affairs/International NGO | 0.2% | 3 |
| **Other** | **5.6%** | **73** |

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# Number of Paid Employees

## Total Number of Paid Employees at Organization
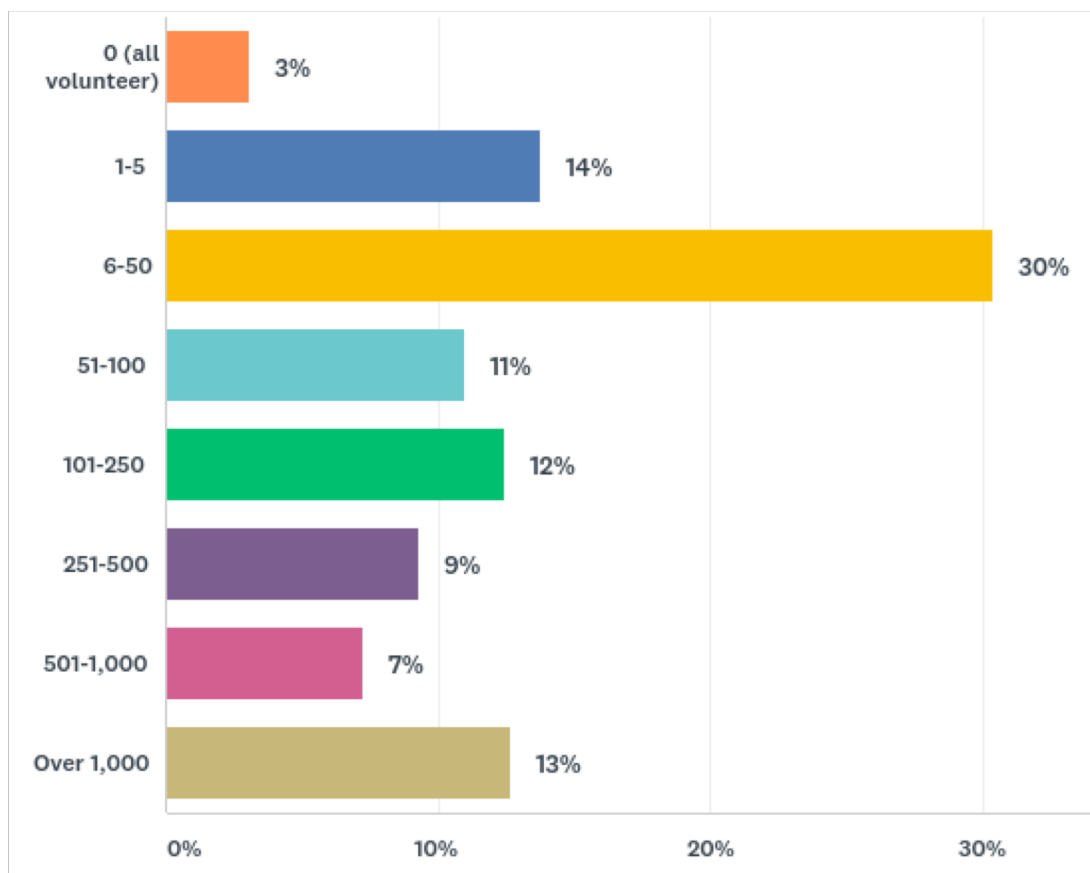


## Organization Size

3% were organizations entirely run by unpaid volunteers. 14% of respondents have five or fewer paid staff within the organization.
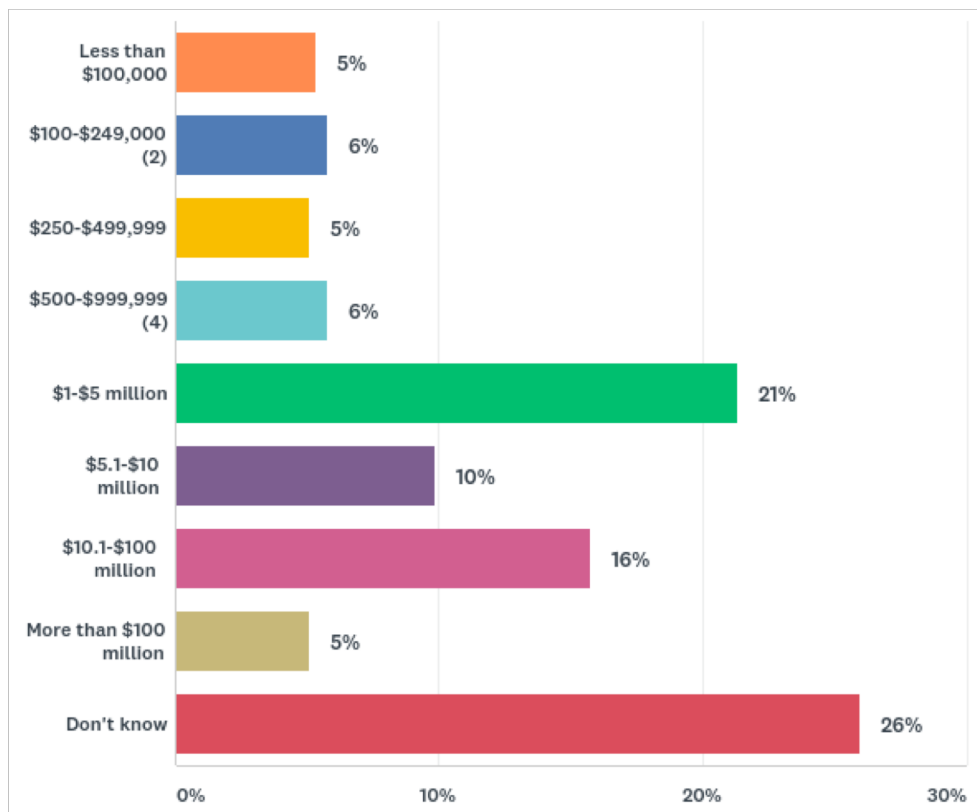
Nearly one third (30%) are small to medium size organizations, reporting 6 to 50 paid staff. 41% are larger organizations with more than 100 paid employees.

*"I'm largely understaffed. My entire role is corporate volunteer programming, but I do the work of three people. I do all the tactical level work of coordinating my own events after I project-manage them, and I also do very strategic-level policy work, paneling, representing the company, speaking and strategy. It's a bit much to do all of it from week to week."*

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# Annual Budget – Organization

## Organization's Annual Budget (for all departments)

| Budget | % |
|---|---|
| Less than $100,000 | 5% |
| $100-$249,000 (2) | 6% |
| $250-$499,999 | 5% |
| $500-$999,999 (4) | 6% |
| $1-$5 million | 21% |
| $5.1-$10 million | 10% |
| $10.1-$100 million | 16% |
| More than $100 million | 5% |
| Don't know | 26% |

### Organization Budgets

Similar to last year's results, over half (52%) reported organizational budgets of $1 million or more. 11% were organizations with an annual budget of less than $250,000.

One in five (26%) did not know their organization's budget.

*"Our non-profit budget and staffing is stretched, which often leaves me wearing multiple hats within the organization. For instance, I also head our website, social media accounts, and email marketing campaigns. I step into classes when we are short, act as an editor for other departments, etc. After doing the day-to-day items (email, recruitment, etc.), I don't often have time for 'big-picture' planning. We end up being a reactive department, rather than having the capability to plan ahead and prepare."*

*"Providing meaningful professional development opportunities for my volunteers, with a limited amount of budget, is one of my biggest challenges right now."*
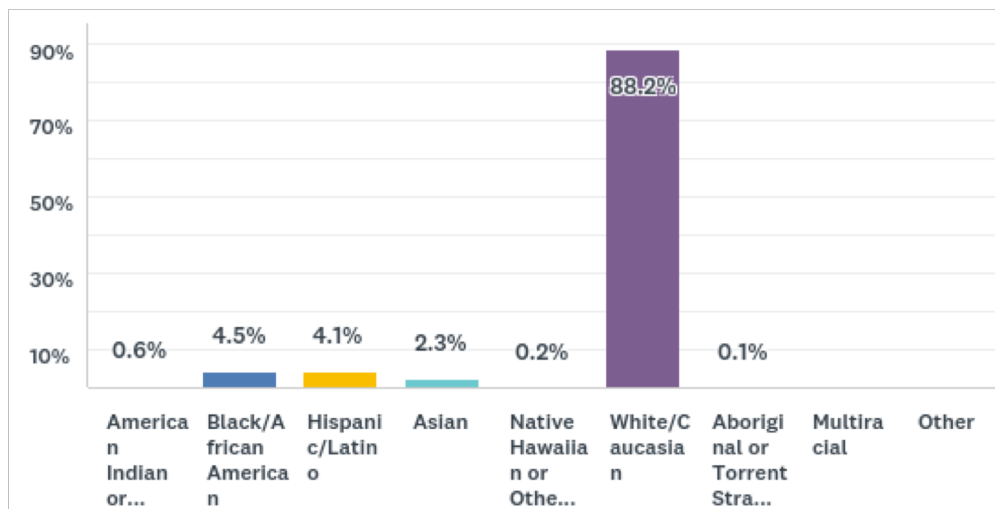
# Respondent Demographics

## Gender
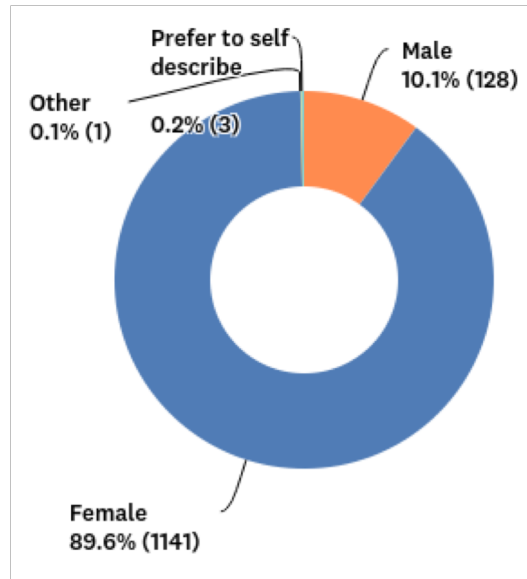


## Race/Ethnicity



### Demographics Remain Consistent

The demographic breakdown was consistent with the 2018 survey, moving slightly less homogenous. The vast majority of survey respondents were *Female* (90%, 91% in 2018), and predominately *White/Caucasian* (88%, 91% in 2017), with very little representation of other ethnicities. (Note: In comparison, people of color comprise 18% of nonprofit US employees, 82% are White/Caucasian ).

