



July 15, 2024

Office of Information and Regulatory Affairs
Office of Management and Budget
New Executive Office Building
Washington, DC 20503

To Whom It May Concern:

This letter is in response to the request for comment for Federal Register Document Number: BLS–2024–0001 related to comment requests on whether to consider the addition of new detailed occupations or occupational groups. ALIVE proposes the addition of the occupational group “Volunteer Engagement Professional” to the SOC.

ALIVE (Association of Leaders in Volunteer Engagement) is a national membership organization of leaders and professionals in volunteer engagement, representing over 2,600 Volunteer Engagement Professionals, including 850 individuals and 37 Local Association of Volunteer Engagement Professionals, representing over 1,800 individuals. ALIVE serves to enhance and sustain the spirit of volunteering in the United States by fostering collaboration and networking, promoting professional development, and providing advocacy for leaders in community engagement.

The addition of a new occupation within the SOC will allow the Bureau of Labor and Statistics to more accurately reflect the current workforce, as demonstrated by several national studies conducted during the past ten years (see data sources, below). Additionally it will provide valuable guidance to thousands of employers (especially in the government and nonprofit sectors) who hire workers into this occupation. As described below, Classification Principle 2 is met because the occupation’s work is sufficiently different from work performed in existing occupations. Additionally, data can be collected from households and employers related to this classification of workers, and is large enough to be detected in sample surveys, meeting

Classification Principle 9. Lastly, the Volunteer Engagement Profession has been in existence since the mid-20th century, meeting Classification Principle 10 in its continuity and expected continuity moving forward.

The following outlines the information needed by the SOC for the Volunteer Engagement Professional to be split out as a distinct occupation.

1. Proposed occupation title: Volunteer Engagement Professional

Although terminology used to label this occupation has changed over the decades, the key functions of this work have existed since the mid-20th century. What began as an unpaid role has now evolved into a legitimate field of paid professionals. This history is summarized in the [Ellis Foundation Archive on the Professional Leadership of Volunteers](#) which documents the early and long evolution of practices and body of knowledge for this occupation which brings us to where we are today as a legitimate profession.

Though the occupation includes many levels and job titles, as outlined in the 2023 Career Pathways Survey, all workers in the occupation may be identified by Volunteer Engagement Professional regardless of job title.

2. Description of the nature of the work performed

The 2014 Job Analysis Study of this occupation clarifies and defines the full range of tasks involved in the professional management and leadership of volunteer engagement. It also serves as the foundation for the Certified in Volunteer Administration (CVA) credential. The Study identified 66 specific tasks categorized within 7 primary functions:

- Plan for Strategic Volunteer Engagement
- Advocate for Volunteer Involvement
- Attract and Onboard a Volunteer Workforce
- Prepare Volunteers for their Roles
- Document Volunteer Involvement
- Manage Volunteer Performance and Impact
- Acknowledge, Celebrate and Sustain Volunteer Involvement

The 2023 Career Pathways Study further documented 9 similar job competencies and duties (listed below) as well as competencies required for each level of this occupation:

- Recruitment
- Recognition and Retention
- Program Coordination
- Training
- Program Design and Development
- Database Management and Recordkeeping
- Communication
- Volunteer Program Administration
- Relationship Building

All competencies are required for all job levels within the occupation, however the duties performed vary by job level, with some levels having supervisory or management duties, as outlined below in the Career Pathways for the Volunteer Engagement Professional job leveling document, located here:

[ALIVE_Career_Pathways_for_the_VEP-Job_Leveling_Document.pdf \(volunteeralive.org\)](https://www.volunteeralive.org/ALIVE_Career_Pathways_for_the_VEP-Job_Leveling_Document.pdf)

The document is also presented below:

Association of Leaders in Volunteer Engagement
Career Pathways for the Volunteer Engagement Professional- Job Leveling Document

