



ENVIRONICS
R E S E A R C H G R O U P

**Survey Of Managers Of
Volunteer Resources**

**PN5336
Final Report**

**Prepared for:
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1.0 INTRODUCTION

Environics Research Group is pleased to present the following report summarizing the findings of survey research designed to develop a profile of managers of volunteer resources on behalf of The Canadian Centre for Philanthropy (CCP).

This research is a key component of the study of volunteer development and management practices in Canada that The Canadian Centre for Philanthropy, in association with Volunteer Canada, is undertaking as part of the Canada Volunteerism Initiative (CVI). The Canada Volunteerism Initiative (CVI) aims to sustain and enhance volunteerism in Canada and serve as a lasting legacy of the International Year of Volunteers 2001. Announced by the Prime Minister on December 5, 2001, the goals of the CVI are to strengthen volunteerism, improve the capacity of voluntary organizations to engage and support volunteers, heighten awareness of the contribution of volunteers to Canada's quality of life, and encourage more Canadians to volunteer.

At present, little is known about the background or demographic characteristics of those who hold paid or unpaid positions as managers of volunteers or volunteer programs, their professional status or conditions of employment, their challenges and needs, or the types of organizations for which they work – despite the spread of such positions in voluntary organizations and the rapid professionalization that this position is undergoing. Research in this area, in order to better understand the current conditions of volunteerism in Canada, is crucial in developing the knowledge base necessary to further the aims and goals of the CVI.

In order to gather data that will assist in the development of a profile of managers of volunteers in Canada, the following topics were addressed in the questionnaire:

- Job title, tenure and scope of work as volunteer manager
- Demographic profiles
- Organization profiles
- Satisfaction with role in volunteer administration
- Responsibilities and challenges
- Training received and desired
- Involvement in professional organizations
- Volunteer numbers, hours worked and budgets
- Recruitment and retention of volunteers

The survey was conducted between April 7 and 22, 2003, among 1,203 managers of volunteer resources across Canada. The margin of error for a sample size of 1,203 is plus or minus 2.8 percentage points, 19 times in 20. Margins are wider for demographic, regional and attitudinal subgroups.

2.0 EXECUTIVE SUMMARY

Respondent Profiles

- Managers of volunteers hold a variety of job titles; most commonly mentioned titles are volunteer co-ordinator and co-ordinator.
- Four in ten respondents are the sole person with responsibility for volunteer management in their organization. One-third of respondents spend ten percent or less of their time in volunteer management activities. Three-quarters of respondents hold full-time positions.
- One-half of respondents have been in their current position for three years or less. Four in ten have been with their current organization for three years or less.
- The majority of respondents have held paid positions in volunteer administration for between one and ten years. More than one in ten have never held a paid position in this field. On the other hand, four in ten have never worked without pay in the field of volunteer administration.
- The vast majority of volunteer managers hold paid positions; most of these are permanent staff positions and most paid volunteer managers are salaried.
- Most volunteer managers have at least some university education.

Organization Profiles

- Social services and health are the most common primary areas of activity reported by respondents.
- The majority of organizations that respondents work in are either registered charities or incorporated, not-for-profit or non-profit organizations.
- More than one-half of respondents work for organizations with ten or fewer paid employees.

Satisfaction with Role in Volunteer Administration

- Virtually all respondents report general satisfaction with their role in volunteer administration.
- Volunteer managers almost unanimously agree that both paid staff and the governing board of their organization strongly support the involvement of volunteers, and large majorities reject the suggestions that lack of organizational support for their role in volunteer management is one of their greatest challenges and that they frequently feel they must prove the worth of the volunteer program.

- The majority of paid volunteer managers feel that they are adequately compensated for their work.

Top Responsibilities

- Recruitment emerges as the single most important responsibility of volunteer managers. The responsibilities most frequently mentioned as the next most important are orientation and training, and assigning volunteers to tasks. Most frequently mentioned in third place are recognition and supervision of volunteers.

Leading Challenges

- Recruitment emerges as the leading challenge for volunteer managers, followed by time management and constraints. Retention and orientation and training are also mentioned as being major challenges.

Training

- Half of volunteer administrators have had training in the form of courses or seminars offered outside of college or university. One-quarter have a university or college degree or certificate. Three in ten have had no specialized training for their position.
- Two-thirds of volunteer managers think that additional training would help them do their job at least somewhat better.
- Training in the areas of recruiting and management or volunteer management is seen as most useful in enhancing job performance.

Professional Organizations

- Six in ten volunteer managers do not presently belong to any professional associations.
- A majority of volunteer managers have sought advice or support from local Volunteer Centres; smaller proportions have sought out Volunteer Canada or the Canadian Centre for Philanthropy. A large majority would contact one of these organizations in the future.

Volunteers within the Organization

- Four in ten volunteer managers report that 50 or fewer people volunteered for their organization in the last year. As well, four in ten report that on average, each volunteer contributed 50 or

fewer hours. Almost one-half say that, compared to three years ago, the number of volunteers serving their organization has increased.

- One-quarter of volunteer managers report their organization has no specific budget set aside for recruiting, training and motivating volunteers.

Recruiting Volunteers

- A majority of volunteer managers say their organization has at least some difficulty in recruiting sufficient volunteers.
- Volunteer managers report that their organizations have the most difficulty in recruiting fundraisers, program delivery or direct service volunteers and board and committee members.
- Altogether, four in ten volunteer managers report that their organization is faced with the issue of volunteers staying with the organization for too short a period of time. Three-quarters of those whose organizations face volunteer retention issues say this causes their volunteer program at least some difficulty.

3.0 RESPONDENT PROFILES

Job Title

Managers of volunteers hold a variety of job titles; most commonly mentioned titles are volunteer co-ordinator and co-ordinator.

The managers of volunteer resources surveyed report holding a wide variety of job titles within their organizations. About two in ten each hold the title of volunteer co-ordinator (17%) and co-ordinator (16%). Other titles held by those who have responsibility for co-ordination, supervision or management of volunteers are: executive director (12%), manager (11%), director or assistant director (11%), assistant/administrator or secretary (10%) and president, principal, chairman or CEO (6%). Fifteen percent of respondents indicate that they hold some other job title (for a graphical representation, please see the appendix).

Respondents who work for organizations with greater revenues, a greater number of employees, or a greater number of volunteers contributing their time are more likely to have the job title of volunteer co-ordinator. Also, those who spend 50 percent or more of their time co-ordinating or managing volunteers are more likely to hold the job title of volunteer co-ordinator.

Scope of Work as Volunteer Manager

Four in ten respondents are the sole person with responsibility for volunteer management in their organization. One-third of respondents spend ten percent or less of their time in volunteer management activities. Three-quarters of respondents hold full-time positions.

Four in ten volunteer managers (39%) report that they are the only person in their organization who co-ordinates, supervises or manages volunteers. Six in ten (61%) share this responsibility with others in their organization.

Respondents who work for organizations with lower revenues, a smaller number of employees, or a smaller number of volunteers contributing their time are more likely to hold sole responsibility for volunteer management.

Among those who share responsibility for volunteer management, the largest proportions share this responsibility with one (26%) or two (20%) others in their organization. Smaller proportions share this responsibility with three (14%), four to five (16%), six to ten (13%) or 11 to 20 (6%) other people.

Among respondents with shared responsibility for volunteer management, those who work for organizations with lower revenues, a smaller number of employees, or a smaller number of volunteers contributing their time are more likely to share responsibility for volunteer management with only one other person.

Combining these results, we find that, overall, 39 percent of respondents report that only one person has responsibility for volunteer management, 16 percent say two people share this responsibility, 12 percent say three people share it, 13 percent say four to five share it, 11 percent say

six to ten people share it, five percent say 11 to 20 people share it, and three percent say 21 or more people share volunteer management responsibility. Not surprisingly, those who spend more than half of their time in volunteer management activities are more likely to have sole responsibility for volunteer management.

The percentage of time devoted to volunteer management varies considerably. One-third of respondents (34%) spend ten percent or less of their time in volunteer management activities. About two in ten each devote between 11 and 25 percent of their time (21%), between 26 and 50 percent of their time (21%), or more than 50 percent of their time (22%) to volunteer management.

Respondents who work for organizations with greater revenues, a greater number of employees, or a greater number of volunteers contributing their time are more likely to spend more than 50 percent of their time in volunteer management activities.