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# Respondent Demographics

## Age
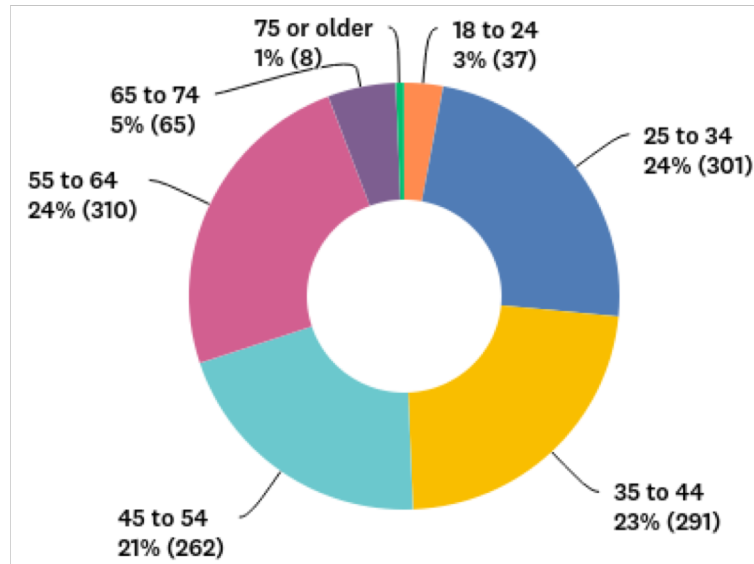


## Highest Level of School Achieved
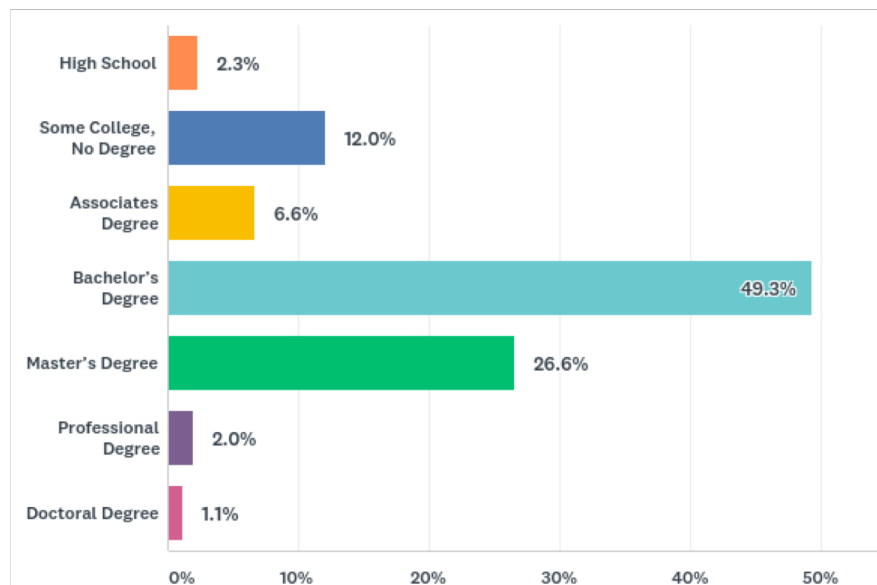


### Multi-Generational, Highly-Educated Workforce

Respondents are fairly evenly split amongst age cohorts from 25-64 years old, and most have at least some college education. Unlike previous years, education is more evenly dispersed. The majority (49%) have attained at least a Bachelor's degree – a large drop from previous years (78% in the 2017 survey and 76% in the 2016 survey).

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# 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 36.2%** (41% in 2018, 43% in 2017, 39% in 2016)

- **Manager 27.1%** (25% in 2018, 26% in 2017, 27% in 2016)

- **Director 16.0%** (17% in 2018, 16% 2017, 19% 2016)

The remainder were: *Specialist* (4.4%), *Supervisor* (2.0%), *Officer* (1.1%), *Assistant* (1.5%), *President* (1.0%) *Administrator* (1.3%), and *Associate* (.7%). 5.5% selected *Other*.

## Structure of the Job & Time Spent on Volunteer Management

The overwhelming majority of leaders of volunteers classify themselves as full-time (83%) paid (90%) employees and 6% are unpaid volunteers. Interestingly, the number of unpaid volunteers increased two percentage points from 2018 to 2019.

Paid staff continue to split their time between volunteer resource management and other duties. On average, 29% focus entirely on volunteer coordination.

## Percentage of Time Spent on Volunteer Management
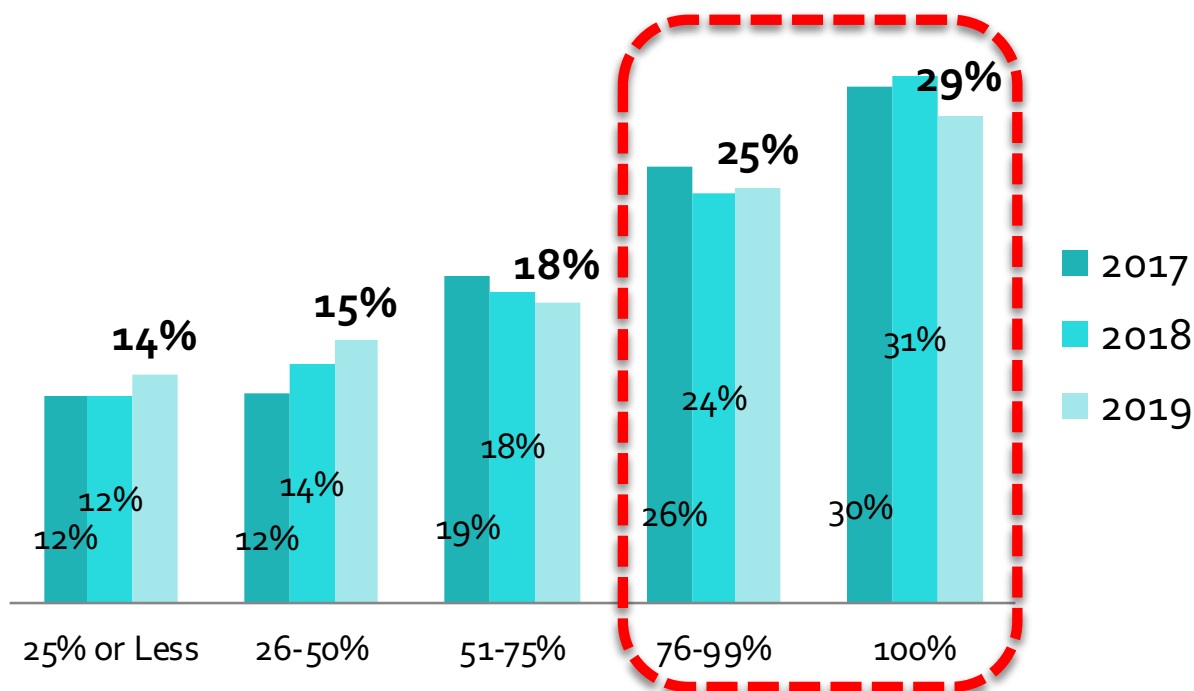
# Professional Experience

## Field Experience and Tenure is Growing

Respondents represented a wide range of years of experience, many with long tenures in the field. Moreover, the corps of experienced managers is growing, representing a solid foundation of seasoned veterans.

- **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
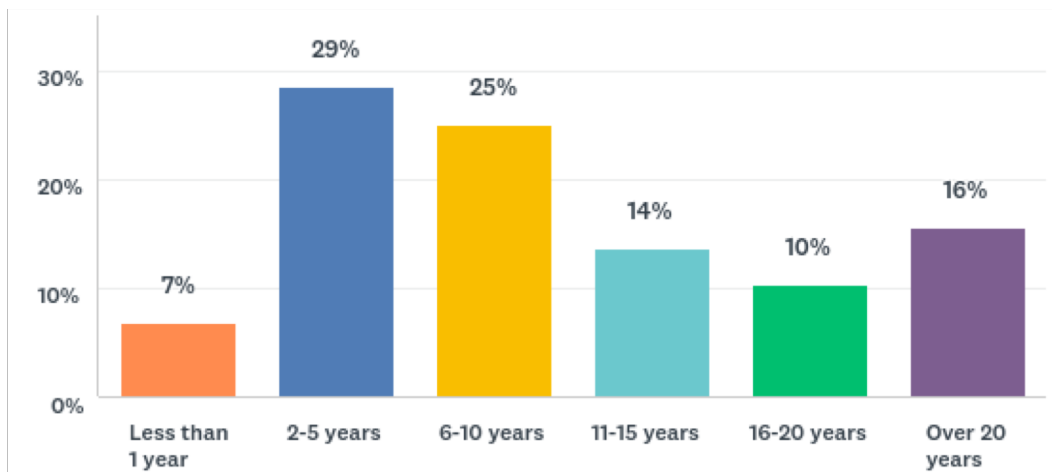


*"The staffing level for Volunteer Services that made sense 15 years ago no longer makes sense in 2019 at an organization that - wonderfully - has significantly increased its activity level and looks to volunteers to help that happen. I'm figuring out how to successfully make the case for expanded staffing in Volunteer Services. I can provide statistics about growth in organizational activity and corresponding need for more volunteers, new roles developed, new procedures added, etc., but the part that is difficult is that there are tons of little communications and information management that go along with all of that and that is hard to document."*

*"How do we ensure current practices and directions are followed by legacy volunteers? New volunteers learn new tricks without a qualm, but volunteers - especially those who have held borrowed authority for 5+ years - who have a legacy at my institution are more than resistant to change/following new rules."*

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# Professional Credentials

## Certifications Achieved by Type
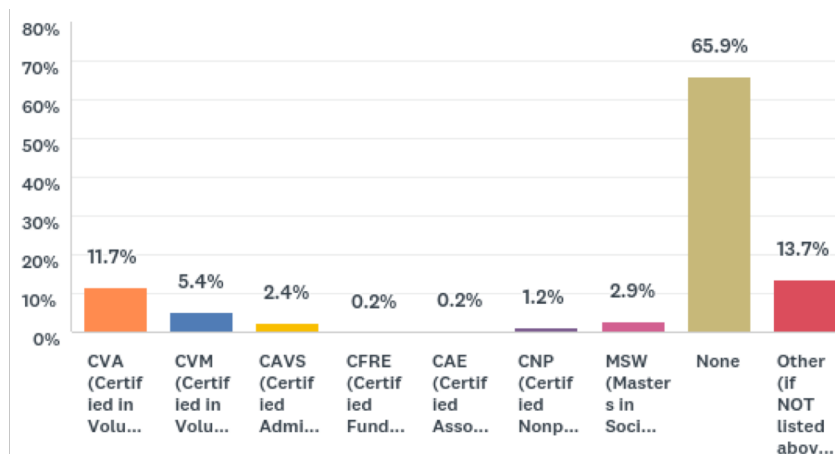


### Most Hold No Certifications

Most respondents (66%) 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.

## Percentage Who Hold At Least One Certification in Nonprofit or Volunteer Administration
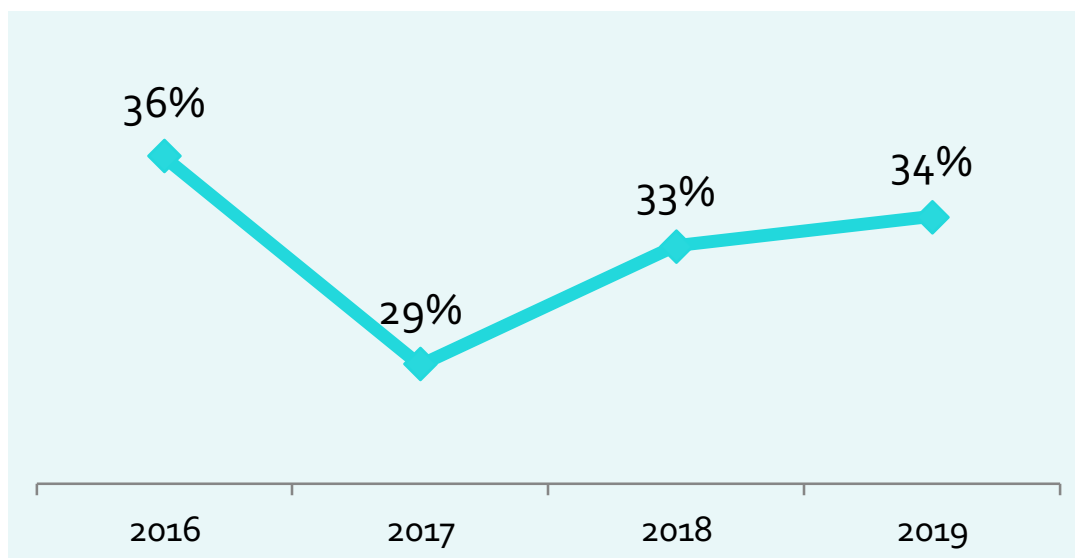


