TE WHARE WĀNANGA O TE ŪPOKO O TE IKA A MĀUI

VICTORIA
UNIVERSITY OF WELLINGTON

Managers Matter

Who Manages New Zealand's Volunteers?

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Foreword

Over one million New Zealanders volunteer their time, skills and experience each year. Volunteering is an activity that is diverse and can range from the time neighbours spend helping each other to the time and experience an individual regularly gives to benefit a club, an organisation or their community.

Research has told us that volunteers get more out of the experience when they are provided with clear expectations and role descriptions, training and recognition. They want to volunteer for jobs that offer them development. Core to providing a meaningful and satisfying volunteering experience for volunteers is the management of volunteers and volunteer programmes.

At the Volunteering New Zealand conference in 2009 participants challenged us to mobilise and lead the promotion of the professionalism of managing volunteers. Volunteering New Zealand has convened the Managers of Volunteers Professional Development working group to identify and recognise educational and career pathways for managers of volunteers.

This research by Victoria University of Wellington provides us with until now missing information about our managers of volunteers. This important research will be fundamental in our development and professionalism of volunteer management. At a time when there is a ground swell targeting increased capacity and capability in our sector this research will be invaluable for informing and directing our sector's growth and development.

Volunteer Management is an exciting, valuable and rewarding career. This is also an exciting time for our sector as we witness the recognition and development of a new group of professionals. This research confirms the critical role the manager plays in the successful functioning of volunteer programmes and organisations in New Zealand.

**Gillian Peacock,
Chair,
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Zealand**

Acknowledgements

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Executive Summary

Survey

In partnership with Volunteering New Zealand, Victoria University of Wellington undertook a nationwide survey of volunteer managers between December 2009 and February 2010. The research was funded by a Tindall Foundation grant.

The online survey was open to anyone involved in the management of volunteers. Over 800 individuals participated from a diverse range of sectors and positions across New Zealand.

To benchmark the New Zealand volunteer management profession, selected findings are compared to similar overseas studies, from Canada (Zarinpoush et al., 2004), the UK (Machin and Ellis Paine, 2008), and globally (People First – Total Solutions, 2008).

Organisations with volunteer managers

Responses came from across the country, from those managing volunteers in a diverse range of organisations, mainly in the not-for-profit sector, but also in the public sector.

Large and small organisations and volunteer programmes were included in the responses.

Culture, sport and recreation organisations (27% of respondents), social services (26%), and health (13%) were well represented.

Profile of managers

Those managing volunteers are well educated, and just over half (54%) are over 50 years old. Twice as many women as men responded to the survey; respondents predominately identify as New Zealand European, with 10% Maori, 4% Pacific Peoples, and 4% Asian. They are experienced in managing volunteers - 61% had five or more years' experience in volunteer administration, including 31% with 12 or more years' experience.

The Volunteer Management Role

Job title

Those managing volunteers have a huge variety of job titles:

38% of respondents had 'volunteer' in their title and identified themselves as Volunteer Manager, Coordinator, or Administrator. They are referred to as 'Volunteer Coordinators' in the report.

The remaining 63% had a myriad of job titles and responsibilities; they are referred to as 'Manager of Volunteers'.

The term 'manager' is used to refer to all respondents.

Employment status   One third of respondents are unpaid managers and are themselves volunteers.

Paid managers are more prevalent within health and social services; in national and regional volunteer programmes; in larger organisations; in organisations with more than 5 paid employees; and with larger volunteer programmes.

Of the two thirds in paid positions, 68% are full-time, 32% are part-time.

The median annual salary of fulltime paid managers is $40,000-$59,999. Managers of Volunteers are better paid than Volunteer Coordinators (those with 'volunteer' in their job title).

Job satisfaction   Overall, respondents are satisfied in their volunteer management role, with 90% of respondents attesting to this 'strongly' or 'somewhat'. However, fewer (63%) strongly or somewhat agree they receive adequate compensation.

Future career plans   In the short-term (1 year), 70% of respondents believe they will continue in the same role with the same organisation; longer-term (5 years) there is more movement, including 19% of respondents who will retire in the next five years. For unpaid managers, it is the organisation rather than the role that is important.

Support for managers   Managers believe their organisation supports the volunteer programme. The governing board and paid staff are also supportive.

Volunteer management challenges   The greatest challenge these managers face is recruiting of volunteers, followed by not having enough time to achieve goals, not having enough money to achieve goals, and matching and retaining volunteers. Time is clearly an issue for respondents with 44% reporting they 'squeeze their volunteer role around their other work'.

Training needs   Three-quarters of respondents report there are aspects of their jobs where they would find extra training useful. The highest demand is for training in management skills, volunteer recruitment and communications.

Unpaid managers were most needy in respect of volunteer recruitment training: 90% would find this useful. Conversely, this is not a training need for paid managers (only 15% would find this useful).

1: Introduction

1.1   Rationale for the study

Over one million people volunteer in New Zealand every year. They have been described as the lifeblood of the not-for-profit sector and their influence extends to communities and through public and private sector organisations. It is imperative that volunteers are well managed, as both research and practitioner experience shows that effective management practices impact on volunteer recruitment and result in more satisfied volunteers. This will in turn improve the likelihood of volunteer retention and beneficial outcomes from volunteer effort.

Volunteer managers/coordinators' roles are of central importance to promoting and enhancing volunteering, yet little is known in New Zealand about these workers: who they are, what they do, or how their effectiveness could be enhanced.

One of the main themes of the 2009 Volunteering New Zealand Conference was 'Inspiring Leaders: Unleashing Volunteer Management'. The conference recognised that volunteer management is an emerging career in New Zealand, and that it could be enhanced by the sharing of best practice and the development of specific training. However, the lack of data on those managing volunteers in New Zealand is an impediment to that development.

This survey fills a gap identified by Volunteering New Zealand, and also seeks to support a new initiative in terms of development of volunteer management. By identifying training needs and career paths, this study also adds to the development of capacity in the sector, and support of managers and volunteers. In addition it benchmarks the volunteer management profession with overseas data.

1.2   Methodology

Survey design

Data on those managing volunteers was collected through an online survey in 2009/2010. The survey asked managers about their backgrounds, roles, challenges and training needs. Questions were partly derived from a study by Imagine Canada (Zarinpoush et al., 2004) and from the Global Volunteer Manager Survey conducted in 2008 by People First - Total Solutions. The research had financial support from the Tindall Foundation.

The survey was piloted twice with five individuals each time. We are grateful for this input. Ethical approval for the study was obtained from the Pipitea Human Ethics Committee at Victoria University of Wellington.

Survey distribution

The online survey was launched by Volunteering New Zealand and Victoria University of Wellington on International Volunteers' Day, December 5th 2009. Invitations to participate in the survey were posted on various websites in addition to press releases. As well, we made a number of approaches to individuals and organisations and we are grateful for those who publicised the survey within their networks.[1] To overcome the limitations of using web surveys in reaching those without internet facilities, a hard-copy of the survey was made available to fewer than ten individuals who emailed or telephoned the researchers.

Survey responses

The survey was open until February 28th, 2010. During this period over 800 replies were received from managers involved in a range of organisations.

The survey was devised so that it would take no more than 15 minutes to complete and could be submitted anonymously. However, at the close of the survey, respondents were invited to provide their name and contact details so that they could be added to a database of volunteer management professionals managed by Volunteering New Zealand and used for promoting professional development opportunities. 424 respondents provided their contact details.

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[1]   These included: Volunteering New Zealand and the Volunteer Centres around New Zealand, the Association of Non-Governmental Organisations of Aotearoa, Charities Commission, Community Sector Taskforce, Hospices New Zealand, Lions Clubs International, the NGO Desk at the Ministry of Health, Museums Network of New Zealand, New Zealand Association of Events Professionals, New Zealand Cadet Forces, New Zealand Council of Social Services, New Zealand Federation of Voluntary Welfare Organisations, New Zealand Institute of Chartered Accountants, Office for the Community and Voluntary Sector, Sports and Recreation New Zealand and the Regional Sports Trusts, and St John.

1.3   Analysis

This report presents a profile of the volunteer management profession in New Zealand. It also provides a picture of those organisations who employ either paid or unpaid staff to manage their volunteer workforce.

Over 800 respondents completed the survey; however the numbers responding to each question differs due to filtering respondents and some non-responses to questions. The data was analysed using Qualtrics Survey Software and SPSS.

International benchmark studies

The findings from the New Zealand data have been benchmarked against overseas studies. Three key international studies are:

- Zarinpoush, Barr and Moreton (2004): *Managers of Volunteers: a profile of the profession* - A comprehensive telephone survey of Canadian volunteer managers conducted by Imagine Canada.

- Machin and Ellis Paine (2008): *Management Matters: a national survey of volunteer management capacity* - A national telephone survey of volunteer management capacity in the UK, conducted by the Institute of Volunteering Research.

- People First – Total Solutions (2008) (PFTS): *Global Volunteer Management Survey* - An international internet-based survey conducted between November 2007 and May 2008. It gathered data from 851 managers of volunteers from 23 countries, although 95% of these were from the US, Australia, New Zealand and the UK.

These studies were used to develop questions for the New Zealand survey so, where relevant, direct comparisons can be made with the international data.

1.4   Report Structure

The remainder of the report is divided into six more sections. **Section 2** profiles those managing volunteers and the organisations for which they work. **Section 3** looks at the roles they perform, their paid or unpaid employment status, wages and salaries, and individuals' previous experiences in volunteer management. **Section 4** considers what work is like for managers; including job satisfaction, volunteer management challenges, and the support they receive from their organisation. **Section 5** provides an analysis of training needs, and **section 6** looks ahead at respondents' future career plans. The final **section (7)** draws out the key

conclusions from the research and poses questions for future research and practice.

1.5   Terminology

As this report will show, the volunteer management profession is diverse. Developing Machin and Ellis Paine's approach (2008), section 3.3 will divide the respondents into two groups based on their **job title**:

Volunteer Coordinator

- **Volunteer coordinator** are respondents who have 'volunteer' in their job title (volunteer coordinators and volunteer managers);

Manager of Volunteers

- **Manager of volunteers** captures the other respondents who have a myriad of job titles and responsibilities.

Manager

The above terms will be used to refer to these specific groups, as there are differences in their profiles. Elsewhere, the term '**manager**' will be used to refer to all respondents.

2: Managers - who are they and for whom do they work?

This section describes the respondents to the survey in two different ways. First, information about the individual respondents is presented, and second, the organisational attributes are provided and analysed. The roles performed are addressed in section 3.

2.1 Responding individuals

To establish a profile of those managing volunteers in New Zealand, respondents were asked demographic questions regarding their gender, age, ethnicity, and education. Comparisons are made with Statistics New Zealand population estimates for 2009 for the percentage of the population who are of working age (15) or older.

Gender and age

Females are over-represented as managers, comprising two-thirds of respondents (table 1). While there is a spread of ages, over three-quarters are 40 years or older. The largest group of respondents are in their 50s (32%), with 22% over the age of 60. There were few younger respondents (3% aged 25 or below).

Ethnicity

Respondents identified their ethnicity from one or more of census ethnicity categories; 82% of respondents identified themselves as New Zealand European (table 1), which means this group is over-represented in comparison to the total work force population. 10% of respondents are Maori, 4% Asian, and 4% Pacific Peoples; all less than the population as a whole. 13% chose 'other' including: 29 stating they were NZ Pakeha/Pakeha, a Kiwi, or a New Zealander; and 47 identified themselves as European, or from countries such as Australia, the UK or US.

Education

The respondents are more likely to be more highly educated than the population as a whole. Almost three-quarters have had at least some tertiary education, including 21% with an undergraduate degree and 26% with postgraduate qualifications. In the Global Volunteer Management Survey (PFTS 2008), 75% held a tertiary degree and 33% had a postgraduate qualification.

2.2   *Organisations*

Respondents were asked about the organisation where they are involved managing volunteers.

