How Are We Doing?
A Look at the Compensation Levels of
Rhode Island Volunteer Administrators

Jo-Ann S. Ostrowski and Florence Sehl

INTRODUCTION

The field of Volunteer Administration and the need for professional volunteer managers has grown tremendously in recent years. Volunteer managers have identified their training needs (Appel *et al.*, 1988). Included were marketing, promotion/public relations, planning, recruitment, and management skills, among others. Obtaining these varied skills requires both education and experience. While skilled people are in demand, our experience indicated that compensation (salary and benefits) in our geographic area was low. This article will present a preliminary analysis of a Volunteer Administrators' Compensation Survey which was undertaken by the Professional Development Committee of Rhode Island's Voluntary Action Center.

Volunteers In Action (VIA), Rhode Island's only Voluntary Action Center, has been providing services to local agencies for over 20 years. Part of this agency support is in the form of consultation and technical assistance, workshops on management of volunteer programs, and board development seminars. These services are administered through the Professional Development Committee of VIA's Board of Directors. Workshop-format training sessions and a Professional Development Series as well as informal networking presentations ("Brown Bag" meetings) are regularly offered for Coordinators of Volunteers in constituent agencies. In July of 1989, when setting goals for the coming year, the committee decided to develop and administer a compensation survey involving these individuals.

The initial purpose of the compensation survey was to encourage professional development and enable volunteer administrators to have a means to evaluate their own positions, both within their own agencies and compared to others in the same geographic area. Undertaking the survey was in keeping with a broader focus for the group, which at the time was still known as the Professional Training Committee. It was the consensus of the committee that its role should include that of enabler and catalyst for professional development, and that its efforts, therefore, should be balanced between presenting traditional training workshops and supporting other areas of professional development.

DESIGN OF THE
SURVEY INSTRUMENT

The initial draft was put together for the August 1989 meeting. In an effort not to "reinvent the wheel," the committee contacted VOLUNTEER: The National Center for information on similar studies. Although they did not have a model instrument, VOLUNTEER was interested in the results of this study.

The final draft instrument was reviewed by appropriate members of VIA's

Jo-Ann S. Ostrowski has a B.S. in Health Administration from Russell Sage College. She is Director of Volunteers for the Pawtucket (RI) Heart Health Program, a community-based heart disease prevention research and demonstration project. A member of the Board of Directors of Volunteers In Action (VIA) since June of 1989, Ms. Ostrowski has served on the Professional Development Committee, and as Chair of the Personnel Committee for 1990-91. She is a member of the Association for Volunteer Administration (AVA) Region I Council. *Florence Sehl* is an Applied Mathematics graduate from the University of Rhode Island. As an Intern at the Pawtucket Heart Health Program, she has organized, validated, and analyzed data. In addition, she has developed survey information access guides. She has served as a volunteer consultant to the VIA Professional Development Committee, assisting with the analysis and reporting of this survey.

Board prior to going to the full Board for approval. Before it was in its final form, the instrument had gone through five revisions. Even with a careful review process by both the committee and VIA's Board of Directors, it became apparent that certain questions should be rephrased in any successor instrument. The survey was not intended to be a scientific survey, but to allow the committee to gather and disseminate important descriptive information which would be a first step in a sequence of data base formulation and further in-depth study.

TARGET AUDIENCE

The goal was to reach all volunteer directors and coordinators who had participated in some way with VIA. The survey was included with the notice of the Spring Professional Development Series, which went to approximately 1,200 individuals or agencies in early February, 1990. With duplication within agencies and individuals on the mailing list who are not involved in managing a volunteer program, the mailing effectively reached approximately 650 nonprofit agencies. Not all of these agencies have formal volunteer programs, or designate the role of Volunteer Coordinator to any one person. Thus it is difficult to give an accurate number of potential respondents, but a 15-20 percent return rate was estimated (n = 97).