Three-quarters of respondents (73%) hold full-time positions; one-quarter (27%) work part-time. When asked how many hours a week, on average, their position demands of them, about half report that they work between 31 and 40 hours per week (52%). Three in ten (30%) work 30 hours or less, including nine percent who work ten hours or less, eight percent who work 11 to 20 hours, and 13 percent who work 21 to 30 hours. Two in ten work more than 40 hours a week on average, including 12 percent who work 41 to 50 hours, five percent who work 51 to 70 hours, and one percent who work in excess of 70 hours per week.

Younger and more educated respondents are more likely to hold full-time positions. Those working for organizations with greater revenues or a greater number of employees are also more likely to work full-time.

It is of interest to note that, among those who identify their position as part-time, 13 percent report working 31 hours per week or more.

It should be noted that the findings in this section are relatively consistent across the four regions identified: Eastern Canada, Ontario, Manitoba/Saskatchewan and Alberta/British Columbia.

Tenure in Organization

One-half of respondents have been in their current position for three years or less. Four in ten have been with their current organization for three years or less.

There is a considerable range in tenure of volunteer managers. About one-half of respondents (53%) have been in their current position for three years or less, including 28 percent who have one year or less in their current position. Fourteen percent of respondents have held their current position for four to five years, 17 percent for six to ten years, and 14 percent for 11 to 20 years.

About four in ten respondents (37%) have been with their current organization for three years or less, including 17 percent who have been with their organization for one year or less. Thirteen percent of respondents have been with their current organization for four to five years, 21 percent for six to ten years, 22 percent for 11 to 20 years, and eight percent for more than 20 years.

Not surprisingly, younger respondents and those employed under contract are more likely to have less tenure in their current position, and to have been with their current organization for a shorter period of time. Respondents working in publicly-funded organizations are slightly more likely to have greater tenure in their current position, and to have been with their current organization for a longer period of time.

It should be noted that the findings in this section are relatively consistent across the four regions identified: Eastern Canada, Ontario, Manitoba/Saskatchewan and Alberta/British Columbia. There is a slight tendency for respondents in Ontario and in Manitoba/Saskatchewan to report tenure of one year or less in both their present position and with the organization.

Experience in Volunteer Administration

The majority of respondents have held paid positions in volunteer administration for between one and ten years. More than one in ten have never held a paid position in this field. On the other hand, four in ten have never worked without pay in the field of volunteer administration.

About two in ten respondents (18%) have worked in volunteer administration in a paid position for one to two years. Similar numbers have held paid positions in this field for three to five years (19%), six to ten years (20%), and 11 to 20 years (19%). Six percent have held paid positions in volunteer administration for more than 21 years. Fifteen percent have never held a paid position in this field.

Not surprisingly, younger respondents are more likely to have worked fewer years in a paid position; however, older respondents are somewhat more likely to never have held a paid position in this field. Part-time volunteer managers and those who are currently in an unpaid position are more likely to never have held a paid position.

Those who work in organizations with greater revenues, a greater number of employees, or a greater number of volunteers are more likely to have had longer careers as paid volunteer managers. Those in the smallest organizations and in organizations with the lowest revenues are more likely to never have held a paid position in this field.

Four in ten respondents (43%) have never held an unpaid position in volunteer administration. About one in ten respondents (12%) have worked in volunteer administration in unpaid positions for one to two years. Similar numbers have held unpaid positions in this field for three to five years (12%), six to ten years (11%), and 11 to 20 years (12%). Seven percent have held unpaid positions in this field for 21 years or more.

Not surprisingly, older respondents are more likely to have worked longer in unpaid positions. Younger respondents, those currently in paid or permanent positions, and full-time volunteer managers are more likely to never have worked without pay in this field. Those who work in organizations with greater revenues or a greater number of employees are also more likely to never have held unpaid positions in this field.

Respondents in Eastern Canada are somewhat more likely to report that they have never held a paid position in volunteer administration. Respondents in Manitoba/Saskatchewan are somewhat more likely to report that they have never held an unpaid position.

Remuneration

The vast majority of volunteer managers hold paid positions; most of these are permanent staff positions and most paid volunteer managers are salaried.

Almost nine in ten respondents (86%) hold paid positions. Twelve percent of respondents in paid positions are contract employees; 87 percent are permanent staff. Seventy percent of those in paid positions receive a salary; 28 percent receive an hourly wage.

Women, younger respondents, and better educated respondents are more likely to hold paid positions in volunteer management. Those who spend more of their time in volunteer management activities and those who are in organizations with greater revenues, a greater number of employees or a greater number of volunteers are also more likely to hold paid positions. Women, older respondents, full-time employees, those who spend less of their time in volunteer management activities and those in organizations with a greater number of employees are more likely to hold permanent positions. Men, full-time or permanent employees, and those in organizations with greater revenues, a greater number of employees or a greater number of volunteers are more likely to hold salaried positions. Respondents in Eastern Canada and Ontario are also more likely to hold a salaried position.

Twenty-six percent of respondents in paid positions earn less than \$20,000 from their work in volunteer administration. Thirty-four percent earn between \$20,000 and \$39,999. Thirteen percent earn between \$40,000 and \$59,999. One percent earn \$60,000 or more. One-quarter (25%) offer no response to this question.

Women's incomes are more likely to cluster in the mid-range, while men are somewhat more likely to earn incomes in the upper ranges – above \$40,000. Better educated respondents are also somewhat more likely to have incomes from their volunteer management work in the upper ranges. Not surprisingly, full-time and permanent employees are also somewhat more likely to have incomes in the upper ranges.

Those who work in publicly funded organizations and those who work in organizations that have greater revenues, a greater number of employees or a greater number of volunteer workers are more likely to have incomes in the upper ranges.

Respondents in Manitoba/Saskatchewan are somewhat more likely to have incomes from their work in volunteer administration in the lower ranges – below \$20,000. Respondents in Eastern Canada are more likely to earn incomes in the middle ranges, and respondents in both Eastern Canada and Ontario are somewhat more likely to report incomes in the upper ranges.

Education

Most volunteer managers have at least some university education.

The majority of respondents have at least some university education, including 14 percent with some undergraduate education, 33 percent who have completed an undergraduate program, six percent with some graduate or post-graduate studies, and 11 percent who have completed a graduate or post-graduate program.

Almost three in ten have some college or CEGEP courses (6%) or have completed a college or CEGEP program (21%). Only eight percent have a high school diploma or less.

Those in unpaid or part-time positions are somewhat more likely to have a high school diploma or some college/CEGEP. Those who spend the greatest amount of their time in volunteer management activities and those who work in the largest organizations, in terms of number of employees or number of volunteers, are more likely to have completed a university undergraduate program. Those working in publicly funded organizations are more likely to have done at least some graduate or post-graduate work.

Younger respondents are more likely than older respondents (aged 44 or more) to have completed an undergraduate program; however, the proportions who have either some graduate or post-graduate work or who have completed a graduate or post-graduate program are similar across all age groups (with the exception of those aged 18 to 24, none of whom report completing graduate/post-graduate studies).

Respondents in Eastern Canada are somewhat less likely to have completed college or CEGEP, and are somewhat more likely to have completed an undergraduate university degree. Respondents in the four western provinces are somewhat more likely to have some undergraduate university education.

4.0 ORGANIZATION PROFILES

Primary Area of Activity

Social services and health are the most common primary areas of activity reported by respondents. The majority of organizations that respondents work in are either registered charities or incorporated, not-for-profit or non-profit organizations.

The organizations that employ the respondents to this survey are engaged in a range of primary activities, the most common of which are social services and health.

The largest proportion of respondents – 38 percent – report that their organization’s primary area of activity is social service. Smaller proportions report the primary area of activity of their organization as health (16%), arts and culture (13%), education and research (9%), sports and recreation (5%), and grantmaking, fundraising or promoting volunteerism (4%). Twelve percent mention other areas of activity.

Thirty-six percent of respondents report that their organization is a registered charity, 44 percent report that it is an incorporated not-for-profit or non-profit organization, nine percent report that it is an unincorporated, not-for-profit or non-profit organization, and nine percent report that it is a publicly funded or controlled organization.

Revenues

Seventeen percent of respondents report that their organization’s total revenue from all sources in the last fiscal year was \$100,000 or less. Sixteen percent report that their organization’s total revenue was between \$100,001 and \$500,000. Twelve percent report that it was in excess of \$500,000. One-half of respondents (52%) decline to give a response to this question.

Respondents who work for organizations with a greater number of employees and those who spent more of their time engaged in volunteer management activities are more likely to decline to give a response to this question.

Those who report that their organization has a greater number of employees or a greater number of volunteers are, not surprisingly, also more likely to report that their organization has greater revenues.

Number of Paid Employees

More than one-half of respondents work for organizations with ten or fewer paid employees.