Level & Job Title	Typically Reports To and Independence of Action	Typically Reports To	Level and Type of Direction	Education and Certification	Experience	Recruitment	Recognition and Retention	Program Coordination	Training	Program Design and Development	Database Mgmt and Recordkeeping	Communication	Volunteer Program Administration	Relationship Building
ENTRY CAREER LEVEL														
Intern	Learned Task/Procedures	Specialist or Coordinator	Immediate direction	High school diploma or GED/college degree	None required	Direct, on-site, and trainee volunteer applications	Delivers thank you and appreciation notes	Fulfills any assigned tasks for program participants	Supports training and on-site tasks assigned	Conducts research for new program design as assigned	Enter and maintain volunteer files (e.g., applications, background checks, email contacts as requested)	Delivers required reports and messaging using established channels for volunteer files and specific assigned projects	Complete and track program information for special projects and reports	Primarily works with immediate staff and internal management for the purpose of executing assigned tasks and fulfilling special requirements
Assistant/Associate	Apply Technical/Procedures	Specialist or Coordinator	Close supervision	A.A.S. or Associate's degree in volunteer engagement or related coursework	6 months of public contact/volunteer assignments	Advocates, writes, and updates web materials and procedures to volunteer activities	Plans and executes thank you and appreciation notes	Completes data tables (e.g., inventory needs, reporting needs) as requested	Trains new volunteers on policies and procedures (e.g., background checks, recordkeeping)	Conducts, complete and updates research for new program design as assigned	Maintains volunteer contact lists, maintains information and keeps records up to date	Provides and maintains a volunteer database and keeps records up to date	Tracks any administrative needs for volunteer program administration as directed	Assures daily communication/relationship building with volunteers, fulfilling any needs as requested and reported
EARLY CAREER LEVEL														
Specialist	Apply Methods	Supervisor	General supervision	B.A.S. or Bachelor's degree in volunteer engagement or related coursework	2 or more years of field related/volunteer assignments	Screen candidates, complete onboarding	Organizes structured social and recognition events for volunteers	Serves as point of contact for program volunteers	Provides ongoing training/continuing education formal for specific topics	Assists in design and development of new volunteer programs/improvements as requested	Maintains database for volunteer information and keeps records up to date	Manages communication and project information on volunteer and engagement opportunities; communicates with volunteers and follow-up; creates reports and makes events to volunteers	Keeps abreast of program needs and issues; responds to volunteer and engagement opportunities; communicates with volunteers and follow-up; creates reports and makes events to volunteers	Develops connections through social media, staff, and program participants; fulfills training and on-site communication with volunteers as needed for support
MID-CAREER LEVEL														
Coordinator	Explain and Follow Policies	Supervisor or Manager	General supervision	B.A.S. or Bachelor's degree in volunteer engagement or related coursework	4 or more years of field program/volunteer assignments	Screen the volunteer candidate pool; recruit and onboard training volunteers	Creates large-scale recognition events, activities and opportunities for volunteers (e.g., annual recognition event, national volunteer appreciation week, social media campaign)	Plans, assigns and directs volunteer work; approves performance, addresses complaints and resolves problems	Coordinates, delivers and analyzes volunteer-related training to staff and volunteers and works closely on overall program needs; develops training; addresses staff development training	Facilitates program growth and development of new programs; tracks and recommends innovative ways to use volunteers	Maintains thorough understanding of database and records of volunteers; regularly maintains updates and database system	Creates and provides content for volunteer program needs; works with individuals and groups and volunteers with the organization	Ensures compliance with regulatory and organizational policies and procedures for volunteer administration; creates and disseminates identification tools and related processes that promote efficiency, control costs and maintain ROI for volunteer program	Serves as point of contact for volunteers and builds internal and external partnerships that supports the growth and achievement of volunteer program; participates in community engagement and networking
Supervisor	Interpret Standards	Manager or Senior Manager	General supervision	B.A.S. or Bachelor's degree in volunteer engagement or related coursework	6 or more years of general experience	Coordinates process for recruitment, screening, onboarding of existing volunteers	Facilitates in-charge of the development, implementation and maintenance of volunteer recognition plans	Supervises volunteers and staff engaged in volunteer program delivery	Assesses, creates, delivers and analyzes training for volunteers to meet organizational goals and objectives	Assesses volunteer program needs and identifies opportunities for program improvement; tracks (market, etc. for new programs)	Works with staff to ensure information entered into database is accurate and complete; complete with any requirements with regard to record keeping and report generation	Works with staff to produce monthly reports; provides and disseminates reports to individuals and groups and volunteers with the organization	Builds capacity; leads and oversees staff; assigns work in diverse program effectiveness	Develops opportunities for cross departmental collaboration with volunteer engagement team
SENIOR CAREER LEVEL														
