

Career Pathways in Volunteer Engagement

A Framework of Competencies, Duties
and Pay Structures for Professionals



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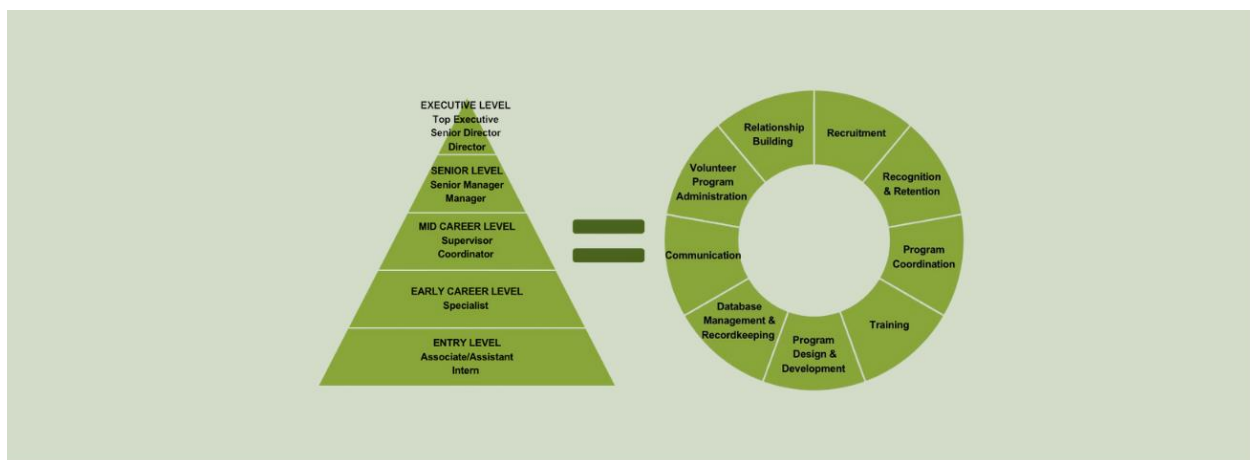
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REPORT CONTEXT

The Association of Leaders in Volunteer Engagement (ALIVE) asked professionals across the United States about their jobs to define core competencies, compare compensation, and develop a job-leveling framework that can be used for employee development and growth.

The survey represented 461 participants drawn from nearly all 50 states and a wide range of industries and job classifications. Results provide an understanding of practices that reflect major differences in geographic locations, organization size, organization design, job roles, and valued competencies.

Most participants reported the need for greater order and structure in the creation of professional and administrative job levels and roles, and the opportunity to advance or transition from hourly or non-exempt classifications into administrative, professional, managerial, and executive roles.



This project addresses a critical issue: the lack of clear information and structured career journeys, which has led many talented individuals to leave the field in search of other advancement opportunities. Therefore, this report ends with actionable insights for both volunteer managers and organizational leaders to support conversations about professional development and career growth.

Volunteer engagement professionals should use this information to develop their own career plan to identify where they need to develop to advance into the next level of this role. For example, for a Volunteer Coordinator looking to become a Manager, these findings outline what skills and competencies are needed to progress to the next level.

Find more professional development resources at volunteeralive.org.

INTRODUCTION

Founded in 2009, [the Association for Leaders in Volunteer Engagement](#) (AL!VE) is a national membership association for the volunteer engagement profession that serves to enhance and sustain the spirit of volunteering by fostering collaboration and networking, promoting professional development, and providing advocacy for leaders in community engagement. AL!VE is the essential professional resource and advocate for those who engage, motivate, and celebrate volunteers and their vital contributions to our society.

AL!VE's mission includes advocating for the field of volunteer engagement. Through this work a lack of data that speaks to the career pathways for a volunteer engagement professional was identified. This gap causes many professionals to leave the field in search of other advancement opportunities. Through this report, AL!VE demonstrates the job levels within our field and the competencies and skills for each level, giving practitioners and employers a roadmap of progression.