More than one-half of respondents work for organizations with ten or fewer paid employees, including 14 percent who work for an organization that employs six to ten paid workers, 36 percent who work for an organization that employs one to five paid workers, and five percent who work for an organization that employs no paid workers.

Three in ten respondents work for organizations with 11 to 100 paid employees, including 12 percent who work for an organization that employs 11 to 20 paid workers, 12 percent who work for an organization that employs 21 to 50 paid workers, and six percent who work for an organization that employs 51 to 100 paid workers. Ten percent of respondents work for an organization that employs 101 or more paid workers.

Men and both older respondents and the youngest respondents are more likely to work for organizations with ten or fewer employees. Better educated respondents are somewhat more likely to work for organizations with a greater number of employees. Those with unpaid, part-time and contract positions are more likely to work for organizations with ten or fewer employees. Those who devote three-quarters or more of their working time to volunteer management activities are more likely to work for organization with more than 100 employees.

Respondents who report that their organizations have greater revenues or a greater number of volunteers are also more likely to report that their organization has a greater number of employees.

Respondents in Eastern Canada are somewhat more likely to report that their organization has five or fewer paid employees; those in Ontario are somewhat less likely to report this.

5.0 SATISFACTION WITH ROLE IN VOLUNTEER ADMINISTRATION

Overall Satisfaction

Virtually all respondents report general satisfaction with their role in volunteer administration.

Respondents are almost unanimous in their agreement with the statement “In general, I am satisfied with my role in volunteer administration,” with 63 percent agreeing strongly and 31 percent agreeing somewhat. Only six percent disagree either strongly (1%) or somewhat (5%) with this statement.

Strong agreement is somewhat lower among men and the most educated respondents. Strong agreement also tends to be lower among those working for publicly funded or controlled organizations, and for organizations working in the areas of art and culture or sport and recreation. However, even in these groups, more than five in ten each express strong agreement with this statement.

Perceptions re Support from Organization

Volunteer managers almost unanimously agree that both paid staff and the governing board of their organization strongly support the involvement of volunteers, and large majorities reject the suggestions that lack of organizational support for their role in volunteer management is one of their greatest challenges and that they frequently feel they must prove the worth of the volunteer program.

Volunteer managers are very positive in their perceptions of the support they receive within their organizations. More than nine in ten each agree that both paid staff and the governing board of their organization strongly support the involvement of volunteers and more than six in ten each disagree that lack of organizational support for their role in volunteer management is one of their greatest challenges and that they frequently feel they must prove the worth of the volunteer program.

Respondents are essentially unanimous in their agreement with the statement “The governing board of my organization strongly supports the involvement of volunteers,” with 87 percent agreeing strongly and 11 percent agreeing somewhat.

Respondents are almost unanimous in their agreement with the statement “Paid staff in my organization strongly support the involvement of volunteers,” with 78 percent agreeing strongly and 16 percent agreeing somewhat.

A large majority of six in ten disagree with the statement “I frequently feel that I must prove to others in my organization that the volunteer program is worthwhile,” with 42 percent disagreeing strongly and 20 percent agreeing somewhat. Almost four in ten agree strongly (18%) or somewhat (19%).

A large majority of almost seven in ten disagree with the statement “One of the biggest challenges I face in my work is a lack of organizational support for my role in volunteer administration,” with 42 percent disagreeing strongly and 26 percent disagreeing somewhat. Three in ten agree strongly (10%) or somewhat (22%).

Respondents who devote a greater percentage of their time to volunteer administration and those who work in organizations with a greater number of employees are somewhat less likely to strongly agree that their governing board and the paid staff in their organization strongly support the involvement of volunteers. They are also somewhat more likely to agree overall that they frequently feel they must prove the worth of the volunteer program.

It should be noted that the findings in this section are relatively consistent across the four regions identified: Eastern Canada, Ontario, Manitoba/Saskatchewan and Alberta/British Columbia. However, respondents in Ontario are more likely than those in other regions to strongly disagree that one of the biggest challenges they face is a lack of organizational support.

Satisfaction with Remuneration

The majority of paid volunteer managers feel that they are adequately compensated for their work.

Among those in paid positions, a majority of six in ten respondents (62%) agree strongly (29%) or somewhat (33%) that they are adequately compensated, monetarily, for the work they do. Eighteen percent disagree somewhat, and 20 percent disagree strongly.

Respondents who work in organizations with greater revenues or a greater number of employees are somewhat more likely to strongly agree that their compensation is adequate.

6.0 TOP RESPONSIBILITIES

Recruitment emerges as the single most important responsibility of volunteer managers. The responsibilities most frequently mentioned as the next most important are orientation and training, and assigning volunteers to tasks. Most frequently mentioned in third place are recognition and supervision of volunteers.

Managers of volunteers identify their key responsibilities as recruitment, orientation and training, assignment of volunteers to tasks and supervising volunteers (for graphical representations, please see the appendix).

When asked to identify their top three responsibilities in order, beginning with the single most important, the largest proportion of respondents mention recruitment (36%). Smaller proportions give first importance to assigning volunteers to tasks (10%), orientation and training (9%), interviewing, screening and risk assessment (9%), supervising volunteers (6%) and scheduling (4%). Twenty-four percent mention a variety of other responsibilities.

As the second of their top three responsibilities, the largest proportion of respondents mention orientation and training (18%), followed by assigning volunteers to tasks (13%). Smaller proportions give second place importance to recruitment (9%), supervising volunteers (8%), interviewing, screening and risk assessment (7%), recognition (6%) and retention (4%). Twenty-seven percent mention other responsibilities.

In third place among their top three priorities, the largest proportion of respondents mention recognition (10%) and supervision of volunteers (10%). Smaller proportions mention assigning volunteers to tasks (7%), orientation and training (7%), evaluating the impact of volunteers and/or the volunteer program (7%), recruitment (5%), retention (5%), record keeping and reporting (4%), and keeping volunteers motivated/satisfied/ interested (4%). Twenty-one percent mention other responsibilities.

Respondents working in all types of organizations, regardless of size, revenues or scope of activity, tend to provide similar responses, particularly with respect to the key position recruitment occupies in their list of responsibilities. Respondents in all regions also tend to provide similar responses, although there is some indication that recruitment may be even more of a key responsibility in Eastern Canada than it is in other regions.

7.0 LEADING CHALLENGES

Recruitment emerges as the leading challenge for volunteer managers, followed by time management and constraints. Retention and orientation and training are also mentioned as being major challenges.

Managers of volunteers identify their biggest challenges as recruitment, time management and constraints, retention and orientation and training (for graphical representations, please see the appendix).

When asked to identify their three biggest challenges in order, beginning with the single biggest, the largest proportion of respondents mention recruitment (32%), followed by time management and constraints (14%). Smaller proportions give first place among their challenges to assigning volunteers to tasks (4%), lack of funds/money (4%) and retention (4%). Thirty-six percent mention a variety of other challenges.

As the second of their three biggest challenges, the largest proportion of respondents mention recruitment (11%), followed by retention (8%), time management and constraints (6%), assigning volunteers to tasks (5%), supervising volunteers (4%), orientation and training (4%), recognition (4%), and evaluating the impact of volunteers and/or the volunteer program (4%). Thirty-five percent mention other challenges.

In third place among their top three challenges, respondents mention a number of issues such as orientation and training (4%), recruitment (4%), retention (4%), and time management and constraints (4%). Forty percent mention other challenges.

Respondents working in all types of organizations, regardless of size, revenues or scope of activity, tend to provide similar responses, particularly with respect to the key position recruitment occupies in their list of challenges.

Respondents in all regions also tend to provide similar responses, although there is some indication that recruitment may be seen as even more of a significant challenge in Eastern Canada than it is in other regions.

8.0 TRAINING

Current Training

Half of volunteer administrators have had training in the form of courses or seminars offered outside of college or university. One-quarter have a university or college degree or certificate. Three in ten have had no specialized training for their position.

Most volunteer managers have some form of training related to their role, either through a university or college or through courses, seminars and certification programs offered outside of college or university. A significant proportion – three in ten – have not had any relevant training (for graphical representations, please see the appendix).

More than one-half of respondents (55%) have received training in the area of volunteer management in the form of courses or seminars offered outside of college or university. One-quarter (24%) have a university or college degree or certificate in this area. Two in ten (19%) have taken some college or university courses in volunteer management, and just over one in ten (13%) have completed a degree or certificate program from an organization other than a college or university. Nine percent mention other forms of relevant training and three in ten (28%) say they have not received any training in the area of volunteer management.

