



Managers of Volunteers:

A profile of the Profession

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Introduction

Volunteerism is undergoing significant changes in Canada. The 2000 National Survey of Giving, Volunteering and Participating (NSGVP) found that volunteers contributed almost one billion hours to nonprofit organizations in 2000 (Hall et al., 2001). This represents the equivalent of 549,000 full-time year-round jobs.¹ Between 1997 and 2000, however, the volunteer rate dropped five percent. Although the average number of hours contributed by volunteers during this period increased from 149 to 162, the decline in the volunteer rate was large enough to result in the loss of 29,000 full-time year-round job equivalents.

Results from the qualitative phase of the National Survey of Nonprofit and Voluntary Organizations (NSNVO) provide further evidence of the changing nature of volunteerism. Representatives of nonprofit and voluntary organizations who participated in 36 focus groups conducted across the country in 2002 said that their volunteers were one of their greatest strengths (Hall et al., 2003). However, they also said that they were experiencing more difficulty recruiting and retaining volunteers — especially volunteers willing to make long-term commitments and/or take on leadership roles — and were very concerned that they would lose their small core of dedicated volunteers to burnout.

Changes in volunteerism have led to increased interest in management principles and practices that can be applied to the voluntary sector, and to increased awareness of the importance of good volunteer management.² NSNVO focus group participants, for example, repeatedly mentioned that having a paid manager of volunteer resources was the single most important factor in facilitating volunteers' contributions. At present, however, we have only a very limited understanding of volunteer management as a distinct profession in Canada.

Who are managers of volunteers? What types of organizations employ them? What is the scope and nature of their work? What are their challenges? What training have they had and what training do they need? Do they feel supported by the organizations that employ them? To answer these and other questions, the Canadian Centre for Philanthropy commissioned Environics Research Group to conduct a national survey of managers of volunteers. In this report, we use data from this survey to present a profile of the volunteer management profession in Canada.

The survey

The survey of managers of volunteers was conducted by telephone from April 7 to 22, 2003. A sample of 6,152 voluntary organizations was randomly selected from a list of more than 31,000 organizations provided by Volunteer Canada. A total of 1,203 interviews were completed for an effective response rate of 24%.³ The margin of error for a sample of this size is plus or minus 2.8 percentage points, 19 times out of 20.

Before beginning the survey, interviewers verified that the organization being contacted was a registered charity, nonprofit organization, cooperative, or publicly funded organization that involved volunteers in its activities. For-profit businesses, government agencies, and organizations that had no volunteers were excluded from the sample. All respondents were individuals who coordinated, supervised, or managed volunteers.

¹ This calculation assumes that a full-time employee works 40 hours a week for 48 weeks a year.

² See, for example, *A Matter of Design: Job Design Theory and Application to the Voluntary Sector* (Volunteer Canada, 2001) and *Volunteer Management Audit: The Canadian Code for Volunteer Involvement* (Volunteer Canada, 2003).

³ The effective response rate is the number of completed interviews (1,203) divided by the total sample (6,152) minus the non-valid numbers (904), the numbers not in service (279), and the numbers that presented language barriers (27) (Environics Research Group, 2003).

Profile of organizations surveyed

Of the 1,203 organizations included in this study, 44% were incorporated nonprofit organizations, 36% were registered charities, nine percent were publicly funded organizations, and nine percent were unincorporated nonprofit organizations (see Table 1). With regard to their primary area of activity, 39% were social service organizations, 17% were health organizations, and 13% were arts and culture organizations.

To determine the size of organizations in the study, we asked respondents about the total revenues of their organization and the number of people employed there. Only 48% of respondents answered the question about the total revenues of their organization. Among those who responded, more than half (55%) worked for organizations with revenues under \$250,000 and one in five (21%) worked for organizations with revenues of \$1 million or more. The number of employees varied considerably, with 33% respondents working in organizations with one to four staff members and 12% working in organizations with 100 or more staff members.⁴

Our sample included organizations with both large and small volunteer programs. Approximately one quarter (24%) of the organizations had between one and 24 volunteers and a similar proportion (26%) had 200 or more volunteers. Close to four in ten (36%) respondents reported that their organization had no volunteer program budget, while slightly over one in ten (12%) reported that their organization spent \$50,000 or more a year on their volunteer program.⁵

Over one third (38%) of the organizations surveyed were located in Ontario, 16% percent were located in British Columbia, 14% were located in Manitoba, and 12% were located in Alberta. A total of 11% were located in Atlantic Canada.

⁴ Because of the extremely low response rate to the question about organization revenue, the remainder of the report uses number of employees as the only measure of organization size.

⁵ These data should be interpreted with caution because of a low response rate for this question (69%).

Table 1: Organizational characteristics

Type of organization*	Percentage	Number of respondents
Incorporated not-for-profit or nonprofit	44%	533
Registered charity	36%	431
Unincorporated not-for-profit or nonprofit	9%	103
Publicly funded or controlled	9%	114
Area of activity		
Social Services	39%	474
Health	17%	206
Arts and Culture	13%	155
Education and Research	9%	112
Sports and Recreation	5%	66
Other	16%	193
Revenue		
No Revenue	3%	15
Under \$30,000	13%	76
\$30,000 to \$99,999	17%	98
\$100,000 to \$249,999	22%	124
\$250,000 to \$499,999	13%	77
\$500,000 to \$999,999	11%	65
\$1,000,000 to \$9,999,999	16%	90
\$10,000,000 and more	5%	30
Number of employees		
No employees	4%	50
1 to 4 employees	33%	380
5 to 9 employees	18%	206
10 to 24 employees	17%	194
25 to 99 employees	15%	174
100 or more employees	12%	132
Number of volunteers		
1 to 24 volunteers	24%	280
25 to 74 volunteers	27%	317
75 to 199 volunteers	23%	271
200 or more volunteers	26%	306
Volunteer program budget		
No Budget	36%	299
Under \$2,000	16%	133
\$2,000 to \$10,999	15%	127
\$11,000 to \$49,999	21%	175
\$50,000 and more	12%	102
Province**		
Newfoundland & Labrador	3%	36
Prince Edward Island	1%	10
Nova Scotia	5%	59
New Brunswick	2%	30
Quebec	1%	15
Ontario	38%	461
Manitoba	14%	168
Saskatchewan	7%	85
Alberta	12%	140
British Columbia	16%	188
Yukon Territory	1%	7
Northwest Territories	<1%	4

* Total percentage does not equal 100% because respondents who said "Don't Know" or "Not Applicable" are excluded from the table.