A cover letter accompanied the survey, as well as a business reply envelope. The cover letter explained the committee's intention to assist all working in the field in understanding existing conditions. Anonymity was promised, as well as aggregate reporting of all results. The survey itself was printed two-sided on yellow paper.

RESULTS

Frequencies and percents will be presented first, with analysis and cross tabulations to follow. The final sections will summarize and offer recommendations for those who would like to replicate this survey within their own constituencies. The Appendix also contains a proposed sample format for a revised survey with the questions phrased for easy analysis.

Types of Agencies/Organizations

Several categories were presented for respondents to check, indicating the settings in which they worked. Some respondents (10.5%) checked more than one type of agency, as "check all that apply" was written into the question. The results were as follows:

    5% Environmental
    8% Health Education
   13% Community/Activity Center
 15.5% Hospital/Nursing Home
  33% Human Service
   5% Crisis Intervention
  31% Other

Of the 31% who gave answers in the "Other" category, responses fell into the following groups:

  68% Education
   4% Visual & Performing Arts
  14% Literacy/Library
  14% Miscellaneous

The "Miscellaneous" group included Animal Shelter, Government Volunteer Agency, Health Care Service, and Community Blood Drive.

Experience

Respondents indicated their experience in the field ranged from one month to 28 years. Eight percent had been working in volunteer administration for less than a year, 49% had been in the field between one and five years, 23% between five and ten years, and 19.5% more than ten years.

When reporting the length of time in their present positions, however, it was determined that eighteen years was the maximum time on the job and one week the minimum. Fourteen percent had been in their jobs for less than one year, 30% between one and two years, 32% between two and five years, 8.3% between five and ten years, and 15.5% between ten and eighteen years.

Most respondents (n = 90) were paid in their present positions. Only six were not paid for their present work and one person did not answer.

Educational/Experiential Background

The responses to this question were as varied as the respondents. One person reported having a high school diploma only, three had associates' level degrees.

Seventy-two respondents indicated that they had at least one degree. Of these, sixty were at the bachelors' degree level, eleven at the masters' degree and one person reported having a Ph.D. Twenty people reported having more than one degree. One of these was a registered nurse, eight were at the bachelor's level, and eleven at the master's level.

Areas of study were also widely varied. Loosely categorized, these fell into six areas: Business (14%), Communications (10%), Education (29%), Arts (10%), Social Sciences (25%), and Miscellaneous (12%). It was of interest to find that 54% of respondents to this question (n = 72) had studied in the areas of Education or Social Sciences.

For most (49%), a degree was required for their positions. Of the rest of the respondents, 44% (n = 42) did not need a degree for their positions, six indicated maybe or that they did not know, and two did not answer.

Seventy percent of respondents (n = 68) indicated relevant experience. Seventeen (25%) indicated continuing education efforts such as seminars and course work. Sixteen (24%) indicated personal volunteer experiences. Other responses of interest included public relations and employment in other positions. Further, 70% (n = 68) indicated that they participated as a volunteer outside of job related activities.

Job Titles

There was nearly as much variety in this category as in the previous question, with 58 different titles mentioned. Fifty-five percent of respondents (49 people) were Coordinators, Assistants, Program Managers or of similar titles. Nineteen of these individuals (20%) were strictly "Coordinators of Volunteers."

Thirty-eight percent (n = 34) were Executive Directors, Directors, or of similar titles.

Certification

Responding to the question, "Are you a Certified Volunteer Administrator (CVA)? (by the Association of Volunteer Administration)," only one person indicated "yes," while 81 said "no" and 15 did not answer. On the other hand, 50%

indicated they were interested in seeking certification or in other continuing education opportunities in volunteer administration. There were 12% who were not sure and 14% did not answer.

Full- or Part-time Employment

Most respondents (70%, or 68 people) worked full-time, 27% part-time. Two respondents were not compensated, and one person did not respond. Of those who worked part-time, 44% (11 people) who responded were working fewer than 20 hours per week. However, 56% (15 people) worked between 20 and 32 hours.

