

ABSTRACT

This article analyzes results from a comprehensive survey of members of the Association for Volunteer Administration (AVA), conducted in 1992–93. Two-thirds of the membership completed the mail questionnaire. The article elaborates findings from the survey in the areas of: professional background of members, their position in volunteer administration, their volunteer programs, interest in research in the field, and attitudes toward their work, organization, and profession. The concluding section discusses implications of the findings with respect to the AVA and professionalization of the field.

The Association for Volunteer Administration and Professionalization of the Field: Suggestions from a Survey for the Membership

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INTRODUCTION

This article presents and analyzes results from a recent survey of members of the Association for Volunteer Administration (AVA). The survey was a joint undertaking of the researchers and the AVA. The president and board of directors of AVA provided valuable advice and guidance in developing the questionnaire; the AVA also printed the questionnaire and administered it by mail to the membership. The lead author designed the questionnaire, and all of the authors were responsible for data processing and analysis, and for preparation of the article.

The AVA Membership Survey was mailed in May 1992. The questionnaire can be found in Appendix I. The survey booklet began with a cover letter from the AVA president, encouraging members to complete and return the questionnaire. It concluded with instructions to staple or tape the completed questionnaire closed, affix postage, and mail. The

AVA publicized the importance of participating in the survey in *UPDATE*, the Association's bimonthly newsletter, and at the 1992 International Conference on Volunteer Administration.

ANALYSIS OF RESPONSE RATE

The May 1992 administration of the AVA Membership Survey, plus one follow-up mailing in November 1992 to members who had not responded (which included another copy of the questionnaire), yielded a final sample of 1,042 respondents. The membership of AVA at the inception of the survey was 1550. Thus, the response rate to the Membership Survey was 67.2%—that is, two out of every three members completed and returned the questionnaire. For a mailed survey in which the addressee was responsible for supplying the return postage, this rate of participation is quite good.

Not only did the AVA Membership Survey achieve an acceptable return rate,

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but also the responses appear to be balanced geographically. Although AVA does not collect information on the demographic characteristics of its full membership that might be compared with the analogous information from the survey sample, response rates to the Membership Survey can be analyzed by geographic region. This analysis appears in Appendix II.

The analysis of response rate by region shows that in every geographic region at least a majority of AVA members completed the questionnaire. The lowest response rate occurred in Region 2 (response rate = 55%), which encompasses New Jersey, New York, Ontario, and Quebec. The only other response rate to dip below 60% (barely) occurred in Region 6 (response rate = 59%), which consists of Arkansas, Louisiana, Oklahoma, and Texas. By contrast, the highest response rate, a remarkable 96%, occurred in Region 9 (Manitoba, Minnesota, North Dakota, South Dakota, Saskatchewan, and Wisconsin).

The remainder of this article presents key results from the AVA Membership Survey. The analysis follows the organization of the survey questionnaire, with major findings from each section of the survey discussed in turn. Appendices containing detailed findings appear at the end of the article.

DEMOGRAPHIC INFORMATION

An overwhelming percentage of respondents to the AVA survey were female (91.9%). Similarly, the great majority were white (94.1%), 3.6% were black, and very few were Hispanic, Asian, or of another ethnic background (1.8%). The average age of respondents was forty-seven, with a large range from twenty-four to eighty years. The great majority of respondents work in the United States (95.3%), 3.6% work in Canada, and very few in other countries (0.7%).

Based on the survey, AVA members appear to have high levels of formal education. Just over one-third of the sample

had a bachelor's degree (34.4%), and another 14.2% had some college education. Approximately one-fifth had a master's degree (21.4%), and about the same number had completed master's degree courses; 1.7% held a doctoral degree. Very few of the AVA members had not attended at least some college.

To the degree that these results can be generalized to the AVA and beyond to the larger field, the volunteer administration profession appears to be predominantly white, female, and middle-age. Most members work in the United States. High levels of formal education (a bachelor's degree or more) are the norm. The detailed findings appear in Appendix III.

PROFESSIONAL BACKGROUND

Eighty percent of the respondents (80.4%) said that prior to their first work experience in volunteer administration, they had not received training in volunteer administration or management. By the time of the AVA survey in 1992, however, most had acquired much more training and/or education in the field. For example, 6.1% of respondents had completed the Certification in Volunteer Administration (CVA), and 13.3% said that they were currently working on the CVA. Another 22.4% planned to begin work on the CVA within the next few years.

Asked to describe their formal education and/or training in volunteer administration, relatively few respondents indicated that they had not received any training in the field (22.6%). Ten percent had earned a certificate or degree in volunteer administration from a college or university (9.8%), and another 18.7% had attended university or college courses in the field. The overwhelming majority, 76.7%, said that they had attended courses or seminars in volunteer administration presented by a non-university source, such as a professional trainer; 9.6% had attained a certificate or degree from such a source. (Because multiple responses were allowed, percentages do not sum to 100.0.)

Respondents were asked whether they would now appreciate the opportunity to obtain further education and/or training in volunteer administration. Nearly eight in ten (77.9%) answered in the affirmative. With respect to the level of training desired, 8.3% said that they would value basic or beginning level training, 54.8% regarded an advanced training as desirable, 44.0% believed that "training for trainers" would be beneficial, and 46.4% would appreciate university or college-based courses. (Because multiple responses were allowed, the percentages do not sum to 100.0.)

Like most volunteer administrators, the typical AVA member had received no training in volunteer management before entering the field. A large majority have now completed some education in this area, especially courses or seminars in volunteer administration. In addition, members would appreciate further training opportunities, especially at the advanced level. Other studies corroborate the interest of volunteer administrators in continuing education, as well as their relatively high levels of formal education, despite a fairly common lack of prior training in the profession (Brudney, 1992). The detailed findings appear in Appendix IV.

PRESENT POSITION IN VOLUNTEER ADMINISTRATION

As might have been expected, two-thirds of the respondents to the AVA survey (67.6%) identified themselves as volunteer administrators; 11.1% were CEOs or organization heads, 6.0% were trainer-consultants, and the remaining 14.1% had other positions. On the average, respondents had held their current position for almost five years (mean = 4.95), with a range of less than one year in the job to 43 years. In general, respondents had been in their present organization for a longer period, on the average 7.24 years, with a range, again, from less than one year to 43 years. More than 80% of the respondents (83.4%) hold full-time positions, and 15.5% have part-time jobs.

Respondents were asked to estimate the percentage of time on the job that they actually devote to volunteer administration. The average response was 70% (mean = 70.17%). This finding is consistent with other research that shows that these officials typically have a variety of work responsibilities, in addition to volunteer administration (Ostrowski and Sehl, 1990; Appel, Jimmerson, Macduff, and Long, 1988; Scheier, 1988a).