Location of organisations for which managers work

15% of respondents work at a national level, 57% work at local level (city and non-city based), the remainder (27%) work at regional level (table 2). Table 2 also shows the spread of the non-national operations; those who work for national organisations were not asked where they were based. Compared with the distribution of the population, there was a lower response from individuals in Auckland but higher responses from managers in the Waikato/Bay of Plenty, Poverty Bay/Tairawhiti, Wellington/Wairarapa and Southland regions.

Type of Organisations represented

Respondents are involved in organisations within the not-for-profit and public sectors. Most of the managers are from not-for-profit organisations (figure 1): 39% of the organisations are Incorporated Societies, 35% registered charities, and 8% unincorporated not-for-profit organisations. 13% of managers work for public sector organisations. Only 4 respondents identified their workplaces as being a Tangata Whenua organisation. Of the 55 selecting 'other', some provided additional information: 9 of them indicated they are within sports organisations, a further 9 work for limited liability structured entities, 4 are with the New Zealand Cadet Forces, and 3 are involved with churches. The organisation type was self-selected and we appreciate that some organisations may have fitted into more than one category. This data was not used for further analysis but does show the breadth of responses.

Figure 1: Types of organisation
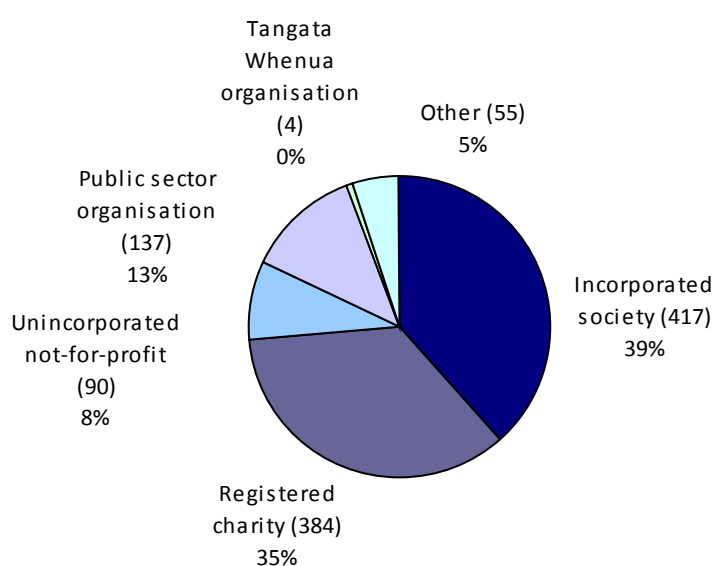
Table 1: Respondent Characteristics

	NEW ZEALAND SURVEY		Adult Population (15 years old+)†	
	n	%	'000s	%
Gender				
Female	548	67%	1,676	48%
Male	273	33%	1,778	51%
Total	821	100%	3,454	100%
Age				
25 and younger	25	3%	633	18%
26 to 39 years old	164	20%	860	24%
40 to 49 years old	190	23%	634	18%
50 to 59 years old	265	32%	537	16%
60 years old and over	183	22%	786	23%
Total	827	100%	3,454	100%
			New Zealand population‡	
Ethnicity	n	%	'000s	%
New Zealand European	675	82%	2,381	60%
Māori	82	10%	565	14%
Asian	29	4%	283	7%
Pacific Peoples	31	4%	240	6%
Other	103	13%	559	13%
Total	819	*	4,028	100%
			Adult Population (15 years old+)†	
Education	n	%	'000s	%
School Certificate (NCEA Level 1) or lower	125	16%	1,103	39%
University Entrance (NCEA Level 2 or 3)	89	11%	727	26%
Some undergraduate university or polytechnic	208	26%	555	20%
Completed undergraduate degree	170	21%	316	11%
Completed post-graduate studies	207	26%	132	5%
Total	799	100%	2,832	100%

† Statistics New Zealand (2009a)
‡ Statistics New Zealand (2009b)
* Totals do not add up to 100% as respondents could choose multiple options

Table 2: Organisational Characteristics

	NEW ZEALAND SURVEY			
Level Manager of Volunteers operates at:	Response	%		
I operate at the national level	147	15%		
I am working at a regional level	255	27%		
I am working at a local (city-based) level	377	39%		
I am working at a local (non-city based) level	176	18%		
Total	955	100%		
	NEW ZEALAND SURVEY		New Zealand Population†	
Non-national Respondents: Regions in which their volunteer programme operates:	Response	%	'000s	%
Northland	42	6%	156	4%
Auckland	152	21%	1,436	33%
Waikato/Bay of Plenty	153	22%	679	16%
King Country/Taranaki	26	4%	108	3%
Poverty Bay/Tairawhiti	27	4%	46	1%
Manawatu/Wanganui/Horowhenua	51	7%	230	5%
Hawkes Bay	43	6%	153	4%
Greater Wellington/Wairarapa	126	18%	479	11%
Nelson/Marlborough	45	6%	137	3%
Westland	19	3%	33	1%
Canterbury	106	15%	559	13%
Otago	53	7%	205	5%
Southland	39	6%	94	2%
Total	707			

† Statistics New Zealand (2009b)

Type of Organisations represented (cont.)

In order to analyse the sector in which the respondents are involved, the New Zealand Standard Classification of Not-for-Profit Organisations (NZSCNPO) was used (Statistics New Zealand, 2007). The NZSCNPO differentiates between non-profit institutions according to their primary activity. While the survey also included responses from the public sector, the dominance of not-for-profit sector respondents still enables comparisons.

The survey responses are compared with the NZSCNPO data extrapolated for the whole of the New Zealand not-for-profit sector (table 3). The largest proportion of responses is from culture, sport and recreation (27%)

and social services (26%). Compared with the NZSCNPO data, the culture, sport and recreation group is underrepresented as they account for 45% of the not-for-profit sector organisations in New Zealand. In contrast, the social services sector are over-represented in the study compared to the NZSCNPO data, as are health (13% of respondents). 9% of survey responses are from the emergency services, who are included as social services in the NZSCNPO data but which were identified separately in the current study due to their high reliance on volunteers. 7% of responses are from education and research; all other categories have 3% of responses or less.

Table 3: Organisation's main areas of activity

	NEW ZEALAND SURVEY		New Zealand Standard Classification of Not-for-Profit Organisations†	
	n	%	Number of organisations	%
Culture, Sport and Recreation	261	27%	43,220	45%
Education and Research	72	7%	7,400	8%
Health	126	13%	2,210	2%
Social Services	250	26%	11,280*	12%*
Emergency Services‡	87	9%		
Environment	16	2%	1,310	1%
Development and Housing	15	2%	7,580	8%
Law, advocacy and politics	33	3%	2,500	3%
Grant making, fundraising and voluntarism promotion	33	3%	610	1%
International	13	1%	300	0.3%
Religion	32	3%	9,890	10%
Business and professional associations, unions	16	2%	3,130	3%
Other*	19	2%	7,560	8%
Total	973	100%	97,000	100%

† Statistics New Zealand (2007)

‡ Emergency relief is included as part of Social Services in the NZSCNPO, but emergency services is broader

* Of the "other" category, 7 were local government organisations and 2 were in retail

Size of Organisations

To understand the size of organisations from which the responding managers came, data was collected on annual revenue, and number of employees and volunteers.

Revenue

The survey captured a diversity of organisations in terms of revenue (table 4), from the very small (7% have no revenue and 10% have less than $20,000p.a.), to 8% with an annual revenue of over $10 million. A quarter of the respondents do not know the total revenue of their organisations. Of those that do, 45% had revenue under $100,000 (i.e. 34% of total responses).

Table 4: Size of Organisation

	NEW ZEALAND SURVEY		CANADA Zarinpoush et al. (2004)	
	n	%	n	%
Annual Revenue				
No Revenue	70	7%	--	--
Under $20,000	98	10%	--	--
$20,001 to $99,999	156	17%	--	--
$100,000 to $499,999	155	16%	--	--
$500,000 to $999,999	43	5%	--	--
$1,000,000 to $9,999,999	112	12%	--	--
$10,000,000 and over	71	8%	--	--
Don't know	238	25%	--	--
Total	943	100%	--	--
Number of employees				
No employees	191	23%	50	4%
1 to 4 employees	248	29%	380	33%
5 to 9 employees	106	13%	206	19%
10 to 24 employees	76	9%	194	17%
25 to 99 employees	86	10%	174	15%
100 or more employees	107	13%	132	12%
Don't know	30	4%	-	-
Total	844	100%	1136	100%
Number of volunteers				
1 to 24 volunteers	335	40%	280	24%
25 to 74 volunteers	201	24%	317	27%
75 to 199 volunteers	112	13%	271	23%
200 or more volunteers	187	22%	306	26%
Total	835	100%	1174	100%

Number of employees

The diversity of organisations captured in the survey is also demonstrated by data on the number of employees and volunteers. Over half of the survey respondents are involved as managers with organisations that have few (1-4) employees (29%) or no employees (23%) (table 4), while 13% are in large organisations with 100 or more employees. In comparison with the Canadian study (Zarinpoush et al., 2004) this New Zealand study captures many more managers involved in volunteer-only organisations.

Number of volunteers

22% of managers reported their organisation involves more than 200 volunteers (table 4). However, the survey is again characterised by diversity: 40% of respondents are in organisations with fewer than 25 volunteers.

Annual volunteer budget

In respect of resources, table 5 shows that 42% of respondents have no volunteer programme budget or they do not know their annual budget, while 18% have a budget of less than $5,000 per annum. While we do not know whether this includes the manager's salary or not, there is a largely positive relationship between programme size and budget (table 5), with smaller programmes having smaller budgets.

This lack of funding for volunteer programmes was also a feature of overseas studies. In the UK, Machin and Ellis Paine (2008) found that 31% of their survey respondents stated "there is no funding to support volunteers", while in Canada, Zarinpoush et al. (2004) found that 36% of their respondents had no volunteer programme budget.

Table 5: Annual volunteer budget and number of volunteers (% of all responses)

Annual budget for volunteer programme	Number of Volunteers in Organisation				
	1 to 24 volunteers	25 to 74 volunteers	75 to 199 volunteers	200 or more volunteers	Total
>$1-4,999	10%	5%	2%	1%	18%
>$5,000 – 14,999	7%	3%	2%	2%	13%
>$15,000 – 34,999	4%	2%	1%	1%	8%
>$35,000 – 74,999	2%	2%	1%	2%	8%
>$74,999 – 99,999	0	1%	1%	1%	3%
>$100,000 – 499,999	1%	1%	1%	3%	7%
>$500,000 – 999,999	0	0	0	0	1%
$1,000,000+	0	0	0	1%	1%
Unknown or No Budget	17%	10%	5%	10%	42%
Total	41%	24%	14%	21%	

Involvement and benefits of volunteers

Organisations engage volunteers for many reasons. The list of tasks that volunteers do within these organisations is extremely diverse. Volunteers are involved in service delivery/operations, administration, fundraising, organising, assisting paid staff, research, and as trustees and mentors. In addition, the rationale for having volunteers in organisations varies between organisations.

Respondents were asked to select (from a list of four options) the prime benefit of volunteers to their organisation. Respondents could select more than one benefit. This data (in table 6) is compared with the Global Volunteer Management Survey (PFTS 2008). Table 6 shows that volunteers are essential to these organisations achieving their goals and they also provide a vital link to the community.

