

Management Matters: A survey of volunteer management capacity in New Zealand: *A preliminary report of the findings.*¹

The Survey:

In partnership with Volunteering New Zealand, Victoria University of Wellington undertook a nationwide survey of Managers of Volunteers between November 2009 and February 2010. Funding for this survey was received from the Tindall Foundation. The initial response rate has been in excess of 800 individual replies to the survey with the replies coming from a broad range of Manager of Volunteer sources. On this page and the following is a summary of the preliminary findings of the study. Table 1 (Pg.2/3) provides detail on the number and percentage of responses by organisation while Table 2 (Pg.4) details respondent characteristics. A full report including a training needs analysis, based on the survey, will be provided to Volunteering New Zealand in June, 2010.

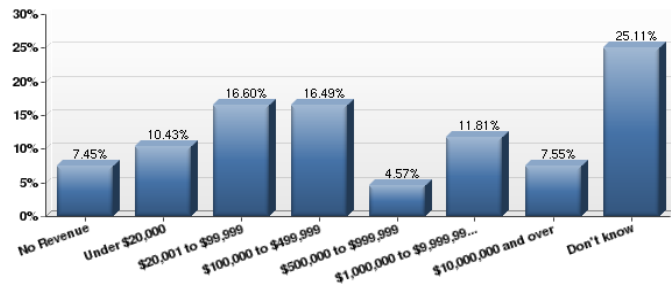
Profile of the organisations surveyed:

- **Organisational Structure:**

Respondents managed volunteers in the following organisational structures: 44% were Incorporated Societies, 40% were Registered Charities, 13% were public-sector organisations and nine percent were unincorporated not for profits. (See Table 1 below) With regard to their primary area of activity or sector of operations, 22% indicated they were 'culture, sport and recreation' organisations, 20% were 'social services' organisations and 13% were 'health' organisations.

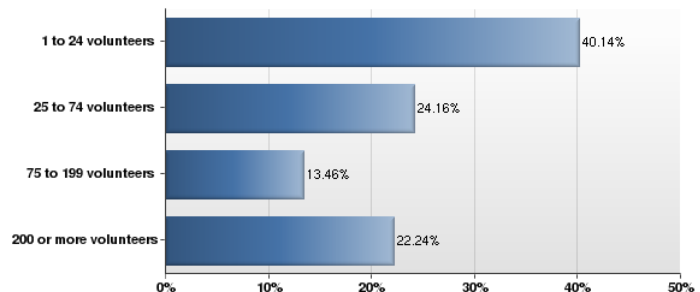
- **Revenues and Employees:**

Revenues of the organisations surveyed varied considerably. With the highest response category being 'Don't know' at 25% of responses it reduces the ability to draw conclusions. However, the largest number of survey responses were from people in organisations with revenues in the categories of \$20,001-\$99,999 and \$100,000-\$499,999. As with revenue above, the number of employees in the organisations varied widely, 52% of responses said their organisation had fewer than 4 employees, while 13% indicated their organisations had over 100 employees.



- **Numbers of Volunteers:**

Responses to the survey included both large and small volunteer programmes. Around 40% of the responses were from organisations with between 1 and 24 Volunteers while 22% indicated that their programmes employed more than 200 volunteers.



¹ Report prepared by Nicholas Dutton, under the supervision of Dr Carolyn Cordery, School of Accounting and Commercial Law and Dr Karen Smith, Victoria Management School; Victoria University of Wellington.

- **Location of organisations:**
Forty percent (40%) of organisations surveyed considered themselves to be 'city' based in terms of operations; while 27% indicated that they were 'regionally' based in their operations. The remaining responses were either 'non-city' based (18%) or 'nationally' based (15%). **Regions:** Auckland and Waikato/Bay of Plenty were the areas with the highest response rates at 22% of the responses each, while Greater Wellington/Wairarapa has 18% followed by Canterbury at 15%. (Nationwide organisations were excluded from this question)

Profile of Managers of Volunteers surveyed:

- **Gender and Education:**
 - Nearly seven out of ten (67%) managers of volunteers who responded to the survey were women; just over half (54%) were over 50 years old and over seventy percent (73%) had at least some university education.
- **Employment Data:**
 - Close to seven out of ten (66%) respondents held paid positions within their organisations and almost seventy percent (68%) had fulltime positions. Over seventy percent (70%) of full-time managers of volunteers held positions that provided salaries of \$40,000 plus, while only 1% were on salaries less than 20,000. More than sixty percent (61%) of those surveyed had five or more years' experience in volunteer administration, and almost one-third (31%) had 12 years experience or more.