** There were no respondents from Nunavut.

Profile of managers of volunteers surveyed

Over eight in ten (84%) managers of volunteers who participated in the survey were women, just over half (51%) were over 45 years old, and almost two thirds (64%) had at least some university education (see Table 2). Close to nine in ten (86%) respondents held paid positions within their organizations, and almost three quarters (73%) held full-time positions. Over one quarter (27%) of full-time paid managers reported an annual salary under \$20,000 and only four percent reported a salary of \$60,000 or more.⁶ More than half (52%) the managers we surveyed had five or more years' experience in volunteer administration, and almost a quarter (24%) had 12 years of experience or more.

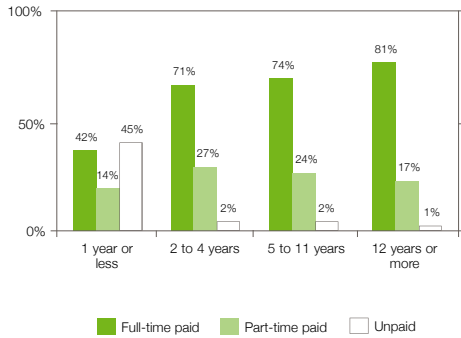
Table 2: Respondent characteristics

Sex	Percentage	Number of respondents
Male	16%	187
Female	84%	1016
Age		
25 and younger	4%	47
26 to 35 years old	20%	226
36 to 45 years old	25%	290
46 to 55 years old	30%	348
56 years old and over	21%	242
Education		
Less than high school	1%	15
Completed high school	7%	82
Some college	6%	69
Completed college	21%	249
Some undergraduate university	14%	167
Completed undergraduate university	33%	392
Some graduate or post-graduate studies	6%	73
Completed graduate or post-graduate studies	11%	136
Paid versus unpaid position*		
Paid	86%	1031
Unpaid	12%	148
Full-time versus part-time position		
Full-time	73%	873
Part-time	27%	327
Salaries of full-time paid managers		
Under \$20,000	27%	157
\$20,000 to \$29,999	21%	121
\$30,000 to \$39,999	27%	159
\$40,000 to \$59,999	22%	126
\$60,000 and more	4%	22
Years' experience in volunteer administration*		
One year or less	24%	294
2 to 4 years	21%	256
5 to 11 years	28%	340
12 years or more	24%	286

⁶ These data should be interpreted with caution because of a low response rate for this question (63%).

* Total percentage does not equal 100% because respondents who said "Don't Know" or "Not Applicable" are excluded from the table.

Figure 1: Job status by years of experience



The likelihood of holding a full-time paid position as a manager of volunteers increased with the number of years' experience in volunteer administration. Only 42% of managers with one year experience or less held full-time paid positions, compared to 81% of managers with 12 years' experience or more (see Figure 1). The percentage of managers who were unpaid was highest among those with one year experience or less — 45% of these managers were unpaid, compared to less than three percent among those with more experience.

The chances of having a full-time paid position also increased with the size of the organization and the size of the volunteer program budget. In organizations with one to four employees, 62% of the managers of volunteers held full-time paid positions (see Figure 2). This increased to between 73% and 75% in organizations with five to 99 employees, and to 80% in organizations with 100 or more employees. We found a similar pattern when we looked at the size of the volunteer program budget (see Figure 3). In organizations that had no volunteer program budget, 57% of the managers of volunteers had full-time paid positions. This increased to between 67% and 71% in organizations with volunteer program budgets under \$50,000, and to 84% in organizations with volunteer program budgets of \$50,000 or more.

Figure 2: Job status by number of employees

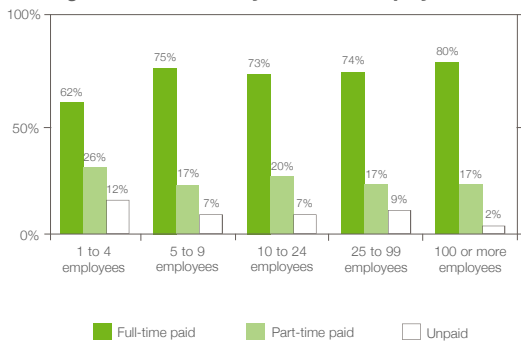
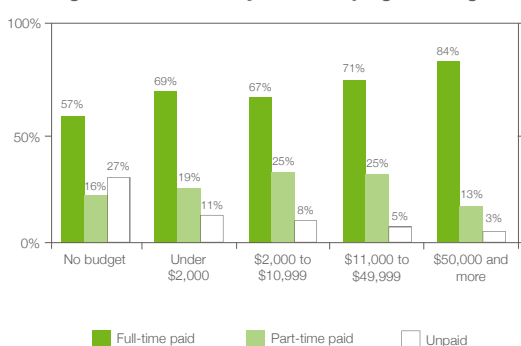
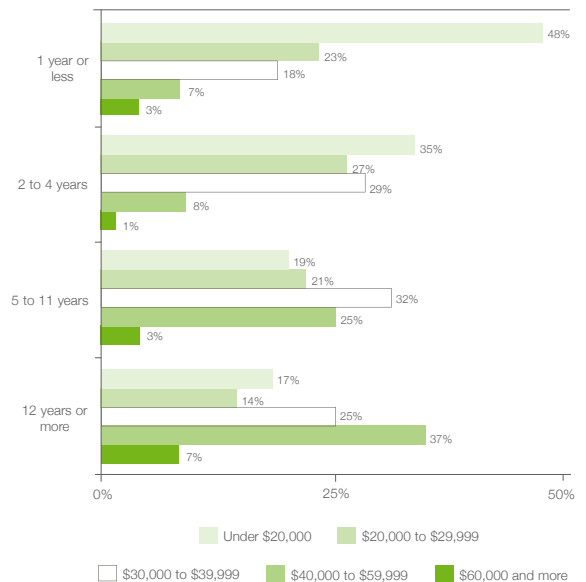