For 70 of the 94 respondents (74%) who answered the question, Volunteer Program Management was not their only responsibility. These respondents spent between .5% and 99% of their time managing their volunteer programs, with 42% (28) indicating less than 25% of their time, 27% (18) between 25% and 50% of their time, 15% (10) between 51% and 75% of their time and 11% (16) indicating that more than 75% of their time was spent coordinating/managing their volunteer programs.

Staff Involvement in Volunteer Program

Many organizations involved more than one person in coordinating the volunteer program. Total agency staff were involved in 49 instances, although there was no indication whether these were full- or part-time staff.

There were nine respondents who reported having both full- and part-time people working together to coordinate their volunteer programs. Five of these had one full- and one part-time coordinator. One had one full- and two part-time, one had one full- and three part-time (a human services agency which also reported that four volunteers worked to manage the volunteer program consisting of 700 volunteers), one had two full- and one part-time (a school volunteer program with 700 volunteers). The person who indicated there were three full- and one part-time person was from a hospital/nursing home with 525 volunteers.

Sixteen respondents indicated that there was at least one volunteer involved in the coordination of their volunteer programs.

Size of Program

Although 18.6% did not answer the question, about half (50.1%) of the respondents were in programs with 150 volunteers or less. There were 16.3% with between two and 25 volunteers. Ten individuals indicated that more than 500 volunteers were in each of their programs, with one program involving 3,000 volunteers.

Salaries and Benefits

Table I indicates the salary distribution of all the respondents, both full- and part-time.

None of the full-time respondents made under $10,000. Those in the lower income ranges reported that a greater percentage of their work time is devoted to managing/coordinating their volunteer programs. This would seem to indicate that Volunteer Program Management alone is not as highly valued as other management or administrative functions.

Langer (1989), in an article detailing some of the results of a 1989 survey by the Society for Non-profit Organizations, reports the national median income for Directors of Volunteers in nonprofit organizations is $18,500. Full-time respondents to this instrument who responded to the income question (n = 64) averaged higher than this figure, with 79% report-

Table I
Salary Distribution:
Full-time and Part-time Respondents

Salary Range	No. Respondents	Percent
under $10,000	12	12
$10 – $12,000	3	3
$12 – $15,000	12	12
$15 – $18,000	7	7
$18 – $20,000	11	11
$20 – $25,000	17	17
over $25,000	24	24

ing incomes higher than $18,000 (34% were over $25,000).

Part-time respondents give a much greater percentage of their work day to coordinating/managing (80%) as compared to full-time people (40%).

Table II presents the employee benefits indicated by 95 respondents, both full and part-time.

It was impossible to generalize on the amount of co-payment for prescriptions, health and dental insurance, or tuition reimbursement. Of those who responded positively to prescription coverage (n = 21), 38% had individual coverage, 52% family, and 62% had a co-payment. Of all respondents who indicated "Yes" for health insurance (n = 63), 54% had indi-

Table II
Benefits: Full-time and Part-time Respondents

Benefits	Part-time (n = 26)		Full-time (n = 69)	
	Freq.	Percent	Freq.	Percent
Health Insurance	6	23	58	84
Dental Insurance	4	15	36	52
Prescription Coverage	0	0	22	32
Tuition Reimbursement	3	11.5	28	40.6
Paid Vacation	10	38	61	88.4
Able to Carry Vac. Days Over	5	19	29	42
Paid Holidays	10	11.5	62	90
Paid Sick Days	8	31	62	90
Flex Time	12	46	12	17
Comp Time	7	27	32	46
Seminar Registration Fees	15	58	48	69.6
Bereavement Leave	6	23	45	65
Life Insurance	1	4	36	52
Parental Leave	1	4	22	32
Pension Plan	2	8	39	56

vidual coverage, 43% had family coverage. Only 27% had full (no co-pay) coverage. For dental insurance (n = 39), 64% had individual, 36% family, and 18% had a co-payment.