Paid volunteer managers and those working for registered charities are more likely to have received training in the form of courses or seminars offered outside of college or university. Those who spend a greater proportion of their time in volunteer management activities and those working for organizations with greater revenues, a greater number of employees or a greater number of volunteers are more likely to have received training from any of these sources. Older volunteer managers are more likely not to have had any specialized training in this area.

Respondents in Ontario and in Alberta/British Columbia are somewhat more likely to have a university or college degree or certificate or to have taken some college or university courses in volunteer management.

Perceived Benefits of Additional Training

Two-thirds of volunteer managers think that additional training would help them do their job at least somewhat better.

A majority of two-thirds of respondents think that additional training would help them to do their job better, although the proportion who think this would make their job performance somewhat better is three times that who think it would make their job performance much better.

Sixteen percent of respondents say that additional training would help them do their job much better, and 49 percent say it would help them do their job somewhat better. One-third (34%) believe it would make no difference at all in their job performance.

Younger respondents are more likely to think that additional training would help them do their job at least somewhat better. Paid managers, contract employees, those who spend greater amounts of time on volunteer management and those who work for organizations with a greater number of

employees or volunteer workers are also more inclined to say this. Responses to this question are relatively consistent across all regions,; however, respondents on Alberta/British Columbia are slightly more likely to be enthusiastic about the benefits of further training, and those in Eastern Canada are slightly more likely to think that more training would make no difference in their job performance.

Kinds of Training Desired

Training in the areas of recruiting and management or volunteer management is seen as most useful in enhancing job performance.

Respondents who express a positive opinion of additional training are inclined to see training in the areas of recruiting and management or volunteer management as being most useful to them.

When those who think that training would help them do their job better are asked to identify the main kinds of training that would be most useful to them, starting with the single most useful, the largest proportion of respondents mention training in the area of recruiting (21%). Smaller proportions mention training in the areas of management or volunteer management (11%), training and orientation (6%), human resources or people/staff management (5%) and motivation (4%). Forty-two percent mention a variety of other areas of training.

As a second area of training that would be useful to them, respondents mention such topics as management or volunteer management (7%), recruiting (6%), retention (5%), and training and orientation (4%). Thirty-eight percent mention a wide range of other topics.

Those working in organizations with fewer volunteers and those who devote a smaller percentage of their time to volunteer management activities are somewhat more likely to say that training in the area of recruiting would be useful to them.

Respondents in all regions tend to provide similar responses, although there is some indication that additional training in the area of recruiting may be seen as even more useful by those in Eastern Canada than it is in other regions. In view of the stress placed on recruitment as both a responsibility and a challenge by respondents in Eastern Canada, this finding is not unexpected.

9.0 PROFESSIONAL ORGANIZATIONS

Personal Involvement

Six in ten volunteer managers do not presently belong to any professional associations.

A majority of six in ten volunteer managers (59%) do not belong to any professional organization related to the management of volunteers. Those who do belong to a professional organization mention a wide range of organizations, including the Professional Administrators of Volunteer Resources of Ontario (4%), Volunteer Canada (3%) and Canadian Administrators of Volunteer Resources (3%) as well as various regional branches of the Association for Volunteer Administrators, various regional Volunteer Centres and a number of other local or national organizations.

Among those who do not currently belong to a professional organization, ten percent have been members of such an organization in the past; 89 percent have not. Those who have been members of professional organizations in the past mention a similar range of organizations as those who are currently involved in such organizations.

Those who devote a greater proportion of their time to volunteer management and those who work for organizations with a greater number of employees or a greater number of volunteer workers are somewhat more likely to belong to a professional organization.

Reported Use of and Satisfaction with Specific Organizations

A majority of volunteer managers have sought advice or support from local Volunteer Centres; smaller proportions have sought out Volunteer Canada or the Canadian Centre for Philanthropy. A large majority would contact one of these organizations in the future.

Respondents are most likely to have sought professional advice and support from local Volunteer Centres, followed by Volunteer Canada and the Canadian Centre for Philanthropy.

Six in ten respondents (58%) have sought out local Volunteer Centres for advice and support, four in ten (39%) have sought assistance from Volunteer Canada and two in ten (19%) have contacted the Canadian Centre for Philanthropy.

Paid volunteer managers, those working full-time, those who devote more of their time to volunteer management activities and those who work for organizations with greater revenues, a greater number of employees or a greater number of volunteer workers are more likely to have contacted all of these organizations for professional advice and support. As well, women, and better educated and more affluent respondents are more likely to have contacted these organizations.

Volunteer managers in Ontario and in Alberta/British Columbia are more likely than those in other regions to have contacted all of these organizations.

More than eight in ten respondents (84%) say that they would consider contacting one of these three organizations in the future; only 14 percent would not consider doing so.

Paid volunteer managers, those who devote more of their time to volunteer management activities and those who work for organizations with greater revenues, a greater number of employees or a greater number of volunteer workers are more likely to say they would consider contacting one of these organizations in the future. Younger, better educated and more affluent respondents are also more likely to say this.

Volunteer managers in Ontario and in Alberta/British Columbia are more likely than those in other regions to say they would contact these organizations in the future.

Among respondents who would not contact one of these organizations for professional advice in the future, the largest proportions say they would not do so because t they have no need or they have enough volunteers (24%) or cite particulars of their organization or situation as their reason (20%). Smaller proportions say they have no time (16%), want to keep things internal (9%), bad past experience (7%), cost (5%), not available (5%), or say they are a small organization (4%). Twenty-two percent mention a variety of other reasons.

10.0 VOLUNTEERS WITHIN THE ORGANIZATION

Current Numbers of Volunteers and Hours Worked

Four in ten volunteer managers report that 50 or fewer people volunteered for their organization in the last year. As well, four in ten report that on average, each volunteer contributed 50 or fewer hours. Almost one-half say that, compared to three years ago, the number of volunteers serving their organization has increased.

About four in ten respondents report that 50 or fewer people volunteered for the organization they work in over the past 12 months, including 12 percent who say the number of volunteers was ten or fewer, ten percent who say the number was between 11 and 20, and 21 percent who say the number was between 21 and 50. Seventeen percent say the number of people who volunteered for their organization last year was between 51 and 100, 17 percent say it was between 101 and 200, 12 percent say it was between 201 and 500, and eight percent say it was more than 500 people.

Respondents who hold part-time positions and those who spend less of their time on volunteer management activities are more likely to report that their organization had 50 or fewer volunteers in the last 12 months.

Respondents who report that their organization has greater revenues and a greater number of employees are also more likely to say that their organization had 100 or more volunteers in the past 12 months. Respondents in Ontario and in Alberta/British Columbia are also more likely to report this.

About four in ten respondents report that, on average, each volunteer contributed 50 or fewer hours for the organization they work in over the past 12 months, including 14 percent who say the number of hours per volunteer was ten or less, nine percent who say the number of hours per volunteer was between 11 and 20, and 17 percent who say the number was between 21 and 50. Sixteen percent say the number hours per volunteer last year was between 51 and 100, 16 percent say it was between 101 and 200, nine percent say it was between 201 and 500, and four percent say it was more than 500 hours per volunteer.

Five percent of respondents report that, in total, volunteers contributed 100 hours or less to their organization in the past 12 months, and 12 percent say it was between 101 and 500 hours. Nine percent say the total number of volunteer hours was between 501 and 1,000 hours, 12 percent say it was between 1,001 and 2,000 hours, seven percent say it was between 2,001 and 3,000 hours, nine percent say it was between 3,001 and 5,000 hours, and nine percent say it was 5,001 or more hours.

Almost one-half of respondents say that, compared to three years ago, the number of volunteers serving their organization has increased either slightly (30%) or greatly (15%). One-third (33%) say the number has stayed the same, and about two in ten say the number of volunteers has decreased either slightly (14%) or greatly (4%).

Respondents who devote a greater proportion of their time to volunteer management activities and those who work in organizations with a greater number of employees or a greater number of volunteers are more likely to report that the number of volunteers working for them has increased over the past three years. Respondents in Ontario, and to a somewhat lesser extent in

Alberta/British Columbia, are somewhat more likely to report that the number of volunteers serving their organization has increased.

Size of Volunteer Budget

One-quarter of volunteer managers report their organization has no specific budget set aside for recruiting, training and motivating volunteers.

One-quarter of volunteer managers (25%) report their organization has no specific budget set aside for recruiting, training and motivating volunteers. Seven percent say that their organization has a budget of \$1,000 or less set aside for this purpose, eight percent say their organization has a budget of \$1,001 to \$5,000, six percent say the budget for this purpose is \$5,001 to \$10,000, five percent say it is \$10,001 to \$20,000, nine percent say it is \$20,001 to \$50,000 and eight percent say it is \$50,001 or more. A significant proportion, 31 percent, offer no response to this question.

