

ABSTRACT

This article presents and compares the findings from two comprehensive surveys of professionals in volunteer administration: a Survey of AVA Membership completed in 1992-93 and an international Survey of the Profession that included both AVA members and non-members completed in 2000. This article details findings from the two surveys in several areas including demographics, professional background of the respondents, their volunteer programs, their attitudes toward their work, organization, and profession, and the effectiveness of their volunteer programs.

Survey of Volunteer Administrators, 1992 and 2000: Trends for the Profession

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INTRODUCTION

This article presents and analyzes results from two surveys. The first survey was completed in 1992-93 when the Association for Volunteer Administration and Jeffrey L. Brudney, Ph.D. collaborated to examine AVA membership. The results of that survey were published in *The Journal of Volunteer Administration, Fall/Winter 1993-94* (Brudney, Love, and Yu, 1993-94). The 1992 AVA Membership Survey provided valuable information regarding the professional background of AVA members, their position in volunteer administration, their volunteer programs, interest in research in the field, and attitudes toward their work, organization, and profession. The second survey was disseminated much more widely in 2000 to practitioners all over the world and was comprised of both AVA members and non-members. The goal was to produce a report that would constitute a "survey of the profession" of volunteer administration. For this purpose, AVA worked with many organizations, groups, and individuals to include respondents from many countries. AVA scheduled the survey project to release the results in conjunction with the United Nations' International Year of Volunteers 2001.

DESCRIPTION OF THE SAMPLES

The AVA Membership Survey was distributed in May 1992 with a follow-up mailing in November 1992 to the AVA members who had not responded. These two mailings yielded a final sample of 1,042 respondents. The AVA membership at the inception of the survey was approximately 1,550. Therefore, the response rate to the membership survey was 67.2%. For a mailed survey in which the respondent was responsible for supplying the return postage, this rate of response was very good.

In 1999, Brudney and AVA began work on *Volunteer Administration: A Survey of the Profession*. This was one of the largest surveys of professionals in volunteerism ever undertaken, and almost certainly the most global in reach. The 1,029 individuals who responded to the survey hailed not only from the United States and Canada, nations where AVA attracts the great majority of its membership, but also from 30 other countries. To achieve this level of heterogeneity in response, AVA enlisted the help of the International Association for Volunteer Effort (IAVE), Volunteurope, Junior League International, and other groups and organizations in distributing the survey. AVA also posted the survey on its web site to facilitate response.

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The number of people who work in the field of volunteer administration and their demographic characteristics are not well understood. Thus, it is not possible to evaluate the characteristics of the sample that responded to the survey of the profession against a known population of professionals in volunteer administration. Nevertheless, all AVA members received printed copies of the survey in 1999 and again in 2000 to stimulate response. For this organization only, we can chart the response rate to the survey as well as compare the gender and geographic composition of the AVA subsample to the population of AVA members. This analysis yields insight into the representativeness of the AVA subsample with respect to the full AVA membership.

Table 1 presents and compares the response rates from the two surveys. In all, 689 AVA members completed and returned the Survey of the Profession (2000), yielding a response rate of 35.0%. The AVA subsample has modestly greater participation by women (89.8%) than does AVA as a whole (83.3%) and somewhat less by men (9.5% versus 14.5%), although AVA has only recently begun to collect this information from members. With regard to representation of the two countries that supply the greatest numbers of members to AVA, the United States and Canada, the AVA subsample con-

forms very closely to AVA membership. The subsample consists of 92.7% of responses from the United States (versus 94.1% of the AVA population) and 5.7% from Canada (versus 4.3% of the AVA population). Survey respondents live in 48 states and 7 Canadian provinces.

As might be expected — and hoped — given the effort by AVA to reach a broad audience of volunteer management professionals, the Survey of the Profession (2000) attracted a relatively high level of participation outside the United States and Canada. Respondents from other countries constituted 7.3% of the AVA subsample, compared to just 1.5% of the population of AVA. More striking, almost one fifth of the respondents to the Survey of the Profession (19.3%) live outside the United States, Canada, or Mexico.