Figure 3: Job status by volunteer program budget



The salaries received by full-time paid managers of volunteers were closely related to their years of experience in volunteer administration (Figure 4). More than four in ten (44%) managers who had 12 or more years of experience in the field reported earning a salary of \$40,000 and more. This decreased to 28% for managers with five to 11 years' experience and to ten percent or less for managers with less than five years' experience.

Figure 4: Salaries of full-time paid managers by years of experience



The salaries of full-time paid managers of volunteers were also related to the size of the organization (Figure 5). Whereas over a third (34%) of full-time paid managers working in organizations with one to four employees made less than \$20,000 per year, only 14% of those working in organizations with 100 or more employees earned this amount. At the other end of the salary scale, only 17% of managers working in organizations with one to four employees made \$40,000 or more per year while 48% of those working in organizations with 100 or more employees earned this amount.

Figure 5: Salaries of full-time paid managers by number of employees

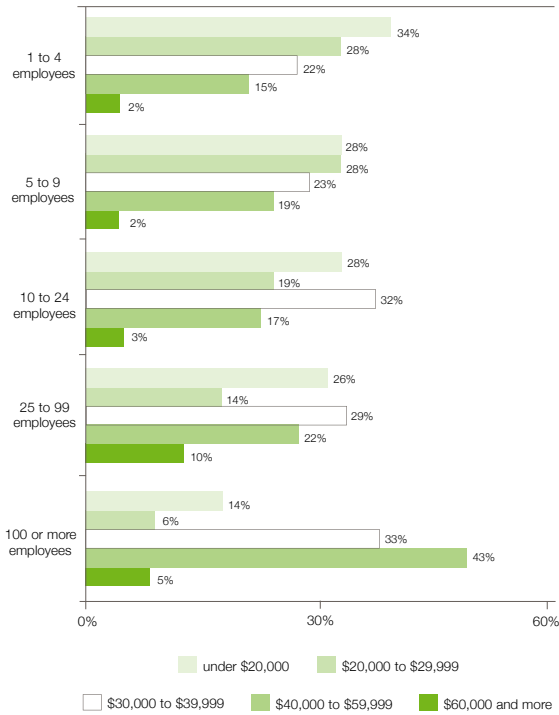
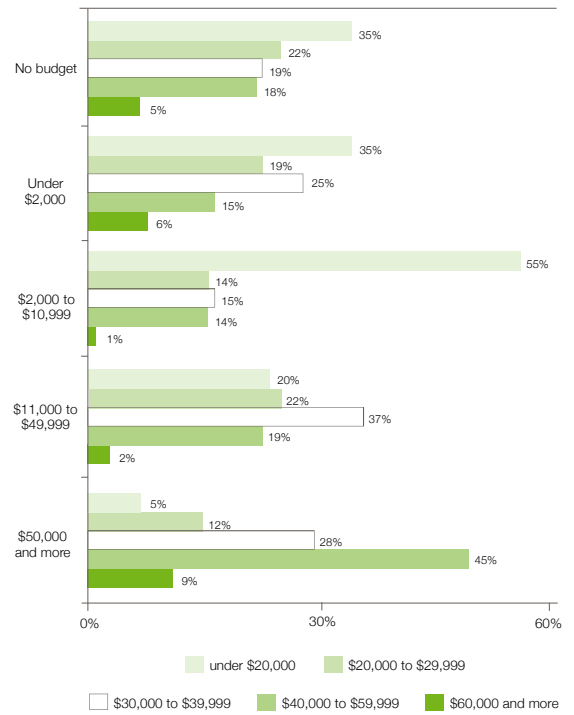


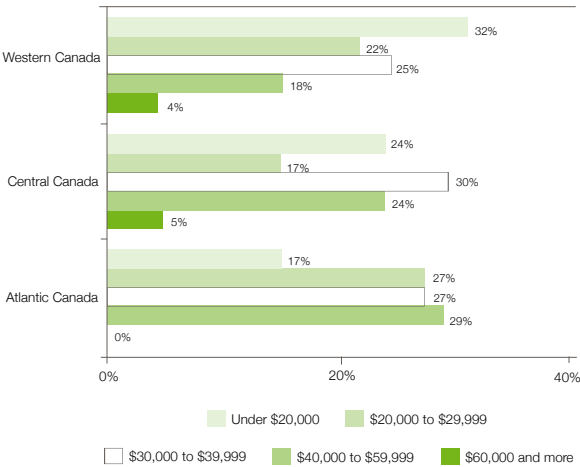
Figure 6: Salaries of full-time paid managers by volunteer program budget



The size of the volunteer program budget also had a major impact on the salaries of full-time paid managers of volunteers. More than half the full-time paid managers working in organizations whose volunteer programs had budgets of less than \$11,000 made under \$30,000 per year (see Figure 6). In comparison, the majority (58%) of full-time paid managers working in organizations with volunteer program budgets between \$11,000 and \$49,999 made \$30,000 or more per year. In organizations with volunteer program budgets of \$50,000 or more, more than half (54%) of the full-time paid managers of volunteers made \$40,000 or more per year.