Manager	Establish and Follow Policies	Director or Senior Director	United supervision	B.A.S. or Bachelor's degree in volunteer engagement or related coursework	8 or more years of general experience	Evaluate employees for job and qualifications fit; evaluate performance and conduct interviews	Plans and ensures execution of program, processes, and product development; manages volunteer recruitment	Directs and implements program, processes, and product development; manages volunteer recruitment	Trains and supervises volunteer staff and projects for specific types of initiatives	Recommends and develops volunteer program; creates and implements program; manages volunteer recruitment	Ensures integrity of volunteer program information; designs data field tables and reports; complete with any requirements with regard to record keeping and report generation	Delivers messaging and communication on behalf of the department; designs and disseminates reports to individuals and groups and volunteers with the organization	Ensures areas of volunteer program administration (e.g., recruitment, training, supervision) are done in a timely manner; reports and provides solutions; coordinates program administration (e.g., Service Director, needs budget)	Develops and secures resources and activities to support volunteer program; identifies ways to build volunteer efforts and increase priority partnerships
Senior Manager	Develop Policies and Procedures	Director or Senior Director	Administrative direction	B.A.S. or Bachelor's degree in volunteer engagement or related coursework	10 or more years of general experience	Determines advertising and recruitment strategy; manages public speaking; participates in candidate interviews	Develops recognition strategy that includes employee and volunteer engagement	Delivers best and highest use of program volunteers; adjust program delivery as needed	Creates and presents formal training programs related to volunteer recruitment, retention and retention	Develops program and policy goals; sets in-house support (e.g., how to use volunteers effectively)	Administers and updates volunteer management system and how it interfaces with multiple software programs and applications, such as CRM and Microsoft Dynamics	Provides content for grant and organizational materials; maintains management and recordkeeping; oversees communication strategies	Establishes relationships for cross departmental collaboration with volunteer engagement team	Establishes relationships for cross departmental collaboration with volunteer engagement team
EXECUTIVE LEVEL														
Director	Propose and Test Concepts	Top Executive	General direction	B.A.S. or Bachelor's degree in volunteer engagement or related coursework	10 or more years of general experience	Projects staffing requirements, onboarding, and internal and external candidate sources for all volunteer positions	Plans and leads organization-wide recognition for both staff and volunteer retention programs, effectiveness measures, and training opportunities	Conducts needs assessments and program goals and implementation for programs that meet organization's overall strategic objectives	Formulates and presents volunteer program outcomes that meet specific goals and objectives; designs programs based on these outcomes	Works with staff to determine volunteer program outcomes that meet specific goals and objectives; designs programs based on these outcomes	Designs volunteer management system and how it interfaces with multiple software programs and applications, such as CRM and Microsoft Dynamics	Creates and implements general and specialized communication strategies; measures effectiveness	Plans, directs, and coordinates the operations of the organization; oversees volunteer engagement with the program facilitator and administrative direction and program budget	Collaborates and maintains community and corporate relationships across the industry for different internal and external partners that serve volunteer engagement or other organization
Senior Director	Create Systems and Procedures	Top Executive	Policy direction	B.A.S. or Bachelor's degree in volunteer engagement or related coursework	10 or more years of general experience	Evaluate recruiting effectiveness to types of programs and needs; staffing levels, and skill requirements for programs and budgets	Develops and presents to Executive Leadership Team innovative recognition and retention initiatives and develops business partnership planning opportunities	Establishes program goals and implementation for programs that meet organization's overall strategic objectives	Develops and creates business strategy for a range of related topics in contact with other professional business partnership planning opportunities	Creates programs for volunteer management and retention; designs programs based on these outcomes	Establishes advertising and marketing campaigns to grow volunteer and community engagement; oversees communication strategies	Establishes advertising and marketing campaigns to grow volunteer and community engagement; oversees communication strategies	Establishes relationships for cross departmental collaboration with volunteer engagement team	Establishes relationships for cross departmental collaboration with volunteer engagement team
Top Executive	Thinker and Business Development Strategies	Board of Directors	Board/Strategic Direction	M.A.M.S. or Coaching certification and leadership experience	10 or more years of organizational-level and leadership experience	Determines business strategies for recruiting, including components, equipment, and attrition and retention factors to fully long-term strategy needs	Develops and presents to Executive Leadership Team innovative recognition and retention initiatives and develops business partnership planning opportunities	Establishes program goals and implementation for programs that meet organization's overall strategic objectives	Develops and creates business strategy for a range of related topics in contact with other professional business partnership planning opportunities	Creates long-term business and development plans (quarterly) based on current volunteer program and staffing needs; designs programs based on these outcomes	Develops strategy for all communication strategies, including volunteer program model, including content and messaging; oversees communication strategies	Manages overall design of the organization's volunteer program model, including content and messaging; oversees communication strategies	Manages overall design of the organization's volunteer program model, including content and messaging; oversees communication strategies	Manages overall design of the organization's volunteer program model, including content and messaging; oversees communication strategies