Respondents holding unpaid or part-time positions are more likely to say that their organization has no budget set aside for recruiting, training and motivating volunteers; those who spend less of their time engaged in volunteer management activities are also more likely to say this.

Those who report that their organization has greater revenues, a greater number of employees, or a greater number of volunteers, are more likely to report larger volunteer program budgets - \$20,000 or more. Those working for organizations with the least revenue, and the smallest numbers of employees and volunteers, are more likely to report that there is no volunteer program budget in their organization.

Respondents in Eastern Canada and in Manitoba/Saskatchewan are more likely to report that there is no volunteer program budget in their organization; respondents in Ontario and Alberta/British Columbia are more likely to offer no response.

11.0 RECRUITING VOLUNTEERS

Overall Level of Difficulty

A majority of volunteer managers say their organization has at least some difficulty in recruiting sufficient volunteers.

Six in ten respondents (58%) say that their organization has a great deal of difficulty (12%) or some difficulty (46%) in recruiting a sufficient number of volunteers. One-quarter (24%) say they have little difficulty and two in ten (18%) say they have no difficulty at all.

Those who work for organization with lower revenues or a smaller number of employees are slightly more likely to say their organization has a great deal of difficulty in recruiting volunteers.

Volunteer managers in Eastern Canada and in Manitoba/Saskatchewan are more likely than those in other regions to report at least some difficulty in recruiting a sufficient number of volunteers.

Difficulty Recruiting Specific Types of Volunteers

Volunteer managers report that their organizations have the most difficulty in recruiting fundraisers, program delivery or direct service volunteers and board and committee members.

When asked how much difficulty their organizations encounter in recruiting specific types of volunteers, a majority of respondents say they have at least some difficulty in recruiting fundraisers, and just under one-half say they have at least some difficulty recruiting program delivery or direct service volunteers and board and committee members. One-third or fewer say they have some or a great deal of difficulty in recruiting special event volunteers, youth, seniors and new Canadians.

One-half of volunteer managers say that their organization has either a great deal of difficulty (22%) or some difficulty (31%) recruiting fundraisers. Fifteen percent say their organization has little difficulty recruiting this type of volunteer and 14 percent say they have no difficulty at all. Sixteen percent indicate that the question is not applicable to their organization.

One-half of volunteer managers say that their organization has either a great deal of difficulty (10%) or some difficulty (38%) recruiting program delivery or direct service volunteers. Twenty-three percent say their organization has little difficulty recruiting this type of volunteer and 20 percent say they have no difficulty at all. Seven percent indicate that the question is not applicable to their organization.

About one-half of volunteer managers say that their organization has either a great deal of difficulty (14%) or some difficulty (33%) recruiting board and committee members. Nineteen percent say their organization has little difficulty recruiting this type of volunteer and 24 percent say they have no difficulty at all. Six percent indicate that the question is not applicable to their organization.

One-third of volunteer managers say that their organization has either a great deal of difficulty (7%) or some difficulty (28%) recruiting special event volunteers. Twenty-five percent say their organization has little difficulty recruiting this type of volunteer and 32 percent say they have no difficulty at all. Seven percent indicate that the question is not applicable to their organization.

One-third of volunteer managers say that their organization has either a great deal of difficulty (11%) or some difficulty (23%) recruiting youth volunteers. Sixteen percent say their organization has little difficulty recruiting this type of volunteer and 25 percent say they have no difficulty at all. Twenty-four percent indicate that the question is not applicable to their organization.

One-third of volunteer managers say that their organization has either a great deal of difficulty (10%) or some difficulty (24%) recruiting seniors. Seventeen percent say their organization has little difficulty recruiting this type of volunteer and 32 percent say they have no difficulty at all. Sixteen percent indicate that the question is not applicable to their organization.

Three in ten volunteer managers say that their organization has either a great deal of difficulty (12%) or some difficulty (19%) recruiting new Canadians. Nine percent say their organization has little difficulty recruiting this type of volunteer and 19 percent say they have no difficulty at all. Thirty-eight percent indicate that the question is not applicable to their organization.

Respondents who devote a smaller proportion of their working time to volunteer management activities, and those who work in organizations with smaller revenues, a smaller number of employees or a smaller number of volunteers are likely to report having a great deal of difficulty in recruiting many of these types of volunteers.

Respondents who report that recruiting is their biggest challenge are more likely to have at least some difficulty in recruiting program delivery or direct service volunteers and youth volunteers.

Volunteer managers in Manitoba/Saskatchewan are more likely to report at least some difficulty in recruiting board and committee members, youth and seniors. Volunteer managers in Alberta/British Columbia are more likely to have at least some difficulty recruiting special event volunteers. Those in Eastern Canada are less likely to report difficulty in recruiting board and committee members, fundraisers and new Canadians.

Volunteer Retention Issues

Altogether, four in ten volunteer managers report that their organization is faced with the issue of volunteers staying with the organization for too short a period of time. Three-quarters of those whose organizations face volunteer retention issues say this causes their volunteer program at least some difficulty.

One-third of volunteer managers (33%) report that their organization is faced with the volunteer retention issue of volunteers staying with the organization for too short a period of time. One in ten (9%) say their organization is faced with the issue of volunteers staying for too long a time. A further one in ten (11%) say that they are faced with both these issues. Almost one-half (45%) face neither problem.

Respondents who work in organizations with greater revenues, a greater number of employees, or a greater number of volunteer workers, are more likely to report that they either have a problem with volunteers staying with the organization for too short a time, or with volunteers who either stay for too short a time or too long a time.

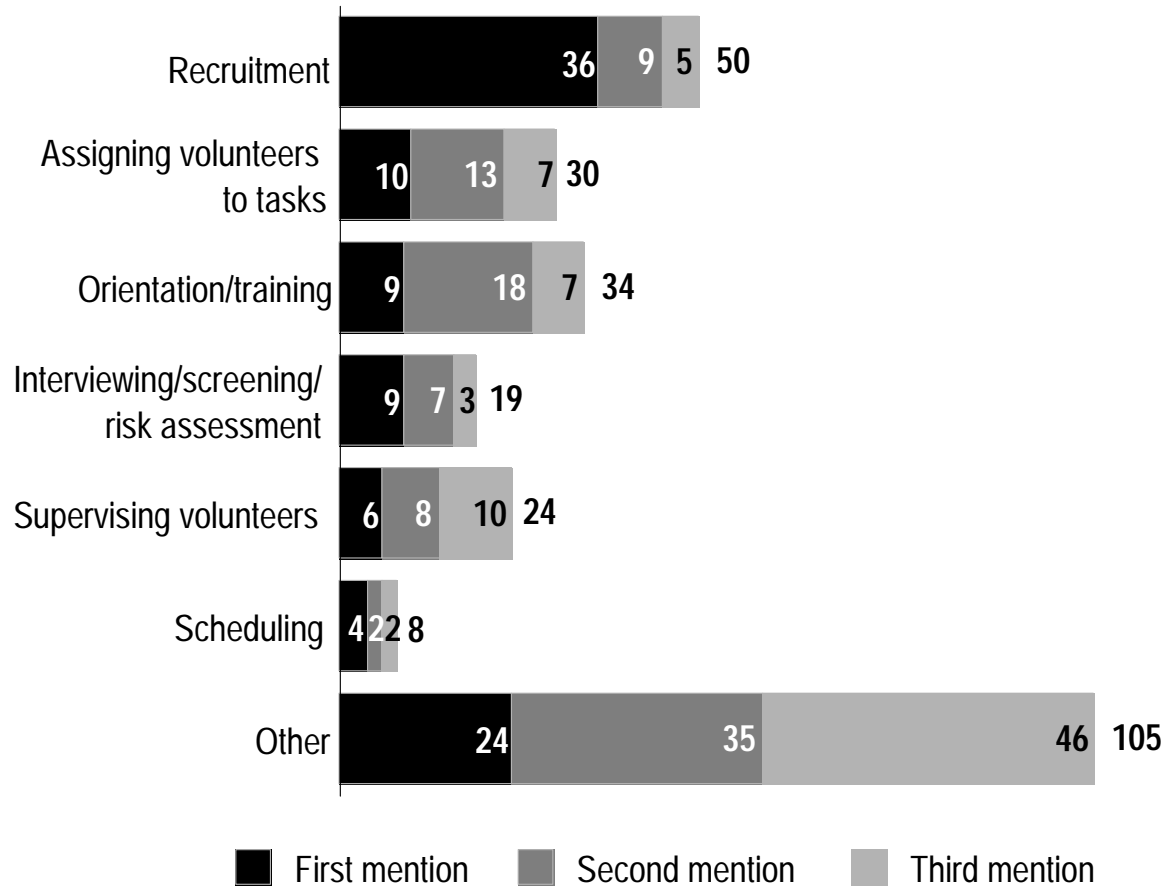
Volunteer managers in Manitoba/Saskatchewan are somewhat more likely to report a problem with volunteers staying for too short a time. Those in Eastern Canada are least likely to report problems with volunteers staying for too short a time, and somewhat more likely to have a problem with volunteers staying with the organization for too long a period.