Finally, there was some regional variation in the salaries of full-time paid managers of volunteers (Figure 7). Almost one third (32%) of managers from Western Canada reported a salary under \$20,000. In comparison, less than one quarter of those from Central Canada (24%) and Atlantic Canada (17%) reported a salary in this range. At the other end of the salary range, 22% of managers from Western Canada reported a salary of \$40,000 or more. This increased to 29% for managers from Atlantic and Central Canada. Interestingly, none of the respondents from Atlantic Canada reported a salary of \$60,000 or more, while four percent of those from Western Canada and five percent of those from Central Canada reported a salary in this range.

Figure 7: Salaries of full-time paid managers by region



Findings

Scope of work

Understanding the scope of the work carried out by managers of volunteers is an essential requirement for understanding the profession. In this section, we discuss four key indicators of scope of work: job title, number of volunteers in the organization, number of hours contributed by volunteers, and the annual budget of the volunteer program.

Job titles indicate the nature of the work performed by the incumbent. They also provide some evidence of the status of a given position. The title given to the person who manages an organization's volunteers may also suggest the importance or value of volunteers within an organization. As Campbell and Ellis (1995) note, managers of volunteers who do not have job titles that accurately reflect their responsibilities may find themselves in ambiguous roles that result in confusion about responsibilities and expectations. This creates problems in dealing with co-workers, volunteers, and the public.

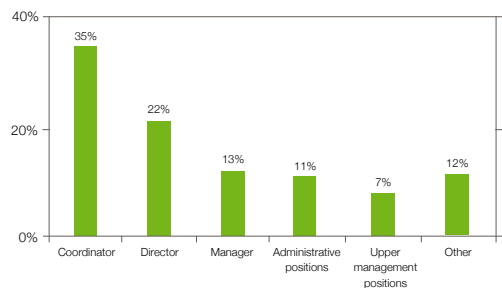
The number of volunteers for which a manager is responsible and the number of hours these volunteers contribute are key determinants of the time required to do the job, the workload, as well as the level of planning and coordination that are necessary. The existence of a budget and the size of that budget are also important indicators of the scope of a manager's work; these indicate the resources at the manager's disposal, the extent to which he or she needs to engage in strategic planning, and the extent to which he or she can be held financially accountable.

Job titles

The survey results indicate that those who manage the activities of volunteers have a variety of job titles (Figure 8). The majority of respondents (70%) reported titles relating to their volunteer management responsibilities, with the most common titles being Coordinator (35%), Director (22%), and Manager (13%) of Volunteers. Thirty percent of respondents, however, reported titles not directly related to the management of volunteers. For example, 11%

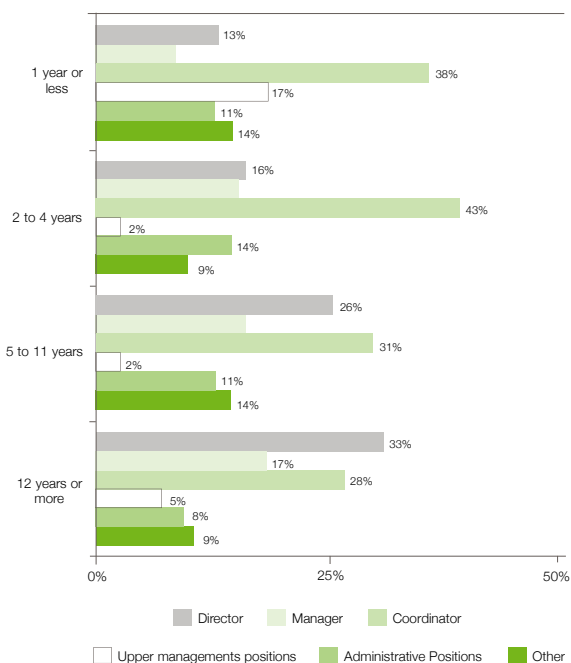
reported titles that reflected administrative positions (e.g., Administrator, Assistant, Secretary, Receptionist); seven percent reported titles that reflected upper management positions (e.g., President, Principal, CEO); and 12% reported titles that reflected other positions (e.g., teacher, board member, communication specialist).

Figure 8: Job titles



The likelihood of holding the title of Director increased with years of experience in volunteer administration, from a low of 13% among those with one year experience or less to a high of 33% among those with 12 or more years' experience (see Figure 9). The likelihood of holding the title of Manager also increased with years of experience, although less dramatically, from seven percent among those with one year experience or less to 17% among those with 12 or more years' experience. The title of Coordinator was most common among those with less than five years' experience.

Figure 9: Job titles by years of experience

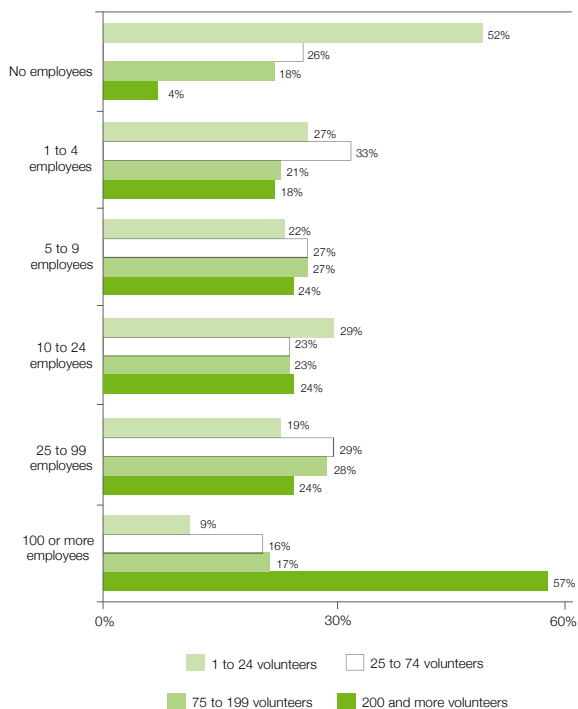


Number of volunteers

Respondents were asked to report how many people, excluding board members, volunteered for their organization over the past year. The reported number of volunteers ranged from one to 100,000. For the purposes of analysis, we divided the respondents into four groups of approximately equal size: those with one to 24 volunteers (24%); those with 25 to 74 volunteers (27%); those with 75 to 199 volunteers (23%); and those with 200 or more volunteers (26%) (see Table 1).