In sum, the sample of respondents to Volunteer Administration: A Survey of the Profession is large and heterogeneous. Although the lack of information on the population of volunteerism professionals precludes assessment of the overall representativeness of the sample, the subsample of AVA members who responded to the survey seems to mirror quite closely the overall AVA membership with respect to gender distribution and geographic composition.

TABLE 1:
AVA Member Response Rates

	AVA Membership Survey 1992	Survey of the Profession 2000 (AVA Members Only)*
Gender	92.1% Female 7.9% Male	89.8% Female 9.5% Male
Country:	95.3% USA 3.6% Canada 0.7% Other	92.7% USA 5.7% Canada 1.1% Other

*The total number of respondents to the Survey of the Profession (2000) was 1,029. The AVA response rate was 35% (n=689).

TABLE 2:
Demographic Information

	AVA Membership Survey 1992	Survey of the Profession 2000
Race:	94.1% White 3.4% Black 0.6% Asian 0.9% Hispanic 0.3% Other	80.5% White 3.4% Black 13.0% Asian 2.3% Hispanic 1.0% Other
Education:	34.4% Bachelor's Degree 41.9% Graduate Studies	64.5% Bachelor's Degree 26.7% Graduate Studies
Income:	5.8% Less than \$10,000 13.7% \$10,000-19,999 32.7% \$20,000-29,999 25.9% \$30,000-39,999 10.8% \$40,000-49,999 3.6% \$50,000-59,999 2.1% More than \$60,000	5.0% Less than \$10,000 9.0% \$10,000-19,999 23.0% \$20,000-29,999 27.6% \$30,000-39,999 15.6% \$40,000-49,999 8.0% \$50,000-59,999 4.2% More than \$60,000

DEMOGRAPHIC INFORMATION

Table 2 shows important demographic information from the AVA Membership Survey (1992) and the Survey of the Profession (2000). In both surveys, the majority of the respondents were female. In the AVA Membership Survey, the overwhelming percentage of respondents were female (91.9%), while 85% of the respondents to the Survey of the Profession were female. In both surveys, the respondents tended to be middle aged. The average age of the AVA Membership Survey respondent was 47 years old. Similarly, the average age of the Survey of the Profession respondent was 45 years old.

In both surveys the respondents were predominantly white. In the AVA Membership Survey (1992), almost 95% of the respondents were white (94.1%), 3.4% were black, and very few were Hispanic, Asian or of another ethnic background (1.8%). While over three fourths of the Survey of the Profession (2000) respondents were white (80.5%), the number of Asian respondents was markedly higher (13.0%). This increase in Asian respondents is a result of the worldwide dissemination of the survey. Within the Survey of the Profession (2000), the respondents are both AVA members and non-members,

and almost one third of the non-member subsample were Asian (31.1%).

In both surveys, an overwhelming majority of the respondents lived in the United States. Just over 95% of the AVA Membership Survey (1992) resided in the United States (95.3%). Despite the international reach of the Survey of the Profession (2000), over three fourths of the respondents lived in the United States (76.0%). The remaining respondents were from 28 countries with 11.2% from Japan, 6.1% from Canada, 1.5% from Israel, and 5.2% from other countries, including Australia, New Zealand, and Ireland.

The respondents to both surveys had attained high levels of formal education. Just over one third of the respondents to the AVA Membership Survey (1992) had a bachelor's degree (34.4%) with another 14.2% completing some college courses. In addition, approximately equal numbers of respondents received a master's degree (21.4%) or completed master's degree level courses (18.8%); almost 2% held a doctoral degree (1.7%). Although nearly twice as many respondents to the Survey of the Profession (2000) had a bachelor's degree (64.5%), many fewer had attended or completed graduate school (26.7%).