AL!VE's Board of Directors announced the job-leveling project at the 2022 Annual Meeting. In 2023, AL!VE, in partnership with a compensation and benefits consulting firm, Creative Management Solutions, Inc, conducted an extensive survey of the field, gathering insights from 461 volunteer engagement professionals. Preliminary findings were shared at AL!VE's 2023 Annual Meeting and reports and presentations followed in 2024.

Thank you to the volunteer engagement professionals that participated in this study. Your involvement provided the information needed to create this comprehensive report that demonstrates the career pathways available in our field.

AL!VE Career Pathways Task Force

Megan Vixie, CVA, PHR, SHRM-CP, Chair

Michelle Raymer, CVA

Cathy Thoma, CVA

Alicia Morris Campbell, CVA

Katie Campbell, CVA

ACKNOWLEDGEMENT

This is the first national member benchmarking survey for AL!VE. It has been designed to reveal a wide range of prevalent volunteer engagement career paths within different industries, and to profile valued competencies, total compensation practices, and work-life balance needs for AL!VE's membership.

The survey data results have been voluntarily and confidentially provided by 461 survey participants who serve as a resource for current and interested volunteer engagement specialists and professionals. Considerable thought has been given to growth and development insights from a wide spectrum of organizations. Additional market survey data has been integrated with the study results to provide greater insights into competency alignment with job grades and employee advancement given different types of job duties and roles. This report presents the study goals, methodology, findings and recommendations.

Barry C. Newton

Barry C. Newton, CCP, SPHR

Managing Director

Creative Management Solutions, Inc.

barry@creativemgtsolutions.com



8205 East Somerset
Anaheim, CA 92808-2315
creativemgtsolutions.com
(714) 281-7300

STUDY BACKGROUND AND GOALS

The **ALIVE Board of Directors** convened a series of survey planning meetings in order to determine the survey content, benchmark jobs, competency definitions, total compensation comparisons, and other practices that would be of potential interest to the membership. Technical assistance was provided by Creative Management Solutions, Inc. (CMS), hereafter shown as “CMS” or the “Consultant” in this Report. CMS has worked with over 150 local governments, not-for-profit agencies, and private sector organizations in conducting similar types of analyses for over 30 years.

The benchmark study originated with a **National Survey Questionnaire** that was designed for on-line data submission by a broad range of members representing varied types of paid volunteer engagement job classifications in different industries across the United States. The survey was designed to provide information about the demographic composition of US-based volunteer engagement professionals, and to produce an integrated set of model classification levels and competencies that can be used for employee development and growth. The study results also provide an understanding of total compensation practices that reflect major differences in geographic locations, organization size, organization design, job roles and valued competencies. In order to achieve a balance between comprehensive information and ease of data submission, the survey contained 40 questions that could be typically answered in one hour or less, and reflected how members viewed their needs, employer work practices, and opportunities for advancement within the organization and the profession.

The **Survey Sample Size** represented 461 participants drawn from nearly all 50 states and representing a wide range of industries and job classifications. The larger organizations in the survey have a significant number of full-time employees and formal job descriptions, career paths, and formal pay structures. However, many of the participants have reported the need for greater order and structure in the creation of professional and administrative job roles, and the opportunity to advance or transition from hourly or non-exempt classifications into administrative, professional, managerial, and executive roles. As a result, additional market benchmark survey data has been integrated with individual respondent data in order to provide a greater understanding of common benchmark job classifications and job duties, and how employers and members might work together to establish roles for this purpose.

SURVEY METHODOLOGY

The study was organized into six major phases and tasks:

1. **Survey Planning and Formulation:** The ALIVE Board finalized the survey questionnaire for member completion, encompassing specific topical areas, member employment status, industry, major competencies and reporting relationships, sample duties and responsibilities, levels of education, experience, certification, and estimated work hours.
2. **Survey Deployment:** The survey results were gathered via a voluntary on-line national survey. Participants reported survey results by industry, organizational size, geographic location, benchmark classification, and individual respondent demographic characteristics. Respondents were required to meet the following criteria in order to participate in the survey:
 - a. Work in the United States
 - b. Spend a minimum of 25% of time spent on a role fulfilling volunteer engagement responsibilities. Examples include but are not limited to: directly managing volunteers; building volunteer capacity for own organization or other organizations.
 - c. Do NOT work as a consultant or vendor (e.g., selling products/technology for volunteer engagement activities)
3. **Career Paths, Competencies, Total Compensation and Work Life Balance:** The scope of the survey was designed to organize and present the results by common job classifications, employment status, organizational size, geographic location, and competencies.
4. **Cross Validation and Additional Member Feedback:** In addition to the data reported by the survey participants, the Economic Research Institute was utilized to extrapolate results by benchmark classification, prevailing market rates, and geographic differentials. Further, the North American Industry Classification System was used to separate industry definitions and market survey resources, and the data was bolstered by published and custom market compensation survey information in order to strengthen the modeling of the job classifications, pay data, and career paths.
5. **Adjustment Indexes In Using Report Data:** A State Geographic Differential Adjustment Factor Index has been shown so that survey readers can more easily modify the combined total survey results to the state of comparison.
6. **Study Report:** A comprehensive report was completed, presenting study results for each of the benchmark jobs, findings, recommendations, and comment summaries from survey respondents.

AL!VE member survey participants provided extensive individual demographic information, as well as thousands of duty statements and sample job descriptions for reference purposes. Given the range of different job titles and role definitions being used, the raw data was compared with industry benchmark data, and then **a series of 10 new classification levels** were created from **Intern to Top Executive** that could be used as part of a sustainable career path. To achieve greater statistical validity and stability of the survey data, median rate comparisons have been used to create competency levels, career paths, model pay structures, and recommended practices. These standards are commonly accepted by the U.S. Bureau of Labor Statistics, Society for Human Resources Management, human resources and total compensation professionals, and independent auditors.

The industry surveys described below were utilized as benchmarks to compare to participant survey data and was adjusted accordingly based on pay differentials by state.

Over 80% of the survey participants represent the not-for-profit sector, although data was also collected from members working with private sector companies and governmental entities. The **North American Industry Classification System (NAICS) and Standard Industry Codes (SIC)** are recognized by the U.S. Department of Labor, Internal Revenue Service, and the Securities and Exchange Commission, and are used to further delineate types of employers, and establish reporting standards that are similar to those used within the study. Using these standards, the reported data is most closely assigned with **NAICS Code 624190** for employers providing services to Individuals and Families, and **NAICS Code 813410** representing Civic and Social Organizations representing volunteer engagement goals and objectives.

The **Economic Research Institute (ERI) Salary Assessor Survey** reports competitive salary and incentive compensation practices throughout the United States, updated on a quarterly and real time basis. The Economic Research Institute survey database includes over 45,500 benchmark jobs and the companion Geographic Assessor provides prevailing rate comparisons for 10,400 North American and global locations and 30,000 employers and has been normalized to Orange County prevailing rates. ERI works with the Bureau of Labor Statistics of the federal government to establish geographic differentials that can be used in normalizing national rates and in federal compensation audits.

The **California Non-Profit Compensation Associates Surveys** represents one of the largest California-based compensation and benefits surveys for not-for-profit sector benchmark job comparisons with 779 Northern California organizations and 243 Southern California organizational participants and representing executive-level benchmark classifications as well as other job classifications, including projecting merit increases and pay structure adjustments.