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# Annual Budget – Program

## Program's Annual Budget
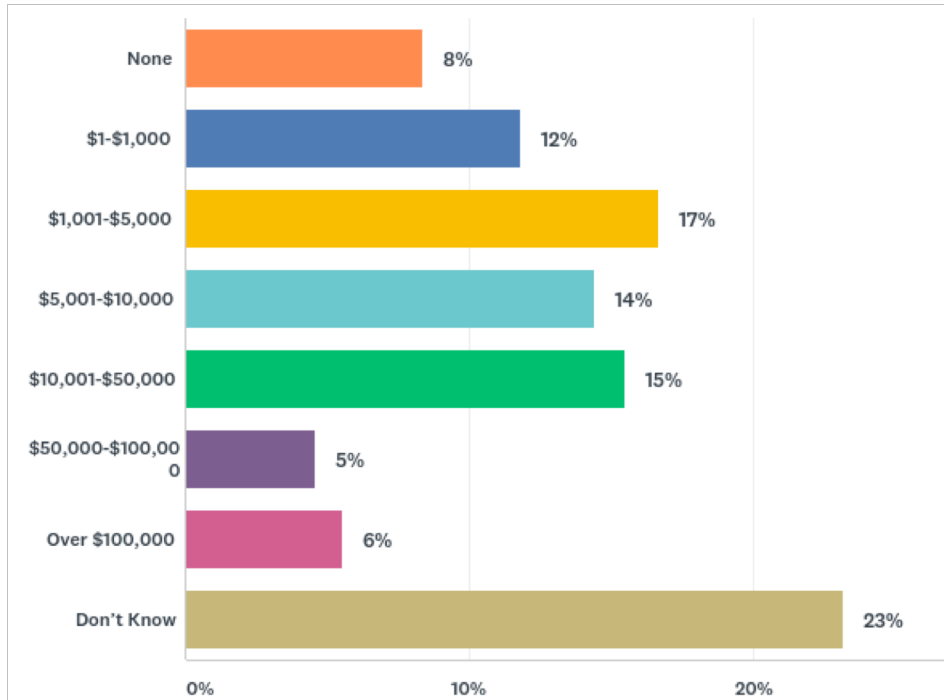


## Annual Program Budget (US)

In the US, nearly one-fifth (17%) 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 (8%) of programs had no budget set aside for the volunteer program.

Consistent across countries, an average of 23% don't know their own program budget.

| Country | Means (of budget bands above) | % Don't Know |
|---------|-------------------------------|--------------|
| United States | 4.69 | 23% |
| Canada | 5.28 | 27% |
| Australia | 5.40 | 29% |
| United Kingdom | 5.22 | 31% |

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# How Do They Describe Their Work?

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# Volunteer Roles

## Types of Volunteer Roles

Volunteers are involved in a wide variety of roles and purposes, as reported by respondents.

The use of volunteers in specific capacities remained relatively consistent over the past four years of surveys. Frequency of use trends are shown below.

The colors of shaded boxes below indicate how the ranking of the role has changed from 2018 to 2019, with more volunteers engaged in leadership positions and less being utilized for data entry and reporting.

| Volunteer Roles in Past 12 Months | 2016 | 2017 | 2018 | 2019 |
|---|---|---|---|---|
| **1. Office/Administrative/Reception** | **72.9%** | **72.3%** | **73.8%** | **74.7%** |
| **2. Special Events** | **84.2%** | **79.1%** | **79.9%** | **71.9%** |
| **3. Board/Committee Member** | **66.8%** | **61.7%** | **64.6%** | **58.0%** |
| **4. Data Entry/Management & Reporting** | **N/A** | **63.1%** | **56.0%** | **N/A** |
| **5. Outreach/Community Education/Booths** | **N/A** | **55.9%** | **53.1%** | **52.6%** |
| **6. Leading/Supervising Other Volunteers** | **42.9%** | **47.5%** | **46.0%** | **52.1%** |
| 7. Fundraising | 52.3% | 51.1% | 51.0% | 46.1% |
| 8. Education/Teaching/Tutoring | N/A | N/A | 42.9% | 43.6% |
| 9. Volunteer Recruitment | 48.9% | 40.4% | 37.9% | 40.0% |
| 10. Communications/Marketing | N/A | 41.9% | 36.6% | 38.7% |
| 11.Training/Coaching/Mentoring | 45.4% | 44.1% | 34.9% | 37.0% |
| 12.Direct Client/Patient Service | 71.4% | 48.8% | 42.1% | 33.2% |
| 13.Activity Leaders | N/A | 40.7% | 38.2% | 22.2% |

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# Volunteer Roles

| Volunteer Roles in the Past Year | % of Responses |
|---|---|
| **Special Events** | **71.9%** |
| **Office/Administrative/Customer Service** | **74.7%** |
| **Board/Committee Member** | **58.0%** |
| **Outreach/Community Education/Booths** | **52.6%** |
| **Leading/Supervising Other Volunteers** | **52.1%** |
| **Fundraising** | **46.1%** |
| Education/Teaching/Tutoring | 43.6% |
| Volunteer Recruitment | 40.0% |
| Communications/Marketing | 38.7% |
| Training/Coaching/Mentoring | 37.0% |
| Direct Client/Patient Service | 33.2% |
| Befriending/Support | 31.0% |
| Advocacy | 30.9% |
| Transportation/Driving/Delivery | 24.7% |
| Activity Leaders | 22.2% |
| Pro-Bono/Professional Services | 21.7% |
| Food Service/Catering | 21.3% |
| Strategic Planning/Program Development | 20.4% |
| Landscaping/Conservation | 20.1% |
| Assessment/Evaluation | 19.9% |
| Speakers Bureau/Docent/Tour Guide | 19.3% |
| Childcare/Eldercare | 17.4% |
| Construction/Maintenance | 14.5% |
| Copywriting/Marketing | 13.7% |
| Interpretation/Translation | 13.3% |
| Animal Care | 12.2% |
| Warehouse/Food Packing | 9.8% |
| Emergency Services/Disaster Relief | 9.4% |
| **Other (please specify)** | **19.9%** |

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# Where Volunteers are Placed

## Where the Highest # of Volunteers are Placed Each Year
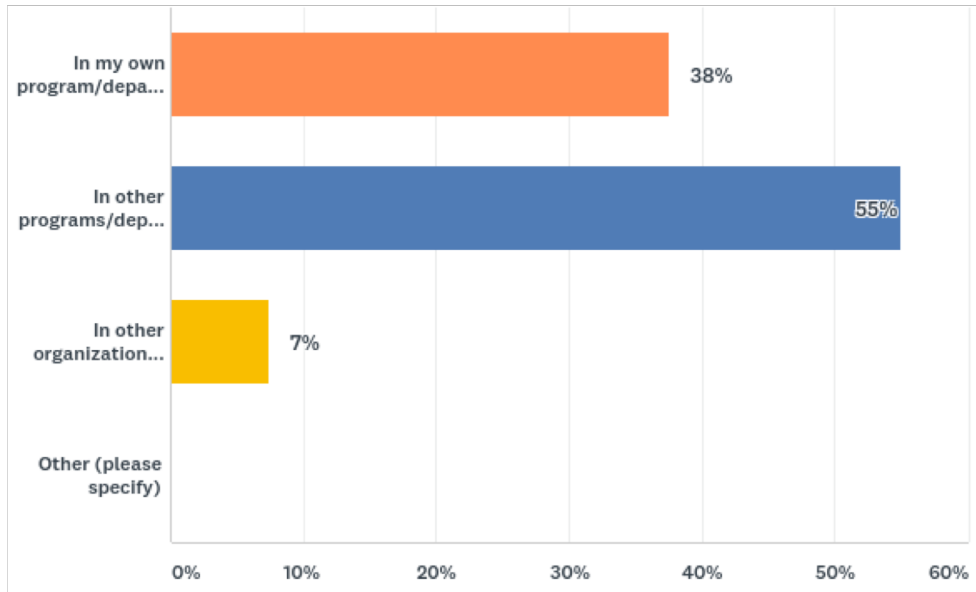


## In-Sourcing & Outsourcing Volunteer Talent Placement

For the 2019 survey, over half of respondents (55%) indicated that their primary responsibility is to place volunteers in other departments within their organization. About one-third (38%, up two percentage points from 2018) place volunteers in their own programs. Only 7% placed the highest volume of volunteers each year in other organizations outside their own.

In 2018, the trend was similar, with 57% placing the highest volume of volunteers in other programs within their own organizations.

*"Supporting the development of a flexible, rewarding and positive experience for our volunteers is one of my biggest challenges because my organization is going through enormous change at speed. The impact of decisions are either not considered or are an afterthought. This makes it difficult to support volunteers effectively through change, as well as implement much needed improvements to the volunteer program due to the organizational transformation."*

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# Salary

## Median Salaries

Across the board, salaries have decreased slightly, in some countries more so than in others. Below are the current averages for this year and last and the equivalents in US dollars for comparison.

**United States (US)** – **$45,383** USD ($45,703 in 2018)

**Canada** – $55,840 CAD (**$41,992 USD**, $45,432 in 2018)

**Australia (Oz)** – $66,250 AUD (**$47,438 USD**, $50,982 in 2018)

**United Kingdom** – £28,628 GBP (**$36,913 USD**, $37,530 in 2018)

Please 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 x Org Type

■ 2017  ■ 2018  ■ 2019     **Median – $45,383**



| Org Type | 2017 | 2018 | 2019 |
|---|---|---|---|
| Nonprofit Organization | $41,033 | $42,607 | $43,913 |
| For Profit Business/Corporation | $52,612 | $40,704 | $47,164 |
| Educational Institution/School District | $44,425 | $44,150 | $43,942 |
| Church or Congregation | $55,000 | $37,95? | $17,720 |
| Social Enterprise | $0 | $24,000 | $0 |
| Government Agency | $55,147 | $56,677 | $53,036 |
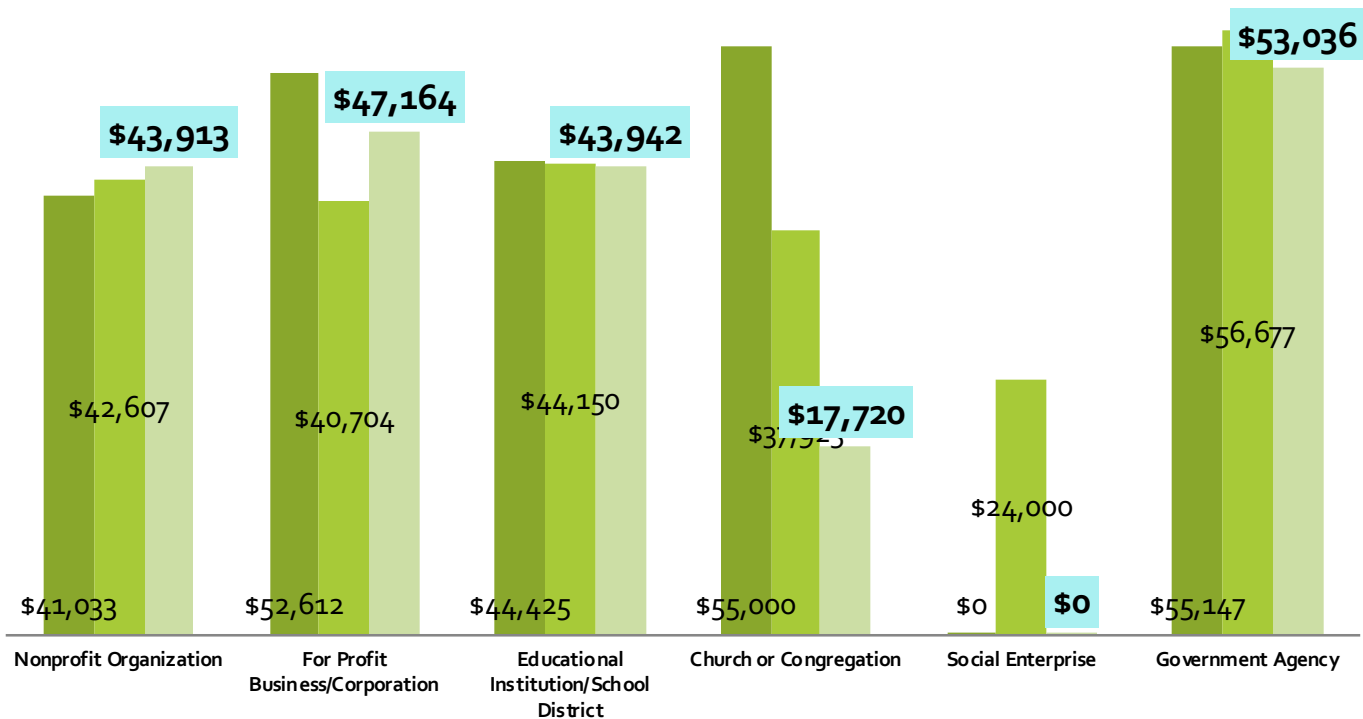
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# Salary Variables