Three-quarters of those who report a volunteer retention problem in their organization say that this problem causes their volunteer program either some difficulty (57%) or a great deal of difficulty (15%). Twenty-two percent say it causes them little difficulty and six percent say it causes them no difficulty at all.

Volunteer managers in the western regions (Manitoba/Saskatchewan and Alberta/British Columbia) are somewhat more likely to say that volunteer retention problems cause their organization at least some difficulty.

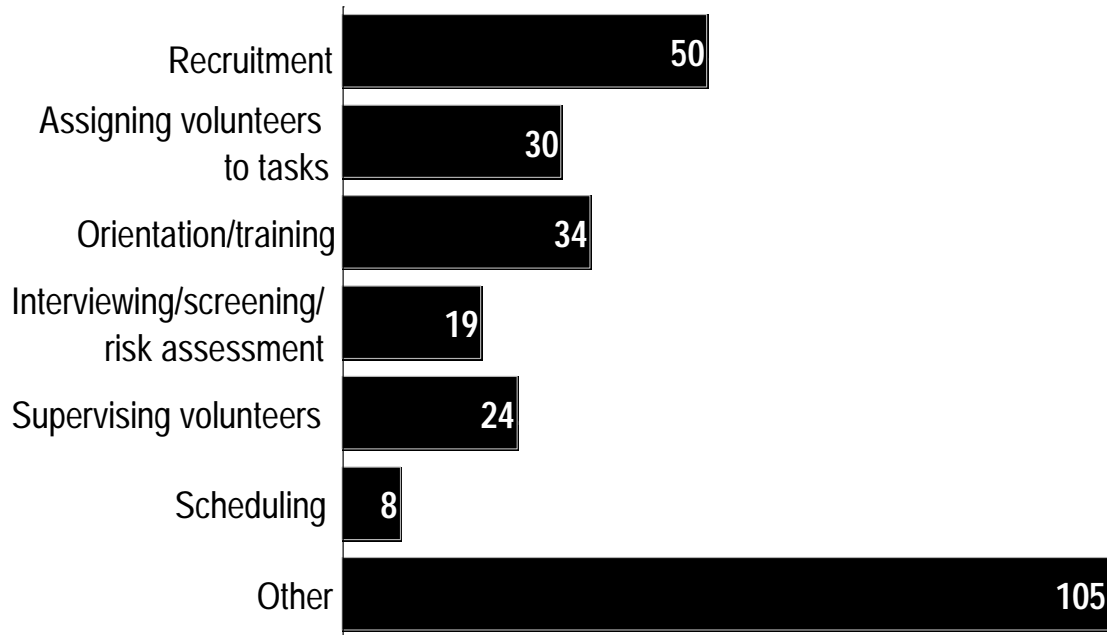
Graphs

Three Most Important Responsibilities

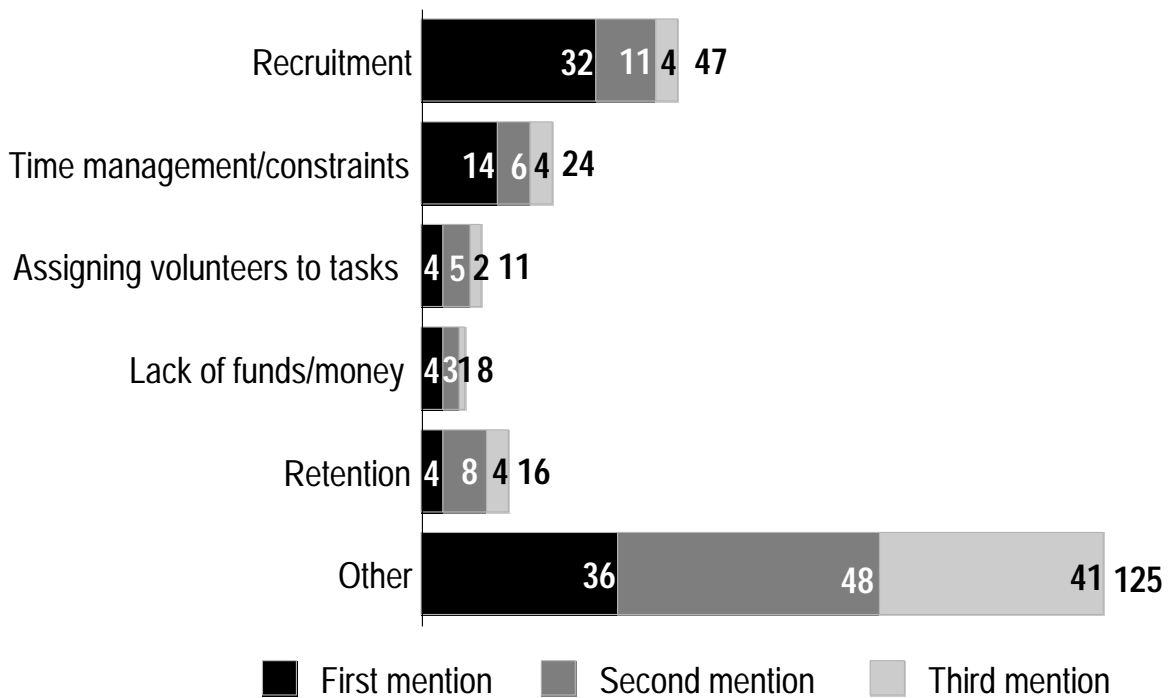


Three Most Important Responsibilities

Total mentions

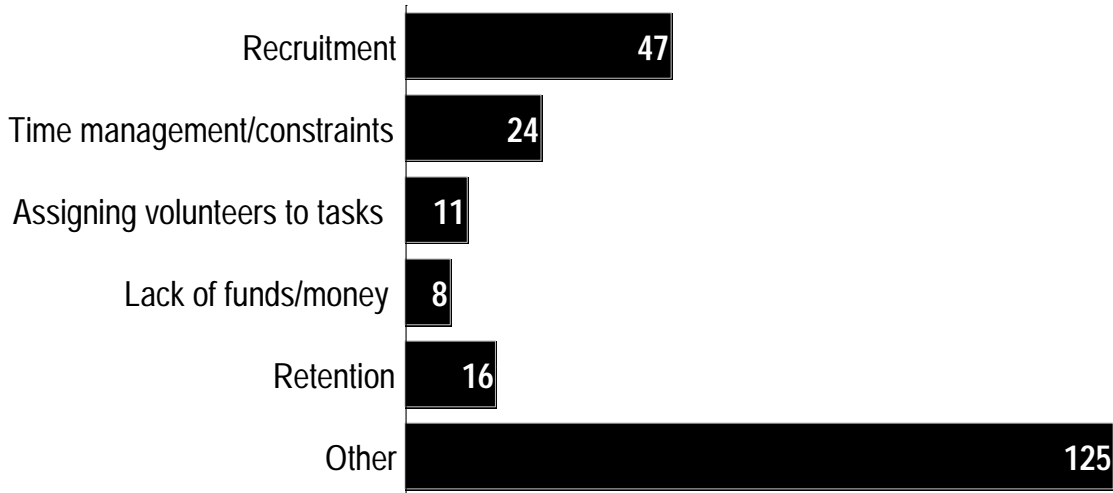


Three Biggest Challenges



Three Biggest Challenges

Total mentions



Most Useful Training



Most Useful Training

Total mentions



Total Annual Earnings from Volunteer Administration Position



Current Job Title



Methodology

The results of the survey are based on questions asked to 1,203 managers of volunteer resources in charities and not-for profit organizations across the country. The survey was conducted by telephone from April 7 to 22, 2003.