The results indicate that the number of volunteers an organization has is closely related to the size of the organization. More than half (52%) of the managers whose organizations had no employees reported that they had one to 24 volunteers in the past year (see Figure 10). This decreased to 27% for managers whose organizations had one to four employees; these organizations were more likely to have between 25 and 74 volunteers (33%). At the other end of the spectrum, over half (57%) of the managers who worked for organizations with 100 or more employees said that they had 200 or more volunteers in the past year. No more than 24% of the managers working in smaller organizations reported having 200 or more volunteers.

Figure 10: Number of volunteers by numbers of employees

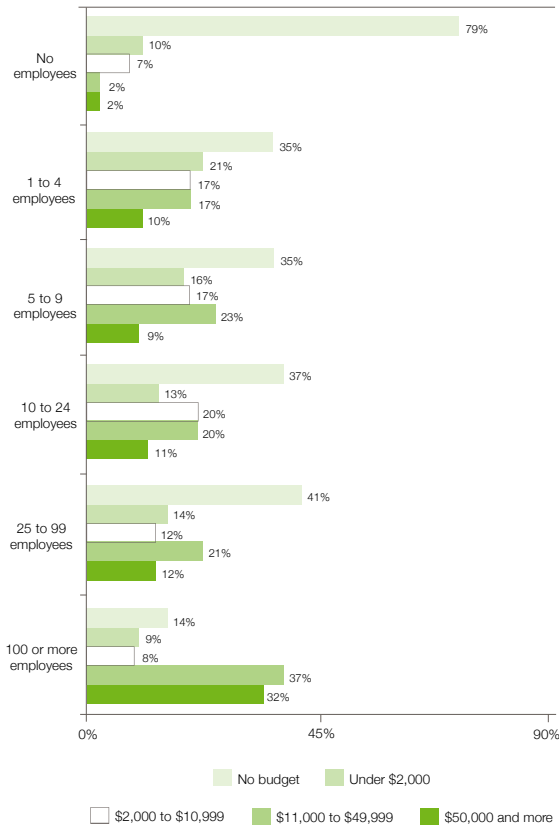


Volunteer program budgets

Almost one third (31%) of respondents did not answer the question about the budget of their volunteer program. Among those who did respond, more than one third (36%) reported that their organization did not set aside any budget specifically for its volunteer program; 16% had under \$2,000 for their volunteer program; 15% had a budget between \$2,000 and \$10,999; 21% had a budget between \$11,000 and \$49,999; and 12% had a budget of \$50,000 or more (see Table 1).

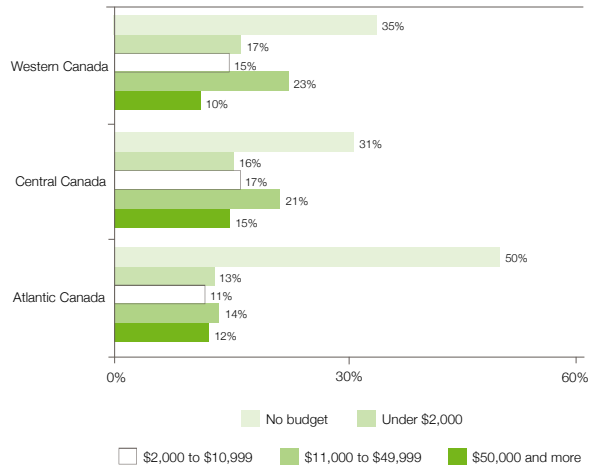
As was the case with the number of volunteers, the size of the volunteer program budget is closely related to the size of the organization. More than three quarters (79%) of organizations with no employees did not maintain a volunteer program budget. The percentage of organizations with no volunteer program budget decreased to 35% for organizations with one to four employees and to 14% for organizations with 100 or more employees. Managers working in organizations with 100 or more employees were most likely to report a volunteer program budget between \$11,000 and \$49,999 (37%) or \$50,000 and more (32%).

Figure 11: Volunteer program budget by number of employees



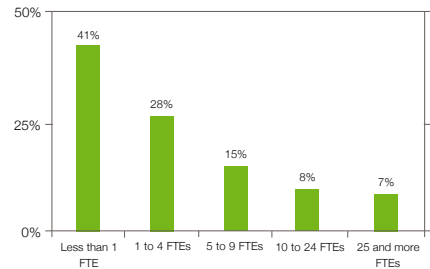
Volunteer program budgets also vary from one region to the next. For example, 50% of organizations based in Atlantic Canada did not have a budget for their volunteer program, while only 35% of those from Western Canada and 31% from Central Canada did not maintain a volunteer program budget. Volunteer program budgets were largest in Central Canada, where 15% of organizations had budgets of \$50,000 or more.

Figure 12: Volunteer program budget by region



Full-time year-round volunteer job equivalents (FTEs)
To better illustrate the contributions and workload of managers of volunteers, we calculated how many full-time employees would be required to equal the contributions that volunteers made to the organizations in our sample.⁷ Our results indicate considerable variation within the sample. Although 41% of respondents were responsible for volunteers whose contributions were equivalent to less

Figure 13: Volunteer time expressed as Full-Time job equivalents (FTEs)