Respondents to the survey consisted of 90.5% salaried workers. Non-salaried employees made up 3.6% of the total, and another 3.7% were self-employed (for example, consultant or trainer). The preponderance of employees, about three-quarters, work for nonprofit organizations (73.0%). Virtually all other respondents (25.4%) are employed by government. Of this group, 3.7% work for the federal or national government, 8.5% for state (United States) or provincial (Canadian) governments, and 10.2% for local or municipal governments. A very small percentage of AVA members work in for-profit organizations (2.9%). National surveys report a very similar distribution of organizations in which volunteers donate their time (for example, Hodgkinson and Weitzman, 1992).

Also consistent with the finding of national surveys, AVA members work for organizations involved in a great variety of substantive domains. The most common area was the social or human services (46.3%), followed by health care organizations/hospitals (37.6%). Other common foci were education (26.9%) and youth/youth development (24.7%). Some organizational domains were found less often: community action organizations (16.8%), fund raising (16.6%), culture and the arts (12.7%), recreation (12.2%), and religion (10.1%). The final group of organizations consists of environment (9.1%), civic/social/fraternal (8.2%), law enforcement/criminal justice (7.8%), fire protection and emergency medical service (4.3%), foundations (3.3%), and political organizations (3.1%). Again, because mul-

multiple responses were allowed, percentages do not sum to 100.0.

A series of questions asked respondents how much formal education their organization requires for their position in volunteer administration, and how much they personally feel is necessary. With respect to high school graduation, 30.2% of respondents said that their organization requires this level of formal education, and 22.6% of them agreed that this level is necessary to do the job. Similarly, 16.0% said that the organization requires some college education for the position, and 18.5% felt this level was necessary. A small percentage of respondents said that their organization requires an associate degree (7.3%), and agreed that this level was necessary (4.7%).

More than half the respondents said that their organization requires a university or college degree for the position (56.6%); a very similar percentage (53.8%) also felt that a college degree was necessary for the job. While 15.3% answered that their organization required post-graduate work beyond the bachelor's degree, only 7.5% of respondents stated that this level of formal education was necessary.

Questions pertaining to volunteer-related educational requirements for the position led to greater differences in percentages. For example, 12.6% of respondents felt that a person should have a CVA to hold his/her present position, but only 1.9% said that their organization had this requirement. And, while 60% of respondents (59.9%) considered previous experience in volunteer administration a prerequisite for the position, only about 40% (43.4%) said that their organizations did so.

The largest difference in opinion between organizational requirements and individual judgments of prerequisites came in response to whether a person should have experience as a volunteer before she or he is qualified to hold the respondent's position. One-fourth said that their organizations (26.5%) required previous volunteer experience, while two-

thirds of the respondents (66.0%) held this view personally. With regard to prior experience in other fields as a qualification, again, one-quarter (25.6%) said that their organizations had this requirement, while about 40% (41.3%) felt it was necessary.

Respondents to the AVA survey were asked to reveal their salary brackets. The most common income level was between \$25,000 and \$29,000, with 16.6% of all respondents. Almost as many (16.2%) earn between \$20,000 and \$24,999, and 15.2% are in the \$30,000 to \$34,999 range. So, about half make between \$20,000 and \$35,000, a finding compatible with other studies (Abbott, Langer, and Associates, 1992; Association for Volunteer Administration, 1987). Ten percent of respondents (10.7%) said that their salaries are between \$35,000 and \$39,999; about the same number (10.5%) earn between \$15,000 and \$19,999. Relatively few AVA members apparently fall into either extreme of the income scale: 3.2% report making less than \$5,000 and 2.1% \$60,000 or more.

Asked how their salaries compared to those that of other staff members in their organization at the same administrative level, about half the respondents (48.1%) said that they earn approximately the same amount. One-fourth (26.0%) stated they earn lower salaries. The remainder indicated that they earn much lower (6.5%), or higher (4.5%) or much higher (0.6%) salaries than other employees at a comparable level in the organization.

Respondents were asked a parallel question regarding job security. Nearly two-thirds (63.2%) answered that they had about the same amount of job security as that of other staff members at the same administrative level. The remainder split fairly evenly, responding that their job security was either lower (8.2%), much lower (3.8%), higher (12.7%) or much higher (3.3%).

Respondents were queried about organizational support to attend training programs in volunteer administration. Nearly two-thirds (65.0%) said that they

had attended a major training program in volunteer administration in the previous year (see discussion above on continuing education). Of those who had attended training programs, about half (52.5%) stated that their organizations had paid the cost of the training, 9.8% said that they had shared the cost with their organization, and 5.0% replied that they alone had paid. Respondents were asked to anticipate who would pay the training costs were they to attend a major training program in the future. Sixty percent (60.4%) answered that their organizations would pay, one-fourth (24.5%) responded that the cost would be shared, and the remaining 11.8% reported that they would have to pay.

In sum, the typical respondent to the survey, and most likely the typical AVA member, is a professional volunteer administrator. She or he has been in the position for about five years, and in the organization for seven years. Most are salaried employees earning between \$20,000 and \$35,000. Respondents perceived that their salary and job security are about the same as that of other employees in the organization at the same administrative level. On the average, 70% of their time on the job is spent on volunteer administration. Most work for non-profit organizations focused on social or human services. They tend to believe that a college degree is necessary to perform their job successfully, as well as previous experience as a volunteer. The great majority are interested in continuing education in volunteer administration, and have attended a major training program within the past year. The detailed findings appear in Appendix V.

MEMBERSHIP IN AVA

In the sample, the average length of membership in the AVA was 4.20 years, with a range of less than one year to 26 years as a member. Most are satisfied with their membership. Half the respondents (50.6%) said that they were satisfied, and another 16.7% very satisfied. Of

the remainder, most were neutral (29.6%), and only about 3% were either dissatisfied (2.6%) or very dissatisfied (0.5%) with their membership.

With regard to participation in AVA activities, 40.4% of the respondents took part in regional events, and 19.0% took part in AVA international activities. About half (51.5%) said that they had attended an AVA international conference in the past; one-fourth (25.5%) had attended the 1991 AVA international conference (the most recent International Conference on Volunteer Administration prior to the survey).

Approximately one in nine respondents (11.7%) said that they had contributed or made a financial gift to the AVA. Most had done so in one or more of the past three years. About the same number (12.5%) said that they planned to contribute to the AVA during the current year.