Sample Selection

The initial telephone sample for this survey was drawn from lists of names of managers of volunteer resources provided by the Canadian Centre for Philanthropy. An initial list of 31,000 names was provided. This list was converted to sample consisting of telephone numbers; 59 percent of the list elements were retained following conversion, for a sample of 19,106 numbers available for dialling. The sample file was then randomised using specialized computer algorithms in order to ensure that no bias remained from the original list order. A total of 6,336 telephone numbers were drawn from this sample during fieldwork. Provincial quotas were utilized in allocating interviews.

All respondents were asked a series of screening questions to verify that:

- The organization is a registered charity, a non-profit or not-for-profit organization (incorporated or unincorporated), a co-operative or a publicly funded or controlled organization – government agencies and for-profit businesses were excluded from the sample
- The organization involves volunteers in its activities
- The respondent co-ordinates, supervises or manages volunteers within the organization

The final sample was distributed as follows.

Region	Quota	Sample N	Margin of Error
Newfoundland	36	36	16.3
Prince Edward Island	10	10	31.1
Nova Scotia	58	59	12.8
New Brunswick	30	30	17.9
Quebec	15	15	25.3
Ontario	460	461	4.6
Manitoba	167	168	7.6
Saskatchewan	85	85	10.6
Alberta	140	140	8.3
British Columbia	188	188	7.1
Northwest Territory	7	7	37.0
Yukon Territory	4	4	49.0
Total	1,200	1,203	2.8

Telephone Interviewing

Interviewing was conducted at Environics' central facilities in Toronto and Montreal. Field supervisors were present at all times to ensure accurate interviewing and recording of responses. Ten percent of each interviewer's work was unobtrusively monitored for quality control in accordance with the standards set out by the Canadian Association of Marketing Research Organizations. A minimum of five calls were made to a household before classifying it as a "no answer."

Completion Results

A total of 1,203 interviews were completed. The margin of error for a sample of 1,203 is +/- 2.8 percentage points, 19 times in 20. The margins are wider for regional and demographic subsamples.

The effective response rate for the survey is 24 percent: the number of completed interviews (1,203) divided by the total sample (6,152) minus the non-valid numbers, the numbers not in service and the numbers that presented a language barrier (27).

The actual completion rate is 84 percent: the number of completed interviews (1,203) divided by the number of qualified respondents contacted directly (1,435).

The following table presents the detailed completion results for this survey of 1,203 interviews.

	#	%
Total dialled sample	6,152	100
Not qualified	904	15
Wrong number/not in service	279	5
Language barrier	27	*
Subtotal	1,210	20
New Base (6,152-1,210)	4,942	100
No answer/line busy/ respondent not available	3,507	71
Refusals	224	5
Mid-interview refusals	8	*
Subtotal	3,739	76
Net Completions (4,942-3,739)	1,203	24
Completion Rate (1,203/[4,942-3,507])		84

* Fewer than one percent

Survey of Managers of Volunteers

Telephone Survey for The Canadian Centre for Philanthropy

FINAL – April 7, 2003

1,200 Respondents - 21 minutes

PN5336

Hello. This is _____ from Environics Research Group Limited. We're conducting a survey of managers and coordinators of volunteers on behalf of Volunteer Canada and the Canadian Centre for Philanthropy. The results of this survey will be used to create a profile of the profession in Canada.

For the purposes of this survey, I need to speak with a person in your organization who is responsible for coordinating or managing your volunteers.

Your answers will be kept strictly confidential and will be used only for statistical purposes. While your participation is voluntary, your assistance is essential if the survey results are to be accurate. If you agree to complete the survey, we will provide you with an executive summary of the survey results.

Please keep in mind that all questions relate to your position with the [INSERT ORGANIZATION].

1. Is your organization...?

READ. IF A REGISTERED CHAIRITY, AND ANOTHER, CODE AS REGISTERED CHARITY.

01 A For-profit business (TERMINATE)

02 A Government agency (TERMINATE)

03 A Registered charity (Go to Question 2)

04 An incorporated, Not-for-profit or Non-profit (Go to Question 2)

05 An unincorporated, Not-for-profit or Non-profit (Go to Question 2)

06 A Co-operative (Go to Question 2)

VOLUNTEERED

07 Publicly funded or controlled (Go to Question 2)

2. Excluding board members, does your organization involve volunteers in its activities?

01 No (TERMINATE)

02 Yes (Go to Question 3)

3. Do you coordinate, supervise or manage your organization's volunteers?

- 01 Yes (Go to Question 4)
- 02 No (TERMINATE, AND PROBE FOR AN ALTERNATE RESPONDENT WHO WOULD ANSWER YES TO THIS QUESTION, RETURN TO INTRO IF ONE IS FOUND)

4. Are you the *only* person who coordinates, supervises or manages your organization's volunteers?

- 01 Yes (Go to Question 6)
- 02 No (Go to Question 5)

5. How many people, aside from yourself, are responsible for the coordination, supervision, or management of your organization's volunteers?

DO NOT COUNT THOSE WHO HAVE VOLUNTEERS ASSIGNED TO THEM (IE. THE ACCOUNTING DEPARTMENT WITH A VOLUNTEER BOOKEEPER). BUT RATHER THE PEOPLE WHO DO THE ASSIGNING, COORDINATION, SUPERVISION, AND MANAGEMENT.

01 – SPECIFY _____

6. What is your current job title?

01 – SPECIFY _____

7. In your current position, about what percentage of your time do you devote to coordinating or managing volunteers?

01 – SPECIFY _____ (0-100%)

8. How long have you been in your current *position*?

01 – SPECIFY _____ (years)

9. How long have you been with your current *organization*?

01 – SPECIFY _____ (years)

10. Is your current position considered full-time or part-time? IF ASKED, 30 HOURS PER WEEK OR MORE IS CONSIDERED FULL-TIME

- 01 Full-time
- 02 Part-time

11. How many hours a week, on average, does this position require of you?

01 – SPECIFY _____ (hours per week)

12. I am now going to read you a series of statements and I would like you to tell me if you strongly agree, somewhat agree, somewhat disagree, or strongly disagree with each of them.

a) Paid staff in my organization strongly support the involvement of volunteers.

- 01 Strongly agree
- 02 Somewhat agree
- 03 Somewhat disagree
- 04 Strongly disagree

b) The governing board of my organization strongly supports the involvement of volunteers.

c) In general, I am satisfied with my role in volunteer administration.

d) I frequently feel that I must prove to others in my organization that the volunteer program is worthwhile.

e) One of the biggest challenges I face in my work is a lack of organizational support for my role in volunteer administration.

13. Thinking about your management of volunteers, what are your *top* three responsibilities, starting with the single most important?

RECORD FIRST, SECOND, AND THIRD MENTIONS. DO NOT READ.
PROBE FOR THREE.

- 01 Assigning volunteers to tasks
- 02 Evaluating the impact of volunteers and/or the volunteer program
- 03 Helping paid staff work with volunteers
- 04 Interviewing, screening, risk assessment
- 05 Managing the volunteer program budget
- 06 Orientation and training
- 07 Recognition
- 08 Record keeping and reporting
- 09 Recruitment
- 10 Supervising volunteers
- 11 Supervising coordinators of volunteers
- 98 Other _____ (specify)

14. What are the *three biggest challenges* you face in your job, starting with the single biggest?

RECORD FIRST, SECOND, AND THIRD MENTIONS. DO NOT READ.
PROBE FOR THREE.

- 01 Assigning volunteers to tasks
- 02 Evaluating the impact of volunteers and/or the volunteer program
- 03 Helping paid staff work with volunteers
- 04 Interviewing, screening, risk assessment
- 05 Managing the volunteer program budget
- 06 Orientation and training
- 07 Recognition
- 08 Record keeping and reporting
- 09 Recruitment
- 10 Supervising volunteers
- 11 Supervising coordinators of volunteers
- 98 Other _____ (specify)

15. What, if any, training have you received specifically in the area of the management of volunteers?

READ

- 01 University/college degree/certificate program
- 02 University/college course(s)
- 03 Degree/certificate program from a non-college/non-university source
- 04 Courses or seminars from a non-college/non-university source

VOLUNTEERED

- 05 None
- 98 Other _____ (specify)

16. Do you think that more training would help you do your job...?

READ AND ROTATE 1 AND 2

- 01 Much better (Go to Question 17)
- 02 Somewhat better (Go to Question 17)
- 03 Makes no difference at all (Go to Question 18)

VOLUNTEERED

- 04 Might make me do a poorer job (Go to Question 17)
- 05 Depends on the training (Go to Question 17)

17. What would be the main kinds of training that would be most useful to you, starting with the single most useful?

RECORD FIRST, SECOND, AND THIRD MENTIONS. DO NOT READ.
PROBE FOR THREE.