The role of managing volunteers:

- **Perceived value of Manager of Volunteers role (from managers perspective):**
 - Paid staff & Boards of Directors strongly support the involvement of volunteers in their organisations
 - Organisations' volunteer programmes are perceived to be both worthwhile and there is plenty of organisational support for their continued operation.
- **How useful are volunteers:**
 - Nearly 80% of responses identified volunteers as being 'essential' to achieving organisational goals, 27% believed they were an effective way to engage the community and 20% viewed them to be an additional resource to get things done.
- **Greatest Challenges for survey respondents:**
 - Recruiting of volunteers was identified most resoundingly as the biggest challenge faced by survey respondents. A group of challenges held second place. These were: not having enough time to achieve goals, matching and retaining volunteers, and monetary resources.
 - A lack of organisational support was either directly noted as no challenge at all or not much of a worry to the respondents; this directly reflects the high level of support reported in the earlier question.
- **Desire for additional training:**
 - A considerable number (74%) answered that there were aspects of their jobs where they would find extra training useful. *(This data will be further analysed in the final report)*
- **Satisfaction and compensation attached to Manager of Volunteers role:**
 - There was strong agreement that managers were satisfied with their roles, of the 748 responses to this question 90% of responses agreed they were satisfied while 74 (or 10%) felt unsatisfied with their role.
 - Although 62% (547) of managers agreed with the statement "I receive adequate compensation", this response was not as strong as their all round satisfaction with their role.
- **Future Intentions of Managers of Volunteers:**
 - 70% of respondents saw themselves remaining in the same role as they are currently for the short term (Less than 12 months).
 - 78% of respondents saw themselves as being in a different role to their current one in the longer term (Greater than 5 years).

Table 1: Organisation Characteristics

Type of Organisation:	Number of Respondents:	Percentage:
an Incorporated Society	415	44%
a Registered Charity	379	40%
a Public Sector organisation	126	13%
an unincorporated not-for-profit	89	9%
a Tangata Whenua organisation	4	0%
Other	72	8%
Area of Activity:	Number of Respondents:	Percentage:
Culture, Sport and Recreation	211	22%
Social Services	195	20%
Health	123	13%
Emergency Services	85	9%
Education and Research	70	7%
Grant making, fundraising and voluntarism promotion	27	3%
Religion	32	3%
Law, advocacy and politics	18	2%
Environment	13	1%
Development and Housing	9	1%
International	13	1%
Business and professional associations, unions	13	1%
Other	160	17%
Organisation Revenue:	Number of Respondents:	Percentage:
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	111	12%
\$10,000,000 and over	71	8%
Don't know	236	25%
Number of Employees:	Number of Respondents:	Percentage:
No employees	190	23%
1 to 4 employees	248	29%
5 to 9 employees	106	13%
10 to 24 employees	76	9%
25 to 99 employees	85	10%
100 or more employees	107	13%
Don't know	29	3%
Number of Volunteers:	Number of Respondents:	Percentage:
1 to 24 volunteers	334	40%
25 to 74 volunteers	201	24%
75 to 199 volunteers	112	13%
200 or more volunteers	185	22%
Region of Operations:	Number of Respondents:	Percentage:
Waikato/Bay of Plenty	153	22%
Auckland	152	22%
Greater Wellington/Wairarapa	125	18%
Canterbury	105	15%
Otago	53	8%
Manawatu/Wanganui/Horowhenua	51	7%
King Country/ Taranaki	26	4%
Hawkes Bay	43	6%
Poverty Bay/ Tairāwhiti	27	4%
Nelson/Marlborough	45	6%
Westland	19	3%
Level of Operations:	Number of Respondents:	Percentage:
Southland	39	6%
I am working at a local (city-based) level	376	39%

I am working at a regional level	255	27%
I am working at a local (non-city based) level	175	18%
I operate at the national level	146	15%

Table 2: Respondent Characteristics

Gender:	Number of Respondents:	Percentage
Female	546	67%
Male	272	33%
Age:	Number of Respondents:	Percentage
25 and younger	25	3%
26 to 39 years old	164	20%
40 to 49 years old	190	23%
50 to 59 years old	264	32%
60 years old and over	181	22%
Ethnicity:	Number of Respondents:	Percentage
New Zealand European	673	82%
Maori	82	10%
Asian	29	4%
Pacific Peoples	31	4%
Other:	102	13%
Education Levels:	Number of Respondents:	Percentage
School Certificate (NCEA Level 1) or lower	124	16%
University Entrance (NCEA Level 2 or 3)	89	11%
Some undergraduate university or polytechnic	208	26%
Completed undergraduate degree	169	21%
Completed post-graduate studies	207	26%
Paid vs. Unpaid Position:	Number of Respondents:	Percentage
Paid	538	66%
Unpaid	279	34%
Full-Time vs. Part-Time Position	Number of Respondents:	Percentage
Fulltime (30 hours or more a week)	372	68%
Part time (less than 30 hours a week)	172	32%
Salaries of Full-Time Paid Managers:	Number of Respondents:	Percentage
Under \$20,000	4	1%
\$20,000 to \$29,999	20	5%
\$30,000 to \$39,999	54	15%
\$40,000 to \$59,999	165	45%
\$60,000 and more	103	28%
Prefer not to disclose	22	6%
Part Time hourly rate of pay:	Number of Respondents:	Percentage
\$10 - \$15	13	8%
\$15 - \$20	56	33%
\$20 - 25	60	36%
\$25 +	23	14%
Prefer not to disclose	17	10%
Years of Experience in Volunteer Management:	Number of Respondents:	Percentage
One year or less	81	10%
2 to 4 years	227	29%
5 to 11 years	235	30%
12 years or more	249	31%