The number of paid holidays ranged from zero to 13, with 6.5 as the mean. The number of personal days ranged from zero to seven, and the mean was one.

Tables III and IV group respondents by income while looking at the percentage of time spent managing their volunteer programs (%), the type of agency, and the numbers of volunteers in their volunteer programs (Amt. Vol.). A line indicates missing information.

There seemed to be no direct correlation between type of agency and income. We found that salaries for respondents in agencies providing Crisis Intervention services initially looked much lower than the rest, but upon analysis this was found to be attributable to a higher per-

Table III
Type and Number of Volunteers in Agencies, Percent of Time Spent
Coordinating/Managing a Volunteer Program by Income: Full-time Respondents

Type of Agency	Amt. Vol.	Percentage (range)
1. No income indicated		
Community/Activity Cntr		
Human Services (n = 2)	35, 0	0-20
Other (n = 2)	—	10-95
2. $12,000 - $15,000		
Community/Activity Cntr	4 or 12	2
Hospital	100	33.3
Human Services (n = 2)	50+, 100	33.3-100
Other (n =2)	—	100
3. $15,000 - $18,000		
Community/Activity Cntr	73	62.5
Environmental	30	100
Health Education	50	10
Human Services (n=2)	25, 61	25-35
Other	—	95
4. $18,000 - $20,000		
Community/Activity Cntr	50	60
Environmental	25	10
Health Education (n=2)	350, 100+	90-100
Human Services (n=5)	7+, 50, 300, 165, 200	7.5-100
Other (n=2)	—	10-20
5. $20,000 - $25,000		
Community/Activity Cntr (n=4)	60, 566, 90, 6	12.3-80
Crisis	—	—
Environmental	225	85
Health Education	5	.5
Hospital (n=4)	—, —, —, 525	2-100
Human Services (n=3)	410, 1200, 70	10-30
Other (n=4)	—	20-90
6. Over $25,000		
Community/Activity Cntr (n=3)	250, 25, 80	2-4
Environmental (n=2)	100, 100	7.5-35
Health Education	225	100
Hospital (n=5)	585+, —, 75, 525, 250	20-100
Human Services (n=4)	2, 18, 100, 50	2-25
Other (n=8)	—	2-100

Table IV
Type and Number of Volunteers in
Agencies, Percent of Time Spent
Coordinating/Managing a Volunteer
Program by Income:
Part-time Respondents

Type of Agency	Amt. Vol.	Percentage (range)
1. No income indicated		
Hospital	1	100
Human Services	87	100
Other	—	75
2. No income taken (volunteer)		
Other	—	100
3. Under $10,000		
Crisis	—	70
Environmental	25	50
Human Services	—	50
Other (n=9)	—	75-100
4. $10,000 - $12,000		
Crisis	90	75
Health Education	25	50
5. $12,000 - $15,000		
Crisis	90	100
Human Services (n=2)	11, 25	25-100
Other (n=2)	—	5-30
6. $15,000 - $18,000		
Hospital	70	100
7. $20,000 - $25,000		
Hospital	—	100

centage of part-time employees in Crisis Intervention agencies.

Our data suggest that income increases as amount of responsibility and length of service in both the field and the position increase. There was no direct correlation between size of the volunteer program and title or income.

Table V lists the titles, percent of time spent coordinating/managing, number of years in the field, number of years in present position, and number of volunteers in the programs of those reporting the highest income level.

As noted in Table III, this group spends less time coordinating/managing a volunteer program than any other income level (36.8%). Respondents aver-

aged ten years in the field, and nearly seven years in their present positions. Many were Directors or Executive Directors, titles which connote a high level of responsibility. They are all employed full-time.

SUMMARY AND CONCLUSIONS

Not able to accurately determine the sample size, it is impossible to state with surety that there is any statistical significance to the findings. Respondents were self-selecting, and therefore, may be better or worse off than the true population of volunteer administrators in the area. The intent, however, was to gather and disseminate first-step information. This goal was achieved.