Table 6: How respondents describe their organisation's view of volunteers

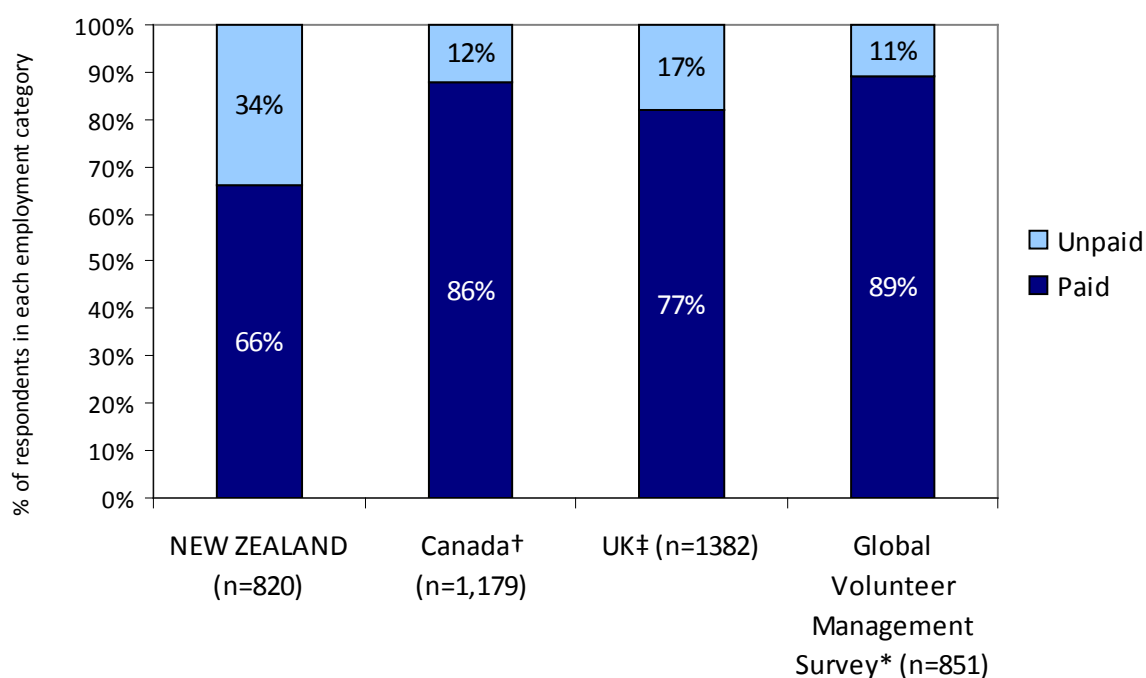|	NEW ZEALAND survey		Global Volunteer Management Survey (PFTS 2008)
	Response	%	%
'Essential to achieving our organisation's goals'	597	78%	85%
'An effective way of engaging the community'	204	27%	70%
'An additional resource to get things done'	149	20%	46%
'A cost saving measure'	70	9%	19%

3: What roles do managers perform?

This section analyses the survey responses in respect of the roles that the managers perform. It begins with data on the employment status of managers: paid or unpaid, and compares the profiles of these two groups. It also discusses salary and wages, respondents' work experience in volunteer management, and job titles and responsibilities. Section 4 further analyses respondents' satisfaction with their roles.

3.1   Employment status

Two-thirds of managers are in paid employment, one-third of managers are (unpaid) volunteers (figure 2). Compared with overseas research, this New Zealand survey has a greater proportion of unpaid managers as respondents (34% compared with 12% in Canada, 17% in the UK, and 11% globaly).

Figure 2: Employment status of managers, by country

† Zarinpoush et al (2004)

‡ Machin and Ellis Paine (2008)

* Global Volunteer Management Survey (PFTS, 2008)

Employment status and organisational characteristics

There is a relationship between the ratio of paid and unpaid employment status and organisational characteristics:

- **The organisation's area of activity**: figure 3 presents this data for the five largest areas of organisational activities. Health and social services (excluding emergency services) are dominated by paid managers; emergency services and culture, sport and recreation have more unpaid managers.

- **The level at which the managers operate**: proportionally, there are significantly more paid managers at a national and regional level (73% of respondents in each category); unpaid managers are more likely at a local non-city level (only 46% of these respondents are paid).

- **The organisation's size based on annual revenue**: those with no or a smaller annual budget – under $20K - are more likely to have unpaid managers; larger organisations with an annual budget $100K and over are dominated by paid managers: over 85% of the respondents from these organisations are paid.

- **Organisational size based on number of employees:** while unpaid managers dominate in small organisations, over one-third of unpaid managers (36%) are involved in organisations which employ at least some paid staff. However, there are few unpaid managers in organisations with over 5 employees. For example, in organisations employing between 25 and 99 paid staff, 95% of volunteer managers are also paid, in those employing over 100 staff, 90% of managers are paid.

- **The number of volunteers:** while there are unpaid and paid managers at all sizes of volunteer programmes, there are more unpaid managers in smaller programmes (figures 4 and 5). Half the unpaid respondents manage programmes of fewer than 25 volunteers; however, 15% of unpaid respondents are responsible for programmes of 200 or more volunteers. This data is similar to the Canadian and UK studies that found managers were more likely to hold a full-time paid position if the organisation was large and had a sizeable budget for volunteers (Machin & Ellis Paine, 2008; Zarinpoush, et al., 2004).

- There is no statistically significant relationship between paid/unpaid status and **size of the volunteer budget** (and therefore these have not been graphed).

Figure 3: Employment status of managers, by organisation's area of activity
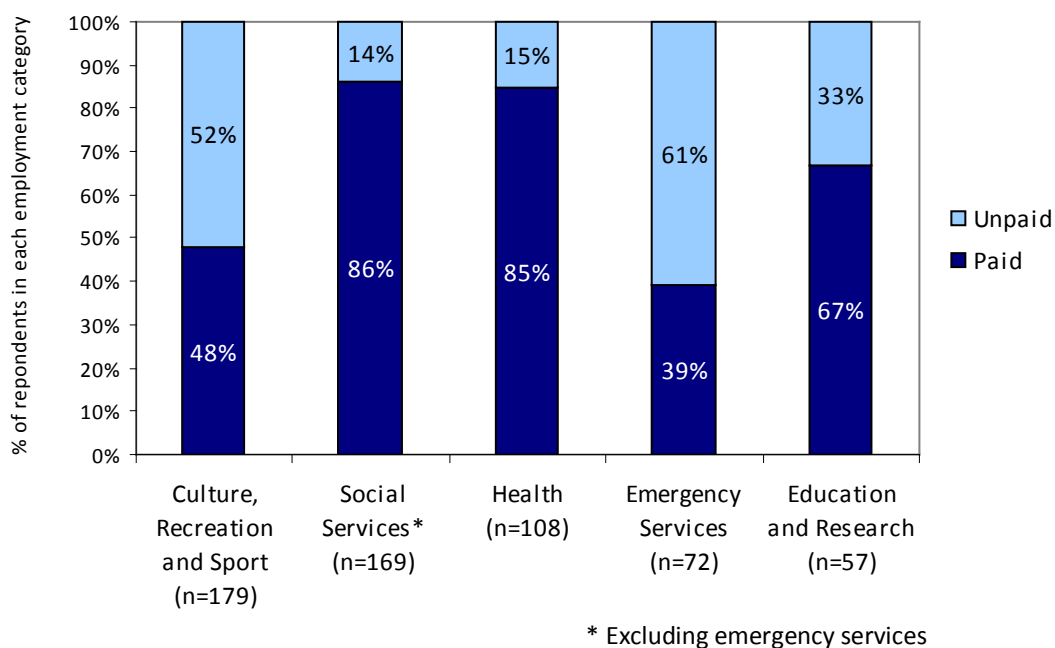
Figure 4: Ratio of Unpaid/Paid Managers, by number of volunteers
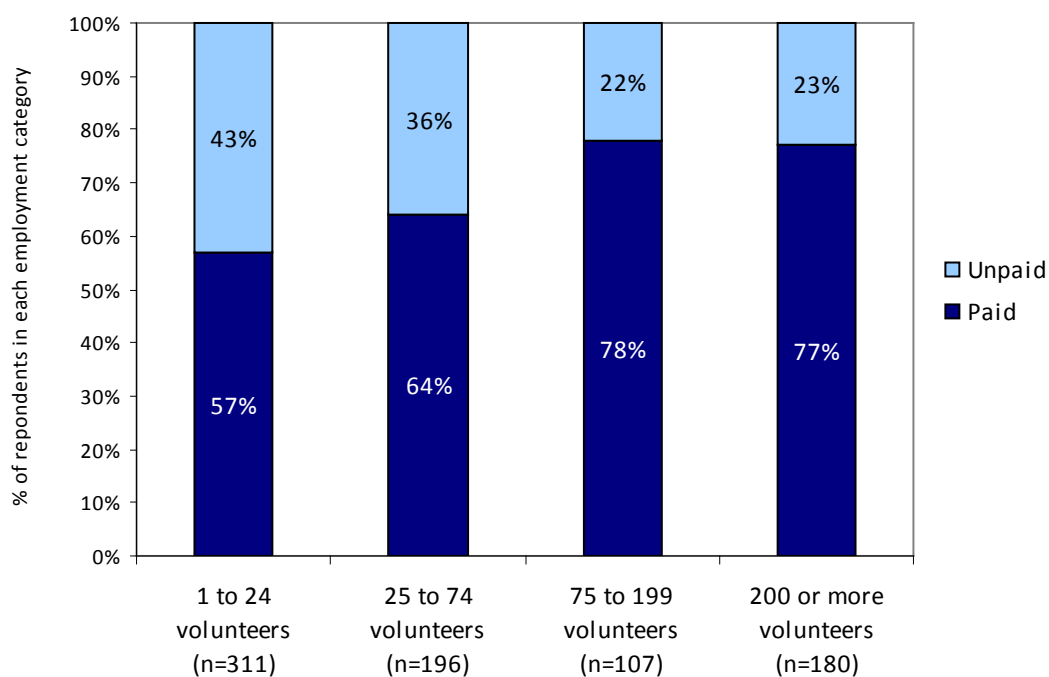
Figure 5: Ratio of Unpaid/Paid Managers, by number of employees
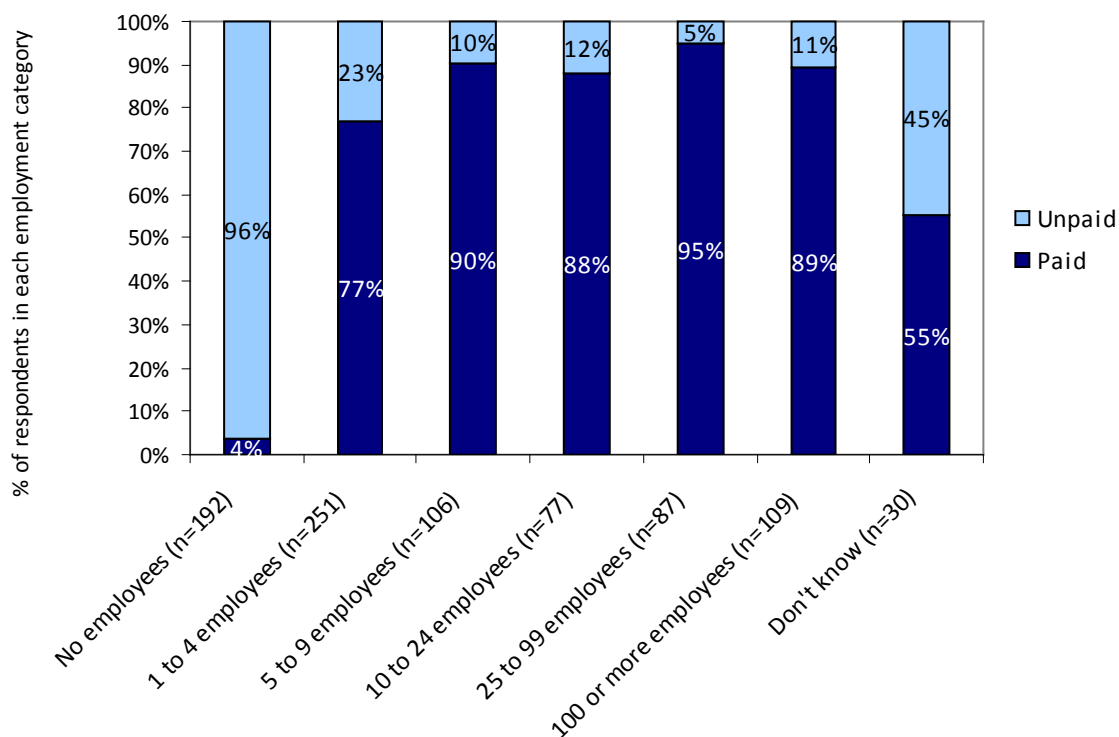
Employment status and demographic profile

The demographic profile of paid and unpaid managers is significantly different (table 7).