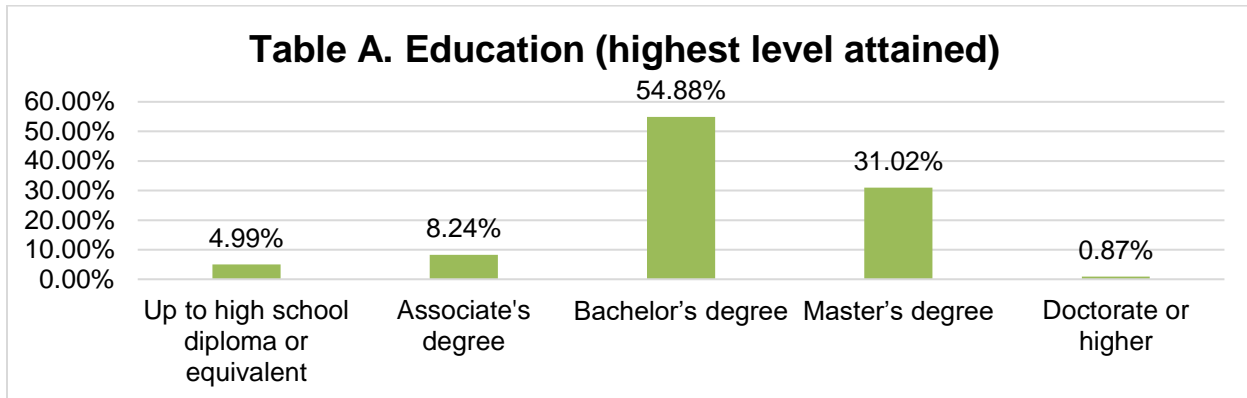
The **U.S. Bureau of Labor Statistics** establishes the economic cost index comparisons and tracks compensation, benefits, and total cost-of-living changes by area, state, region, and the United States and produces the national wage and compensation surveys for over 400 U.S. industries, and thousands of job classifications, and employees within the same positions that are often represented by AL!VE members.

SURVEY RESPONSES

The following section provides the summary of responses from survey participants that informed the recommendations from the data provided.

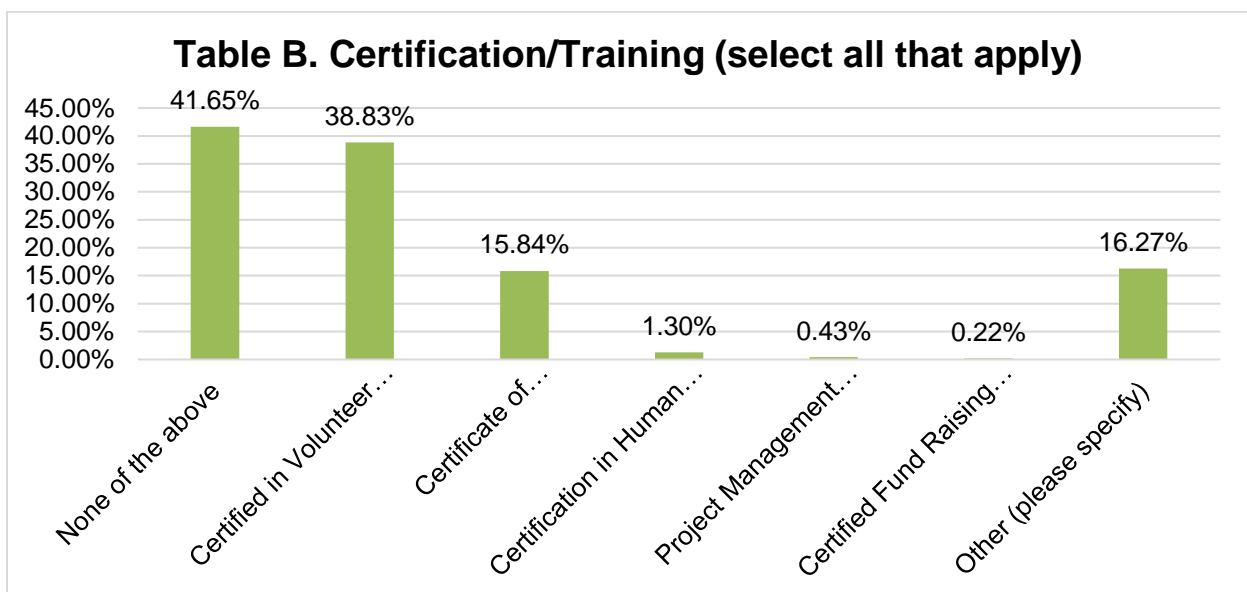
A. Level of Education

Over 85% of the survey respondents have completed advanced education that is equivalent to a Bachelor's degree or higher, with a majority reporting the attainment of a Bachelors' degree.