Survey respondents were asked to rank the benefits of AVA membership, with "1" indicating highest importance, "2" the next most importance, and so on. Of the benefits listed, 32.7% of respondents ranked the AVA publications as their first choice. Networking opportunities were next with 22.7% ranking it first, followed by professional and leadership development opportunities (20.3%). The AVA International Conference on Volunteer Administration was the next highest ranked benefit of membership (19.9%); the opportunity to show support for the profession (12.7%) followed. The AVA Certification Program (CVA) was the top benefit for just over one-tenth (11.7%) of respondents. The AVA regional, state, and provincial (Canadian) conferences (8.8%), and discounts on other publications (3.1%) ranked lower as benefits to members.

According to the mean or average ranking given to each of the benefits of AVA membership, respondents placed highest value on AVA publications. Of the AVA publications, respondents considered *The Journal of Volunteer Adminis-*

tration most valuable (mean = 1.37), *Update* was next (mean = 1.90), and the membership directory ranked third (mean = 2.56). Note that since the highest rank is "1," a lower mean indicates a higher ranking.

As a benefit of membership, networking opportunities ranked second overall to AVA publications in value to respondents (mean ranking = 3.00). Professional and leadership development opportunities ranked third (mean = 3.13). Attending an AVA international conference ranked fourth overall (mean = 3.80), while respondents ranked the opportunity to show support for their profession fifth (mean = 4.02). In order, the next three benefits were: AVA regional, state, and provincial conferences (mean = 4.28), the AVA certification program (mean = 4.54), and discounts on other publications (mean = 5.99).

Respondents answered a series of questions about the appropriate role of AVA in training and education in volunteer administration. Eighty-five percent (86.2%) believed that the AVA should publicize and promote training and educational opportunities in volunteer administration. Similarly, 82.9% thought that encouraging the development of training and educational opportunities in volunteer administration was an appropriate role. Nearly eighty percent (78.6%) said that AVA should work with colleges and universities to develop training and education programs in volunteer administration, and 69.3% that the AVA should sponsor the CVA program. Approximately 70% (67.7%) believed that working with non-college and non-university sources to develop training and education programs is an appropriate role, and just over two-thirds (67.2%) felt that the AVA should certify or endorse such programs.

Asked whether AVA should take public stands on issues related to volunteerism and volunteer administration, nearly 90% (88.0%) believed that AVA should promote and raise the profile of the field. Nearly as many (81.3%) thought

AVA should serve as a clearing-house for information on volunteerism and volunteer administration. Three-fourths of the respondents (74.0%) said that taking public stands on issues related to volunteerism and volunteer administration would be an appropriate role for the AVA, while over two-thirds (67.2%) responded that the AVA should "lobby" governments on issues related to volunteerism and volunteer administration.

Thus, the sample supports an activist role for AVA in matters related to education and training in volunteer administration, and promotion and representation of the field to the public. Some authorities in the field have long endorsed such role for the profession (see Scheier, 1988a, 1988b, 1988-89).

In sum, the average respondent to the survey has been a member of AVA for about four years, and is satisfied with her or his membership. Most participate in at least some AVA activities. Respondents believed that a strong role for the AVA is appropriate in a variety of areas (for example, promoting the field of volunteer administration, publicizing training opportunities, serving as a clearing-house, and so forth). Respondents endorsed a strong role for AVA in advancing the field of volunteer administration. The detailed findings appear in Appendix VI.

VOLUNTEER PROGRAM

In general, the AVA survey data suggest that respondents were responsible for relatively large volunteer programs. Even when extreme or "outlier" cases have been removed to avoid skewing or inflating the average or "mean" of the sample, the programs appear sizable. For example, respondents directly supervised an average of 96 volunteers, who had donated a mean of approximately 41,000 hours to the host organization in the past year. Across these organizations, an average of 57 paid employees worked directly with volunteers. (For a full description of the data and analytical procedures, see Brudney, Love, and Yu, 1993).

The AVA survey presented a battery of items that asked respondents to assess the support of their organizations for the volunteer program. An overwhelming percentage (90.3%) answered that their organizations provide recognition activities for volunteers, such as award ceremonies, certificates, and luncheons. A similar percentage (87.0%) said that the organizations have job descriptions for volunteer positions. Over eighty percent (83.8%) said that their organization offers basic training for volunteers, and 81.9% said that the organization engages in outreach efforts to recruit volunteers.

Eighty percent (80.8%) of the organizations represented in the sample have formal record-keeping for volunteer activities (for example, to track hours contributed and work assignments). Eighty percent (79.9%) stated that their organization has a formal orientation to introduce volunteers into the organization. Over three-fourths (73.9%) of the organizations have a written policy governing the involvement of volunteers, while another 73.7% have liability coverage and/or insurance protection for volunteers. Nearly two-thirds (60.9%) of the organizations have ongoing training and professional development opportunities for volunteers to assume new jobs and greater responsibility.

About 55% (51.8%) of the respondents answered that their organization provides training for employees in working effectively with volunteers. A similar percentage (50.1%) said that their organization reimburses volunteers for their work-related expenses. Approximately half (41.3%) of those surveyed said that their organization had made or sponsored an evaluation study of its volunteer program in the last three years.

In sum, AVA respondents indicated that their organizations provide good support for the volunteer program. This finding applies to the larger volunteer programs represented in the sample, but some authorities would probably dispute how widely it can be generalized to all

organizationally-based volunteer programs (for a review of the relevant literature, see Brudney, 1992). About 90% of the AVA sample said that their organization provides volunteer recognition, job descriptions, basic training, outreach efforts for recruiting, and formal record-keeping for volunteer activities. Approximately 80% said that their organization offers orientation, written policies, and liability coverage for volunteers. Finally, about 50% of respondents reported that their organizations provide employee training for working with volunteers, reimbursement mechanisms, and evaluation studies of the volunteer programs. The detailed findings appear in Appendix VII.

RESEARCH IN VOLUNTEERISM/ VOLUNTEER ADMINISTRATION

Respondents were asked to specify the primary obstacles to their making greater use of existing research on volunteerism and volunteer administration. Over half the respondents (53.1%) said that lack of sufficient time to read research was central to the problem; 47.3% said difficulty in learning what research is available was primary; and 35.9% listed as an obstacle the lack of applicability of research findings to their job or career interests. One-fourth (26.5%) pointed to a lack of clear direction or implications from research findings in volunteer administration, while 15.0% said research findings in the field are not up-to-date. Other obstacles that were indicated include the technical methodology that is often used in research (11.4%), the complexity of research findings (10.6%), and the technical language found in research (10.3%). A small percentage (6.2%) checked other (unspecified) obstacles. Because multiple responses were allowed, percentages do not sum to 100.0.

On the average, the amount of time respondents said they were able to devote to reading research on volunteerism and volunteer administration was 2.04 hours per week.