Other researchers (Appel *et al.*) included more demographic questions and questions which address the supervision of other paid staff, household income from position, whether the respondent has a second job, and characteristics of the volunteer organization. Including questions such as these in future surveys will provide a broader data base.

Ivan Scheier, in "Empowering a Profession: Seeing Ourselves as More than Subsidiary" (1988), defines empowerment as "enhanced status for career leadership of volunteers and more generous resource allocation in support of volunteer programs and groups." We hope the results reported here will assist volunteer administrators in negotiating better salaries and benefit packages.

Finally, the authors hope that the following revised instrument (Appendix B) will be used for local compensation surveys. It would be interesting to see a national data base for this information, perhaps based at AVA's office.

Table V
Characteristics of Respondents Earning at Least $25,000

Title	Percent of time spent Coordinating/ Managing Volunteers	Number of years in field of Volunteer Administration	Number of years in Present Position	Number of Volunteers
Assistant Library Director	2	7	3	20
Associate Executive Assistant	5	10	12	18
Chief, Voluntary Services	100	11	10	250
Coordinator of Volunteers	50	15	15	—
Coordinator of Volunteers	50	5	4	60+
Curator of Education	35	4	1	100
Director of Community Resources	25	4	4	100
Director of Development and Volunteer Services	7.5	10.5	2.5	225+
Director of RSVP	—	18	18	700
Director of Volunteer Services	100	10	10	75
Director of Volunteer Services	95	7	1.5	525
Director of Volunteers & Patient Representative Services	45	19	10	585+
Educator	20	10	10	150
Executive Director	10	10	5	50
Executive Director	3-5	27	13	25+
Executive Director	50	1.5	1.5	500
General Director	—	20	10	80
Office Manager	2	4	10	2
Program Coordinator	100	15	3	180
Senior Program Director	2	14	5.5	250+
Senior Vice President of Marketing	3	12	3	400
State Coordinator	100	5	5	3,000+
Taxpayer Educator	40	1	1 week	—
Volunteer Coordinator/ Office Manager	50	8	8	45

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APPENDIX A

RECOMMENDATIONS FOR IMPROVING THE INSTRUMENT

After evaluating the process, the following suggestions are given with the expectation that this survey may be used as a tool by other investigators. The committee knew what questions it wanted answered. It did not, however, initially plan for the analysis of the data collected because at that point it was not sure that resources would be available for analysis. These suggestions will help the reader to modify the instrument for easier analysis.

Format Style

The first point to be addressed concerns the style of questions being asked. Many of the questions required a one word or short response (for example, "Are you employed full- or part-time?"). Clearer results will be produced if the responses to these questions are written out. The respondent will then need only to check a box next to, or circle the applicable response.

A handful of surveys did not have answers on the back (a two-sided format was used). This led to one of three conclusions: the respondents were not receiving any benefits, did not realize that the survey consisted of two pages, or just chose not to answer the questions. Only one of the five who did not respond was a part-time employee. This problem may have been avoided if the phrase "Complete Questions on Reverse" had been inserted at the end of the first page, or two separate pages, stapled together, had been used.

Instructions should always be clear, concise and easily understood. Within your questions underline or bold print key words when necessary. Examples include not, only, if part-time, days, etc.

Some questions were two-part questions. If the first part of the question disqualifies its response to the second part, then write instructions to direct the person to the next question.

SPECIFICATIONS FOR COMPENSATION SURVEY

These specifications should prompt the user to answer appropriately:

• Questions asking the amount of time the person has worked in the field of volunteer administration and in her/his present position should allow for responses in years, months and weeks. Provide lines to accompany these words so that the amounts may be written.

• In categorizing their agencies, many of the respondents that checked the "Other" category of volunteer organization specified that they were involved in education. This heading should also be included in the list of agencies.