## Average Salary x Job Title

■ 2017  ■ 2018

Median – $45,383

$56,860

$47,005

$51,284

$38,910

$51,026

$43,357

$44,509

$30,331

$37,029

$48,025

$56,147

$67,813

$50,646

$37,361

$53,925

$46,773

$41,109

$30,462

$37,677

$12,000

$57,724

$55,078

$48,209

$38,265

$42,036

$41,063

$28,049

$47,294

$0

$0

Director  Administrator  Manager  Coordinator  Supervisor  Specialist  Assistant  Associate  Officer  President
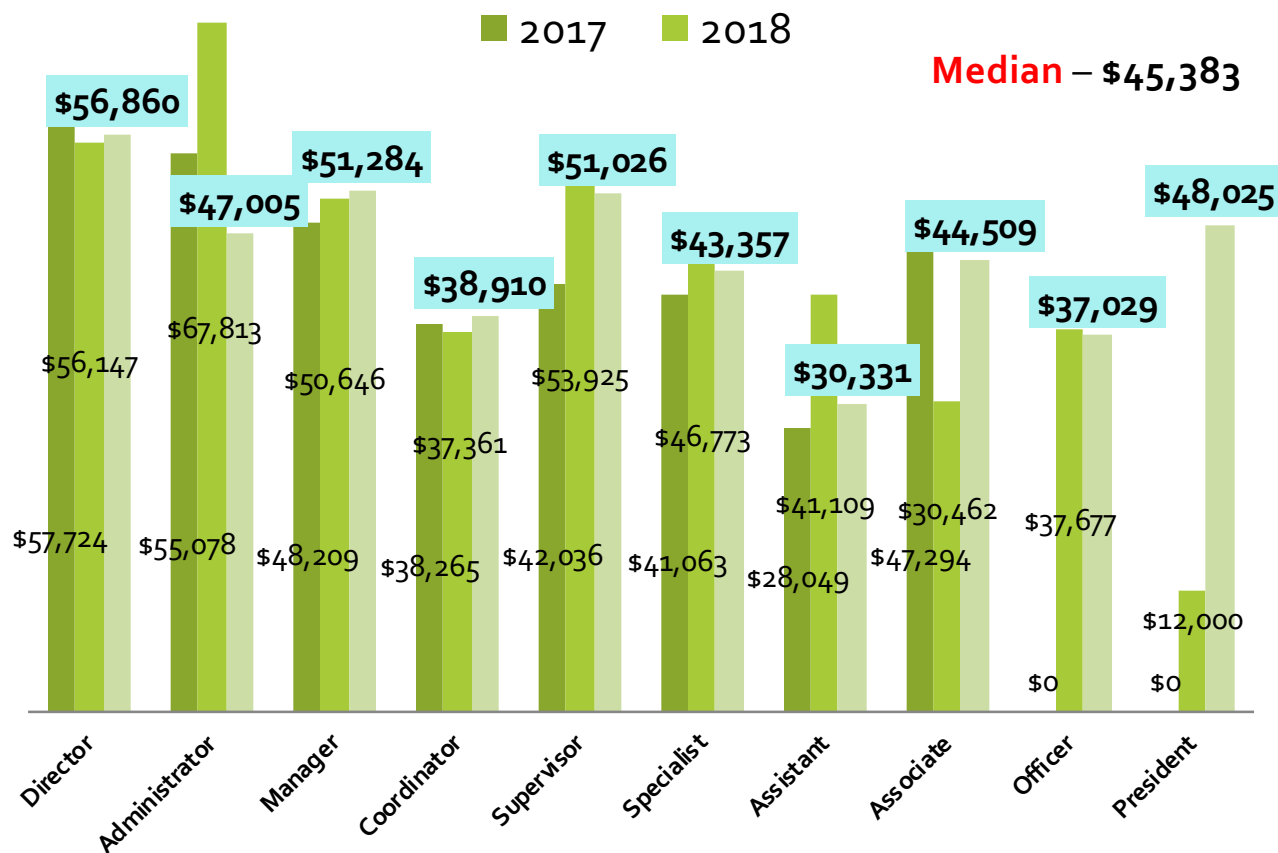
## Salary Trends

Volunteer manager salaries in the United States vary by type of organization, ranging from an average of $17,720 per year for church/congregation employees to an average of $53,036 for government workers. **The average overall salary in the US was $45,383**.

It appears that there is a correlation between average salary and job title. Directors earned the most at an average of $56,860 per year and Assistants the least at $30,331.

*"Senior leadership does not understand what it takes to run a full-service volunteer program with hundreds of volunteers at any given time. More needs to be done to elevate the profession."*

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# Salary Variables

## Possible Impacts on Salary

There may be some relationships between certifications and earning potential. Certifications include:
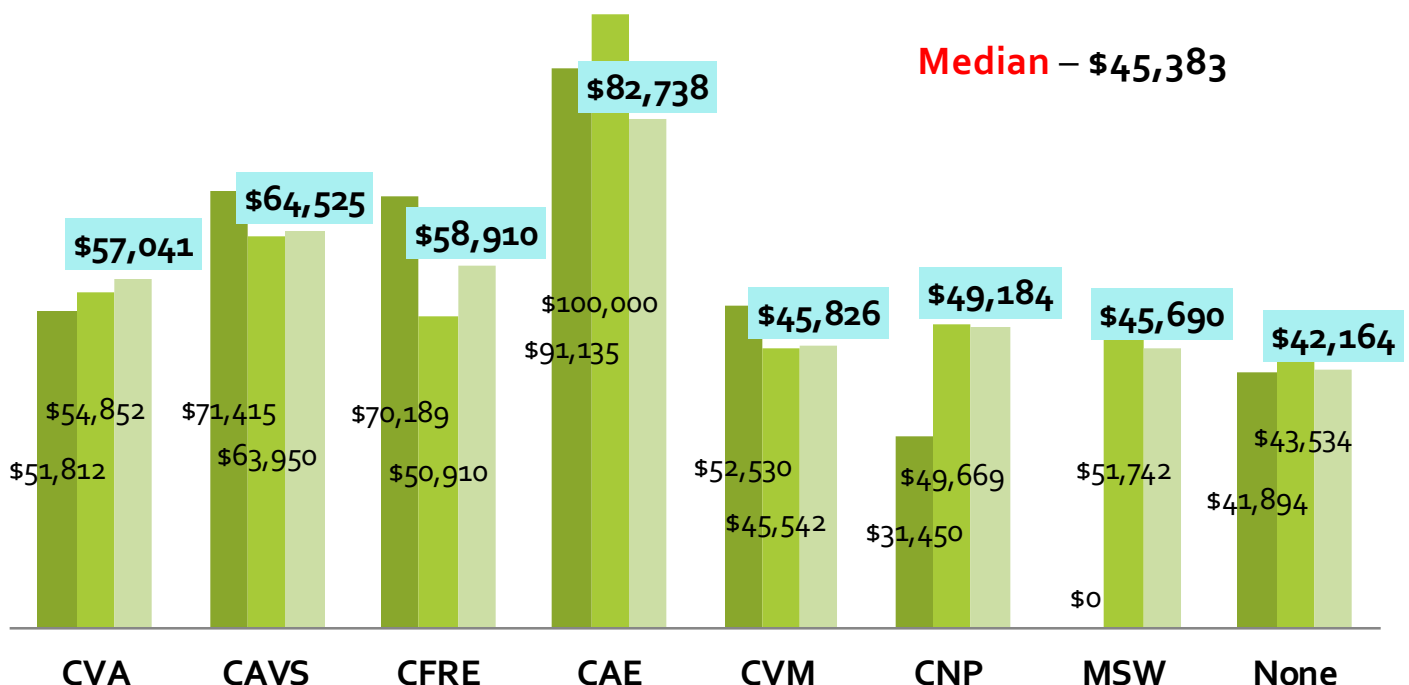
- **Certified in Volunteer Administration (CVA)**
- **Certified Volunteer Manager (CVM)**
- **Certified Administrator of Volunteer Services (CAVS)** (for healthcare)
- **Certified Fund Raising Executive (CFRE)**
- **Certified Association Executive (CAE)**
- **Certified Nonprofit Professional (CNP)**
- **Masters in Social Work (MSW)**

Respondents with no credential earn less (an average of $42,164 per year) than the median salary of $45,383 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.)

## Average Salary x Certification

■ 2017   ■ 2018   ■ 2019

**Median** – **$45,383**



| | CVA | CAVS | CFRE | CAE | CVM | CNP | MSW | None |
|---|---|---|---|---|---|---|---|---|
| 2019 | $57,041 | $64,525 | $58,910 | $82,738 | $45,826 | $49,184 | $45,690 | $42,164 |
| 2018 | $54,852 | $71,415 | $70,189 | $100,000 | $52,530 | $31,450 | $51,742 | $43,534 |
| 2017 | $51,812 | $63,950 | $50,910 | $91,135 | $45,542 | $49,669 | $0 | $41,894 |