In summary, the majority of respondents said that the primary obstacle to their making greater use of research on volunteerism and volunteer administration was lack of time, not factors related to the research *per se*. Among those who did cite such factors, the major problems were the inaccessibility of research and the lack of applicability of research to their needs. The average respondent was able to read research in this area for a reported two hours per week. The detailed findings appear in Appendix VIII.

ATTITUDES

A variety of items questioned respondents to the AVA survey regarding their attitudes toward volunteer administration and their jobs in this field. Two-thirds of those surveyed (65.8%) said that volunteer administration is their primary professional orientation, while 23.8% said that it is not (8.9% were undecided). Only 13.3% agreed with the statement that if they were to start their career over again, they would prefer to work outside the field of volunteer administration; by contrast, 64.9% disagreed (20.6% undecided).

Asked if they were more interested in advancing in their organization than in continuing a career in volunteer administration, 18.5% answered in the affirmative, while the majority (63.9%) disagreed (14.9% undecided). Respondents were asked whether they regard their work in volunteer administration as an intermediate step toward a career with a different focus. Only 18.9% agreed with this statement, while 60.6% said that they do not envision their career in this way (17.7% undecided).

Only about one-fifth (18.7%) of the respondents said that paid staff in their organizations were indifferent to the volunteer program; nearly 70% (69.3%) disagreed (7.4% undecided). Over 70% (73.5%) responded that the governing boards of their organizations had shown great support for the volunteer program, and only 12.3% felt that the governing boards had not been supportive (9.0% un-

decided). Similarly, 77.6% said that high level officials in their organizations had shown great support for the volunteer program, and only 11.3% disagreed (7.1% undecided).

Approximately half (45.9%) felt that most paid staff members in their organizations regarded volunteer administration as a professional occupation, while 28.4% disagreed (21.6% undecided). Asked whether the volunteer administrator in their organizations had considerable influence on staff-related policies, nearly half the respondents (48.0%) acknowledged affirmatively, while about one-third (31.0%) gave a negative response (15.6% undecided). About 40% felt they must constantly try to prove to others in the organization that the volunteer program is worthwhile, but 52.8% said that this step was not necessary (5.6% undecided).

Eighty percent (80.1%) of respondents said they were satisfied with their job in volunteer administration; only 8.1% said they were not (8.6% undecided). The overwhelming majority of respondents (88.0%) said that in general they like working for their organizations, while only 4.6% said they do not (4.9% undecided). About one-fifth (19.1%) responded that during the next year they will probably look for a new job outside their organization, but nearly two-thirds (62.0%) said they would not look (15.5% undecided). Asked whether they were satisfied with the amount of job security they have in their present position, 71.9% responded that they were satisfied, while 15.7% were not (9.7% undecided). Just over half (53.9%) said they were satisfied with their pay, and 37.5% said they were not (6.0% undecided).

Almost all respondents (96.2%) disagreed with the statement that they care little about what happens in their organizations as long as they get a paycheck (0.2% undecided). Over 90% (93.3%) felt that what happens to their organizations is really important to them (1.5% undecided). The overwhelming majority

(96.3%) said their work is meaningful to them (1.5% undecided). Virtually all respondents (97.9%) said they work hard on their job (0.5% undecided).

In sum, respondents to the AVA survey indicated satisfaction with their job and organizations. A majority claimed volunteer administration as their primary profession and said that they intended to remain in this field. Most felt that their organizations give widespread support to the volunteer program and administration, although it is unclear how much influence this official has on staff-related policies. The one area in which they expressed some dissatisfaction was pay. Nevertheless, respondents seemed satisfied, overall, with their career and their organization. The detailed findings appear in Appendix IX.

CONCLUSION: TOWARD INCREASED PROFESSIONALIZATION

Fisher and Cole (1993, p. 176) argue that the field of volunteer administration is moving toward increased professionalization: "The emergence of volunteer administration as a profession is marked by the leadership of the AVA, by the creation of standards of practice, and by the development of a strong literature base." The publication of their text as well as others in volunteer administration in recent years (for example, McCurley and Lynch, 1989) attests to this development. So does a "Report from the AVA Subcommittee on Volunteer Administration in Higher Education" (Stringer, 1993). The Subcommittee found that 56 institutions of higher education in the United States and Canada offer coursework in volunteer administration; 88% of the institutions offer 18 or more hours of classroom instruction in volunteer management. In three-quarters of these institutions, moreover, the curricula included the five competency areas identified by AVA's Performance Based Certification Program, or was compatible with these areas. Virtually all of the remaining institutions had curricula compatible with four of the

AVA five competency areas. The Association for Volunteer Administration, thus, seems positioned to accelerate professionalization in the field.

The findings of the major survey of AVA members elaborated in this article substantiate the trend toward greater professionalization. Representing two-thirds of the AVA membership at the time the survey was conducted, respondents generally have completed relatively high levels of formal education, as well as continuing education in volunteer administration. They are interested in further training in volunteer management, especially at an advanced level; two-thirds had attended a major training program in volunteer administration in the previous year. Most hold full-time positions in volunteer administration, and devote well over half their time on the job to this responsibility. They tend to believe that a college degree is necessary to perform their job successfully, and report that they are able to find at least some time during the week to keep up with research in the field. A solid majority claimed volunteer administration as their primary profession and stated an intention to remain in the field.

Most respondents, too, are satisfied with their membership in AVA. Nevertheless, they also expect more of the Association. Like the AVA Subcommittee on Higher Education (Stringer, 1993, p. 10), they believe that the AVA should become more active in matters pertaining to education in volunteer administration. In addition, they endorse a stronger role for AVA in such areas as promoting the field of volunteer administration, taking public stands on issues relevant to the field, and lobbying governments. Should AVA embrace these suggestions, it could play an even more important part in the movement toward professionalization in volunteer administration.