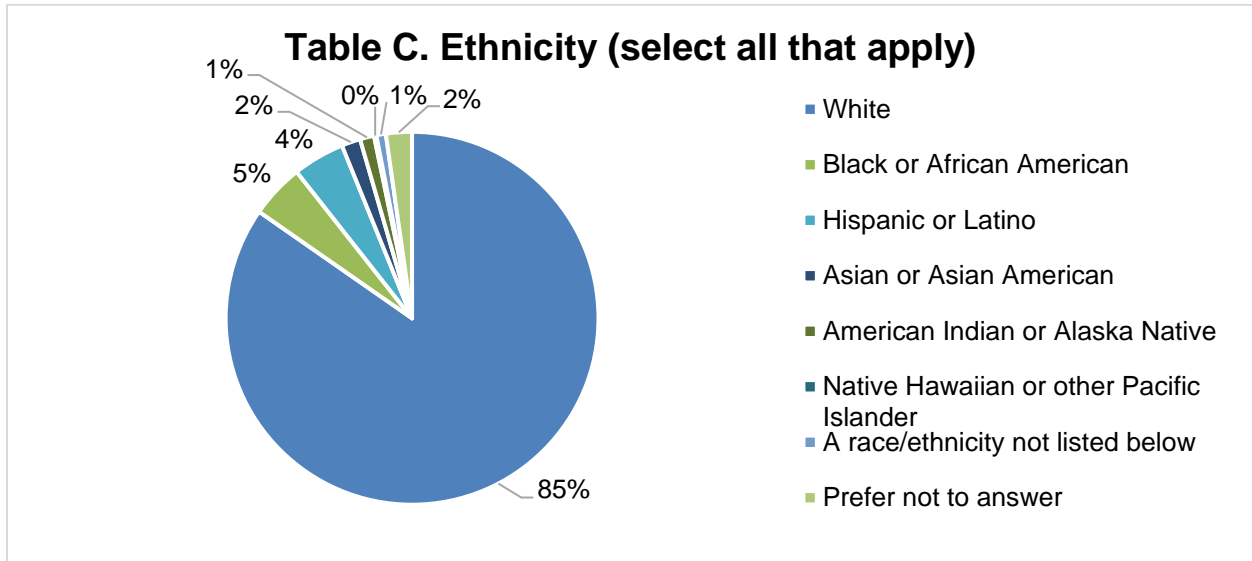
B. Certification and/or Training

Nearly 60% of the respondents reported the completion of formal certification and training in fields related to volunteer engagement. About 38% have shown specific forms of volunteer engagement-related certification (specifically, [Certification in Volunteer Administration](#)) whereas 32% reported other forms of project management, leadership, human resources, or fundraising certification. Approximately 42% of the respondents did not report having formal certification or training related to the field.



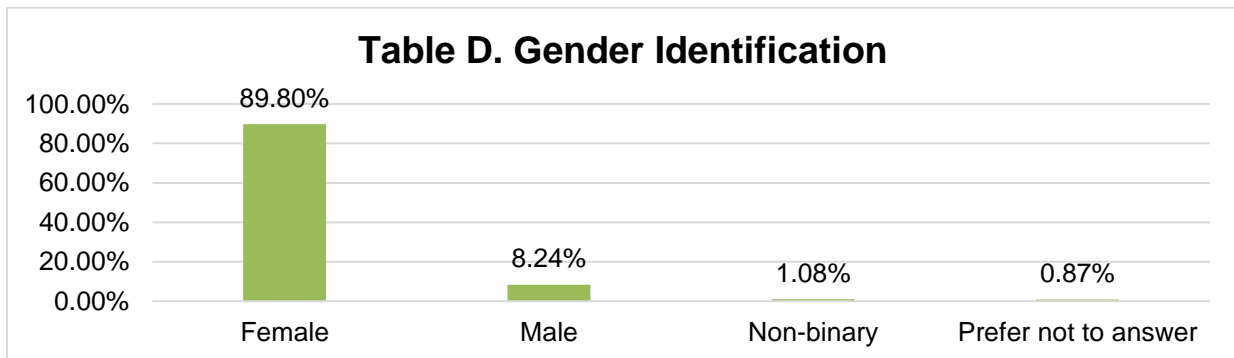
C. Ethnicity

About 90% of the respondents reported being White and about 9% are nearly equally split between Black or African American and Hispanic or Latino respondents. 1% preferred not to report an answer.