- 76% of paid managers are women. For unpaid managers there is a 50:50 split between males and females.

- Unpaid managers are older: 3 in 10 of unpaid managers (29%) are aged 60 or over.

- Paid managers have higher levels of education: 52% have completed tertiary education, compared to 38% of unpaid managers.

- The responses are not analysed by ethnicity due to the small numbers in most categories.

Table 7: Profile of paid and unpaid managers

	Employment Status		
	Paid	Unpaid	Total
Gender			
Female	76%	50%	67%
Male	24%	50%	33%
Total (n=)	541	279	820
Age			
25 and younger	4%	2%	3%
26 to 39 years old	22%	15%	20%
40 to 49 years old	21%	27%	23%
50 to 59 years old	34%	28%	32%
60 years old and over	19%	29%	22%
Total (n=)	545	281	826
Education			
School Certificate (NCEA Level 1) or lower	13%	22%	16%
University Entrance (NCEA Level 2 or 3)	9%	16%	11%
Some undergraduate university or polytechnic	27%	25%	26%
Completed undergraduate degree	24%	17%	21%
Completed post-graduate studies	28%	21%	26%
Total (n=)	526	272	798

Employment conditions of Paid managers

Of those in paid employment, 68% of managers work fulltime, 32% part-time (less than 30 hours a week). The median annual salary of fulltime managers is $40,000-$59,999 (table 8). This compares with the mean weekly wage and salary income (for people receiving income from this source) of $43,836 (as at June 2009, Statistics New Zealand 2009c). 28% of respondents are paid over $60,000p.a., however, a small number (6%) are paid less than $30,000p.a.

Those who are paid an hourly rate for part time work receive between $10 an hour and up to over $25 an hour (table 8). This extrapolates to an annual full time salary of between $20,800 and over $52,000. 69% of part-time respondents earn between $15 and $25 an hour (table 8).The median hourly earnings (as at June 2009, Statistics New Zealand 2009c) is $19.47 ($18.22 for females and $20.53 for males).

Table 8: Salary and wages of paid managers

	n	%		n	%
Fulltime paid managers: annual salary			**Part-time paid managers: hourly wage**		
Under $20,000	4	1%	$10 - $15	13	8%
$20,000 to $29,999	20	5%	$15 - $20	56	33%
$30,000 to $39,999	54	15%	$20 – 25	60	36%
$40,000 to $59,999	165	45%	$25 +	23	14%
$60,000 and more	103	28%			
Prefer not to disclose	22	6%	Prefer not to disclose	17	10%
Total	368	100%	Total	169	100%

Table 9: Experience in volunteer management and organisation

	NEW ZEALAND		CANADA (Zarinpoush et al, 2004)	UK (Machin and Ellis Paine, 2008)	Global Volunteer Management Survey (PFTS, 2008)
	n	%	%	%	%
Years' experience in volunteer management					
One year or less	81	10%	25%	10%	20%
2 to 4 years	227	29%	22%	30%	23%
5 to 11 years	235	30%	29%	22%	19%
12 years or more	250	32%	24%	37%	38%
Total	793	100%	100%	100%	100%
Years with current organisation					
One year or less	112	14%	--	20%	44%
2 to 4 years	241	31%	--	40%	23%
5 to 11 years	250	32%	--	19%	dna*
12 years or more	187	24%	--	21%	dna*
Total	790	100%	--	100%	

* Data not available (dna)

3.2 Individuals' experience

Experience in volunteer management

Respondents have significant experience in their positions. The length of time in volunteer management or coordination varies but, as shown in table 9, 90% have over two years experience, including 32% with 12 years experience of more. This compares favourably with the Canadian survey (Zarinpoush, et al., 2004) where respondents had less experience in the profession. The length of experience data is similar to that gathered in the UK by Machin and Ellis Paine (2008) where the profession is much more advanced than in New Zealand.

Years with current organisation

Most managers (86%) have been with their current organisation for more than 2 years (table 9), and 24% have been involved for 12 or more years. Respondents to the UK survey tended to have fewer years with their current organisation as did the Global Volunteer Management Survey (PFTS 2008) survey; Canadian data is not available.

Experience and employment status

Unpaid managers are more experienced than their paid colleagues. 43% of unpaid managers have 12 or more years of volunteer management experience and a similar proportion (42%) have spent this in the same organisation.

3.3 Managers' jobs and responsibilities

Diversity of volunteer management roles

The Australasian Association of Volunteer Administrators (AAVA) stress the diversity of volunteer management workers:

> *Volunteer managers are known by a wide variety of names including coordinators, managers and support officers, etc.*

> *They are found at all levels in the organisational hierarchy from front line management to Executive Officer.*

Introducing their research on volunteer management capacity in the UK, Machin and Ellis Paine (2008:10) note Susan Ellis' work: "the efforts of people who manage volunteers may be totally invisible, as many people with responsibility for volunteers have no mention of it in their job title, and effectively do it as an add-on to other jobs".

Job titles

Job titles are therefore one indication of an individual's role and status within an organisation (table 10). 38% of respondents have 'Volunteer' in their job title, either Volunteer Coordinator (26%) or Volunteer Manager (12%). 19% are other managers, and 9% are CEO, General Manager or President. The Canadian and UK studies reported much larger responses from people in these most senior level roles (22% and 25% respectively).

The Global Volunteer Management Survey (PFTS 2008) had only 7% of CEOs or similar, with 69% of their respondents having 'volunteers' in their title.

Diversity of 'other' job titles

In New Zealand, the largest group numerically are 'other' and this captures a diversity of job titles. Of the 219 recording 'other', 24 have a job title with 'officer' in it (including field officer, community relations officer and emergency management officer). 20 have a job title 'commander'; this likely reflects the strong support from the New Zealand Cadet Forces in distributing the survey. 13 are clergy or pastors; 7 are 'directors' of some sort; 4 are 'coordinators', and a further 4 are involved as the secretary or treasurer of the organisation. The balance (147) is spread across a range of other job titles and variety of roles, with one person noting: "I don't have a title, I manage it, I coordinate it, I administrate. I'm the only person working and driving it". Another stated "I'm just a volunteer".

Table 10: Job titles of managers

	NEW ZEALAND		CANADA (Zarinpoush et al, 2004)	UK (Machin and Ellis Paine, 2008)	Global Volunteer Management Survey (PFTS, 2008)
	N	%	%	%	
Volunteer Coordinators					
Volunteer Manager	98	12%	13%	24%	69%
Volunteer Coordinator	204	26%	35%		
All Volunteer Coordinators	**302**	**38%**	**48%**	**24%**	
Managers of Volunteers					
Administrator	55	7%	11%	6%	4%
Other Manager	148	19%	7%	20%	14%
CEO/GM/President	72	9%	22%	25%	7%
Other	219	28%	12%	25%	6%
All Managers of Volunteers	**494**	**63%**	**52%**	**76%**	**31%**
Total	796	100%	100%	100%	100%

Job title and employment status

There is a relationship between job title and employment status (figure 6). Proportionally, there are more unpaid Managers of Volunteers (38%) than unpaid Volunteer Coordinators (27%). While a similar proportion of Volunteer Coordinators (44%) and Managers of Volunteers (47%) are in fulltime paid employment, there are more part-time Volunteer Coordinators (29%) than part-time Managers of Volunteers (15%).

Figure 6: Employment status of volunteer coordinators and managers of volunteers
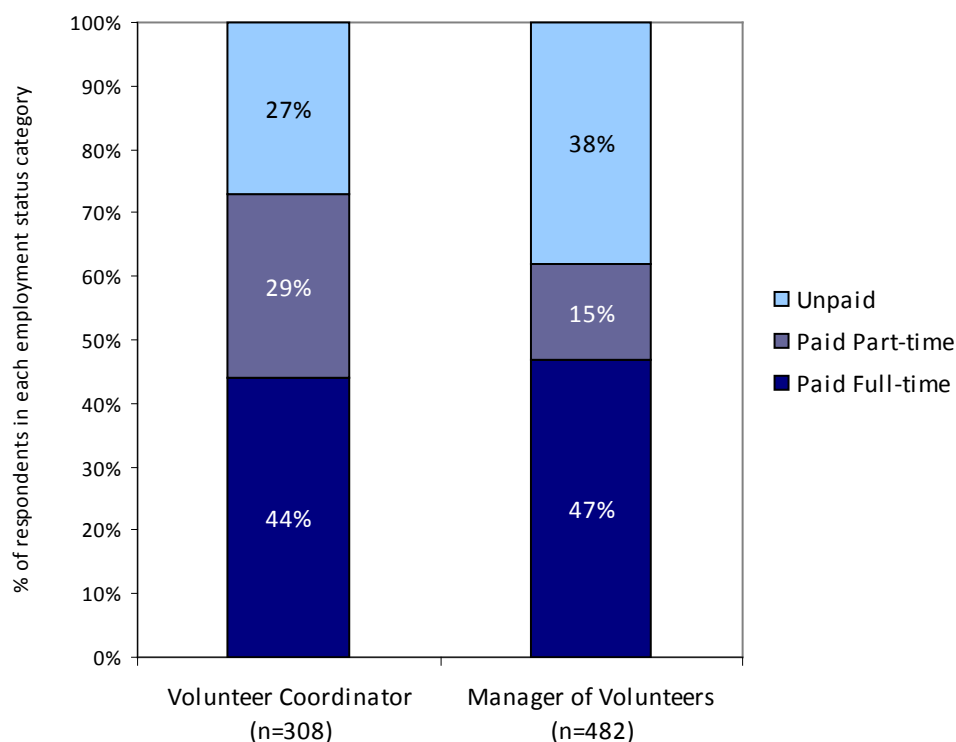
Job title and employment status (cont.)

Dividing the total sample by job title and employment status (figure 7), the largest group of respondents are paid full-time Managers of Volunteers (29%) and unpaid Managers of Volunteers (23%). Paid full-time Volunteer Coordinators are 17% of the sample and each of the remaining three groups account for 1 in 10 respondents.

Figure 7: Respondents by job title and employment status
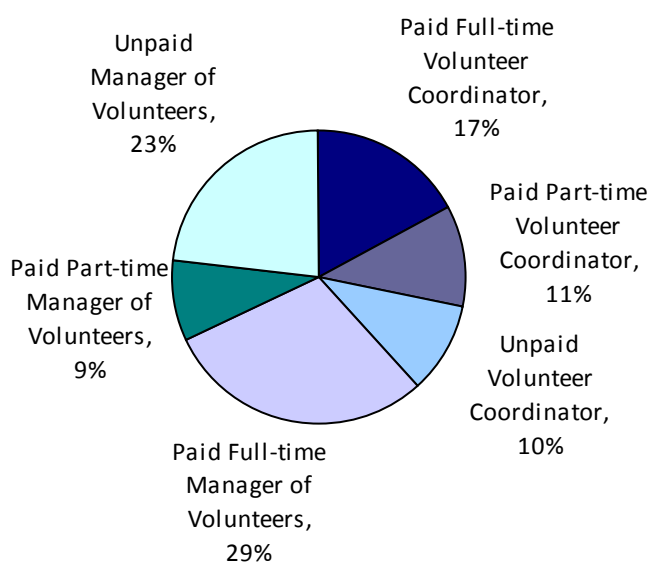
Job title and organisational characteristics

There is also a relationship between job title and the level at which their volunteer programme operates, and wages and salary.

- The national level is dominated by paid Managers of Volunteers, and in non-city locations there are proportionally more unpaid Volunteer Coordinators.