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Appendix I

ASSOCIATION FOR VOLUNTEER ADMINISTRATION AVA MEMBERSHIP SURVEY QUESTIONNAIRE

Demographic Information

- A1) Are you: 1____Female 2____Male
- A2) Are you: 1____White 2____Black 3____Asian 4____Hispanic 5____Other
- A3) In what year were you born: 19_____
- A4) Do you work in: 1____U.S.A. 2____Canada 3____Other:_____
- a) In what city and state/province do you work?
City:_____ State/Province:_____
- A5) The highest level of formal education that you have completed is:
- | | | |
|----------------------------|---------------------------|-----------------------|
| 1____Less than High School | 2____High school grad. | 3____Some College |
| 4____Associate (AA) degree | 5____College grad. | 6____Master's courses |
| 7____Master's degree | 8____Doctoral course-work | 9____Doctoral degree |

Professional Background

- B1) How many years have you worked in the field of volunteer administration? Please indicate the number of years salaried, non-salaried, and total.
____Years Salaried ____Years Non-Salaried ____Total Years
- B2) When you first began working in volunteer administration, had you received any training in volunteer administration/management? 1____Yes 2____No
- B3) Have you completed the Certified in Volunteer Administration (CVA) process?
1____Yes 2____No
- a) If "NO": Are you currently working on your CVA? 1____Yes 2____No
- b) If "NO": Do you plan to apply for the CVA process?
1____Yes ⇒ When?_____ 2____No
- B4) Please describe your formal education and/or training in volunteer administration. Please check all that apply:
- 1____No formal education and/or training in volunteer administration
 - 2____University/college courses in volunteer administration
 - 3____University/college certificate/degree in volunteer administration
 - 4____Courses or seminars in volunteer administration from non-university source, such as a professional trainer
 - 5____Certificate/degree in vol. administration from non-university source
- B5) Would you now appreciate the opportunity to obtain further education and/or training in volunteer administration? 1____Yes 2____No
- a) If "YES": What types of education and/or training would you appreciate? Please check all that apply:
- ____Basic or beginning level
 - ____Advanced level
 - ____"Training for trainers"
 - ____University/college-based courses

Your Present Position in Volunteer Administration

The following questions ask about your present position or activities in volunteer administration.

- C1) Are you a: 1____CEO or organization head 2____Volunteer Administrator
3____Trainer-consultant 4____Other:_____
- a) How long have you been in your present position? ____Years
- b) How long have you been in your present organization? ____Years
- c) Is your position: 1____full-time, or 2____part-time
- d) What percent of your time on the job is actually devoted to volunteer administration?
____Percent
- C2) Are you: 1____Salaried 2____Non-salaried 3____Self-employed (e.g., consultant, trainer) 4____Other:_____
- C3) Is the organization in which you work in volunteer administration (or perform most of your training/consulting): 1____Nonprofit 2____Federal/National Government
3____State/Provincial Government 4____Local/Municipal Government 5____For profit

- C4) Do you work in a: 1_____State/Provincial Office of Volunteerism 2_____Volunteer Center
3_____Community Action Agency 4_____None of these.
- C5) What is the focus or general subject area of the program in which you work in volunteer administration (or perform most of your training or consulting)? Please check as many as apply:
- | | |
|-------------------------------|---|
| 1_____Culture/arts | 2_____Social/human services |
| 3_____Health care/hospital | 4_____Community action |
| 5_____Education | 6_____Fire protection/Emergency medical |
| 7_____Religious | 8_____Law enforcement/criminal justice |
| 9_____Recreation | 10_____Environment |
| 11_____Youth/youth devt. | 12_____Political |
| 13_____Fund raising | 14_____Foundations |
| 15_____Civic/social/fraternal | 16_____Other_____ |

C6) What prerequisites or experiences does *your organization* require for your position in volunteer administration? What prerequisites or experiences do *you* feel are necessary to perform effectively in this position?

Org. Requires	I feel is Necessary	<u>Prerequisite or Experience</u>
_____	_____	High school graduation
_____	_____	Some college
_____	_____	Associate (AA) degree
_____	_____	University/College degree
_____	_____	Course-work or degree beyond B.A. or B.S.
_____	_____	AVA Certification in Volunteer Administration (CVA)
_____	_____	Previous experience in volunteer administration
_____	_____	Experience as a volunteer
_____	_____	Previous experience in field(s) other than volunteer administration, such as fund-raising personnel. Which field(s)?_____

C7) In 1991, what was your annual salary or earnings from your position (or from consulting and training) in volunteer administration (before taxes)?

_____ Less than \$5,000	_____ \$5,000 – \$9,999	_____ \$10,000 – \$14,999
_____ \$15,000 – \$19,999	_____ \$20,000 – \$24,999	_____ \$25,000 – \$29,999
_____ \$30,000 – \$34,999	_____ \$35,000 – \$39,999	_____ \$40,000 – \$44,999
_____ \$45,000 – \$49,999	_____ \$50,000 – \$54,999	_____ \$55,000 – \$59,999
_____ \$60,000 or over		

C8) How does your salary compare to that of other staff members in your organization who are at the same administrative level? Is your salary: 1_____Much lower 2_____Lower
3_____About the same 4_____Higher 5_____Much higher

C9) How does your job security compare to that of other staff members in your organization who are at the same administrative level? Is your job security: 1_____Much lower 2_____Lower
3_____About the same 4_____Higher 5_____Much higher

C10) Have you attended a major training program in volunteer administration-management in the past year?

1_____Yes 2_____No

a) Were the costs of the training paid by: 1_____Your organization 2_____You alone
3_____Combination of you and your organization

C11) If you were to attend a major training program in volunteer administration-management, how do you anticipate that your training costs would be paid: 1_____By your organization
2_____By you alone 3_____Combination of you and your organization

Your Membership in AVA

D1) How many years have you been a member of AVA? _____Years

D2) How would you rate your overall satisfaction with your membership in AVA?

1_____Very Satisfied 2_____Satisfied 3_____Neutral 4_____Dissatisfied
5_____Very Dissatisfied

- D3) a) Do you participate in AVA regional activities? 1_____Yes 2_____No
b) Do you participate in AVA international activities? 1_____Yes 2_____No
c) Have you attended an AVA international conference? 1_____Yes 2_____No
d) Did you attend 1991 AVA international conference? 1_____Yes 2_____No

- D4) Have you ever contributed or made a financial gift to AVA?
 1 _____ Yes ⇒ In what year? _____ 2 _____ No
 a) Are you considering making a contribution or financial gift to AVA this year?
 1 _____ Yes 2 _____ No
- D5) Please rank the benefits of AVA membership listed below, with "1" indicating most important, "2" next most important, and so on.
 _____ AVA Certification Program (CVA)
 _____ AVA International Conference on Volunteer Administration
 _____ AVA Regional, State, and Provincial Conferences
 _____ AVA publications
 _____ Discounts on other publications
 _____ Networking opportunities
 _____ Opportunity to show support for my profession
 _____ Professional/leadership development opportunities
 _____ Other (describe): _____
- D6) Please rank the value of the publications you receive as a benefit of AVA membership ("1" indicates most important, "2" next most important, etc.)
 _____ JOURNAL OF VOLUNTEER ADMINISTRATION, quarterly journal
 _____ UPDATE, bimonthly newsletter
 _____ Membership directory
- D7) What should be the role of AVA in training/education in volunteer administration? Please check all that you favor.
 _____ Conduct the CVA program and award the CVA
 _____ Publicize/promote training/educational opportunities in volunteer administration
 _____ Encourage development of training/educational opportunities in volunteer administration
 _____ Certify or endorse training/educational programs in volunteer administration
 _____ Work with colleges/universities to develop training/education programs in volunteer administration
 _____ Work with non-college/university sources to develop training/education programs in volunteer administration
- D8) Should AVA do any of the following? Please check all that you favor.
 _____ Take public stands on issues related to volunteerism/volunteer administration
 _____ "Lobby" governments on issues related to volunteerism/volunteer administration
 _____ Promote and raise profile of field of volunteer administration
 _____ Serve as clearing-house for information on volunteerism/volunteer administration
- D9) How did you first learn about AVA? _____