3. Description of the relationship to other SOC occupations

The role of a Volunteer Engagement Professional is distinct in the expanded scope of work performed as compared to the current SOC classification within Human Resources Specialist. The following provides examples of these distinctions, including both competencies unique to the Volunteer Engagement Professional and unique in how they are conducted or applied within the profession.

- Organizational Strategy - Leads the identification of opportunities to incorporate volunteer support into all levels of the organization. Participates in strategic planning to identify ways volunteers can support strategic initiatives. Supports the identification of roles during new program planning, regularly meeting with departments to conduct needs assessments of additional roles to support the

organization's mission, and supporting the project scoping of Pro-Bono and Skills-Based opportunities.

- Position Development - Crafts position descriptions based on staff feedback and ensures that positions developed are mission driven. Reviews totality of volunteer positions available in the organization to ensure a range of roles are available, such as one-time events, short-term opportunities, group or family events, off-site and/or virtual service, and ongoing assignments.
- Orientation - Provides overview of the organization, history, and mission as part of onboarding all new volunteers. Scales orientation to length of volunteer role to ensure all volunteers are prepared to serve as advocates for the organization in the community.
- Training - Trains paid staff, and volunteers who supervise other volunteers, on how to work with volunteers effectively. May also provide task-specific training to volunteers.
- Fund Development and Donor Cultivation - Develops tailored approaches to inviting volunteers to donate dollars as well as time. Develops strategies for inviting financial donors to also engage as volunteers.
- Tracking - Develops and maintains systems to collect not only hours volunteered, but also return on volunteer investment (ROVI), the outputs and impact of the volunteer activity, and descriptive and outcome data.
- Evaluation- Develops and implements evaluation plans including process and outcome evaluations. Develops and implements valid and reliable evaluation tools to measure program effectiveness, volunteer performance, and volunteer satisfaction and engagement.
- Impact Reporting - Facilitates regular communication about volunteer value, impact, and outcomes to internal staff, Board members, volunteers, funders, stakeholders, and the public at-large.
- Partnership Development - Develops and maintains collaborative relationships and partnerships with other nonprofit organizations, businesses, and funders to expand the reach of volunteer activities, opportunities, and/or efforts. Utilizes community input and feedback to develop new program ideas.
- Communication - Ensures communication to and between volunteers, organizational leadership, staff, Board members, and the community.
- Supervision - Provides direct supervision to volunteers in addition to placing volunteers for supervision by other staff and volunteers.
- Recognition - Develops recognition of employees effectively engaging volunteers in their work as well as acknowledging volunteers for their service to the organization and their accomplishments.
- Volunteer Development - Discusses with volunteers their progress to date and additional opportunities for learning and/or volunteer advancement.
- Ensures positive staff/volunteer relations - Ensures both staff and volunteers understand their respective roles through the use of handbooks, training, and ongoing communication.
- Advocacy - Prepares volunteers to serve as ambassadors and advocates in the community, which may include lobbying efforts.
- Ethics - Demonstrates professional ethics (<https://cvacert.org/professional-ethics/>)

when working with colleagues, volunteers, and external partners.

Furthermore, activities related to “recruiting, screening, interviewing, and placing individuals within an organization” have significant nuance when comparing processes for paid and unpaid (volunteer) human capital. In HR, specialists seek potential candidates for a specific, pre-identified job position that needs to be filled, and will recruit based on education, current skills, abilities and experience. The specialist is also constrained by the compensation they can offer the candidate. On the other hand, the Volunteer professional is actively working to identify more volunteer opportunities and potential volunteers in order to support the mission of an organization. They are not limited by the potential volunteer’s current employment status or salary level.