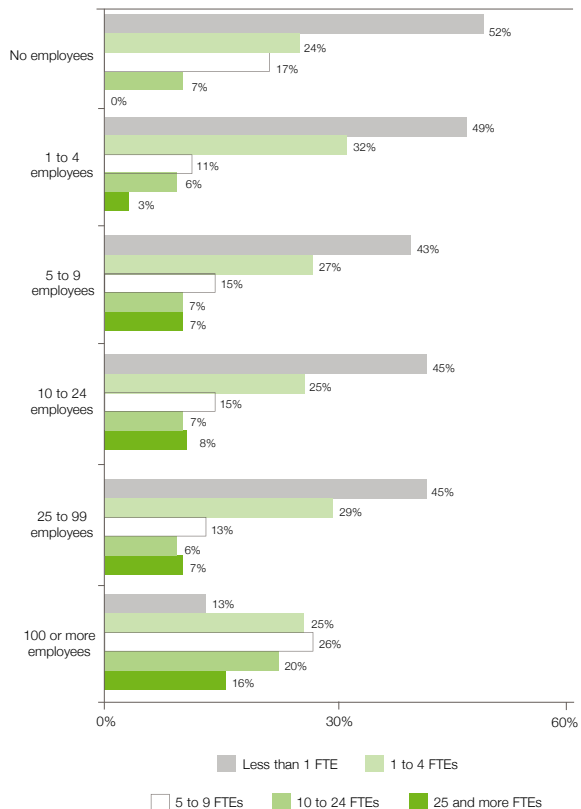


⁷ This calculation assumes that a full-time employee works 40 hours a week for 48 weeks a year.

than one full-time year-round job, 15% were responsible for volunteers whose contributions were equivalent to 10 or more full-time year-round jobs.

Not surprisingly, managers of volunteers who work in larger organizations tend to be responsible for more volunteer FTEs. Among managers whose organizations had no employees or fewer than five employees, approximately half (52% and 49%, respectively) were responsible for volunteers whose contributions were equivalent to less than one full-time year-round job. This dropped to about 45% among managers whose organizations had between five and 99 employees, and to 13% among managers working in organizations with 100 or more employees. In these large organizations, 20% of managers were responsible for ten to 24 volunteer FTEs and 16% were responsible for 25 or more.

Figure 14: Full-Time volunteer job equivalents (FTEs) by number of employees



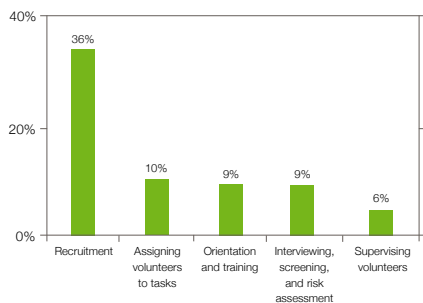
Responsibilities

Jobs and professions are defined primarily by the responsibilities that they encompass. To discover the key responsibilities of managers of volunteers, we asked respondents to list their three most important responsibilities. Their answers do not just tell us what managers of volunteers do, they also tell us what activities they perceive as vital to the success of their work.

The most frequently mentioned responsibility — cited by over one third of respondents as their most important responsibility — was volunteer recruitment. The reported top five key responsibilities were:

- volunteer recruitment (36%),
- assigning volunteers to tasks (10%),
- orientation and training (9%),
- interviewing, screening, risk assessment (9%), and
- supervising volunteers (6%) (see Figure 15).

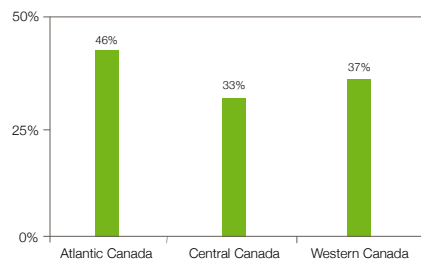
Figure 15: Top five responsibilities



The percentage of respondents mentioning each of these responsibilities was fairly consistent regardless of the job title, salary, or years of experience of the manager; the size, type, or activities of their organization; the number of volunteers they managed; or the size of their volunteer program budget. There was, however, some variation by region, with managers of volunteers in Atlantic Canada being more likely than their counterparts in other regions to say that recruitment was their most important

responsibility (46% of Atlantic Canadians said this, compared to 37% of Western Canadians, and 33% of Central Canadians, see Figure 16).

Figure 16: Percentage citing recruitment as their main responsibility by region



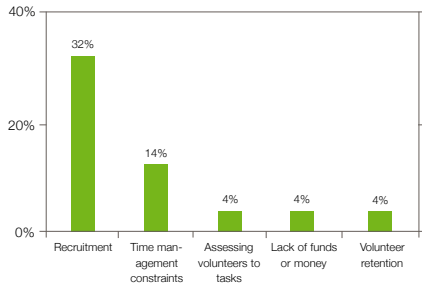
Challenges

The challenges that people experience on the job can be seen as risk factors that may negatively affect their ability to carry out their responsibilities. Challenges can also indicate areas of dissatisfaction that might lead people to leave their chosen field. Finally, it is important to understand the challenges of a given job in order to make decisions about the types of orientation and training that would be most useful to those starting out or already working in the field. To discover the key challenges faced by managers of volunteers, we asked respondents to list their three biggest challenges.

The most frequently mentioned challenge was volunteer recruitment (cited by 32% of respondents as their biggest challenge). The five top challenges reported were:

- volunteer recruitment (32%),
- time constraints (14%),
- assigning volunteers to tasks (4%),
- lack of funds or money (4%), and
- volunteer retention (4%) (see Figure 17).

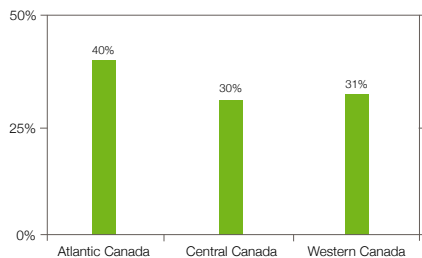
Figure 17: Top five challenges



Managers of volunteers in Atlantic Canada were more likely than managers in other regions to say that recruitment was their biggest challenge (40% of Atlantic Canadians said this, compared to 31% of Western Canadians, and 30% of Central Canadians, see Figure 18).

Respondents were also somewhat more likely to say that volunteer recruitment was their biggest challenge if they had no specific training in volunteer administration, if they worked in an organization that had no employees, or if their volunteer program budget was under \$2000.