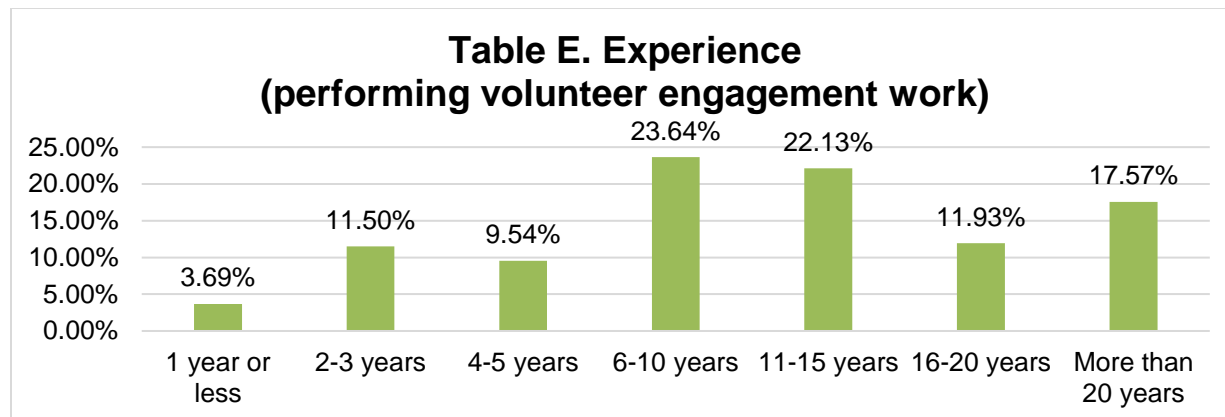
D. Gender

90% of the respondents are female and 8% are male with about 2% shown as non-binary or preferring not to answer the question.