Your Volunteer Program

- E1) How many volunteers participated in your volunteer program in 1991?
 _____ Volunteers
- E2) How many hours did volunteers contribute to your program in 1991?
 _____ Hours
- E3) How many clients/consumers did your volunteer program serve in 1991?
 _____ Clients/Consumers
- E4) What was the budget for your volunteer program in 1991?
 _____ Dollars Check here _____ if no budget.
- E5) How many paid employees did you directly supervise in 1991? _____ Employees
- E6) How many volunteers did you directly supervise in 1991? _____ Volunteers
- E7) How many paid employees work in your organization? _____ Employees
- E8) How many employees in your organization worked directly with volunteers in 1991?
 _____ Employees
- E9) Does your organization have any of the following for its volunteer program? Please check all that apply.
 _____ A written policy regarding the involvement of volunteers in the organization
 _____ Training for employees in working effectively with volunteers
 _____ Liability coverage/insurance protection for volunteers
 _____ Job descriptions for volunteer positions

- Recognition activities for volunteers, such as award ceremonies, certificates, and luncheons
- Reimbursement for the work-related expenses of volunteers
- Formal record-keeping for volunteer activities, for example, hours contributed and work assignments
- Outreach efforts to recruit volunteers
- Formal orientation to introduce volunteers into the organization
- Basic training to show volunteers how to do the jobs assigned them
- Ongoing training and professional development opportunities for volunteers to assume new jobs and greater responsibility

E10) Has your organization made or sponsored an evaluation study of its volunteer program?
 1 Yes ⇒ Year of latest study: _____ 2 No

Research in Volunteerism/Volunteer Administration

F1) Are there any areas in volunteer management in which you would recommend that further research be conducted? Please list them below:

F2) What are the primary obstacles to your making greater use of existing research on volunteerism/volunteer administration? Please check all that apply.

- Difficulty in finding out what research is available
- Technical language often used in research
- Technical methodology often used in research
- Complexity of research findings
- Lack of clear direction or implications from research findings
- Research findings not up-to-date
- Lack of applicability of research findings to your job/interests
- Not enough time to read research
- Other: _____

F3) In a typical week, how many hours are you able to devote to reading research on volunteerism/volunteer administration? _____ Hours

Your Attitudes

G1) Your attitudes are very important! For each of the following statements, please indicate the extent to which the STRONGLY AGREE (S. Agree), AGREE (Agree), DISAGREE (Disagree), STRONGLY DISAGREE (S. Disagree), or are UNDECIDED (Und.):

- a) Volunteer administration is my primary professional orientation.
 1 S. Agree 2 Agree 3 Und. 4 Disagree 5 S. Disagree
- b) If I were to start my career over, I would prefer to work outside the field of volunteer administration.
 1 S. Agree 2 Agree 3 Und. 4 Disagree 5 S. Disagree
- c) I am more interested in advancing in my organization than in continuing in volunteer administration.
 1 S. Agree 2 Agree 3 Und. 4 Disagree 5 S. Disagree
- d) In general, I see my work in volunteer administration as an intermediate step toward a career with a different focus.
 1 S. Agree 2 Agree 3 Und. 4 Disagree 5 S. Disagree
- e) Paid staff in my organization are indifferent to the volunteer program.
 1 S. Agree 2 Agree 3 Und. 4 Disagree 5 S. Disagree
- f) The governing board of my organization has shown great support for the volunteer program.
 1 S. Agree 2 Agree 3 Und. 4 Disagree 5 S. Disagree
- g) High level officials in my organization have shown great support for the volunteer program.
 1 S. Agree 2 Agree 3 Und. 4 Disagree 5 S. Disagree
- h) The volunteer administrator has considerable influence on staff-related policies in my organization.
 1 S. Agree 2 Agree 3 Und. 4 Disagree 5 S. Disagree
- i) Most paid staff members in this organization regard volunteer administration as a professional occupation.
 1 S. Agree 2 Agree 3 Und. 4 Disagree 5 S. Disagree

- j) In general, I am satisfied with my job in volunteer administration.
 1_____S. Agree 2_____Agree 3_____Und. 4_____Disagree 5_____S. Disagree
- k) I must constantly try to prove to others in the organization that the volunteer program is worthwhile.
 1_____S. Agree 2_____Agree 3_____Und. 4_____Disagree 5_____S. Disagree
- l) In general, I like working in my organization
 1_____S. Agree 2_____Agree 3_____Und. 4_____Disagree 5_____S. Disagree
- m) During the next year, I will probably look for a new job outside my organization.
 1_____S. Agree 2_____Agree 3_____Und. 4_____Disagree 5_____S. Disagree
- n) I care little about what happens in my organization as long as I get a paycheck.
 1_____S. Agree 2_____Agree 3_____Und. 4_____Disagree 5_____S. Disagree
- o) What happens to my organization is really important to me.
 1_____S. Agree 2_____Agree 3_____Und. 4_____Disagree 5_____S. Disagree
- p) The work I do on my job is meaningful to me.
 1_____S. Agree 2_____Agree 3_____Und. 4_____Disagree 5_____S. Disagree
- q) I work hard on my job.
 1_____S. Agree 2_____Agree 3_____Und. 4_____Disagree 5_____S. Disagree
- r) I am satisfied with the amount of job security I have.
 1_____S. Agree 2_____Agree 3_____Und. 4_____Disagree 5_____S. Disagree
- s) All in all, I am satisfied with my pay.
 1_____S. Agree 2_____Agree 3_____Und. 4_____Disagree 5_____S. Disagree

Please feel free to write any comments/suggestions below, or anywhere on the questionnaire.
 Thank you for your assistance.