- The median full-time salary for both job titles is $40,000-59,000pa; however, full-time Volunteer Coordinators are paid less than full-time Managers of Volunteers. For example, only 16% of those with 'volunteer' in their title (the volunteer coordinators) are paid over $60,000pa, compared to 37% who did not have 'volunteer' in their title (the managers of volunteers).

- Part-time Managers of Volunteers also appear to be better paid than those with Volunteer Coordinator job titles, although this was not statistically significant.
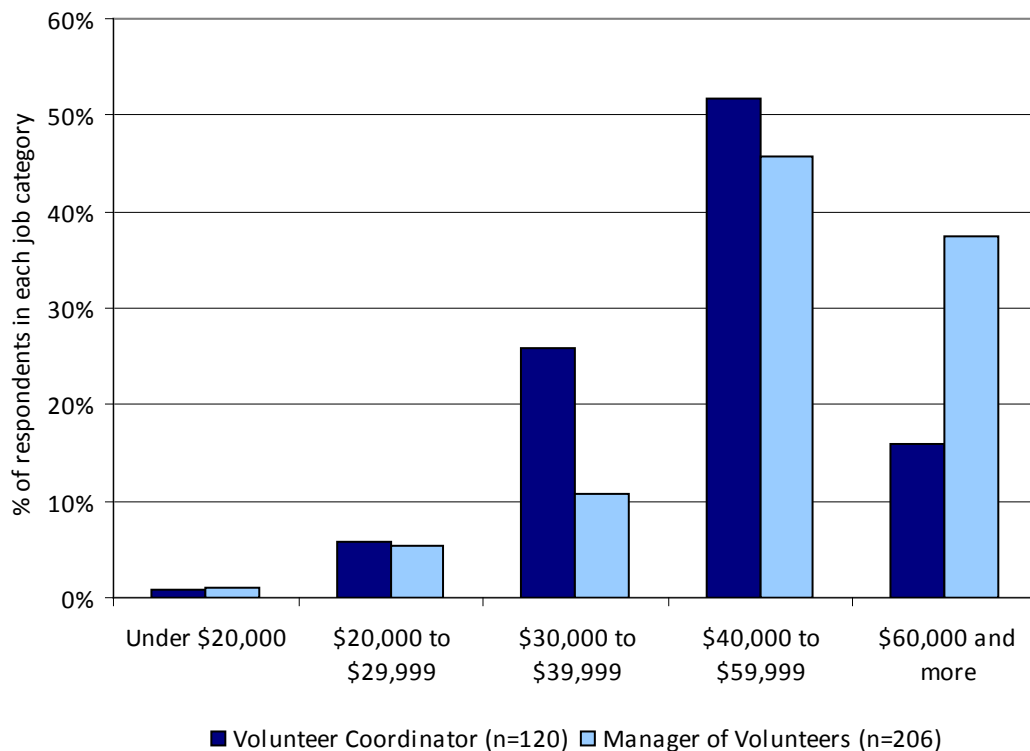
Figure 8: Job title/employment status by annual salary

■ Volunteer Coordinator (n=120) □ Manager of Volunteers (n=206)

Figure 9: Job title/employment status by hourly wages
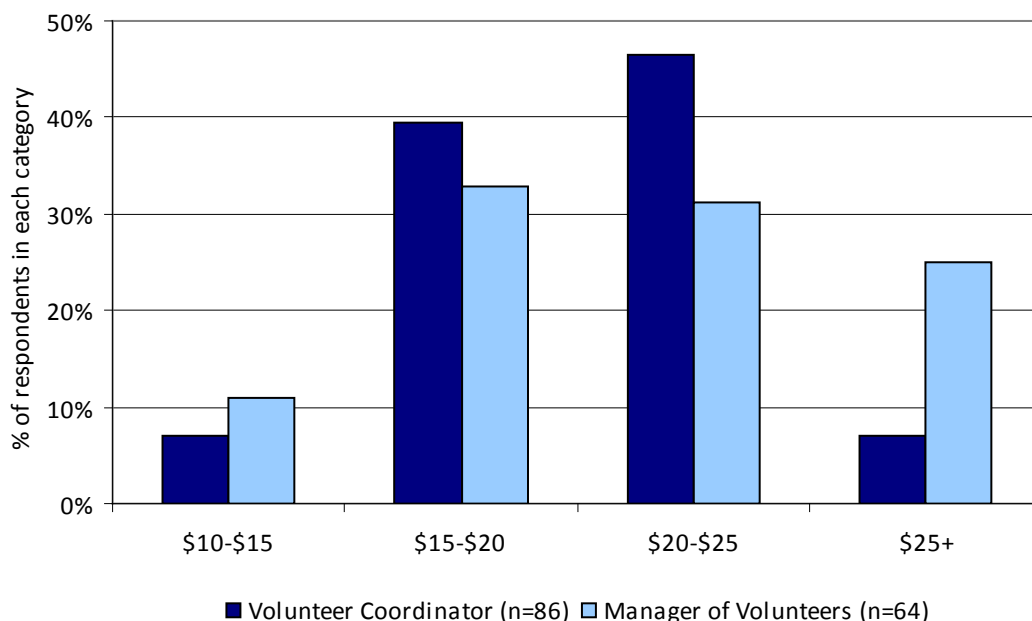
Whom direct responsible to

Respondents were asked to state to whom they are directly responsible in order to gain more of an understanding as to the position of these managers within their organisation (figure 10). Some respondents listed more than one individual or group. 41% of respondents are directly responsible to the not-for-profit organisation's Board Members. 30% are responsible to a Line Manager, and 14% to the CEO/GM/President. The 15% who recorded 'others': included 16 who stated they are responsible to members and 13 to their organisation.

Figure 10: Position of person to whom managers are directly responsible
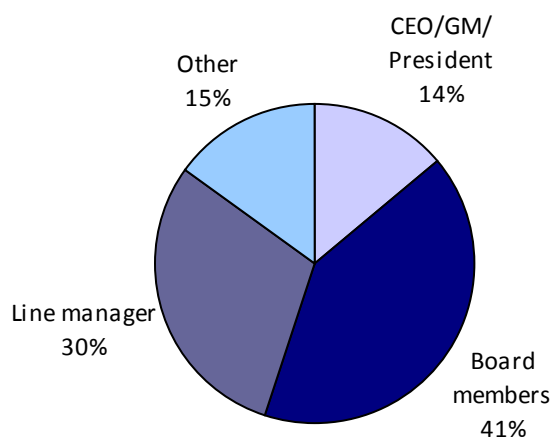
Proportion of working time spent on volunteer management

Respondents hold jobs with varied descriptions and managing volunteers may not be the main part of respondents' jobs. Similar to Machin and Ellis Paine (2008) in their UK survey, we asked respondents what proportion of their working time they spend on their volunteer management role (figure 11). For 15% of respondents volunteer management takes all of their time, however 44% said they 'squeeze their volunteer management work around everything else'.

Both paid and unpaid managers feel squeezed in their role (figure 11). Not surprisingly, Managers of Volunteers – where their volunteer management role is not in their job title – feel most squeezed in terms of time spent on managing volunteers. While 25% Volunteer Coordinators spend all their time on volunteer management, 30% of respondents who have volunteer in their management job title still feel they squeeze this work in, and 16% of volunteer coordinators spend less than a quarter of their time on managing volunteers.

Figure 11: Proportion of working time respondents spend on managing volunteers
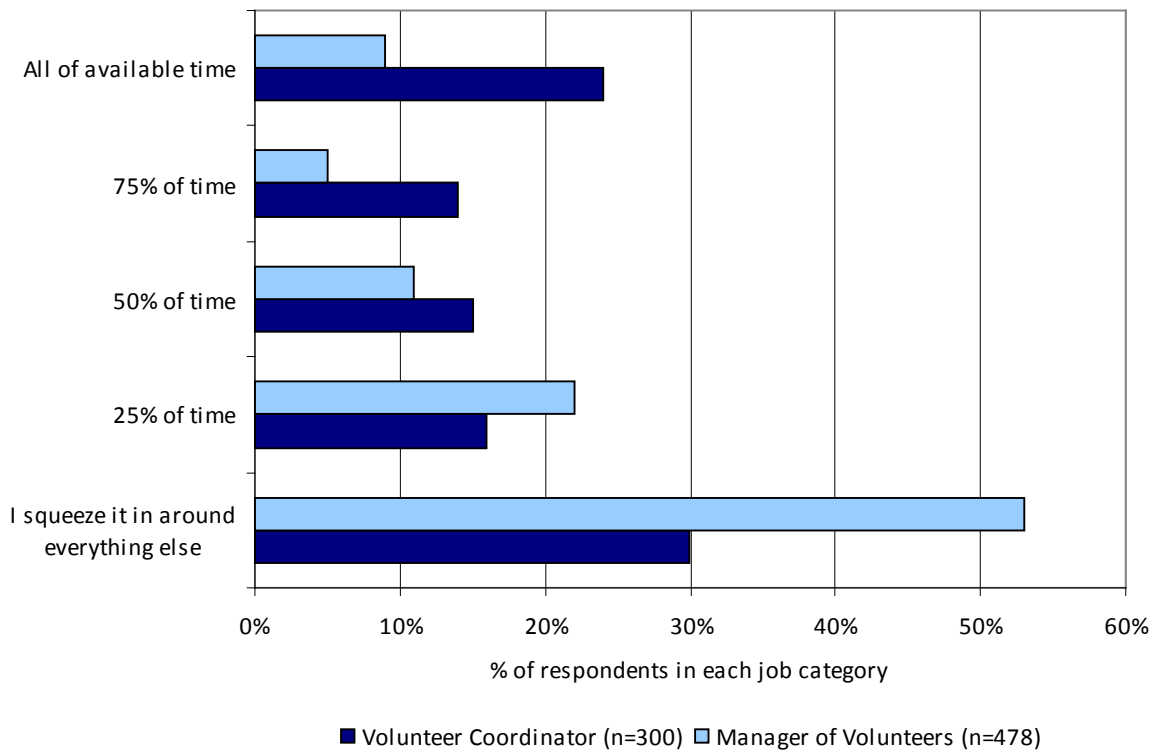
Volunteer management tasks

Respondents are responsible for a diversity of volunteer management tasks within their organisations (table 11). Three responsibilities dominate: volunteer recruitment (76%), supervising volunteers and assigning tasks (both 74%); along with orientation and training (69%) and interviewing, screening, risk assessment (63%). 46% of respondents have all five of these responsibilities. The 'other' category spanned a wide range, of responsibilities including organisational administration/management/staff management/fundraising (35 respondents), volunteer support and mentoring/rostering (18), motivating/recognising and rewarding volunteers (10), leadership (7), training (6), and client contact (4).

Table 11: Responsibilities of managers

	n†	%	All 5 responsibilities
Volunteer recruitment	603	76%	
Supervising volunteers	587	74%	
Assigning volunteers to tasks	580	74%	46%
Orientation and training	548	69%	
Interviewing, screening, risk assessment	496	63%	
Volunteer Administration	133	17%	
Other	260	33%	
Total responses	789		

† Respondents could choose as many tasks as relevant

4: What is work like for managers?

This section analyses the survey data in respect of respondents' daily work within the organisation for which they manage volunteers. It highlights their levels of satisfaction, the challenges they face, and the manner in which they are supported in their role. Section 5 provides data on the types of further training these managers need to discharge their responsibilities well.

4.1 Job satisfaction

Overall respondents are satisfied in their volunteer management role, with 90% of respondents strongly or somewhat agreeing with the statement "in general I am satisfied with my role in volunteer management" (figure 12). However, fewer (63%) strongly or somewhat agree they receive adequate compensation for the work that they do. The mean score[2] for satisfaction with their role is 1.68 (SD 0.7) and for adequately compensated 2.3 (SD 1.02) (figure 13).