Another foundational difference is the motivation of a volunteer vs that of a potential employee to engage with an organization. The job seeker is looking to utilize their skills in a paid capacity, seeking benefits and a possible career ladder. Volunteers will often have a variety of reasons to volunteer, from an effort to show gratitude, as a way to live their faith, for an enhanced sense of wellbeing or self-esteem, to support a personal cause or a desire to make a positive impact in their community, their country, or the world. In many cases they are not interested in utilizing the same skills they use in their career, but prefer to volunteer in an entirely different capacity. The volunteer professional will need to utilize different methods to attract, interview, place and retain volunteers, since financial compensation is not part of the equation.

Though the Volunteer Engagement Professional engages in similar work as HR Specialists, Fundraisers, Training and Development, and even Event Planners, Marketing Specialists, Data analysts, and Communication specialists, as described the work is unique in the breadth of activities, skills needed, and the distinct nuances in similar activities. As such, a new category for the occupation is needed to adequately capture the work performed.

4. Job titles:

Job titles commonly used across the occupation include the following, often listed with additional words to identify their connection to the volunteer labor force. For example: “Coordinator of Volunteers”, “Manager of Volunteers”, “Volunteer Engagement Associate”, or “Director of Volunteer Engagement”.

- Assistant/Associate
- Specialist
- Coordinator
- Supervisor
- Manager
- Senior Manager
- Director
- Senior Director
- Executive
- Chief Engagement Officer

5. Indications of the number of jobs or workers in the proposed occupation:

Without a distinct occupation within the SOC, there is no data source to document the number of jobs or workers in the profession. However most nonprofits utilize voluntary efforts to support their mission, and per the National Council of Nonprofits, there are over [1.3 million charitable nonprofits](#) and over [12 million people are employed within nonprofit establishments](#).

6. Types of employers:

The occupation of Volunteer Engagement Professional is found within a variety of types of employers including nonprofits, government, and within private, for-profit organizations when for a civic, charitable or humanitarian reason (such as a for-profit hospital or hospice).

7. Education and training:

Education and training required for the occupation varies, however a number of trainings, certificates, and college-level courses exist to prepare workers for the occupation. While there is not a standard degree required, based on the results of the Career Pathways Survey, 87% of the volunteer professionals have a Bachelor's Degree or higher. Examples of well-established educational programs for this occupation are listed:

- [University of North Texas Volunteer and Community Resource Management Certificate](#) is designed for those who want to gain a professional level of competencies in volunteer and community resource management. It requires the successful completion of 12 hours in undergraduate volunteer and community resource management courses.
- [Volunteer Engagement Training Program \(VETP\)](#) consists of modules created by the national Points of Light and offered in local communities. Classes are designed to provide a comprehensive understanding of the major components of a nonprofit volunteer management program including volunteer recruitment, retention, and recognition strategies and methods of offering projects for diverse audiences. Example: [Lehigh Valley VETP](#)
- [Arizona State University's Master of Nonprofit Leadership and Management](#) includes a course on Volunteer Resource Management. In this course, students explore issues relevant to volunteer management, as well as how to maximize resources in the effective management of volunteers, while carrying out the mission of organizations and ensuring volunteers have good experiences with community organizations.
- [LBJ School of Public Affairs at University of Texas Austin Public Administration](#) program includes courses in volunteer engagement.
- [VolunteerMatch Learning Center](#) offers an extensive webinar library including four educational mini-series that delve into essential tenets of volunteer management.

Modules are designed to meet the needs of practitioners at 3 levels: Introductory Approaches, Core Components, and Advanced Practices.

- [VQVolunteer Strategies](#) is a comprehensive online resource for free innovative tools, cutting-edge knowledge, webinars, insights, and more with comprehensive publications to templates, tools, and tactics.
- Educational Conferences: For decades the [Points of Light national conference](#) has attracted hundreds of practitioners from government, nonprofits and corporations to learn about volunteer engagement practices. Many states also offer annual conferences aimed at educating these professionals (e.g. Minnesota, Virginia, California, Texas, Iowa)
- Textbook: The [Council for Certification in Volunteer Administration \(CCVA\)](#) first published a comprehensive textbook in 2010, VOLUNTEER ADMINISTRATION: Professional Practice. It has been updated regularly, with the 4th edition published in 2021. This book has been used in several college courses and certificate programs.
- Professional Journal: [The International Journal of Volunteer Administration \(The IJOVA\)](#) is a professional peer reviewed publication of the Department of Agricultural and Human Sciences at North Carolina State University in Raleigh. Published only in digital formats, IJOVA is offered in recognition of the critical role of professional managers of volunteers in mobilizing human resources to address serious human, community, and social needs through volunteerism.