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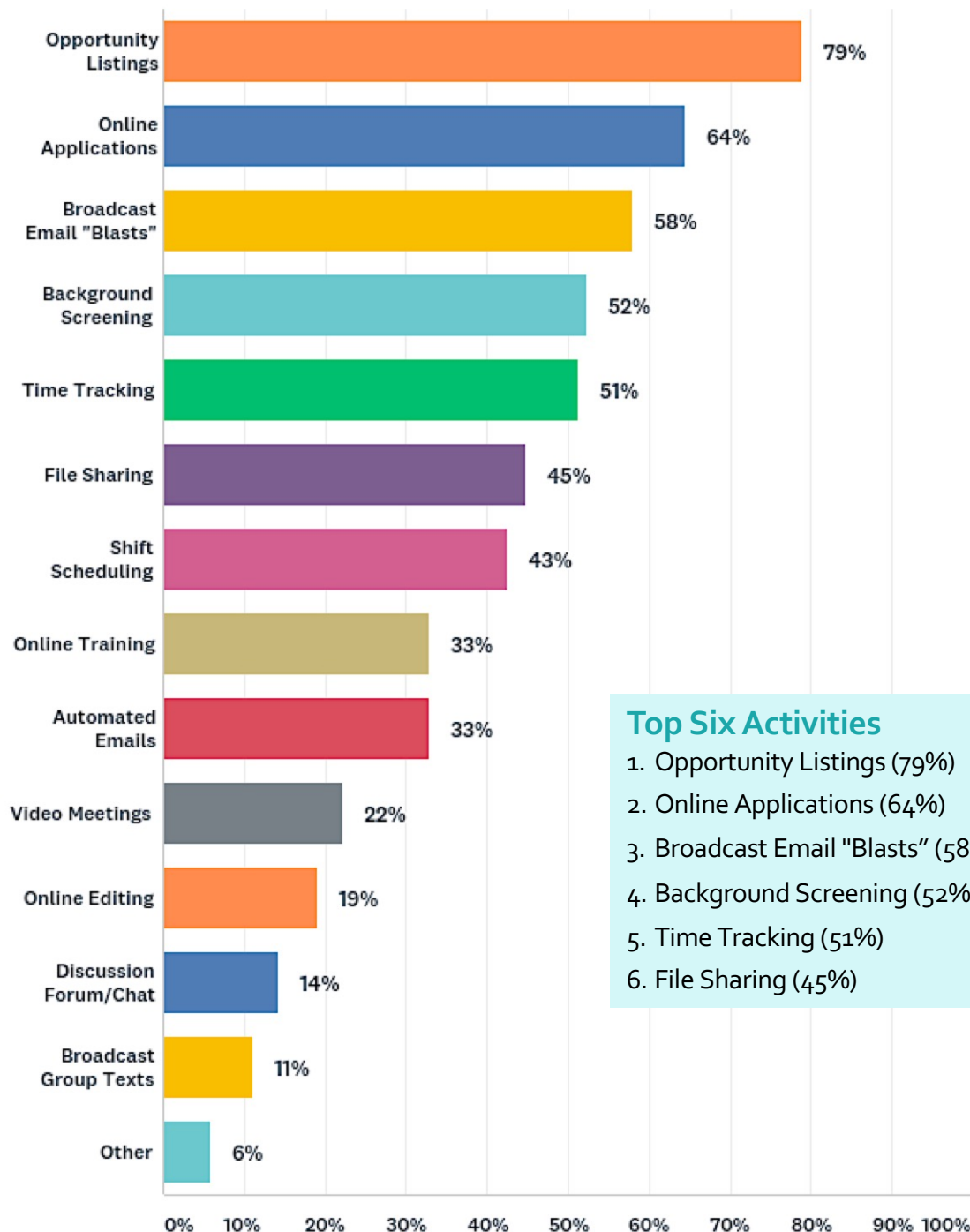# How is Technology Used

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# + Digital Tools

**The Tech Edition**

We dubbed this year's survey, the tech edition, and we focused on technology tools currently in use. We hope to begin tracking our digital maturity as a field.

Below are the top activities that technology is used for in volunteer organizations

| Activity | Percentage |
|---|---|
| Opportunity Listings | 79% |
| Online Applications | 64% |
| Broadcast Email "Blasts" | 58% |
| Background Screening | 52% |
| Time Tracking | 51% |
| File Sharing | 45% |
| Shift Scheduling | 43% |
| Online Training | 33% |
| Automated Emails | 33% |
| Video Meetings | 22% |
| Online Editing | 19% |
| Discussion Forum/Chat | 14% |
| Broadcast Group Texts | 11% |
| Other | 6% |

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

**Top Six Activities**
1. Opportunity Listings (79%)
2. Online Applications (64%)
3. Broadcast Email "Blasts" (58%)
4. Background Screening (52%)
5. Time Tracking (51%)
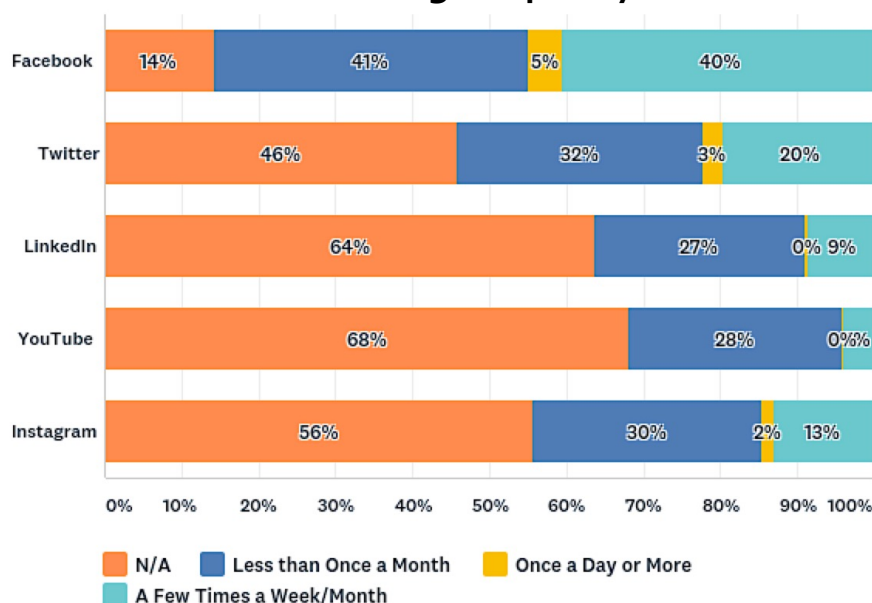6. File Sharing (45%)

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# Social Media

While most respondents use Facebook (86%), the majority post less than once a month or never.

Those that post to Facebook once a day perceive themselves as more effective than other frequencies and significantly more than those who don't post at all.
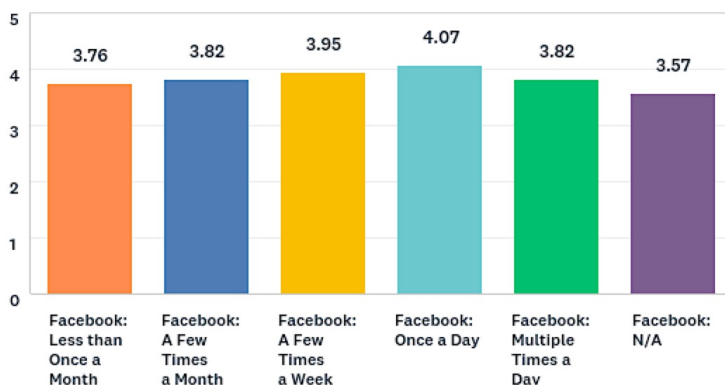
This varied slightly from the number of opportunities filled. However, those who don't post at all also have the least percentage of opportunities filled.
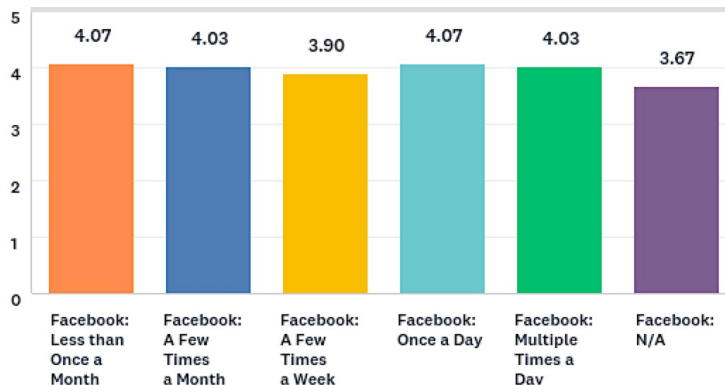
## Posting Frequency

| | N/A | Less than Once a Month | Once a Day or More | A Few Times a Week/Month |
|---|---|---|---|---|
| Facebook | 14% | 41% | 5% | 40% |
| Twitter | 46% | 32% | 3% | 20% |
| LinkedIn | 64% | 27% | 0% | 9% |
| YouTube | 68% | 28% | 0% | 3% |
| Instagram | 56% | 30% | 2% | 13% |

**Legend:** N/A · Less than Once a Month · Once a Day or More · A Few Times a Week/Month

## Facebook x Perceived Effectiveness

(1 = Not at all Effective, 5 = Extremely Effective)

| Facebook: Less than Once a Month | Facebook: A Few Times a Month | Facebook: A Few Times a Week | Facebook: Once a Day | Facebook: Multiple Times a Day | Facebook: N/A |
|---|---|---|---|---|---|
| 3.76 | 3.82 | 3.95 | 4.07 | 3.82 | 3.57 |

## Facebook x # of Open Vol Opportunities Filled

(1 – 0%-20%, 2 – 21%-40%, 3 – 41%-60%, 4 – 61%-80%, 5 – 81%-100%, 6 – Had to turn people away)

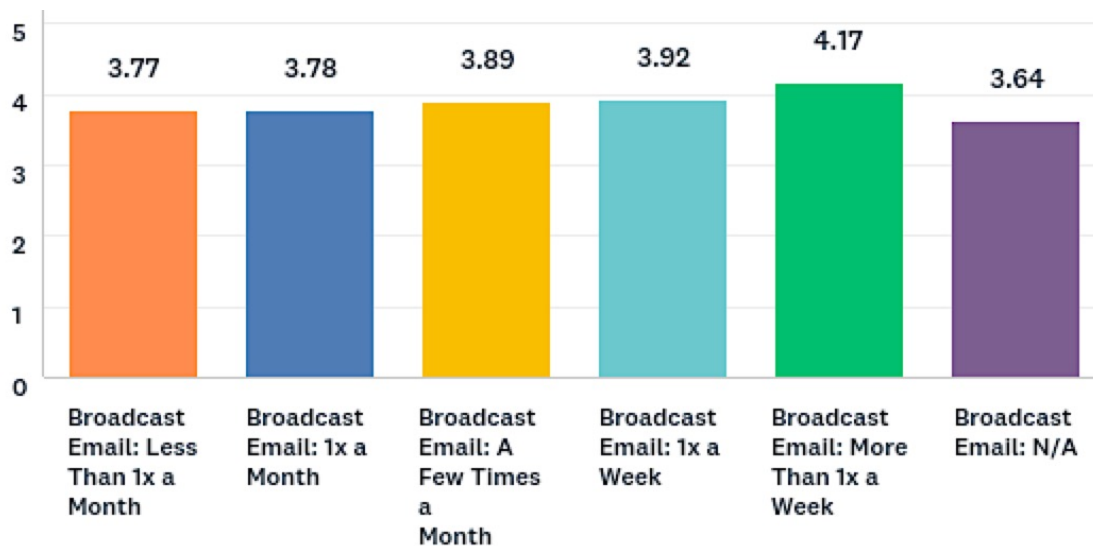| Facebook: Less than Once a Month | Facebook: A Few Times a Month | Facebook: A Few Times a Week | Facebook: Once a Day | Facebook: Multiple Times a Day | Facebook: N/A |
|---|---|---|---|---|---|
| 4.07 | 4.03 | 3.90 | 4.07 | 4.03 | 3.67 |

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+

# Email

In terms of those who send Broadcast Email "Blasts" (58%), those who send more than once a week perceive themselves as more effective than other frequencies and significantly more than those who don't send emails to volunteers.