In 1992, almost one third of the AVA Member Survey respondents earned between \$20,000-29,999 annually (32.7%). Almost as many respondents indicated that they earned between \$30,000-39,999 annually (25.9%). In 2000, most respondents indicated that their salaries were slightly higher. Most respondents to the Survey of the Profession (2000) earn between \$30,000-39,999 annually (27.6%). However, almost as many respondents reported earning between \$20,000-29,999 annually (23.0%). Sixteen percent of the sample reported earning \$40,000-49,999 (15.6%). Less than 10% of the respondents reported incomes in each of the other five salary ranges: no monetary compensation (3.1%), less than \$10,000 (5.0%), \$10,000-19,999 (9.0%), \$50,000-59,999 (8.0%), and over \$60,000 (4.2%).

To the degree that the results of the two surveys can be generalized to the field of volunteer administration, the occupation appears to attract a group that is predominantly female, white, and middle-aged. Volunteer administrators report high levels of formal education, usually a bachelor's degree or more. Comparison of the two surveys suggests that the typical salary range for volunteer administrators may have increased over the decade from 1992 to 2000 to \$30,000-39,999.

PROFESSIONAL BACKGROUND

The majority of the respondents to both the AVA Membership Survey (1992) and the Survey of the Profession (2000) stated that

prior to entering the field they had not received training in volunteer administration or management. In 1992, over 80% of the respondents had not received training prior to their first work experience (80.4%), while in 2000 the number decreased slightly to 77.8% of the respondents. When asked to describe their present level of formal education and/or training in volunteer administration, however, only 26.1% of the sample indicated that they had no formal education and/or training in volunteer administration. This percentage is slightly higher than those who indicated a similar response in 1992 (22.7%), perhaps because the 2000 Survey of the Profession included respondents from countries where training may be less available than to the 1992 survey respondents. Table 3 compiles the information regarding professional background from the two surveys.

Twelve percent of the respondents to the Survey of the Profession (2000) had completed a certificate or degree program in volunteer administration at a college or university (12.4%), which represented a small increase of 3% since the first survey in 1992 (9.8%). However, an additional 13% of the respondents completed college or university courses in volunteer administration (12.8%), a decrease of more than one third since the 1992 survey (18.7%). Although the vast majority of the respondents completed volunteer administration courses or seminars provided by a non-university source (64.7%), this percentage also decreased since the AVA Membership Survey (76.6%).

TABLE 3:
Professional Background

	AVA Membership Survey 1992	Survey of the Profession 2000
Training prior to entering VA	80.4% No training in VA	77.8% No training in VA
Training in Volunteer Administration	22.6% No formal VA education 18.7% College VA courses 9.8% College VA certificate/degree 76.7% Non-university courses 9.8% Non-university certificate/degree	26.1% No formal VA education 12.4% College VA courses 12.8% College VA certificate/degree 64.7% Non-university courses 10.6% Non-university certificate/degree

Finally, approximately 10% of the respondents of both surveys attained a certificate or degree from such a program. (Because respondents of both surveys may have attained formal education in volunteer administration through a variety of these sources, the percentages do not sum to 100.0%.)

Therefore, before entering the field, survey respondents typically had not received formal training in volunteer administration or management, yet they seem to value education and training in their profession. The overwhelming majority completed training offered by a university or non-university source since employment.

PRESENT POSITION IN VOLUNTEER ADMINISTRATION

Not surprisingly given the goals of these surveys to canvass the field, almost three-fourths of the respondents to the Survey of the Profession (2000) identified themselves as volunteer administrators (74.4%). The sample was also comprised of people identifying themselves as the chief executive officer or head of the organization (4.6%), trainers or consultants (4.7%), and as working within the field of human resources (2.9%). The distribution of respondents by occupation was

quite similar to that found in the 1992 AVA Membership Survey. However, the average respondent had been in her or his current organization for slightly longer (7.47 years in 2000 compared to 7.26 in 1992) and had an increased tenure in her or his current position (5.46 years in 2000 compared to 4.92 in 1992). In addition, a large majority of the respondents continue to be employed by her or his organization on a full-time basis (83.5% in 1992, 83.5% in 2000). Respondents to both surveys estimated that, on average, 70% of their time on the job was devoted to volunteer administration (70.45% in 1992, 70.05% in 2000).