Figure 12: Satisfaction with role and compensation

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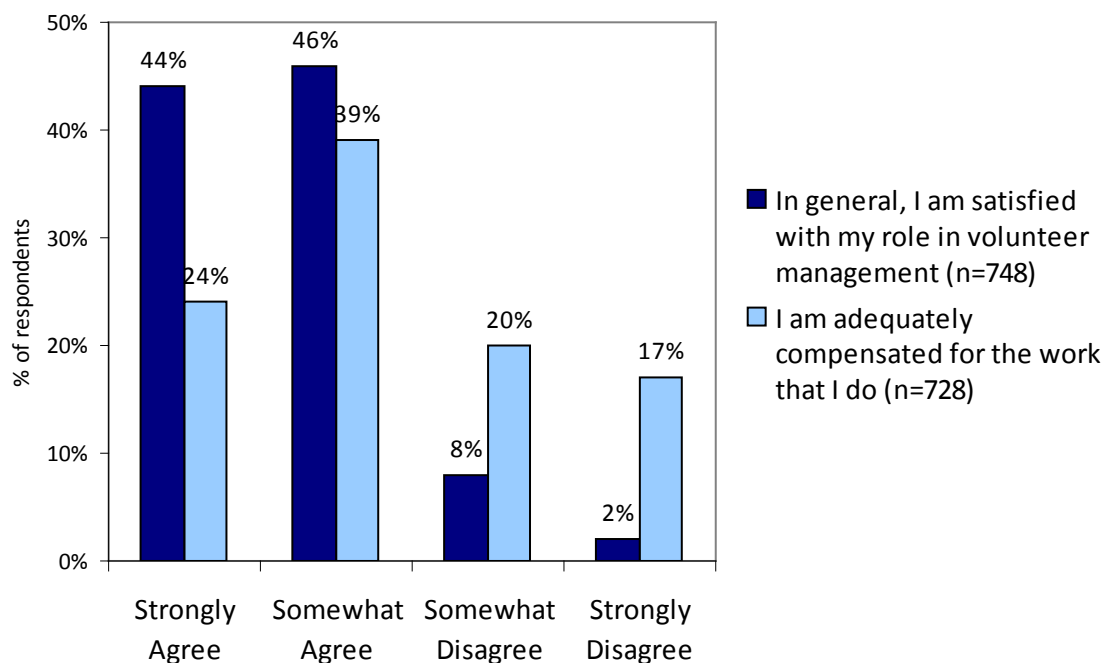
[2] On the 4-point scale from 1 strongly agree to 4 strongly disagree

Job satisfaction and employment status

Being paid or unpaid makes minimal difference to the level of role satisfaction (the mean score for paid managers is 1.70 compared to 1.63 for unpaid managers, table 12). However, employment status is important for compensation (figure 13).

Paid managers are more likely to agree that they are satisfied with the compensation they receive: 71% somewhat or strongly agree, compared to 47% of unpaid managers. The mean scores for the adequate compensation question are higher for both groups, but also further apart (table 12). For paid managers the mean is 2.14, for unpaid managers it is 2.60 and 28% of unpaid managers strongly disagree and 25% somewhat disagree with the adequate compensation question. Further research is required to determine if they are unhappy because they feel they should be paid, or if they are unhappy with the level on non-monetary rewards they receive.

Table 12: Satisfaction with role and compensation, mean score* by employment status

	Paid managers	Unpaid managers	All managers
Satisfaction with role	1.70	1.63	1.68
Adequately compensated	2.14	2.60	2.30

* On the 4-point scale from 1 strongly agree to 4 strongly disagree

Figure 13: Satisfaction with role and compensation, by employment status
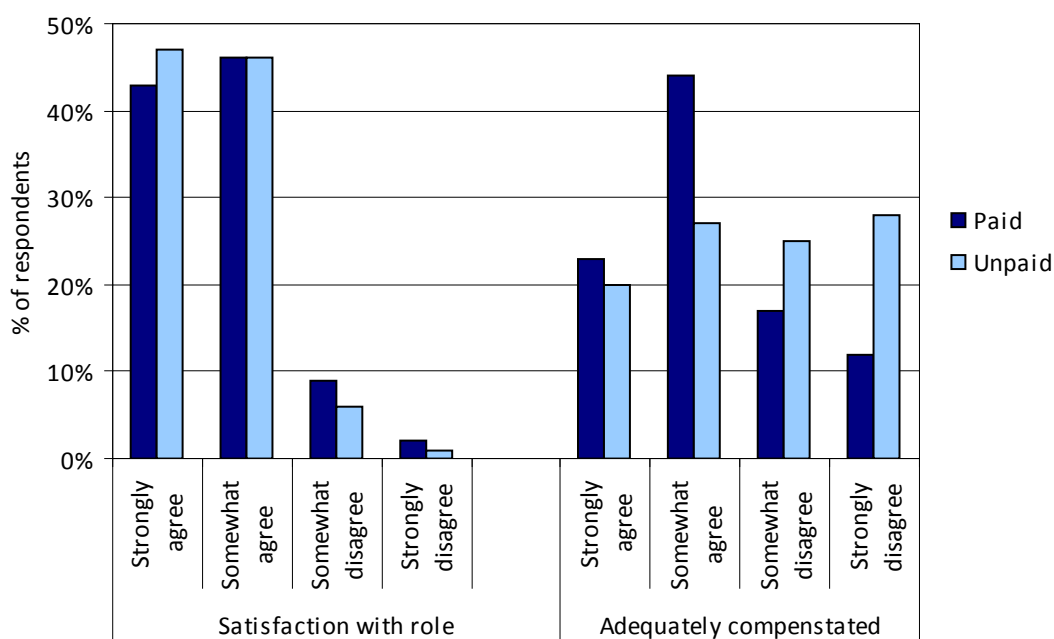
Figure 14: Satisfaction with compensation, paid managers by job title

■ Paid Volunteer Coordinators (n=210) □ Paid Managers of Volunteers (n=285)
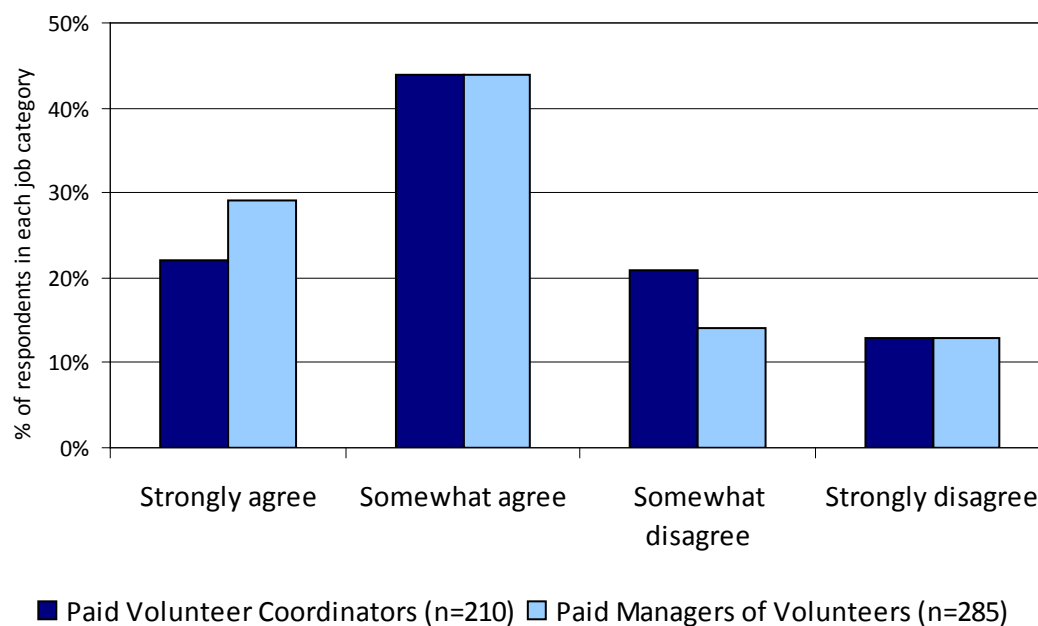
Job satisfaction and job title

For paid staff, job title (volunteer coordinator or manager of volunteer) is also important for the compensation question but not for the satisfaction question. More paid Managers of Volunteers are happier with the compensation than paid Volunteer Coordinators (figure 14). There is no statistically significant difference between the responses of unpaid managers in relation to their job titles.

4.2   *Volunteer management challenges*

Respondents were asked to rank six challenges identified in the literature (e.g. Zarinpoush et al., 2004) from the area that is the greatest challenge (1) to the issue that worried them the least (6). If an issue was not challenging to the respondent at all, they were to rank it as a 7. The responses are presented in table 13.

Greatest volunteer management challenges

Recruiting volunteers is the greatest challenge based on both the number of respondents ranking it first (29% of respondents) and the mean score across all rankings (3.13) (table 13). Based on mean scores, this is followed by a lack of resources to achieve goals: not enough time (3.35) and not enough money (3.61). Retaining volunteers (3.83) and matching volunteers to the organisation's needs (3.97) are also important challenges, but a lack of organisation support is not (mean 5.06, and 26% ranked this as 'not an issue'). Recruitment, followed by time constraints, also comprised the biggest challenges reported by Canadian managers of volunteers (Zarinpoush et al., 2004).

Volunteer management challenges and employment status

There were some differences between challenges identified by paid and unpaid managers (figure 15). For unpaid managers, recruiting volunteers is the biggest challenge with a mean of 2.71 compared to 3.5 for the next three challenges (time, money, and retaining volunteers). For paid staff, recruiting volunteers and not enough time to achieve goals were the joint-most important challenge, having the same mean (3.3).

Table 13: Volunteer Management Challenges

	Greatest challenge				Area that worries me least	Not an issue	Total	n	Mean
	1	2	3	4	5	6	7			
Recruiting volunteers	29%	17%	17%	13%	8%	8%	9%	100%	745	3.13
Not having enough time to achieve goals	20%	19%	19%	14%	12%	8%	8%	100%	754	3.35
Not enough money to achieve goals	21%	16%	14%	11%	16%	10%	11%	100%	750	3.61
Retaining volunteers	12%	18%	16%	17%	14%	13%	11%	100%	745	3.83
Matching volunteers to the organisation's needs	9%	14%	21%	18%	14%	12%	12%	100%	736	3.97
Lack of organisational support	6%	6%	10%	11%	13%	29%	26%	100%	742	5.06

Figure 15: Volunteer Management Challenges, by employment status
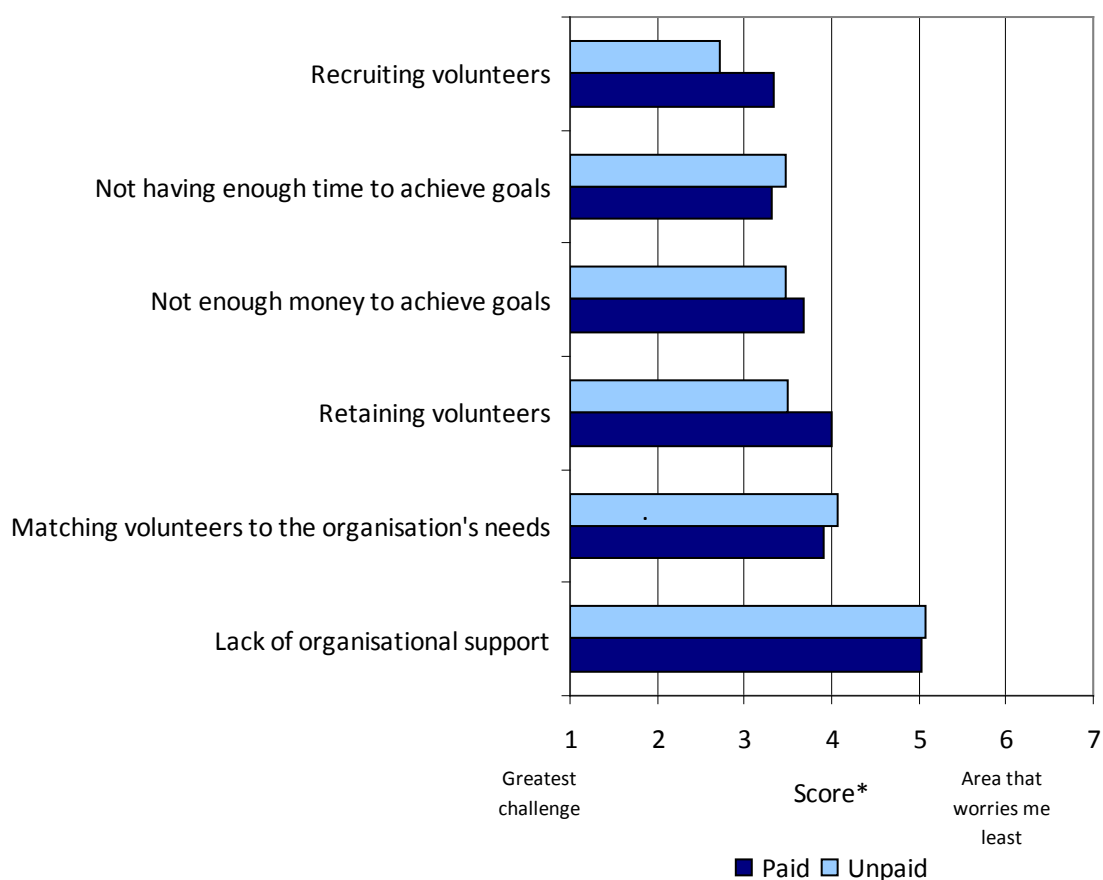
* On a 7-point scale from 1 'greatest challenge' to 6 'area that worries me least', and 7 'not an issue'.

