

Who are Managers of Volunteers?

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Imagine Canada

Over 6.5 million Canadians volunteer their time and skills each year to improve their communities and the lives of others.¹ Staff and board members of voluntary organizations are well aware of the enormous contributions of volunteers.² There is, however, only limited information about the management of volunteer resources in Canada's voluntary sector.

To better understand this unique group of professionals and the work they do, the Canadian Centre for Philanthropy (now Imagine Canada) commissioned Environics Research Group to conduct a national survey of managers of volunteers. The telephone survey of 1203 individuals was conducted in April 2003.

Demographic characteristics

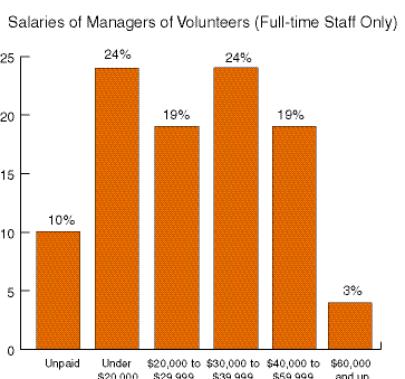
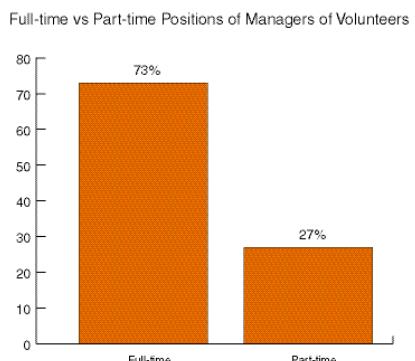
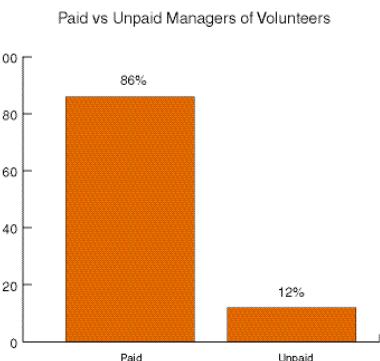
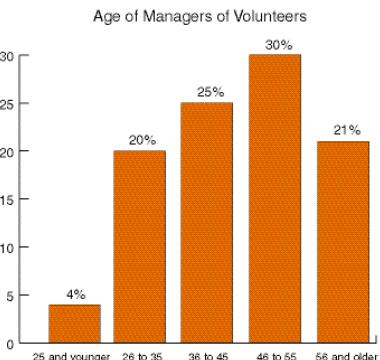
The vast majority (84%) of managers of volunteers who completed the survey were female. More than half (55%) were between the ages of 36 and 55. Over two thirds (64%) had at least some university education (44% were university graduates).

Employment Conditions

Eighty-six percent of the managers of volunteers surveyed had paid positions. Almost three quarters (73%) had full-time positions. Seven in ten (70%) had managerial job titles. The most common titles were Coordinator (35%), Director (22%), and Manager (13%).

Twenty-two percent of the full-time managers surveyed earned \$40,000 or more per year. Almost one quarter of them (24%) reported salaries of less than \$20,000 and only 3% earned more than \$60,000.

Those managers of volunteers whose job title was Director or Manager were more likely to earn \$40,000 or more per year (35% and 28%, respectively). Only 15% of those whose job title was Coordinator earned a salary in this range.



¹ This estimate is based on the results of the 2000 National Survey of Giving, Volunteering and Participating.

² Representatives of nonprofit and voluntary organizations who participated in focus groups conducted as part of the National Survey of Nonprofit and Voluntary Organizations identified their volunteers as their greatest strength (see Michael Hall et al., *The Capacity to Serve*, Canadian Centre for Philanthropy, 2003).

Organizational characteristics

Eight in ten managers of volunteers worked in either a registered charity (36%) or an incorporated nonprofit organization (44%).

Most worked in social services organizations (39%), health organizations (17%), or arts and culture organizations (13%).

Almost half (48%) worked for organizations with fewer than 10 employees. Five percent of respondents said that their organization had no employees.

Responsibilities and challenges

The most frequently mentioned responsibility (reported by 36% of managers) was volunteer recruitment. This was the most frequently mentioned responsibility regardless of the type of organization the respondent worked for (e.g., registered charity, incorporated nonprofit) or the activity area of this organization (e.g., social services, health).

Other frequently mentioned responsibilities were:

- assigning volunteers to tasks (10%),
- interviewing, screening, risk assessment (9%), and
- orientation and training (9%).

Volunteer recruitment was also the most frequently mentioned challenge (reported by 32% of managers) regardless of the type of organization the respondent worked for or the organization's primary area of activity. Time management was the second most frequently mentioned challenge (14%).

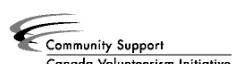
Training

More than seven in ten (72%) survey respondents reported that they had some formal training in the management of volunteers. The most common form of training was attending courses and seminars offered by organizations other than colleges or universities (55% of respondents reported this type of training).

For more information about the Community Support Centre, please visit www.volunteer.ca.

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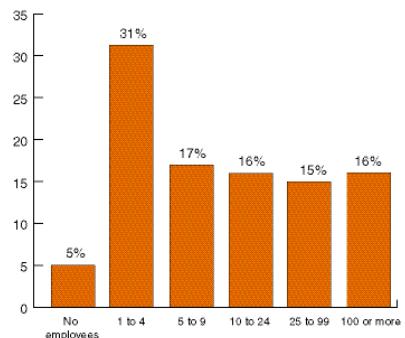
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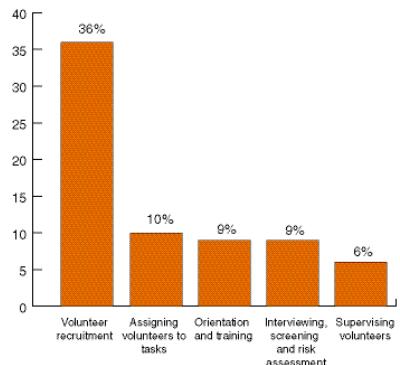
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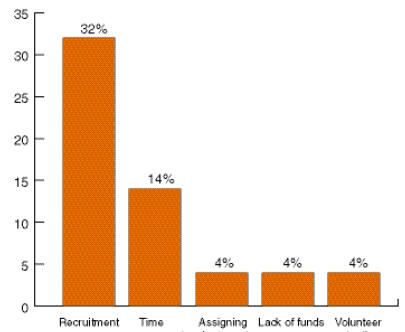
Organization Size



Top Five Responsibilities of Managers of Volunteers



Top Five Challenges Reported by Managers of Volunteers



Managers of Volunteers with Special Management Training