In both surveys, the distribution of respondents by economic sector remained similar. As expected, most respondents worked for nonprofit organizations, about 70% (73.0% in 1992 and 72.2% in 2000). In addition, many were employed by the public sector (about 20-25% in all), i.e. local or municipal government (10.2% in 1992 and 13.1% in 2000), state or provincial government (8.5% in 1992 and 7.8% in 2000) or the federal government (3.7% in 1992 and 4.3% in 2000). A very small percentage of the sample was employed by for-profit organizations (2.9% in 1992 and 2.5% in 2000). Table 4 presents the job titles, tenure, portion of time

TABLE 4:
Present Position

	AVA Membership Survey 1992	Survey of the Profession 2000
Job Title	67.6% Volunteer Administrator 6.0% Trainer/Consultant 11.1% CEO	74.4% Volunteer Administrator 4.7% Trainer/Consultant 4.6% CEO 2.9% Human Resources
Organization Tenure	7.47 years	7.26 years
Position Tenure	4.92 years	5.46 years
Time Devoted to VA 1	83.4% Full-time 5.5% Part-time	83.5% Full-time 16.1% Part-time
Economic Sector	73.0% Nonprofit 3.7% Federal Government 8.5% State Government 10.2% Local Government 2.9% For-Profit	72.2% Nonprofit 4.3% Federal Government 7.8% State Government 13.1% Local Government 2.5% For-Profit

devoted to volunteer administration, and economic sector of the respondents to both surveys.

Respondents to both surveys indicated that they work in a great variety of policy domains. In both surveys, social or human services was most commonly cited as an area of involvement (46.3% in 1992 and 38.9% in 2000). In 2000, about one quarter of the respondents said that they work in health care or hospitals (24.1%), a decrease since the 1992 AVA Membership Survey (37.6%). Other areas of high activity included: education (26.9% in 1992 and 23.7% in 2000), youth or youth development (24.8% in 1992 and 21.7% in 2000), community action (16.8% in 1992 and 18.0% in 2000), and fundraising (16.6% in 1992 and 12.3% in 2000). Table 5 summarizes these data.

Policy areas with fewer respondents included: culture and the arts; civic, social or fraternal organizations; environmental and natural resources; parks and recreation; religious organizations; law enforcement; criminal justice; international care or relief; foundations and philanthropy; transportation; emergency medical services; fire protection, and political organizations. (Because organizations might have missions spanning several policy domains, the percentages do not sum to 100.0%).

To summarize, as intended, most of the respondents to both surveys identify themselves as volunteer administrators. On average, they had been working in their organizations for about seven years and in their

current positions for about five years. The vast majority of respondents to both surveys held full-time positions in their organization and devoted most of their time on the job to volunteer administration. Their organizations were commonly in the fields of social and human services, health care or hospitals, education, youth or youth development, community action, and fundraising. They were also involved in a variety of other policy domains. Most of these organizations were in the non-profit sector with a sizable minority in the public sector.

MEMBERSHIP IN ASSOCIATION OF VOLUNTEER ADMINISTRATION

The 1992 AVA Membership Survey, of course, was limited to AVA members. In the Survey of the Profession, however, nearly 70% of the respondents (69.0%) were AVA members. In both samples, the average length of membership in AVA was 4.2 years. In addition, almost two thirds of the respondents to both surveys were satisfied with their membership in AVA (64.9% in 1992, 64.0% in 2000).