8. Licensing:

While licensing is not required for this work, some employers give preference to individuals who have earned the [Certified in Volunteer Administration \(CVA\) credential](#). This competency-based program has been in existence for over forty years and has certified over 3,000 leaders of volunteer engagement. Candidates must have at least three years of experience in leading and managing volunteers, pass a proctored exam, submit letters of reference, and commit to honoring the profession's code of ethics.

9. Tools and technologies:

Workers in the occupation use a variety of technologies to support the work. A 2021 TEVA study found that although the majority of volunteer engagement professionals use some form of technology platform or tool, the field has not converged on one specific tool. Some use proprietary tools built specifically for volunteer administration while many others make do with common database software like Microsoft Excel. The study also found the use of technology increased significantly as a result of the pandemic. Examples of resources used include:

- Recruiting platforms: Volunteer Match, Just Serve, Hands On
- Company Website

- Resources: ALIVE Resources pages, templates, Local associations, VolunteerPro templates for strategy, goal setting, recruiting campaigns
- Communications: Drip Campaigns; Social Media platforms; Canva
- Volunteer Sign Ups software: SignUp Genius
- Artificial Intelligence: to create personas and position descriptions
- Volunteer Specific Databases: Better Impact, Volgistics, Volunteer Hub, Golden, as well as broad use systems including Salesforce and Raiser's Edge

10. Professional trade associations and unions:

The Association for Volunteer Administration (AVA) served as the national professional association for this occupation for over 40 years, starting in the 1970's. During this time it pioneered formal training for practitioners, offered an annual conference, published an applied journal, established the Certified in Volunteer Administration (CVA) credential, and developed the code of professional ethics.

In 2009 AVA was succeeded by the [Association for Leaders of Volunteer Engagement](#) (ALIVE) which now supports professionals through professional development, networking, mentoring and advocacy. As mentioned earlier, current membership is over 2,600.

The [National Association of Volunteer Programs in Local Government](#) (NAVPLG) is another national professional association. Membership is open to individuals and groups associated with administering volunteer programs in the public sector. Members range across many levels of government, including city, county, state, and Federal, along with special districts, school districts, universities, and those supporting these programs. NAVPLG provides leadership, education, advocacy, networking, and information exchange.

Starting in the 1980's dozens of local associations of volunteer engagement professionals sprang up as additional resources for education and mutual support. Over 90 of these groups continue today nationally as valuable peer networks – especially important for individuals entering this occupation. Examples include:

- Greater Richmond Association for Volunteer Administration
<https://greaterrichmondava.com/>
- New York Association for Volunteer Administration
<https://www.facebook.com/NYAVA.org/>
- Volunteer Managers of Central Iowa [Home | VMCI \(volunteermcia.org\)](#)
- Minnesota Alliance for Volunteer Advancement [Home - Minnesota Alliance for Volunteer Advancement \(mavanetwork.org\)](#)

We appreciate the opportunity to provide feedback on the proposed CSG application instructions. We welcome further dialogue on this topic. Questions regarding this comment can be sent to Cathy Thoma, ALIVE Board President at President@volunteeralive.org.

DATA SOURCES:

Information provided in this request is largely based on data from the following national studies and surveys:

- Career Pathways Survey – ALIVE, 2023 [Professional Career Pathway Survey - Association of Leaders in Volunteer Engagement \(volunteeralive.org\)](https://www.volunteeralive.org/professional-career-pathway-survey)
- Volunteer Management Progress Report – conducted annually by Tobi Johnson & Associates LLC, 2016-2023 <https://volpro.net/volunteer-management-progress-report/>
- Job Analysis Study - Council for Certification in Volunteer Administration, 2014 [tps://cvacert.org/wp-content/uploads/2021/07/CCVA-Body-of-Knowledge-and-Competency-Framework.docx.pdf](https://cvacert.org/wp-content/uploads/2021/07/CCVA-Body-of-Knowledge-and-Competency-Framework.docx.pdf)
- Technology Evolution in Volunteer Administration Survey - Arizona State University and Council for Certification in Volunteer Administration, 2021 <https://cvacert.org/teva/>