Figure 18: Percentage citing recruitment as their main challenge by region



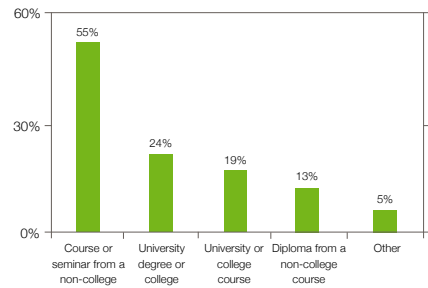
Training

Volunteers have an almost endless variety of skills, experiences, motivations, and demographic characteristics. They also have different levels of commitment to their volunteer positions. Managing diverse groups of people without the traditional structures and incentives available to

managers of paid employees is a challenging task. The qualifications of managers of volunteers should include not only knowledge of human resources management, but also knowledge of the importance and value of volunteering (Noble et al., 2003). To be effective, managers of volunteers need solid training.

The majority of managers of volunteers we interviewed (72%) told us that they had training specifically in the area of volunteer management. The most common type of training was a course or seminar from an institution other than a college or university (55% of respondents reported this type of training, see Figure 19). Other types of training included a university degree or college diploma (24%), a university or college course (19%), and a certificate or degree from an institution other than a college or university (13%).⁸

Figure 19: Training in volunteer administration*

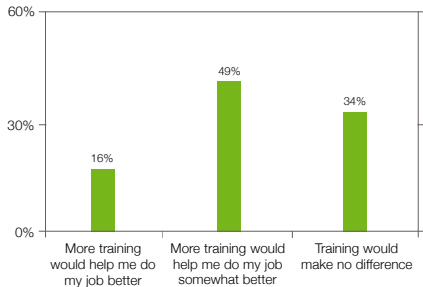


* Total percentage does not equal 100 because respondents could have received more than one type of training.

Despite the high number of respondents who reported having received job-specific training, the majority of the managers of volunteers we surveyed said that more training would assist them to do their job much better (16%) or somewhat better (49%, see Figure 20). One third (34%) stated that more training would make no difference in their ability to do their job.

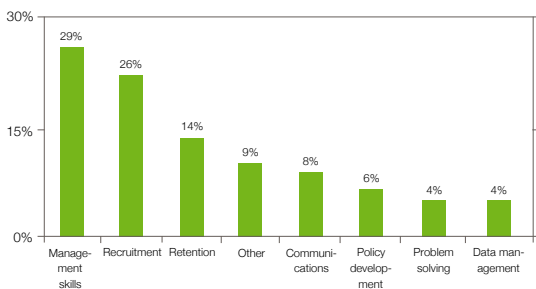
⁸ These percentages do not add to 100 because some respondents indicated more than one type of training.

Figure 20: Perception of the impact of training on job performance



When asked what kind of training would be the most useful to them, managers of volunteers gave many different responses. We grouped the responses into eight categories: volunteer recruitment, management skills, retention, communications, policy development, problem solving, data management, and other. Almost three in ten (29%) respondents said that training in management skills — including people management, volunteer management, and time management — would be most useful for them (see Figure 21). More than one quarter (26%) said that training in recruitment issues such as selecting candidates, screening/interviewing, and skill matching/replacement would be most useful. Fourteen percent of managers told us that the most useful training they could receive would be in the area of retention, including such topics as how to orient, motivate, evaluate, and recognize volunteers. No other type of training was mentioned by more than 10% of respondents.

Figure 21: Most useful types of training



Support

Support received through social relations at work and from people such as co-workers and supervisors is one of the main characteristics of work measured in studies of the effects of work environment on the health and well-being of workers (Karasek et al., 1998).⁹ Defined as social support, this concept has been measured in numerous studies and is part of widely used instruments such as the Job Content Questionnaire (Karasek et al., 1998). To measure social support at work, respondents are usually asked to respond to statements such as “my supervisor is helpful in getting the job done” and “my coworkers are friendly” using a four-point scale that ranges from strongly agree to strongly disagree (Landsbergis et al., 2002).

Respondents to the managers of volunteers survey were asked to respond to the following statements using this type of scale:

- Paid staff in my organization strongly support the involvement of volunteers.
- The governing board of my organization strongly supports the involvement of volunteers
- One of the biggest challenges I face in my work is a lack of organizational support for my role in volunteer administration.
- I frequently feel that I must prove to others in my organization that the volunteer program is worthwhile.

The results indicate that managers of volunteers feel that both paid staff and the governing board of their organization support the involvement of volunteers. More than three quarters (78%) of respondents strongly agreed that paid staff support the involvement of volunteers, while almost nine in ten (87%) strongly agreed that the governing board of their organization supports the involvement of volunteers (see Figure 22).

⁹ The other key characteristics are the amount of discretion and decision-making authority that workers have and the psychological and physical demands they face on the job.

Figure 22: Staff and board support volunteer contributions

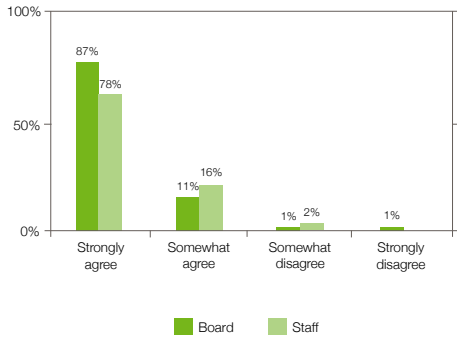
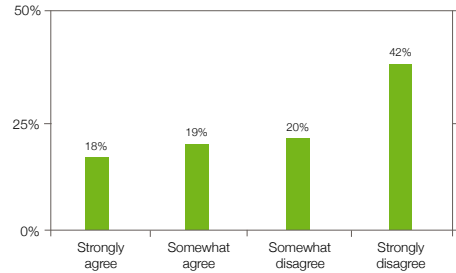


Figure 24: Must frequently prove that the volunteer program is worthwhile



However, almost one third (32%) of managers either strongly or somewhat agreed that a lack of organizational support was one of the biggest challenges they face (see Figure 23) and more than one third (37%) strongly or somewhat agreed that they must frequently prove to others in their organization that the volunteer program is worthwhile (see Figure 24).