This was similar when we compared the number of opportunities filled. Again, those who don't send emails at all also have the least percentage of opportunities filled.
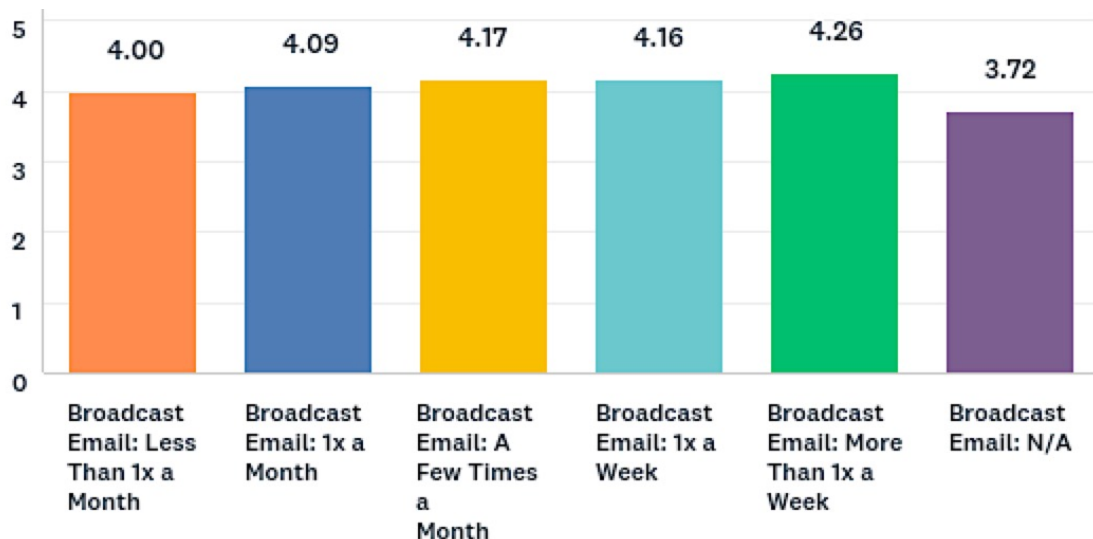
## Broadcast Email x Perceived Effectiveness

(1 = Not at all Effective, 5 = Extremely Effective)

| Broadcast Email: Less Than 1x a Month | Broadcast Email: 1x a Month | Broadcast Email: A Few Times a Month | Broadcast Email: 1x a Week | Broadcast Email: More Than 1x a Week | Broadcast Email: N/A |
|---|---|---|---|---|---|
| 3.77 | 3.78 | 3.89 | 3.92 | 4.17 | 3.64 |

## Broadcast Email x # of Open Vol Opportunities Filled

(1 – 0%-20%, 2 – 21%-40%, 3 – 41%-60%, 4 – 61%-80%, 5 – 81%-100%, 6 – Had to turn people away)

| Broadcast Email: Less Than 1x a Month | Broadcast Email: 1x a Month | Broadcast Email: A Few Times a Month | Broadcast Email: 1x a Week | Broadcast Email: More Than 1x a Week | Broadcast Email: N/A |
|---|---|---|---|---|---|
| 4.00 | 4.09 | 4.17 | 4.16 | 4.26 | 3.72 |

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# + Net Promoter Score

Finally, we asked respondents to share which volunteer management platforms they use and whether they recommended them using the Net Promoter Score metric, which is an often used way to track customer loyalty and (in the private sector) profitability.
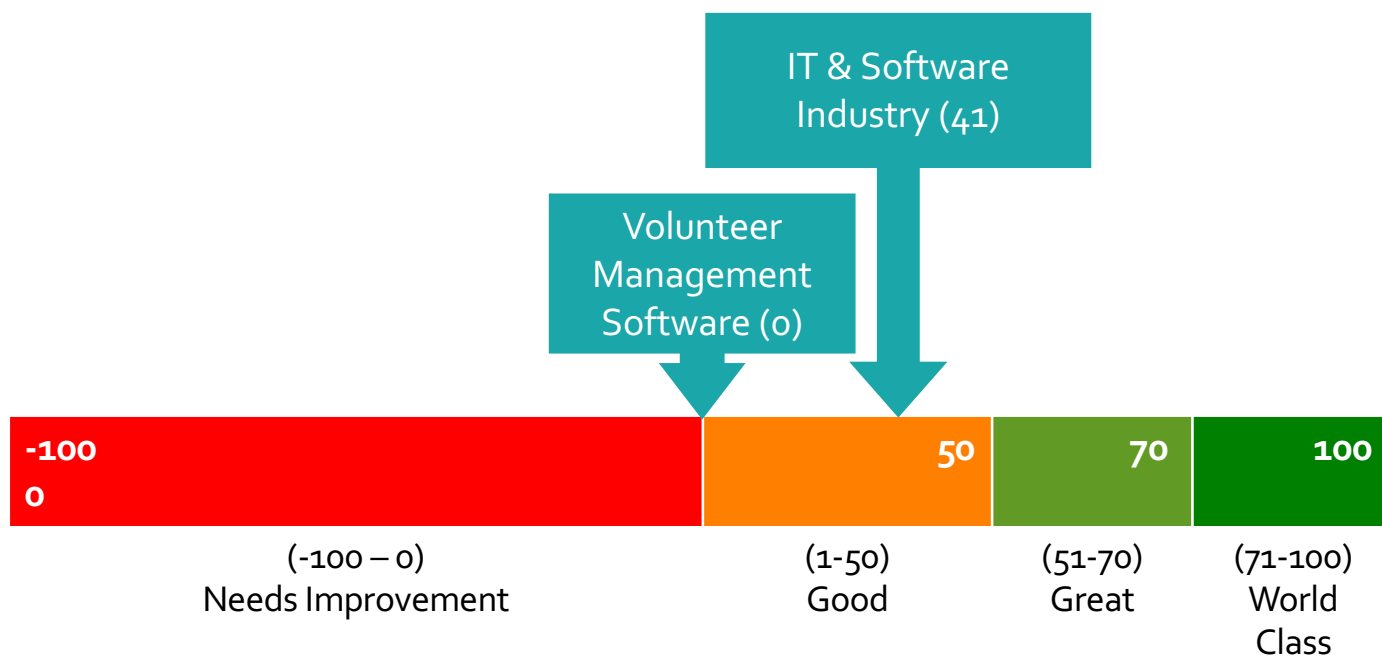
While there are some industry standards, every organization's score is different.

For respondents with volunteer management software, the NPS was 0. The aggregate for all solutions, including Excel and None was -23.

Note: the reported Industry average for software & apps ranges from 28 to 41

## Net Promoter Score Formula
(Number of Promoters — Number of Detractors) /
(Number of Respondents) x 100

IT & Software Industry (41)

Volunteer Management Software (0)

| -100 0 | | 50 | 70 | 100 |
|---|---|---|---|---|

(-100 – 0)
Needs Improvement

(1-50)
Good

(51-70)
Great

(71-100)
World Class

*"I can't recruit until we have the right support and infrastructure in place."*

*"It is an honor to work in volunteer services. Volunteers are my favorite group of people because they are everywhere, they are everyone, they are limitless!"*
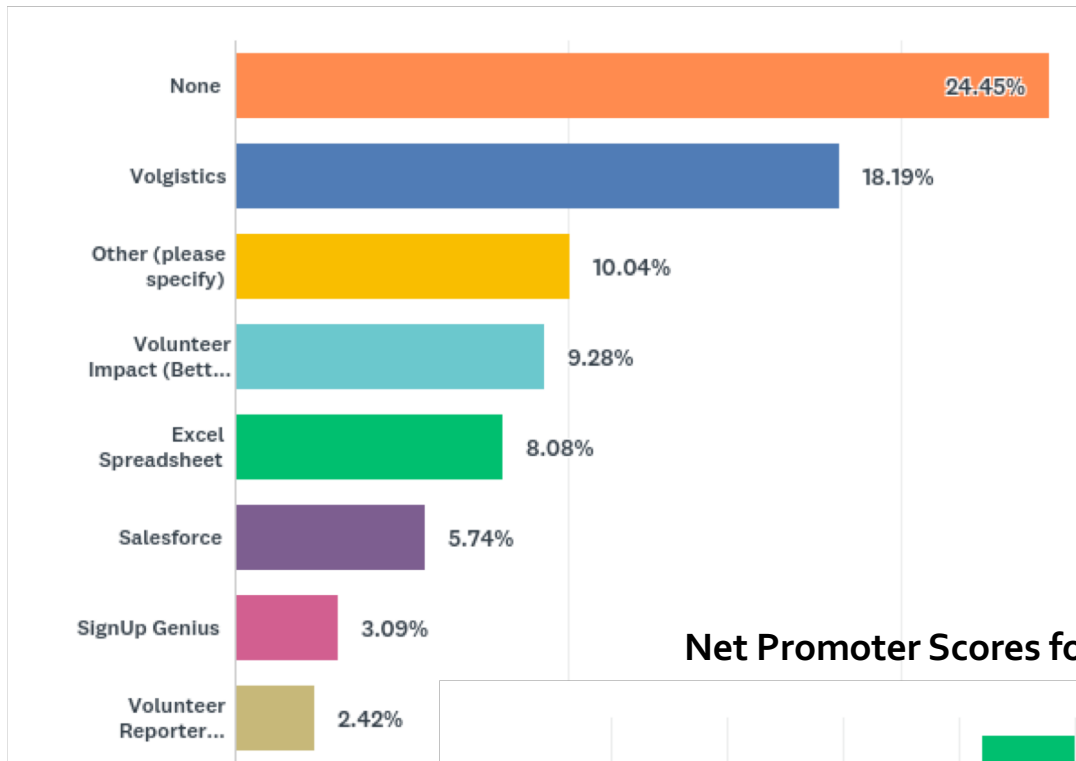
**VolunteerPro**℠
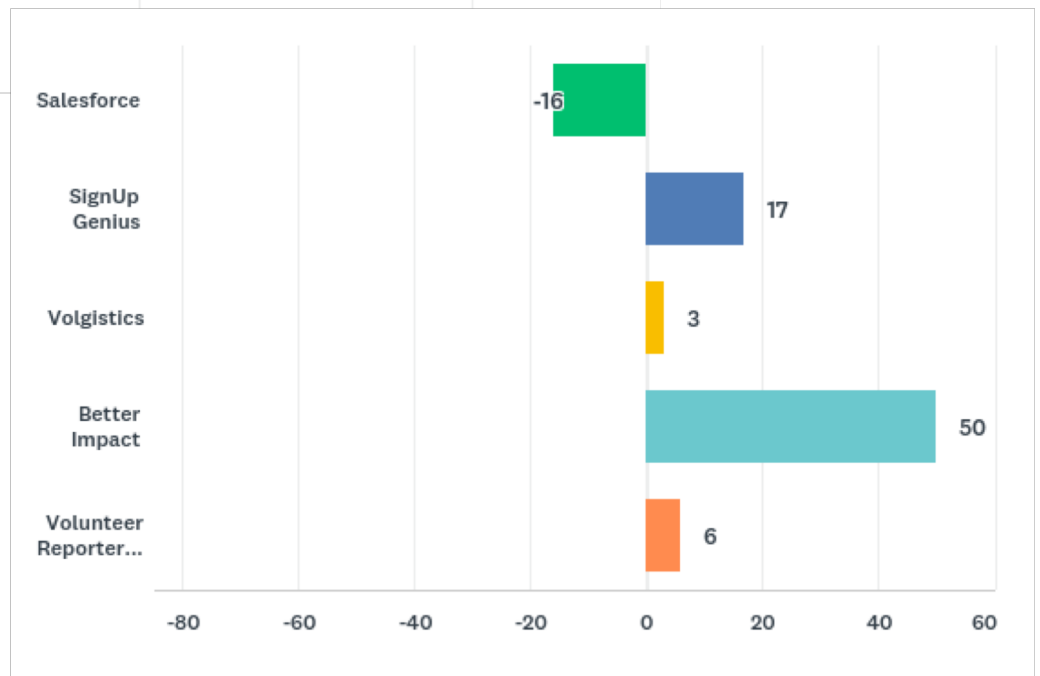
# Volunteer Management Software

Here are the most popular software solutions and the Net Promoter Scores for the top five.

Note: Some respondents had difficulty locating their software on our dropdown list and wrote in their answers. We added these counts to the aggregates and then did the analysis.

## Most Often Used Software Solutions

| Software | Percent |
|---|---|
| None | 24.45% |
| Volgistics | 18.19% |
| Other (please specify) | 10.04% |
| Volunteer Impact (Bett... | 9.28% |
| Excel Spreadsheet | 8.08% |
| Salesforce | 5.74% |
| SignUp Genius | 3.09% |
| Volunteer Reporter... | 2.42% |

## Net Promoter Scores for Top Platforms

| Platform | Score |
|---|---|
| Salesforce | -16 |
| SignUp Genius | 17 |
| Volgistics | 3 |
| Better Impact | 50 |
| Volunteer Reporter... | 6 |

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# What is Their Impact?

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# 2019 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.