• What is your title? This question elicited many unique responses. These titles were later categorized under six titles (Assistant, Coordinator, Director, Executive Director, President and Volunteer). These six titles and an "Other" category should be specified, and accompanied by instructions to write out the specific title next to the category which best describes the position. Ask respondents to choose only one category.

• With regard to the question asking for percentage of time spent coordinating/managing a volunteer program: printing a percent symbol next to space provided for an answer reminds the respondent what type of response is requested.

• Modifications can be made to the current salary ranges. A range on a survey should not include the same amount

on an upper bound and lower bound value.

Separation

Educational and Experiential backgrounds should be separated into two questions. High school through doctorate classifications should be printed, with a box provided to check-off response. Majors may be included next to each degree with a space provided for the response. The second question incorporates the person's experience. Avoid a broad reply by stating specifically what type of experience you determine to be relevant. Examples include volunteer experience, more specifically volunteer administration experience and educational experience (workshops, seminars, meetings and conferences, and course work). Include an "Other" category for the respondents to include experience which they consider relevant.

Separating the question, "How many full/part-time staff coordinate your volunteer program?" into two questions will clarify the results. One question should ask for the amount of full-time staff and another question for part-time staff. Another suggestion previously mentioned involved underlining the words *part-* and *full-*time.

Phrasing

Since this is a blind survey, asking respondents to write out their annual salary should not cause embarrassment or be a hindrance. Eliminating the ranges and asking the person directly, "What is your annual salary?" will allow responses to show the minimum as well as the maximum amounts.

The questions involving benefits were combined under one question. Under health insurance, dental insurance, prescription coverage and tuition reimbursement "How much?" was printed, causing confusion among respondents. This amount should be specified as a percent (%) or a dollar amount. Asking for a percent figure will allow a determination of the amount covered by the employer. Not being able to base the result-

ing dollar amount with a total reimbursement is a major disadvantage in asking for a dollar amount. For example, rephrase the question to read, "What percentage do you have to contribute for your coverage?_____ %." This question can then be printed under health and dental insurance, prescription coverage and tuition reimbursement. This will minimize ambiguity.

This question also asked "How many?" (paid holidays, personal days), and "value" (life insurance). Rephrase the questions to include the amount of days, and underline *days*. For example, "annual total in days?," and "What is the amount of your life insurance policy? $_____" (including a dollar symbol in the answer).

Phrase questions concerning vacation and sick time to include ony annual amount of days without the days that have been carried over. If it is pertinent to know the total amount of days accumulated to present date, then ask this in a separate question.

In closing,

1. Spend time evaluating the objectives of the survey.

2. Prior to finalizing the survey, predict how the audience will respond to the questions. Adjust or rephrase them accordingly (the time spent in this stage will eliminate hours later).

3. Categorize probable answers for questions.

4. Simplify responses to questions into a direct written (words to be circled) or box format (labeled boxes to be checked).

5. Target distribution.

6. Keep in mind how data will be organized, analyzed, and stored. Plan accordingly.

Although the authors had access to the skills of an Applied Math graduate and a computer data base, hand tabulation of frequencies and percentages could be easily completed for reporting back to the respondents in a reasonable amount of time. If there is interest and funding, perhaps future tabulation and reports could be generated by AVA.

APPENDIX B
VOLUNTEER ADMINISTRATORS' COMPENSATION SURVEY

The following questionnaire is intended to help us assess the level of compensation of area Volunteer Coordinators and Directors. Your participation is voluntary, and information collected will be reported in aggregate only. Individual responses will be held in strict confidence.

Respond by checking the boxes provided and writing appropriate responses on the line provided.