Appendix II

ANALYSIS OF RESPONSE RATE TO AVA MEMBERSHIP SURVEY

REGION	NUMBER OF RESPONDENTS	TOTAL MEMBERS IN REGION	RESPONSE RATE
1	78	119	65.55%
2	104	190	54.74%
3	96	146	65.75%
4	82	114	71.93%
5	48	80	60.00%
6	95	160	59.38%
7	120	184	65.22%
8	57	71	80.28%
9	94	98	95.92%
10	111	169	65.68%
11	69	115	60.00%
12	74	95	77.89%
13	6	9	66.67%
Total	1042	1550	67.23%

Region 1: Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont
 Region 2: New Jersey, New York, Ontario, Quebec
 Region 3: Delaware, District of Columbia, Pennsylvania, Maryland
 Region 4: North Carolina, South Carolina, Virginia, West Virginia
 Region 5: Alabama, Florida, Georgia, Mississippi, Tennessee
 Region 6: Arkansas, Louisiana, Oklahoma, Texas
 Region 7: Indiana, Illinois, Kentucky, Michigan, Ohio
 Region 8: Iowa, Kansas, Missouri, Nebraska
 Region 9: Manitoba, Minnesota, North Dakota, South Dakota, Saskatchewan, Wisconsin
 Region 10: Alaska, Alberta, British Columbia, Idaho, Montana, Oregon, Washington
 Region 11: Arizona, California, Hawaii, Mexico, Nevada
 Region 12: Colorado, New Mexico, Utah, Wyoming
 Region 13: International (Does not include Canada or Mexico)

Appendix III
DEMOGRAPHIC INFORMATION
Number of cases (N) = 1042

Sex:	92.1% Female 7.9% Male 0.2% Missing
Race:	94.1% White 3.6% Black 0.6% Asian 0.9% Hispanic 0.3% Other 0.5% Missing
Country:	95.3% United States 3.6% Canada 0.7% Other 0.5% Missing
Education:	0.2% Less than High School 2.0% High School Graduate 14.2% Some College 3.6% Associate (AA) degree 34.4% College Graduate 18.8% Master's courses 21.4% Master's degree 3.1% Doctoral coursework 1.7% Doctoral degree 0.6% Missing

Appendix IV
PROFESSIONAL BACKGROUND
Number of cases (N) = 1042

Received training in volunteer administration at outset of VA job:	17.3% Yes 80.4% No 2.3% Missing
Completed CVA:	6.1% Yes 92.9% No 1.0% Missing
Working on CVA	13.3% Yes 78.3% No 8.3% Missing
Training in Volunteer Administration (approximately 0.3% missing):	22.6% No formal VA education 18.7% College VA courses 9.8% College VA certificate/degree 76.7% Non-university courses or seminars in VA 9.6% Non-university VA certificate/degree
Appreciate the opportunity to obtain further education in VA:	77.9% Yes 19.9% No 2.2% Missing
Types of education appreciated (approximately 21.6% missing)	8.3% Basic or beginning level 54.8% Advanced level 44.0% "Training for trainers" 46.4% University/college-based courses

Appendix V
PRESENT POSITION IN VOLUNTEER ADMINISTRATION
Number of cases (N) = 1042

Present Position:	11.1% CEO or organization head 67.6% Volunteer Administrator 6.0% Trainer-consultant 14.1% Other 1.2% Missing
Full-time/Part-time:	83.4% Full-time 15.5% Part-time 1.2% Missing
Remuneration:	90.5% Salaried 3.6% Non-salaried 3.7% Self-employed (e.g., consultant, trainer) 0.8% Other 1.3% Missing
Type of Organization:	73.0% Non-profit 3.7% Federal/National Government 8.5% State/Provincial Government 10.2% Local/Municipal Government 2.9% For Profit 1.6% Missing
Type of Agency:	4.0% State/Provincial Office of Volunteerism 7.8% Volunteer Center 4.9% Community Action Agency 80.3% None of these 3.0% Missing
Subject area of volunteer program (approximately 0.7% missing):	12.7% Culture/arts 37.6% Health care/hospital 26.9% Education 10.1% Religion 7.8% Law enforcement/criminal justice 12.2% Recreation 24.7% Youth/youth development 16.6% Fund raising 8.2% Civic/social/fraternal 46.3% Social/human services 16.8% Community action 4.3% Fire protection/Emergency Medical 9.1% Environment 3.1% Political 3.3% Foundations 16.2% Other

Prerequisites for Respondent's Position (approx. 1.2% missing):

Org. Requires	I feel is Necessary	Prerequisites or Experience
12.3%	5.7%	High school graduation
7.8%	10.3%	Some college
2.2%	4.8%	Associate (AA) degree
15.9%	13.1%	University/College degree
3.0%	10.8%	Course-work or degree beyond BA or BS
0.5%	11.4%	AVA Certification (CVA)
8.6%	24.1%	Previous VA experience
5.0%	44.5%	Experience as a volunteer
6.6%	22.3%	Previous experience in field(s) other than VA, such as fund-raising or personnel

Salary in 1991:	3.2% Less than \$5,000
	2.6% \$5,000 – \$9,999
	3.2% \$10,000 – \$14,999
	10.5% \$15,000 – \$19,999
	16.2% \$20,000 – \$24,999
	16.6% \$25,000 – \$29,999
	15.2% \$30,000 – \$34,999
	10.7% \$35,000 – \$39,999
	8.1% \$40,000 – \$44,999
	2.7% \$45,000 – \$49,999
	2.4% \$50,000 – \$54,999
	1.2% \$55,000 – \$59,999
	2.1% \$60,000 and over
	5.6% Missing
Salary compared to other staff:	6.5% Much lower
	26.0% Lower
	48.1% About the same
	4.5% Higher
	0.6% Much higher
	14.3 % Missing
Job security compared to other staff:	3.8% Much lower
	8.2% Lower
	63.2% About the same
	12.7% Higher
	3.3% Much higher
	8.8% Missing
Attended a major training program in VA in the past year:	65.0% Yes
	33.3% No
	1.7% Missing
Costs of the training were paid by:	52.5% Your organization
	5.0% You alone
	9.8% Combination of you and your organization
	32.7% Missing
Anticipate that your training costs would be paid by:	60.4% Your organization
	11.8% You alone
	24.5% Combination of you and your organization
	3.4% Missing

Appendix VI
MEMBERSHIP IN AVA
Number of cases (N) = 1042

Overall satisfaction rate with AVA membership:

- 16.1% Very satisfied
- 48.8% Satisfied
- 28.5% Neutral
- 2.5% Dissatisfied
- 0.5% Very dissatisfied
- 3.6% Missing

Participate in AVA regional activities:

- 37.8% Yes
- 55.9% No
- 6.3% Missing

Participate in AVA international activities:

- 16.6% Yes
- 70.6% No
- 12.8% Missing

Attended an AVA international conference:

- 48.6% Yes
- 45.7% No
- 5.8% Missing

Attend the 1991 AVA international conference:

- 23.9% Yes
- 69.7% No
- 6.4% Missing

Ever contributed or made a financial gift to AVA:

- 11.4% Yes
- 86.3% No
- 2.3% Missing

Considering making a contribution to AVA:

- 11.6% Yes
- 81.5% No
- 6.9% Missing

Mean rankings of AVA membership benefits:

- 4.53 AVA Certification Program (CVA)
- 3.80 AVA International Conference on VA
- 4.28 AVA Regional, State, and Provincial Conferences
- 2.74 AVA publications
- 5.99 Discounts on other publications
- 3.00 Networking opportunities
- 4.02 Opportunity to show support for my profession
- 3.14 Professional/leadership development
- 4.14 Other

Mean rankings of AVA publications:

- 1.37 *The Journal of Volunteer Administration*
- 1.90 *UPDATE*
- 2.56 Membership directory

Role of AVA in training/education in VA should be (approximately 1.0% missing):

- 69.3% Conduct the CVA program and award the CVA
- 86.2% Publicize training opportunities in VA
- 82.9% Encourage development of training opportunities in VA
- 67.2% Certify or endorse training programs in VA
- 78.6% Work with colleges to develop training programs in VA
- 67.7% Work with non-college/university sources to develop training/education programs in volunteer administration
- 74.0% Take public stands on issues relating to VA
- 67.2% "Lobby" governments on issues relating to VA
- 88.0% Promote and raise profile of field of VA
- 81.3% Serve as clearinghouse for information on VA

Appendix VII
VOLUNTEER PROGRAM
Number of cases (N) = 1042

Does your organization have any of the following for its volunteer program (approximately 5.0% missing):

- 73.9% Written policy re: involvement of volunteers in organization
- 51.8% Training for employees in working effectively with volunteers
- 73.7% Liability coverage/insurance protection for volunteers
- 87.0% Job descriptions for volunteer positions
- 90.3% Recognition activities for volunteers
- 50.1% Pay for work-related expenses
- 80.8% Formal record-keeping of volunteer activities
- 81.9% Outreach efforts to recruit volunteers
- 79.9% Formal orientation to introduce volunteers into the organization
- 83.8% Basic job training for volunteers
- 60.9% Ongoing training opportunities for volunteers to assume new jobs and greater responsibilities

Organization made or sponsored an evaluation study of its volunteer program:

- 41.3% Yes
- 49.2% No
- 9.5% Missing

Appendix VIII
RESEARCH IN VOLUNTEERISM/VOLUNTEER ADMINISTRATION
Number of cases (N) = 1042

Primary obstacles to you making greater use of existing research? (approximately 3.1% missing):

- 47.3% Difficulty in finding out what research is available
- 10.2% Technical language often used in research
- 11.4% Technical methodology often used in research
- 10.6% Complexity of research findings
- 26.5% Lack of clear direction/implications from findings
- 15.0% Research findings not up-to-date
- 35.9% Lack of applicability of findings to job/interests
- 53.1% Not enough time to read research
- 6.2% Other

Appendix IX
ATTITUDES
Number of cases (N) = 1042

- | | |
|--|-------------------------|
| Volunteer administration is my primary professional orientation: | 36.9% Strongly agree |
| | 28.9% Agree |
| | 8.9% Undecided |
| | 20.9% Disagree |
| | 2.9% Strongly disagree |
| | 1.4% Missing |
| If I were to start over, I would work outside VA: | 2.7% Strongly agree |
| | 10.6% Agree |
| | 20.6% Undecided |
| | 41.6% Disagree |
| | 23.2% Strongly disagree |
| | 1.2% Missing |

More interested in advancing in my organization than in continuing in VA:	4.6% Strongly agree 13.9% Agree 14.9% Undecided 41.9% Disagree 22.0% Strongly disagree 2.7% Missing
Work in VA is intermediate step in career:	4.3% Strongly agree 14.6% Agree 17.7% Undecided 40.1% Disagree 20.5% Strongly disagree 2.8% Missing
Paid staff in organization are indifferent to volunteer program:	3.5% Strongly agree 15.2% Agree 7.4% Undecided 45.9% Disagree 23.4% Strongly disagree 4.7% Missing
Governing board of organization has shown great support for volunteer programs:	35.1% Strongly agree 38.4% Agree 9.0% Undecided 10.5% Disagree 1.9% Strongly disagree 5.1% Missing
Organization's high level officials have shown great support for volunteer program:	38.6% Strongly agree 39.0% Agree 7.1% Undecided 9.2% Disagree 2.1% Strongly disagree 4.0% Missing
Volunteer administrator has influence on staff-related policies:	12.6% Strongly agree 35.4% Agree 15.6% Undecided 25.1% Disagree 5.9% Strongly disagree 5.4% Missing
Most paid staff in organization regard VA as a professional occupation:	10.5% Strongly agree 35.4% Agree 21.6% Undecided 23.4% Disagree 5.0% Strongly disagree 4.1% Missing
I must constantly try to prove to others in organization that volunteer program is worthwhile:	10.0% Strongly agree 27.4% Agree 5.6% Undecided 40.1% Disagree 12.7% Strongly disagree 4.3% Missing
In general, I like working in my organization:	39.9% Strongly agree 48.1% Agree 4.9% Undecided 3.7% Disagree 0.9% Strongly disagree

During next year, will probably look for new job outside organization:	2.5% Missing
	8.1% Strongly agree
	11.0% Agree
	15.5% Undecided
	28.2% Disagree
	33.8% Strongly disagree
	3.4% Missing
Care little about what happens in my organization as long as I get paid:	0.6% Strongly agree
	0.0% Agree
	0.2% Undecided
	22.2% Disagree
	74.0% Strongly disagree
	3.1% Missing
What happens to my organization is really important to me:	65.9% Strongly agree
	27.4% Agree
	1.5% Undecided
	1.3% Disagree
	1.6% Strongly disagree
	2.2% Missing
The work I do on my job is meaningful to me:	63.3% Strongly agree
	33.3% Agree
	1.5% Undecided
	0.4% Disagree
	0.0% Strongly disagree
	1.7% Missing
I work hard on my job:	72.2% Strongly agree
	25.7% Agree
	0.5% Undecided
	0.3% Disagree
	0.0% Strongly disagree
	1.3% Missing
I am satisfied with the amount of job security I have:	27.6% Strongly agree
	44.3% Agree
	9.7% Undecided
	11.4% Disagree
	4.3% Strongly disagree
	2.6% Missing
All in all, I am satisfied with my job:	12.6% Strongly agree
	41.3% Agree
	6.0% Undecided
	28.3% Disagree
	9.2% Strongly disagree
	2.6% Missing