4.3 *Support for managers*

Managers were asked how they view the support they receive from their organisation's governing body and paid staff, whether lack of organisational support is a challenge, and if they feel they must prove to others in the organisation that the volunteer programme is worthwhile. These statements were taken from Zarinpoush et al. (2004). Responses were on a four-point scale from strongly agree to strongly disagree (table 14).

Organisational support

Lack of organisational support is not a major issue for managers in New Zealand. 64% of respondents somewhat or strongly disagree that 'One of the biggest challenges I face in my work is a lack of organisational support for my role in volunteer administration'. This reflects the low rating for 'a lack of organisational support in section 4.2 (table 14). However, the situation is not uniform, 10% of respondents did agree and 25% somewhat agree.

Organisational support (cont.)

The Global Volunteer Management Survey (PFTS 2008) survey also found that 75% of managers received good support from their organisation, but 14% of their respondents felt powerless to influence their organisation's attitude and practices towards volunteers and 25% of them believed their Board did not understand the role they perform.

To the contrary, in this survey, managers also disagree with the statement 'I frequently feel that I must prove to others in my organisation that the volunteer program is worthwhile'; with half of respondents strongly disagreeing. However, as with organisational support, 10% of respondents did strongly agree. This highlights that some managers do have to work within more difficult organisational situations.

Support and employment status

The mean scores for this question in respect of paid and unpaid managers are similar (figure 16), but do show paid managers disagree more strongly with both statements, that is, they feel supported and do not have to prove that the volunteer programme was worthwhile.

Support from paid staff and governing body

Overall, the data shows positive support from organisations for volunteer programmes, and this is confirmed by the very strong positive responses to the statements about support for the involvement of volunteers from paid staff and governing bodies (table 14). Managers perceive the strongest support from their governing body, with 81% strongly agreeing and 15% somewhat agreeing. For support from paid staff, 70% strongly agree and 23% somewhat agree.

Table 14: The value of volunteers and volunteer programmes

	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree	n	Mean
One of the biggest challenges I face in my work is a lack of organisational support for my role in volunteer administration.	10%	25%	25%	39%	742	2.95
I frequently feel that I must prove to others in my organisation that the volunteer program is worthwhile.	10%	15%	23%	51%	746	3.15
Paid staff in my organisation strongly support the involvement of volunteers.	70%	23%	5%	2%	710	1.38
The governing board of my organisation strongly supports the involvement of volunteers	82%	15%	3%	1%	750	1.23

Support and employment status

There are some differences between paid and unpaid managers' perceptions of the support they receive, although these are not statistically significant. Both are equally positive regarding the strong support from their governing body. However, while both groups feel volunteer involvement is supported by their organisation's paid staff, paid managers agree more strongly (76% of paid managers; 55.8% unpaid managers). The mean score for unpaid managers was 1.64 compared to only 1.29 for paid managers (figure 16). Conversely, although the means are similar, only 4% of paid managers disagree or strongly disagree regarding paid staff support, 14% of unpaid managers feel paid staff do not value volunteer involvement.

Figure 16: The value of volunteers and volunteer programmes, by employment status
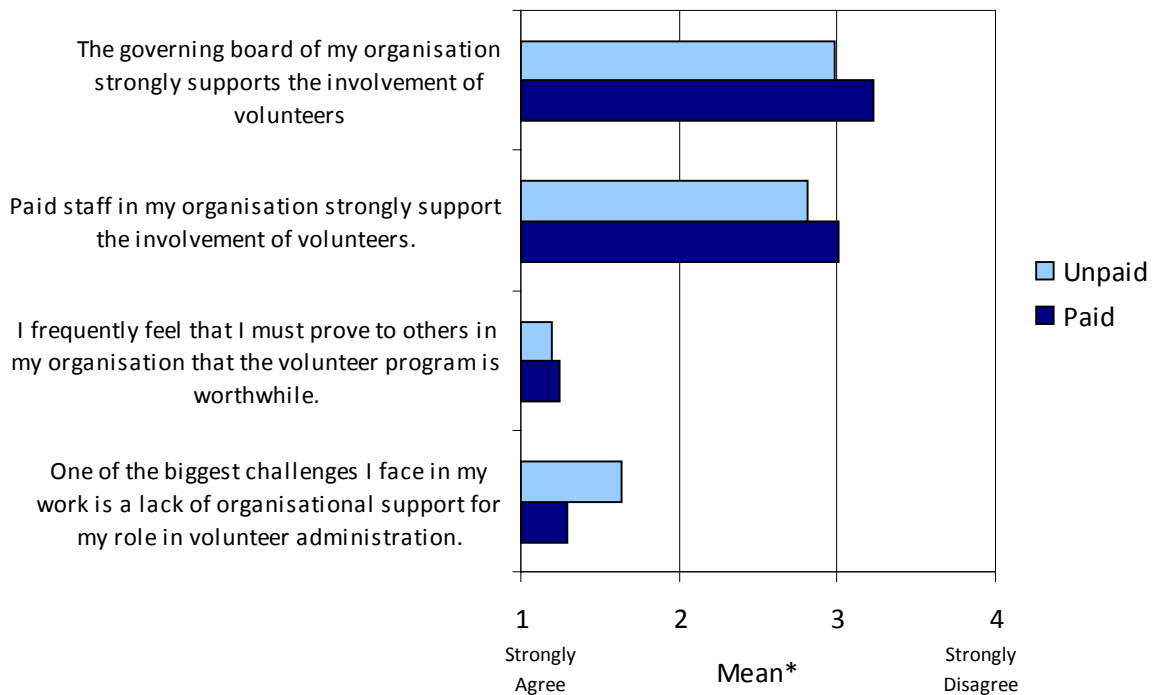
* On the 4-point scale from 1 strongly agree to 4 strongly disagree

Support sought in volunteer management role

Managers were also asked what support they have sought in their volunteer management role. A variety of organisations and people were identified, both internally and externally to the respondent's organisation (table 15). Support from others within their organisation is by far the most used form of support by managers (81%). A third of respondents (35%) identify support from their line manager. External support is also important, including mentor/external supervision (25%), local volunteer centre (25%) and Volunteering New Zealand (13%).

A wide range of other support was identified, including government funders, other government agencies and Territorial Local Authorities (10), friends/my employer (for unpaid managers) (9), funders (non-government) (5), the organisation's volunteers (4), and advertising/media (3). Only 3% of respondents mention seeking support from other similar organisations, suggesting the potential of improving networking between organisations in the sector.

Table 15: People and organisations from whom managers have sought support

	n	%*
Others from within my organisation	611	81%
Line manager	260	35%
Local volunteer centre	191	25%
Mentor/external supervision	190	25%
Volunteering New Zealand	98	13%
Other similar organisations	22	3%
Other (please state)	92	12%

* Percentage of all respondents (participants could choose multiple responses)

5: What training needs do managers have?

An element of support from the organisation is the provision and access to training. This section analyses the training needs of survey respondents by providing a snapshot of the training respondents have already undertaken and the areas in which they perceive they need the most help.

Useful training

First, respondents were asked what training they had found useful in their current position. They could select from three categories:

- courses in human resource management;
- courses in general management;
- on-the-job training

They could also indicate other training (table 16).

Table 16: Training managers have found valuable in their current position

	n	%*
Courses in human resource management	208	30%
Courses in general management	254	36%
On the job training	469	67%
Other (please indicate)	233	33%
Specific Training Area (H&S First Aid)	42	6%
Training by specific organization	39	6%
Experience	34	5%
None/Blank	28	4%
Volunteer Centre	22	3%
Unitec GradDip Not-for-Profit Management	13	2%
Other Tertiary	13	2%
Mentoring/ Peer Support	12	2%
Volunteering New Zealand	11	2%
Leadership	7	1%
Networks	7	1%
Literature	5	1%

* Percentage of all respondents (participants could choose multiple responses)

On-the-job training has the highest number of responses: two-thirds of respondents to this question say they have found this form of training valuable. Courses in general management were second (36%) and those in human resource management third (30%). Of the other responses, training in specific areas (e.g. health & safety, first aid) has 42 responses. 39 respondents mention training by a specific named organisation; in addition 22 identify training from Volunteer Centres and 11 from Volunteering New

Figure 17: Training managers have found valuable in their current position, by employment status and job title
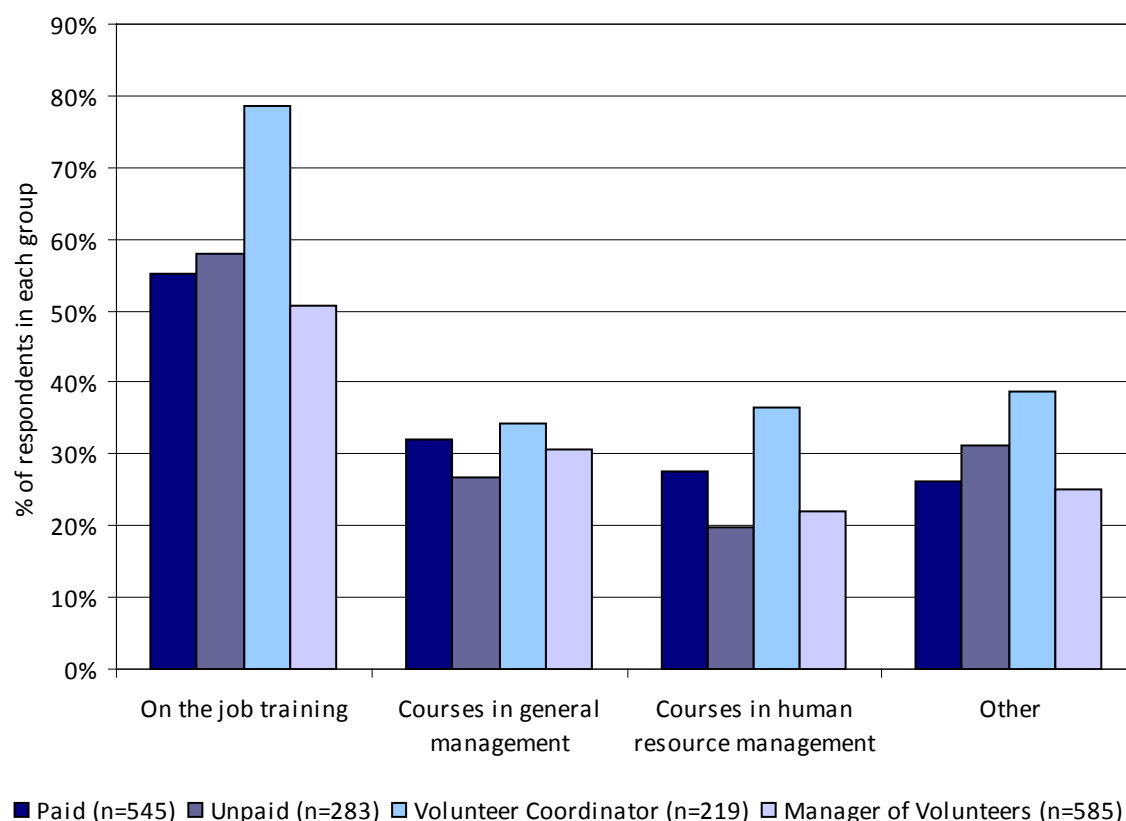
Zealand. 13 identify the Unitec Graduate Diploma in Not-for-Profit Management, and 13 other tertiary qualifications. A small number of responses mention mentoring/peer support (12) and networks (7). 27 of those selecting 'other' then wrote 'none'.