The following were the most frequently cited with the most noted subtopics for each:

- **Recruitment** (33%) – Finding enough volunteers and the right volunteers for specific roles

- **Respect and "Buy-In"** (13%) – Lack of executive support/understanding and co-worker resistance to volunteer involvement

- **Retention** (8.9%) – Fulfilling commitments to service and volunteers "aging out"

- **Roles & Matching** (8.6%) – Designing impactful roles and meeting volunteer interests

- **Time** (7%) – Splitting time between competing priorities and not enough paid staff

The table below details how the challenges have evolved over the past four years of surveys. Respondents noted recruitment and respect and reliability/buy-in as their top two challenges in open-ended comments year after year.

Retention as a top challenge fell 4% over last year, but remains in third place reinforcing what many leaders of volunteers report anecdotally:  there is evidence that it may bet getting harder to find and keep volunteers engaged, particularly over longer periods of service.

## #1 Biggest Challenge (open-ended)

| 2016 | 2017 | 2018 | 2019 |
|------|------|------|------|
| Recruitment (25%) | Recruitment (24%) | Recruitment (31%) | Recruitment (33%) |
| Support & Buy-In (9%) | Respect & Reliability (16%) | Respect & Buy-In (14%) | Respect & Buy-In (13%) |
| Time (9%) | Roles & Matching (9%) | Retention (13%) | Retention (8.9%) |
| Financial Investment (7%) | Retention (8%) | Roles & Matching (10%) | Roles & Matching (8.6%) |
| Retention (6%) | Time (8%) | Time (8%) | Time (7%) |

*"There is no role for charity without volunteers."*
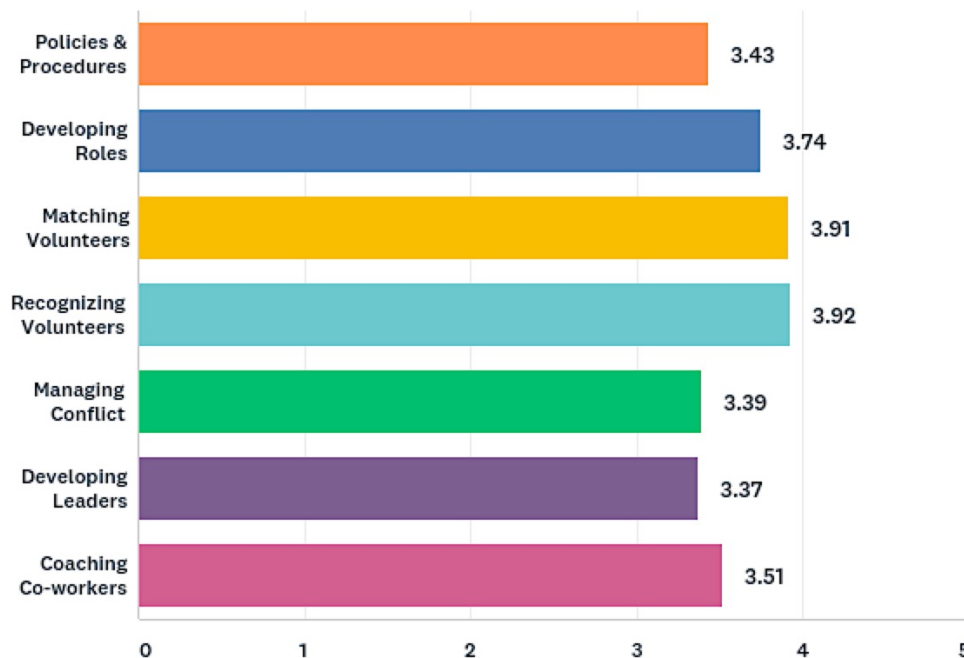
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# + Competencies

## Volunteer Administration

This year we asked about respondents' perceived competence across several key volunteer resource management skill areas. The mean across all areas was 3.61, falling between Competent and Proficient. Recognizing Volunteers earned the highest rank, and Managing Conflict lowest.

We used a commonly used task-based competency scale – 1 - Novice - Have a lot to learn, 2 - Beginner - Comfortable with basic tasks, 3 - Competent - Solid working knowledge, 4 - Proficient - Can adapt theory to new contexts, 5- Expert - Authority, can teach others

### Volunteer Management Confidence & Competence
(1 - Novice, 2 – Beginner, 3- Competent , 4- Proficient , 5- Expert)

| Competency | Score |
|---|---|
| Policies & Procedures | 3.43 |
| Developing Roles | 3.74 |
| Matching Volunteers | 3.91 |
| Recognizing Volunteers | 3.92 |
| Managing Conflict | 3.39 |
| Developing Leaders | 3.37 |
| Coaching Co-workers | 3.51 |

"*We have a thriving teen program, but the adult program has fallen by the wayside in years past. Along with a drop in the number of adult volunteers, engagement of the still active volunteers has fallen as well. I would like to build a volunteer community where the adult volunteers feel respected, valued, and vital to the mission of the organization and the team in which they volunteer.*"

"*I want to develop KPIs and measures of impact to gain greater respect of volunteers and inclusion throughout our organization.*"

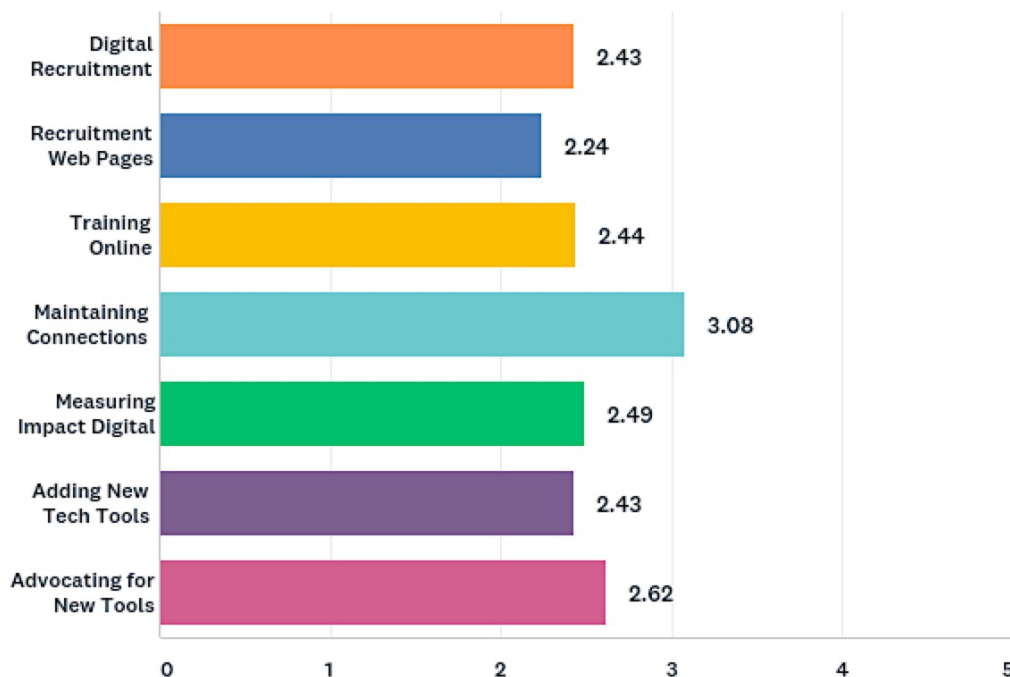**VolunteerPro**℠

# + Competencies

## Digital Maturity

When compared to competence and confidence around volunteer resource management skill areas, we found that comfort with digital tools was ranked significantly lower than with volunteer management skills. For technology competency, the mean across all areas was 2.53, falling between Beginner and Competent. While for general skills, the mean was 3.61, between Competent and Proficient.

Developing volunteer recruitment web pages ranked the lowest in comfort level and maintaining connections with volunteer online ranked the highest.

### Technology Confidence & Competence
(1 - Novice, 2 – Beginner, 3- Competent , 4- Proficient , 5- Expert)



| Category | Score |
|---|---|
| Digital Recruitment | 2.43 |
| Recruitment Web Pages | 2.24 |
| Training Online | 2.44 |
| Maintaining Connections | 3.08 |
| Measuring Impact Digital | 2.49 |
| Adding New Tech Tools | 2.43 |
| Advocating for New Tools | 2.62 |

*"It would help to have flex training online that would allow the volunteer to get at least basic knowledge of tutoring so they can get matched right away."*

*"So many of our volunteers are overextended personally and professionally. Retention (I think primarily due to business and compassion fatigue) is my biggest volunteer management challenge right now--how to keep our volunteers excited, motivated , engaged, and around for the long haul."*

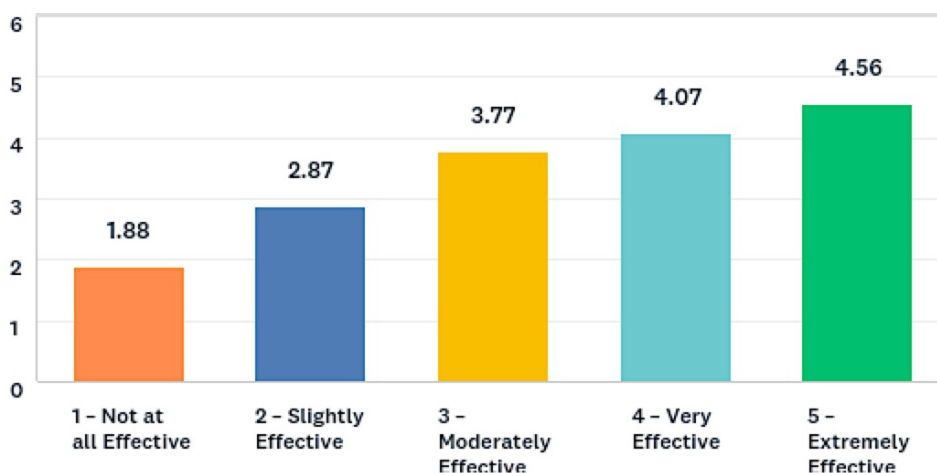**VolunteerPro**℠

# + Impact

## Perceived Effectiveness

This year we asked about perceived effectiveness. We asked respondents to "Rank your current overall effectiveness as a volunteer management professional."
The average response was 3.8 out of 5.

On average perceived effectiveness went up as the number of volunteer opportunities were filled and as program budged increased. Predictably, the program budget total also correlated with the amount of volunteer opportunities filled.

### Perceived Effectiveness x # of Open Vol Opportunities Filled
(1 – 0%-20%, 2 – 21%-40%, 3 – 41%-60%, 4 – 61%-80%, 5 – 81%-100%, 6 – Had to turn people away)



### Perceived Effectiveness x Program Budget
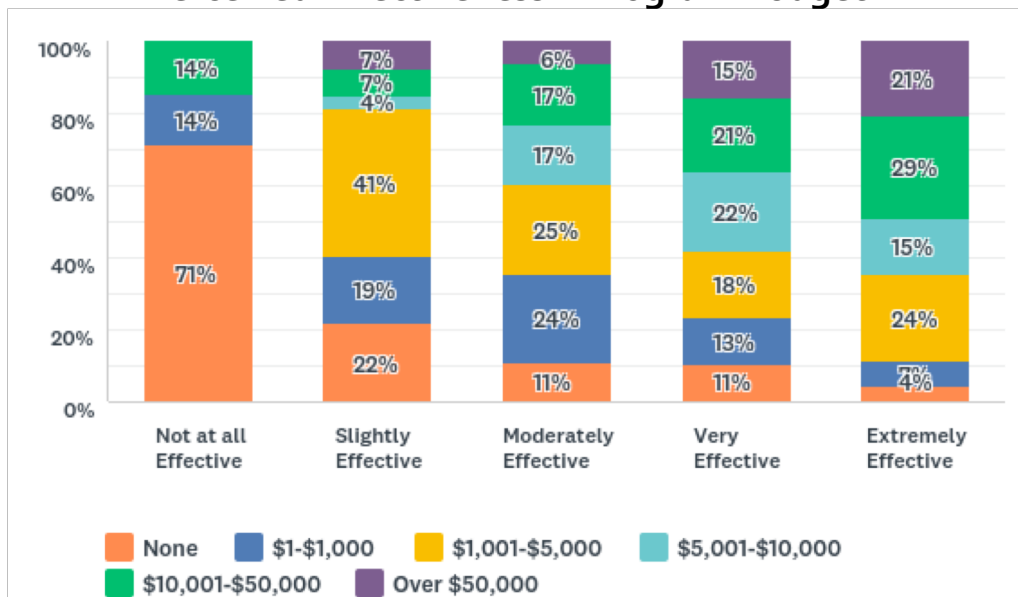
# + Impact Trends

## Perceived Effectiveness

There were many correlations between perceived effectiveness and other impact measures.