01 Other _____ (specify)

18. a) To which, if any, professional organizations related to the management of volunteers do you personally belong to at the present time?

DO NOT READ– RECORD ALL MENTIONS – PROBE FOR OTHERS

- 01 Canadian Administrators of Volunteer Resources (CAVR)
- 02 Professional Administrators of Volunteer Resources – Ontario (PAVRO)
- 03 Administrators of Volunteer Resources BC (AVRBC)
- 04 Association of Directors of Volunteer Resources (ADVR)
- 05 Managers of Volunteer Resources Association of Southern Alberta (MVRASA)
- 06 None [Go to b)]
- 98 Other _____ (specify)

IF “NONE” TO a) ASK b)

- b) Have you ever personally belonged to any professional organizations related to the management of volunteers?

- 01 Yes [Go to c)]
- 02 No

IF “YES” TO b) ASK c)

- c) Please name them.

DO NOT READ– RECORD ALL MENTIONS – PROBE FOR OTHERS

- 01 Canadian Administrators of Volunteer Resources (CAVR)
- 02 Professional Administrators of Volunteer Resources – Ontario (PAVRO)
- 03 Administrators of Volunteer Resources BC (AVRBC)
- 04 Association of Directors of Volunteer Resources (ADVR)
- 05 Managers of Volunteer Resources Association of Southern Alberta (MVRASA)
- 06 None
- 98 Other _____ (specify)

19. Have you ever sought out professional advice or support from any of the following organizations...?

READ. CODE ALL THAT APPLY.

- 01 The Canadian Centre for Philanthropy
- 02 Volunteer Canada
- 03 A Local Volunteer Centre

20. a) Would you consider doing so [again] in the future?

01 Yes

02 No [Go to b)]

IF "NO" TO a) ASK b)

b) Why not?

01 – SPECIFY _____

21. Excluding board members, how many people volunteered for your organization over the past 12 months?

01 – SPECIFY _____

22. On average, how many hours did each volunteer contribute to your organization over the past 12 months?

IF HESITANT TO PROVIDE AN ANSWER, WORK THROUGH WEEKLY/MONTHLY AVERAGE OF HOURS CONTRIBUTED, AND MULTIPLY BY THE AVERAGE NUMBER OF WEEKS OR MONTHS THAT A VOLUNTEER IS TYPICALLY PRESENT FOR IN ONE YEAR.

01 – SPECIFY _____ (hours per year)

23. In total, how many hours did volunteers contribute to your organization over the past 12 months?

IF UNSURE, PROMPT TO MULTIPLY Q22 BY THE AVERAGE NUMBER OF VOLUNTEERS CONTRIBUTING TO THE ORGANIZATION AT ANY ONE TIME.

01 – SPECIFY _____ (total hours for all volunteers)

24. What is the approximate size of your volunteer program budget, that is, the money your organization sets aside for activities such as recruiting, training and motivating volunteers? Please include the salaries of paid staff who work as part of the volunteer program.

01 – SPECIFY _____

25. Compared to three years ago, has the number of volunteers serving your organization...?

READ & ROTATE (ASCENDING & DESCENDING ORDER)

01 Increased greatly

- 02 Increased slightly
- 03 Stayed the same
- 04 Decreased slightly
- 05 Decreased greatly

26. How much difficulty does your organization have in recruiting a sufficient number of volunteers? Would you say that you have...?

READ & ROTATE (ASCENDING & DESCENDING ORDER)

- 01 A great deal of difficulty
- 02 Some difficulty
- 03 Little difficulty
- 04 No difficulty at all

27. How much difficulty does your organization have in recruiting the following *types* of volunteers?

a) Board and committee members. Would you say that you have...?

READ.

- 01 A great deal of difficulty
 - 02 Some difficulty
 - 03 Little difficulty
 - 04 No difficulty at all
- VOLUNTEERED
- 05 Not applicable

b) Program delivery or direct service volunteers

c) Special event volunteers

d) Fundraisers

e) Youth

f) Seniors

g) New Canadians

28. a) Is your organization faced with volunteer retention issues, such as...?

READ. ROTATE 1 & 2.

- 01 Volunteers staying with the organization for too *short* a period [Go to b)]
 - 02 Volunteers staying with the organization for too *long* a period [Go to b)]
- VOLUNTEERED
- 03 Both of the above [Go to b)]

04 None of the above [Go to Question 29]

IF 1, 2, or 3 TO a) ASK b)

b) Does this/do these issues cause your volunteer program...?

READ & ROTATE (ASCENDING & DESCENDING ORDER)

- 01 A great deal of difficulty
- 02 Some difficulty
- 03 Little difficulty
- 04 No difficulty at all

29. What is the primary area of activity of your organization?

DO NOT READ – CODE ONLY ONE. PLEASE SEE YOUR NOTES FOR THIS QUESTION AS NECESSARY. IF THE CATEGORIZATION IS NOT APPARENT CODE IT AS OTHER (SPECIFY), BEING SURE TO NOTE THE ORGANIZATION NAME.

- 01 Arts and culture
- 02 Business association, professional association, union
- 03 Development and housing
- 04 Education and research
- 05 Environment
- 06 Grantmaking, fundraising or promoting volunteerism
- 07 Health
- 08 International activities
- 09 Law, advocacy and politics
- 10 Religion
- 11 Social services
- 12 Sports and recreation
- 13 Other _____(specify)
- 98 Refused

99 Don't know

30. In the last fiscal year, what were the total revenues that your organization received *from all sources*?

01 – SPECIFY _____

31. How many paid employees does your organization have?

01 – SPECIFY _____

Thank you for providing this important information. I would now like to ask you some questions about yourself to increase our understanding of the people who manage volunteer activities.

32. What is the highest level of education that you have attained?

DO NOT READ.

- 01 Some elementary
- 02 Completed elementary
- 03 Some high school
- 04 Completed high school
- 05 Some college/CEGEP
- 06 Completed college/CEGEP
- 07 Some undergraduate university (Bachelor's degree)
- 08 Completed undergraduate university (Bachelor's degree)
- 09 Some graduate or post-graduate studies
- 10 Completed graduate or post-graduate studies

33. In what year were you born?

01 – SPECIFY _____

34. How many children under the age of 18 are present in your home?

01 – SPECIFY _____

35. Which amount best corresponds to the total annual income before taxes of all members of your household for 2002...?

READ

- 01 Under \$20,000
- 02 \$20,000 to \$29,999
- 03 \$30,000 to \$39,999
- 04 \$40,000 to \$49,999
- 05 \$50,000 to \$59,999
- 06 \$60,000 to \$69,999
- 07 \$70,000 to \$79,999
- 08 \$80,000 to \$99,999
- 09 \$100,000 to \$124,999
- 10 \$125,000 to 149,999
- 11 \$150,000 or over

VOLUNTEERED

- 12 Don't know
- 13 Refused

36. Is your position in volunteer management paid or unpaid?

- 01 Paid (Go to Question 37)
- 02 Unpaid (Go to Question 41)

IF OPTION 1 IN Q36

37. Are you employed as a contract employee or as permanent staff?

- 01 Contract employee
- 02 Permanent staff

IF OPTION 1 IN Q36

38. What form of remuneration do you receive?

READ

- 01 Salary
- 02 Hourly wage
- 03 Stipend
- 04 Honorarium

VOLUNTEERED

- 05 Other _____(specify)

IF OPTION 1 IN Q36

39. What was your total annual salary or earnings from your position in volunteer administration in 2002...?

READ

- 01 Under \$10,000
- 02 \$10,000 to \$19,999
- 03 \$20,000 to \$29,999
- 04 \$30,000 to \$39,999
- 05 \$40,000 to \$49,999
- 06 \$50,000 to \$59,999
- 07 \$60,000 to \$69,999
- 08 \$70,000 to \$79,999
- 09 \$80,000 to \$99,999
- 10 \$100,000 or over

VOLUNTEERED

- 11 Don't know
- 12 Refused

IF OPTION 1 IN Q36

40. Do you strongly agree, somewhat agree, somewhat disagree, or strongly disagree that you are adequately compensated, monetarily, for the work you do?

READ

- 01 Strongly agree
- 02 Somewhat agree
- 03 Somewhat disagree

04 Strongly disagree

41. How many years have you worked in volunteer administration, both with pay and without pay?

READ

- a) Please specify years with pay_____
- b) Please specify years without pay_____

42. Would you like to receive an executive summary of the survey results?

01 Yes -----→ RECORD ADDRESS

02 No

43. Record sex.

44. Record Province.

Thank you for participating in this study. Your contribution is greatly appreciated!