Useful training and job title

Volunteer Coordinators have found all types of training more useful than Managers of Volunteers, particularly on the job training (figure 18). There are few differences between paid and unpaid managers, although proportionally more paid staff have found courses in both general and human resource management useful.

Future training needs

In respect of future training needs, 74% of respondents say extra training would be helpful for aspects of their job. There was no relationship between a need for training and employment status (paid/unpaid) or job title (volunteer coordinator/manager of volunteers).

Respondents were presented with six areas of training, plus 'other', and asked which would be most useful (table 17). There is highest demand for training in management skills, volunteer recruitment and communications

(each identified by around 45% of respondents to this question). This is followed by training in policy development and data management (both 37%). 33% identify problem-solving training while 86 state other training needs, including people management (27 respondents), computer/ technology/IT/social media (10), fundraising (10), and a range of other topics (see table 17).

Table 17: Most useful training

	Response	%*
Management skills	265	47%
Volunteer recruitment	259	46%
Communications	246	44%
Policy development	210	37%
Data management	207	37%
Problem solving	185	33%
Other:	86	15%
People Management	27	5%
Computer/technology/IT/Social Media	10	2%
Fundraising	10	2%
Specific Skills	8	1%
Financial/Budgeting/Accounting	7	1%
Teaching/Training Skills	5	1%
Engagement (Local Govt, community)	4	1%
Evaluation & Research	4	1%

* Percentage of all respondents (participants could choose multiple responses)

Training needs and employment status

There are important differences between paid and unpaid managers (figure 18), however job title is not important. By far the most needed training for unpaid managers is volunteer recruitment; 90% of unpaid respondents would find recruitment training useful. This compares with the second placed management skills being identified by only 27% of unpaid respondents. Conversely, recruitment training is least needed by paid staff. Only 15% of paid managers identified recruitment training, compared with 34% management skills, 31% communications training, 28% policy development, 26% data management, and 24% wanting problem solving training.

Figure 18: Most Useful Training, by employment status
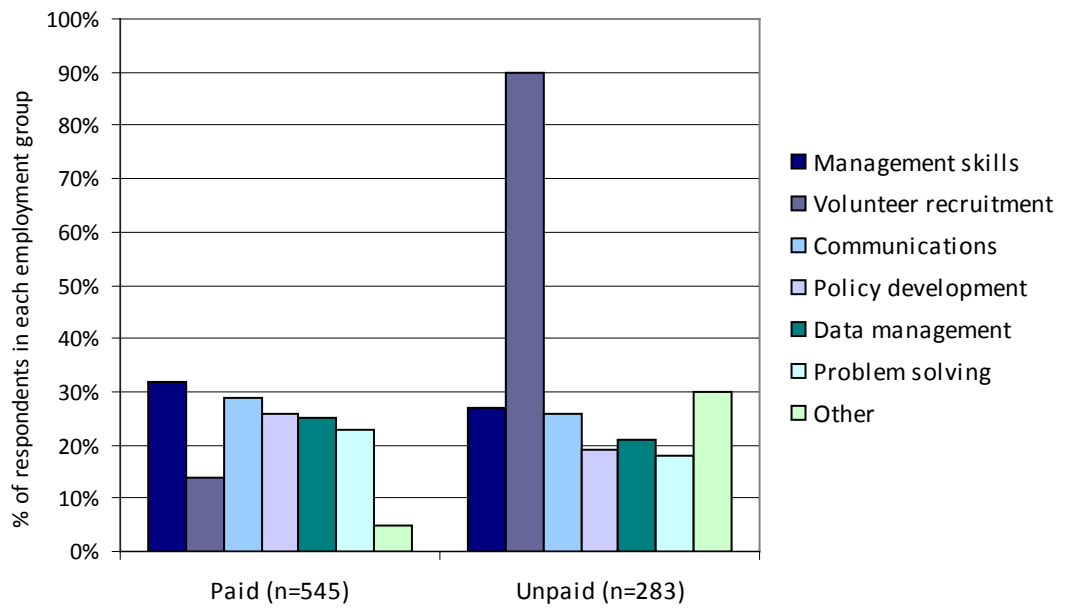
6: What are managers' future career plans?

Against the prior description of training needs, this section analyses the future career plans of survey respondents to indicate workforce stability and career paths. Respondents were asked where they see themselves in the short-term (1 year) and long-term (5 years): in the same or different role and/or organisation, retired, or other. The analysis shows there are some differences between paid and unpaid managers.

Short-term career plans

In the short-term, 7 out of 10 managers see their position unchanged (table 18); paid managers are more likely than unpaid managers to remain in the same position (75% of paid respondents, 60% of unpaid). Paid managers who do envisage short-term movement are going to other roles and/or organisations, indicating some will stay in volunteer management, but others will not.

For unpaid managers, volunteer management is not their career path: no unpaid managers plan to stay in the same role but move organisation, whereas 21% plan to move role within their organisation. In addition, 7% of unpaid managers plan to retire from their role within the next year.

Of the 6% of managers who offered reasons for selecting 'other', much of the uncertainty is due to organisational and environmental change (particularly funding and local authority changes).

Table 18: Short and Long-term Career Prospects of Managers, by employment status

	Short term (1 year)			Long term (5 years)		
	Paid	Unpaid	Total	Paid	Unpaid	Total
Same role as currently employed	75%	60%	70%	24%	18%	22%
Similar role, different organisation	7%	0%	5%	16%	4%	11%
Same organisation, different role	5%	21%	10%	12%	35%	20%
In an entirely different role, new organisation	8%	3%	6%	24%	8%	19%
Retired	1%	7%	3%	14%	26%	18%
Other	4%	8%	6%	10%	9%	9%
Total	100%	100%	100%	100%	100%	100%
n=	489	252	741	487	254	741

Long-term career plans

In the longer term (5 years), there are also some differences relating to both employment status and job titles (table 18).

For unpaid managers it is the organisation rather than the role that is important. Many unpaid managers plan to stay with their organisation but not necessarily in the same role. 38% of unpaid Managers of Volunteers and 29% of unpaid Volunteer Coordinators see themselves in a different role in the organisation in 5 years time. Few unpaid managers (4%) see themselves staying in the same role but moving organisations.

It is the longer term plans of these respondents that signal areas of concern. While 22% of unpaid volunteer coordinators and 16% of unpaid Managers of Volunteers see themselves in the same role in their organisation, importantly 31% of unpaid Volunteer Coordinators and 25% of unpaid Managers of Volunteers state they will be retiring from their role in the next 5 years.

For paid managers, while there is some long-term stability, there is also movement between both roles and organisations. 24% of paid managers see themselves in the same role as currently employed in 5 years time; conversely, 24% see themselves in an entirely different role in a new organisation (table 19). 16% of paid volunteer coordinators said they would likely be within the organisation but in a different role (table 19), suggesting that these respondents do not necessarily see volunteer management as a long-term career. Of the paid staff, 1 in 3 (28%) of the paid part-time volunteer coordinators said they would retire in the next 5 years, compared with between 12 and 15% of other paid managers.

Table 19: Long-term Career Prospects of Managers, by employment status and job title

	Paid full-time		Paid part-time		Unpaid		
	Volunteer Coordinator	Manager of Volunteers	Volunteer Coordinator	Manager of Volunteers	Volunteer Coordinator	Manager of Volunteers	Total
Same role as currently employed	26%	23%	23%	25%	22%	16%	22%
Similar role, different organisation	13%	19%	13%	13%	3%	3%	12%
Same organisation, different role	16%	12%	9%	12%	29%	38%	20%
In an entirely different role, new organisation	23%	25%	20%	25%	6%	9%	18%
Retired	12%	12%	28%	15%	31%	25%	19%
Other	10%	10%	9%	10%	10%	9%	10%
Total	100%	100%	100%	100%	100%	100%	100%
n=	128	216	80	68	72	175	739

7: Conclusions and further questions

This report provides much needed baseline data for understanding the sector and the role and importance of those managing volunteers. It is a snapshot. It tells us who are managing volunteers, what their role involves, how they feel about their role overall, their broad training needs, and where they see themselves in the future.

There are some heartening revelations about volunteer management. In many respects, the responses to the survey are similar to those undertaken overseas. This is surprising as volunteer management is often seen as being less developed in New Zealand.

The limitations of this piece of quantitative research have to be recognised. To understand the 'why', further research is required to investigate some of the emerging findings in more detail. In this section, the findings are analysed for opportunities for future research in order to further develop capacity in the sector. In addition, recommendations are made to encourage better management of volunteers.

Organisations managing volunteers

The survey found that larger organisations tend to place more resources and effort into managing their large number of volunteers, than those with fewer resources. This is similar to overseas research, however the concern is that a number of managers are either unaware of having a budget to support their volunteers, or have no budget at all. Research (for example, Cordery & Tan, 2010) has shown that costs can be a barrier to the availability of volunteers. Since that research, the Income Tax Act (2009) has simplified the reimbursement of volunteers. Organisations are encouraged to budget to reimburse costs for those for whom expenses are a barrier to volunteering.

Job titles are also an area that has been analysed in overseas studies. For example, in Canada Zarinpoush et al. (2004) stated that managers whose titles do not reflect their volunteer management responsibilities may find themselves in an ambiguous situation. In this survey, more of the respondents who do not have 'volunteer' in their job title feel squeezed in terms of their management of volunteers, than those who do have 'volunteer' in their job title. Organisations would do well to define carefully the jobs and titles of their Managers of Volunteers, to ensure the time this important job requires is acknowledged and allocated.

Job satisfaction, organisational support and rewards

The survey suggests high levels of satisfaction with the volunteer management role, and the support from organisations. Conversely, lack of time and money to achieve goals are challenges, and there are concerns related to inadequacy of compensation.

There are contradictions regarding organisational support for volunteer management and managers. While most managers state that they are supported by their organisations, a majority also state that they squeeze their volunteer management role in around all of their other responsibilities.

Focus groups or interviews with managers would be valuable to tease out the factors contributing to these reported levels of satisfaction.

Career paths, training and external support

The survey indicates a strong desire for further professional development. However, how will managers find the time and resources to attend training and development, whether on-the-job or externally, especially those who undertake this management role on an unpaid basis?

Volunteer management is a dynamic profession; the survey suggests there may be multiple routes into and out of volunteer management. Further research should explore these various career paths in order to understand prior learning and support professional development.

Reaching out to the diversity of managers

This survey gathered responses from across a wide area of the sector and included paid and unpaid managers, but it was still heavily weighted towards the more formal end of the not-for-profit sector. Further research should attempt to recruit participants from across the sector, including those for whom volunteer management is not a core role. This should include those who have less contact with existing volunteering support, for example organisations who are not members of Volunteer Centres. Two-thirds of respondents submitted their details to a database to be held by Volunteering New Zealand to promote professional development.

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