Here are the competencies we evaluated:
- Writing Volunteer Policies and Procedures
- Developing Meaningful Volunteer Roles
- Matching Volunteers with the Right Roles
- Recognizing Volunteer Contributions
- Managing Conflict and Poor Performance
- Developing Volunteer Leaders
- Coaching Co-workers who Lead Volunteers

When compared to the amount of volunteer roles filled in the last 12 months, each of these competencies displayed almost exactly the same upward trend. Respondents felt more effective in each area when they filled more open volunteers opportunities.

A similar trend was seen when these competencies were compared to program budget. In general, the higher the budget dedicated to volunteers, the higher the perceived effectiveness.

### Perceived Effectiveness x # of Vol Opportunities Filled x Competency
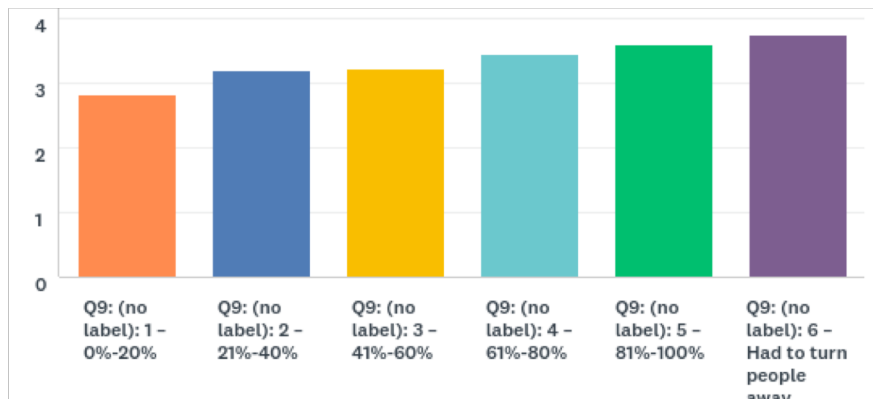


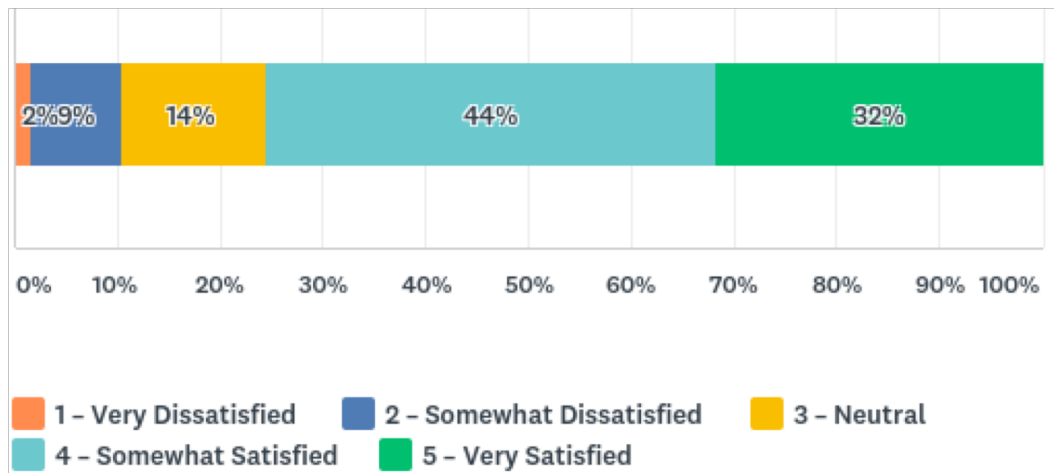### Perceived Effectiveness x Program Budget x Competency

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# Are Volunteer Coordinators Satisfied?

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# Satisfaction

## Satisfaction With Role of Volunteer Manager



Legend:
- 1 – Very Dissatisfied
- 2 – Somewhat Dissatisfied
- 3 – Neutral
- 4 – Somewhat Satisfied
- 5 – Very Satisfied

### Most Volunteer Managers Are Satisfied With Their Profession

Nearly eight out of ten (76%) are *Very* or *Somewhat Satisfied* with their role as a volunteer program administrator. This is slightly down from last year's survey.

Not surprising, satisfaction correlates with the amount of program budget available to volunteer managers, at least for some budget bands

Specifically, those with no budgets tend to be less satisfied and those with large budgets (over $10k) tend to be more satisfied.

*"We need more recognition that this is an actual field of work and not just administration! Its a hard job but extremely rewarding with the right support. However when the support is not there, its extremely hard and soul destroying. We are people managers, but it's just not recognized."*

*"I believe that the profession of volunteer managers/coordinators is headed in the right direction. I feel like we must continue fighting for recognition for our roles as professionals, as well as acknowledgment that our roles can be vital to the health and well-being of our organizations."*
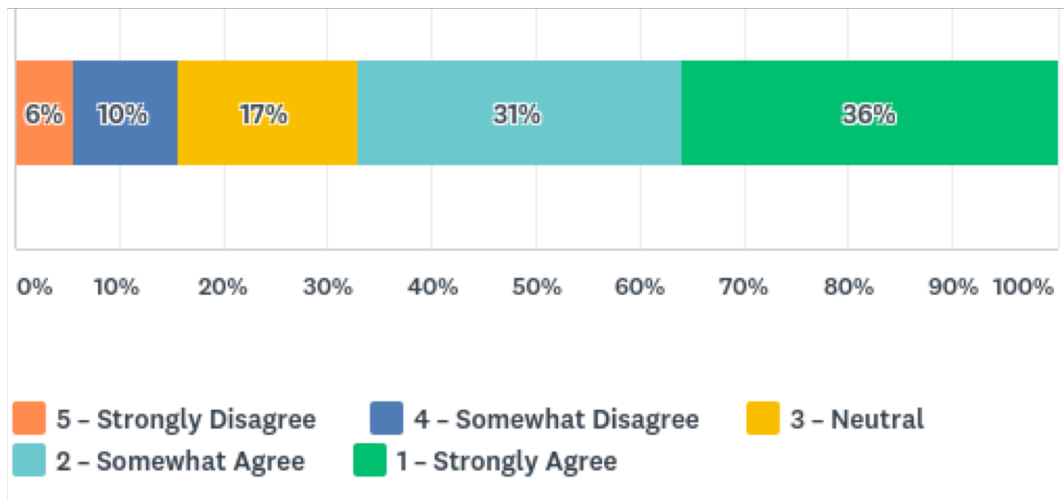
*"I would love to see the field of Volunteer Management remain a credible professional field."*

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# Intent to Stay

## Plan to Be Working in Field Three Years From Now



| 6% | 10% | 17% | 31% | 36% |

- 5 – Strongly Disagree
- 4 – Somewhat Disagree
- 3 – Neutral
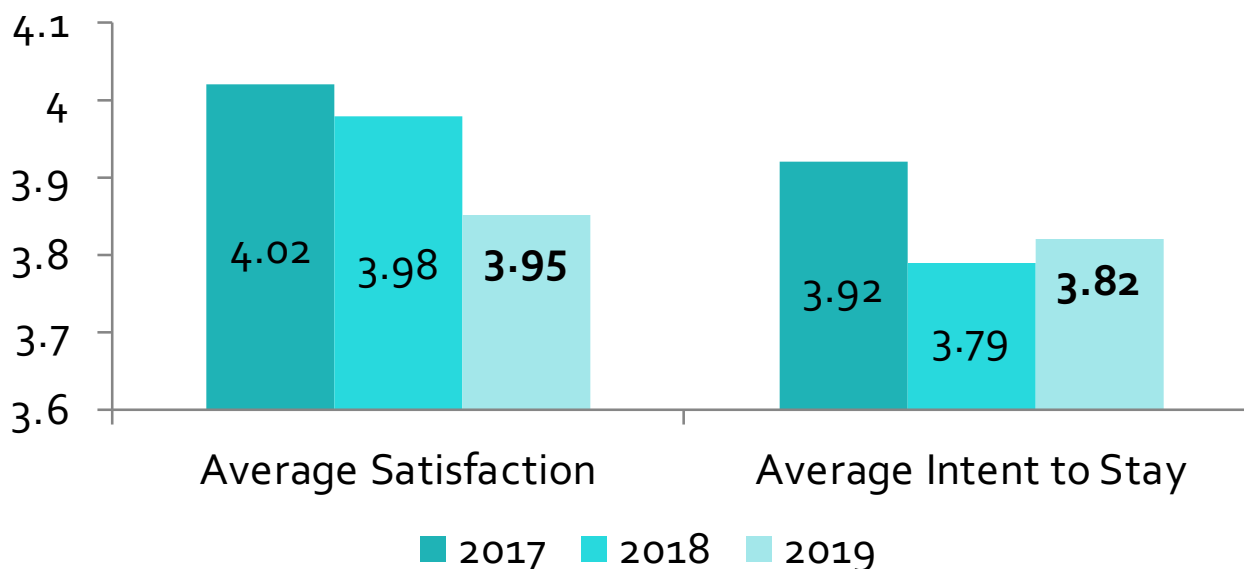- 2 – Somewhat Agree
- 1 – Strongly Agree

### Most Volunteer Managers Plan to Continue Working in the Field

Nearly seven out of 10 respondents (67%) *Somewhat* or *Strongly Agree* that they plan to be working in the volunteer administration field three years from now. The 2017 and 2018 surveys generated the same result.

Not surprising, job satisfaction and intent to stay are strongly correlated year after year.

## Satisfaction Trends



Average Satisfaction: 2017 = 4.02, 2018 = 3.98, 2019 = **3.95**

Average Intent to Stay: 2017 = 3.92, 2018 = 3.79, 2019 = **3.82**

■ 2017 ■ 2018 ■ 2019

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## Nonprofits...

- Do you struggle to **find the right volunteers** for the roles you need filled?

- Are you unable to **keep enough of the right talent active** to move your mission forward?

- Are you ready to level up your staff capacity to **lead with authority and confidence**?

Then, VolunteerPro Membership is for you!

## What is VolunteerPro?

VolunteerPro is a **volunteer management training hub** designed to save you time and accelerate your skills and impact. As a member, you get 24/7 access to expert, on-demand volunteer management content that will help you offer top-tier experiences that keep volunteers coming back. You can also interact with us via two live webinars and one group coaching call per month. We are always here to help, and no one is left behind.

## Member Benefits

- Join two **live educational webinars** per month.

- Get anytime, instant access to our vast **library of over 200 resources and over 60 webinar recordings**.

- We cover a wide range of **volunteer management topics** including:

  - Training Staff to Partner Effectively with Volunteers
  - Modern Recruitment Practices to Reach Today's Volunteers
  - Developing Outcome Metrics to Track & Communicate Impact

  - Program Audits & Evaluations
  - Volunteer & Member Leadership Development
  - Volunteer Training & Development
  - Strategic Planning & Change Management Strategies

### We know you're strapped for time

That's why we started VolunteerPro. We offer tools and training that give you a jump start on success, **focusing your energy on what matters**, so you don't waste your time and get results quickly.

## Visit us today for free tips, tools, and info about our courses.

# www.volpro.net