VOLUNTEER PROGRAMS

The respondents to the Survey of the Profession (2000) stated that the average budget of their organizations was approximately \$300,000 (\$299,875.82). Survey respondents work in organizations with a mean of approximately 900 volunteers (898.90), and these volunteers contribute an average of 42,000 hours (42,081.85). In addition, the

TABLE 5:
Policy Domains

	AVA Membership Survey 1992	Survey of the Profession 2000
Social or Human Services	46.3%	38.9%
Health Care or Hospitals	37.6%	24.1%
Education	26.9%	23.7%
Youth or Youth Development	24.7%	21.7%
Community Action	16.8%	18.0%
Fundraising	16.6%	12.3%

respondents to the Survey of the Profession (2000) stated that, on average, in excess of 48,000 clients or consumers were served by their programs (48,859.44). The number of paid employees working within their organizations was, on average, approximately 830 employees (828.77) with approximately a mean of 36 paid employees working directly with volunteers (36.19). In general, the data from the Survey of the Profession (2000) suggest that volunteer programs have decreased in size over the eight-year period, 1992 to 2000.

ATTITUDES

In both surveys, the samples were asked to respond to a variety of questions regarding their attitudes toward volunteer administration. The AVA Membership Survey (1992) and the Survey of the Profession (2000) examined attitudes of the respondents in 16 areas. In most areas, there was very little change in gross attitudes between the responses of the two samples. Consistently between the two surveys, respondents tended to agree that their organizations were important to them, their jobs were meaningful, they worked hard on their jobs, and other staff regarded volunteer administration as a career.

The most interesting differences pertained to their job satisfaction and their primary profession. Respondents to the both surveys were asked to rate their level of satisfaction with their job in volunteer administration. In the Survey of the Profession (2000), 73% of the respondents agreed that they were highly satisfied with their jobs in volunteer administration (72.4%), which was an increase from 54% of the respondents to the AVA Members Survey in 1992 (53.9%). The increase was similar for both AVA members and non-members and could be attributed to the increased number of respondents viewing volunteer administration as their primary professional orientation or occupation over the last decade (1992-2000). While 65% of the respondents to the AVA Membership Survey

(1992) agreed that volunteer administration was their primary occupation (65.7%), this percentage increased to 71% of the respondents of the Survey of the Profession in 2000.

The increased level of job satisfaction also may be a result of higher levels of education. Educationally, these people may be able to create positions to better meet their needs. In addition, increased levels of education may also lead to increased ability to participate in decision-making. Over three fourths of the respondents to the Survey of the Profession (2000) stated that they had the same level or higher levels of influence in the organizational decision-making compared to other staff members at the same administrative level (79.2%).

In addition, we can speculate that several trends and events occurring in the last decade (1992-2000) may have increased levels of job satisfaction for volunteer administrators. In the context of increasing professionalization of the nonprofit sector, the importance of effective volunteer programs has been given special attention. In the United States the Points of Light Foundation movement and the President's Summit on America's Future both brought extraordinary media attention to volunteer administration. In addition, the service learning movement in high schools and colleges has provided a new role for volunteer administrators. Opportunities to volunteer must be organized and made available to students, thus increasing the need and relative importance of volunteer administrators.

This renewed focus on volunteerism combined with the expansion of service learning in many educational programs has further increased the need for opportunities in which volunteer professionals can interact. Currently, two major annual meetings focus on volunteer administration. The International Conference on Volunteer Administration, sponsored by AVA, and the United States' National Community Service Conference have responded to volunteer administrators' needs.

Increased attention to the field of volunteerism also led the United Nations to designate 2001 as the International Year of Volunteers. More than 124 countries participated in events connected with the largest celebration of volunteers in history. In addition, an increase in the global nature of the field was seen in the data collected through the Survey of the Profession (2000). Almost 20% of the survey respondents were from countries outside the United States, Canada, and Mexico (19.3%).

In sum, increased job satisfaction may be attributed to volunteer administration becoming the primary profession of the respondents and increased education levels. We can also speculate that several trends and events related to the growth of volunteerism may be linked to increased levels of job satisfaction, including the Points of Light Foundation efforts, the President's Summit on America's Future, service learning in high schools and colleges, major conferences on volunteerism and volunteer resources management, and the increased global exposure of the field.