THANK YOU

1. What is your gender? ☐ male ☐ female
2. What is your date of birth? ____ month ____ day ____ year
3. How long have you worked in the field of Volunteer Administration?
   ____ year(s) ____ months ____ weeks
   (list months or weeks only if you have been in the field less than a year)
4. How long have you been in your present position?
   ____ year(s) ____ months ____ weeks
   (list months or weeks only if you have been in the field less than a year)
5. Is this a paid position? (check <u>one</u> box) ☐ Yes   ☐ No
6. What type of agency/organization do you work for? (check all that apply)
   ☐ Community/Activity Center   ☐ Health Education/Services
   ☐ Crisis Intervention   ☐ Hospital/Nursing Home
   ☐ Education   ☐ Human Services
   ☐ Environment   ☐ Other (please Specify):
   _____
7. What is your educational background?
   ☐ High School   ☐ Masters   in:_____
   ☐ Associates   Major_____   ☐ Doctorate in:_____
   ☐ Bachelors   Major_____   ☐ Minor   in:_____
8. List related Volunteer Administration experiences. (*i.e.*, course work, certifications, workshops, seminars, or conferences)

9. Was a degree required for your present position?   ☐ Yes   ☐ No
10. **Check one** appropriate box which best describes your work. **Write out** your **full title** in the space provided next to your choice.
    ☐ Assistant _____   ☐ Executive Director
    ☐ Coordinator _____   ☐ President
    ☐ Director _____   ☐ Volunteer
    ☐ Other _____
11a. Are you employed: ☐ Full-time   ☐ Part-time
    ☐ Not employed at present time
11b. If **part-time** how many **hours** per week? _____ hours.
12. Do you participate as a volunteer outside of job-related activities?
13a. Is Volunteer Program Management your <u>only</u> responsibility?
    ☐ Yes (If yes, continue with question 14)
    ☐ No
13b. If **No**, what percentage of your time is spent coordinating/managing your volunteer program?   _____%

14a. How many paid staff **coordinate your volunteer program?**
        number of full time staff _____
        number of part time staff _____
14b. How many volunteers assist in the coordination of your Volunteer Program?
        number of volunteer Volunteer Coordinators _____
15. Approximately how many volunteers work with your program?
        number of volunteers _____
16. What is your annual salary? $_____

Please <u>check</u> all the benefits that are provided by your employer. Follow the arrows.

17a. Do you have Health Insurance?　☐ Yes　☐ No (if <u>No</u>, skip to #18)
17b. Is <u>full coverage</u> provided by your employer?
        ☐ Yes　　☐ No ⟶ c. What percentage is covered? _____%
18a. Do you have Dental Insurance?　　　　　　☐ Yes　☐ No (if <u>No</u>, skip to #19)
18b. Do you contribute to this coverage?　　　　☐ Yes　☐ No
19. Do you have Prescription Coverage?　　　　☐ Yes　☐ No
20. Are you reimbursed for tuition expenses?　☐ Yes　☐ No
21a. Do you have paid vacations?　　　　　　　☐ Yes　☐ No
21b. If Yes, how many days per year?　　　　　_____ days
21c. Can you carry days over year to year?　　☐ Yes　☐ No
22. Do you have:
        Flex Time　　　　　　　　　　　　☐ Yes　☐ No
        Comp Time　　　　　　　　　　　☐ Yes　☐ No
        Personal Days　　　　　　　　　　☐ Yes　☐ No
        Seminar Registration Fees　　　　☐ Yes　☐ No
        Seminar Release Time　　　　　　☐ Yes　☐ No
        Bereavement Leave　　　　　　　☐ Yes　☐ No
        Life Insurance Policy　　　　　　☐ Yes　☐ No
        Parental Leave　　　　　　　　　☐ Yes　☐ No
        Pension Plan　　　　　　　　　　☐ Yes　☐ No
    If you need to explain any of the above benefits, please do so here.

25. Are you a Certified Volunteer Administrator (CVA)? (by the Association of
    Volunteer Administration)　　　　　　☐ Yes　☐ No
26. Are you interested in seeking certification?　☐ Yes　☐ No
27. Are you interested in other continuing education opportunities in Volunteer
    Administration?　　　　　　　　　　　☐ Yes　☐ No