Support can come from outside the organization as well as from within. Our results indicate that almost six in ten (58%) managers of volunteers had sought professional advice or support from a local volunteer centre, 39% had sought advice from Volunteer Canada, and 19% had sought advice from the Canadian Centre for Philanthropy (see Figure 25). Just over one in ten (11%) had approached all of these organizations for professional advice or support.

Figure 23: Lack of organizational support is a big challenge

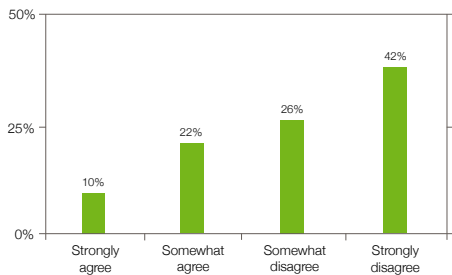
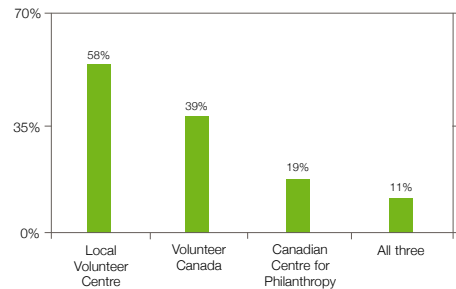


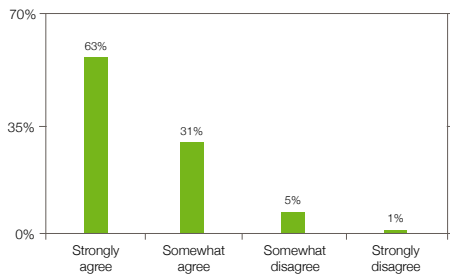
Figure 25: Sources of professional advice and support



Job satisfaction

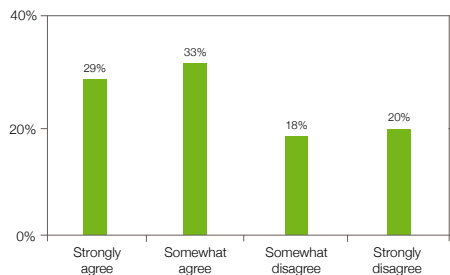
To measure overall job satisfaction, we asked survey respondents to indicate whether they strongly agreed, agreed, disagreed, or strongly disagreed with the following statement: “In general, I am satisfied with my role in volunteer administration.” Their answers indicate that managers of volunteers are generally satisfied with their jobs. Sixty-three percent of respondents strongly agreed with the statement and 31% agreed (see Figure 26). Only six percent disagreed.

Figure 26: General satisfaction with role in volunteer administration



Although managers of volunteers appear to be generally satisfied with their jobs, they are less satisfied with the money they earn. To determine satisfaction with compensation levels, we asked respondents who held paid positions the following question: “Do you strongly agree, somewhat agree, somewhat disagree, or strongly disagree that you are adequately compensated, monetarily, for the work you do?” Less than one third (29%) of paid managers of volunteers strongly agreed with this statement, and over one third (38%) somewhat disagreed or strongly disagreed (see Figure 27).

Figure 27: Satisfaction with monetary compensation (paid managers only)



Conclusion

As the nature of volunteering in Canada changes, the profession of volunteer management attracts more attention and interest. Colleges across the country now offer courses, and even entire programs, focused on volunteer management. Professional associations exist at both the national level and in most provinces. However, as we noted at the outset of this report, very little research has been done on the volunteer management profession in Canada.

The results of this study indicate that most managers of volunteers are women over the age of 45 with at least some university education. Most of them work in full-time paid positions and earn between \$20,000 and \$60,000. They have, on average, nine years experience in volunteer administration. They are most likely to work for registered charities and incorporated nonprofit organizations in the social services or health sectors that have more than four employees and more than 24 volunteers.

The majority of those working in volunteer administration have job titles that reflect their role — for example, Director, Manager, or Coordinator of Volunteers. The scope of the work undertaken by managers of volunteers — including the number of volunteers they manage, the budget of the volunteer program, and the extent of volunteers' contributions — is closely associated with the size of their organization, as measured by the number of employees.

Volunteer recruitment is both the top responsibility and the top challenge of managers of volunteers. Given this, it is not surprising that recruitment was also cited by over a quarter of the survey respondents when we asked them what type of training would be most useful to them.

Most managers of volunteers we surveyed said that they feel supported by their co-workers and by the governing boards of their organizations. However, more than a third also told us that they frequently feel that they must prove to others in their organization that the volunteer program is worthwhile. Similarly, the vast

majority of managers of volunteers are generally satisfied with their jobs, but fewer are satisfied with the money they earn for the work that they do.

Overall, the survey paints a picture of volunteer management as a profession in transition. Although the majority of managers of volunteers hold full-time paid positions, more than a quarter work part-time and more than one in ten are unpaid. In addition, more than a quarter of those with full-time paid positions earn less than \$20,000 a year. Finally, while most managers of volunteers have at least some university education, only a quarter have a university degree or college diploma in volunteer administration.

With the increase in the number of college programs focused on volunteer administration, the number of managers of volunteers with in-depth, job-related training is likely to increase in the years ahead. And as more volunteer-involving organizations realize the importance of having a full-time paid manager of volunteers, it is likely that more managers of volunteers will find themselves with full-time jobs and that average salaries in the field will increase. These changes would benefit everyone — managers of volunteers, the volunteers they support, voluntary organizations, and the people they serve.

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