EFFECTIVENESS OF VOLUNTEER PROGRAMS

Respondents to the Survey of the Profession (2000) were asked to rate the effectiveness of their volunteer programs across several domains. Table 6 shows the effectiveness of volunteer programs from the Survey of the

Profession (2000) in three areas: 1) meeting volunteers' needs, 2) meeting clients' needs, and 3) meeting the goals of the organization. Over half the sample felt that their programs were highly effective in satisfying the needs of volunteers (58.0%). About one third of the respondents (32.1%) indicated that their programs were moderately effective, and 7.6% considered their volunteer programs not effective.

The respondents gave similar responses when asked to evaluate the effectiveness of their volunteer programs in meeting the needs of individuals or groups served by the organization. Approximately 60% of the respondents (63.8%) considered their programs highly effective in this area. One fourth of the respondents indicated that their programs were moderately effective (25.8%), and 7.4% rated their programs as not effective.

When queried about meeting the goals of the organization through volunteer involvement, 61.8% answered that their programs were highly effective. Approximately one fourth of the respondents (23.5%) indicated their programs were moderately effective, and 8.9% of the respondents stated that their programs were not effective.

These high levels of effectiveness could be linked to the organizational support for volunteer programs suggested by the survey respondents. Two thirds of the respondents (66.2%) strongly agreed that the governing

boards of their organizations have shown great support for volunteers, and 70% strongly agreed that high-level executives have shown great support for volunteers and their involvement. Thus, the majority of the respondents to the Survey of the Profession (2000) believe that their organizations have shown great support for volunteers and their involvement.

In sum, about 60% of the sample of professionals in volun-

TABLE 6:
Effectiveness

	Survey of the Profession 2000
Satisfying Volunteer Needs	58.0% Highly Effective 32.1% Moderately Effective 7.6% Not Effective
Satisfying Clients Needs	63.8% Highly Effective 25.8% Moderately Effective 7.4% Not Effective
Meeting Organizational Goals	61.8% Highly Effective 23.5% Moderately Effective 8.9% Not Effective

teerism report that their programs are highly effective in meeting the needs of volunteers, clients, and the organization. This high level of effectiveness may be attributed to high levels of support from the governing board and executive level leadership.

CONCLUSION

In this article, we have presented findings from *Volunteer Administration: A Survey of the Profession*. It was the first international survey of people who mobilize, lead, and manage volunteers. The article also compares the results with those obtained in an earlier survey conducted in 1992 and confined to members of AVA (Brudney, Love and Yu, 1993-94).

The Survey of the Profession attracted a large and heterogeneous sample of respondents. Because information is not available on the population of individuals who work in volunteer administration, it is not possible to assess the overall representativeness of this sample. Nevertheless, the subsample of AVA members who responded to the survey parallels very closely the gender distribution and geographic composition of the overall AVA membership. Given the scope of its distribution, the Survey of the Profession (2000) has a much larger pool of respondents from many countries than the 1992 survey of AVA members.

Based on the results of the Survey of the Profession, volunteerism practitioners are predominantly female, white, and middle-aged. They have attained high levels of formal education and have an average salary in the range of \$30,000 to \$39,999. Typically, respondents had not received formal training in volunteer administration or management prior to entering the field, but acquire this education and training once in the profession. These results were comparable to those found in the earlier AVA Membership Survey (1992).

Most of the respondents to both surveys see themselves as volunteer administrators and devote the bulk of their work time to volunteer administration. They find their jobs meaningful and gain satisfaction from them. Nonprofit organizations operating in a wide range of policy domains are the main employers of the sample of respondents. Nearly 70% of them belong to AVA. Most of these volunteer administrators consider their programs highly effective in meeting the needs of volunteers, clients, and the organization.

Other findings from the Survey of the Profession intimate that respondents are more satisfied with their jobs in volunteer administration and believe that their organizations have shown great support for volunteers and volunteer involvement. For the most part, the volunteer management professionals reported that their volunteer programs are highly effective in meeting the needs of volunteers and clients and in meeting the goals of the organization. A more detailed analysis and assessment of the Survey of the Profession (2000) is available from the Association for Volunteer Administration.

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