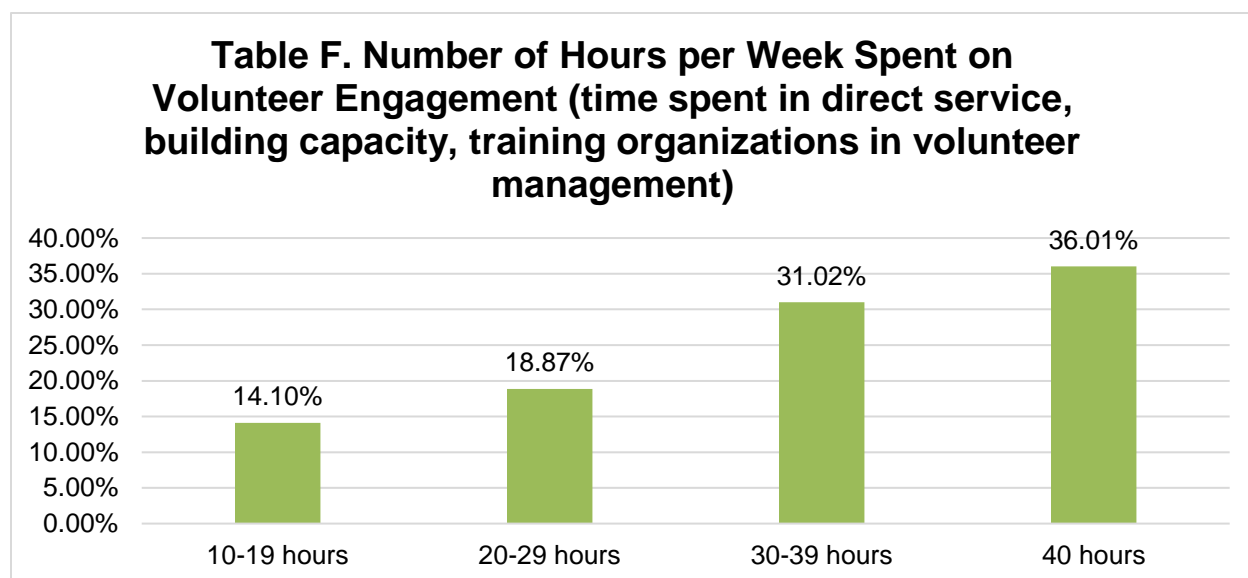
E. Years of Experience

Members reported a wide range of industry experience levels. Approximately 24% had fewer than 5 years of experience. However, nearly 45% of members had between 6 years to 15 years of experience and nearly 30% reported having 16 or more years of experience in this occupational area.



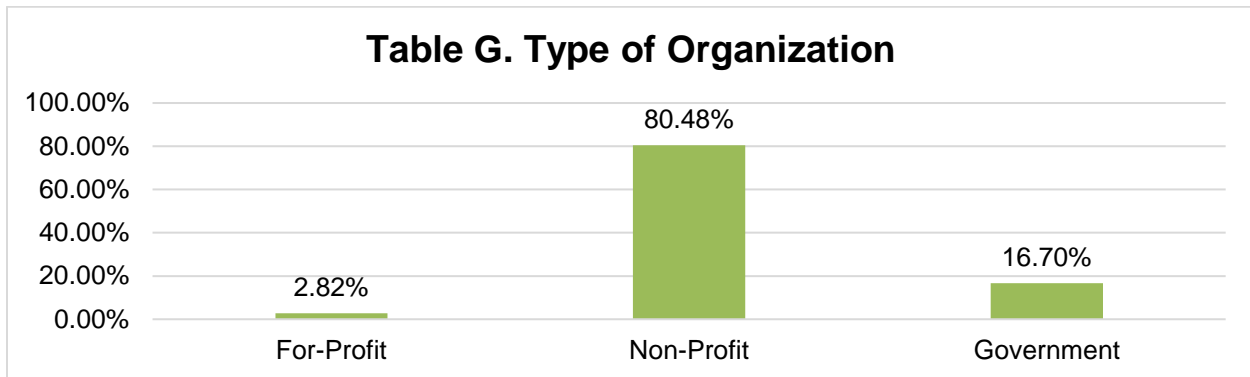
F. Hours Spent on Volunteer Engagement

Fewer than 30% of the survey participant group worked fewer than 30 hours per week. Over two thirds of the respondents were working 30 or more hours per week.



G. Type of Organization

The survey results show that over 80% of the survey participants work in the not-for-profit sector and over 15% are employed in the government sector. These individuals are employed in a diverse range of volunteer engagement services, with the highest rates of participation falling into the categories below:



H. Primary Industries Represented

Nearly one quarter of the survey respondents are affiliated with Health, Mental Health, and Wellness Programs and nearly the same percentage of respondents are from Social Services, Disabilities, Hunger and Homelessness service organizations. Interestingly, over 16% of the organizations to which volunteer engagement respondents work fit into a highly diversified range of other programs and services (e.g., local or municipal government, zoos and aquariums, housing).

Table H1. Organization's Primary Industry		
Answer Choices	% of Responses	# of Responses
Animal Welfare	7.16%	33
Arts and Culture	4.34%	20
Education/Literacy	9.11%	42
Environmental Services/Sports/Recreation	7.81%	36
Health/Mental Health/Wellness	24.73%	114
Justice/Legal Services	1.08%	5
Military/Veteran Services	0.43%	2
Public Safety/Emergency Response	2.39%	11
Social Services/Disabilities/Hunger/Homelessness	22.78%	105
Volunteer Centers/State Service Commissions/Capacity Building	3.90%	18
Other (please specify)	16.27%	75

The list for industries specified as “Other” can be found in *Appendix A: Survey Participant Industries Specified as “Other.”*

I. States Represented

Survey participants from throughout the United States are represented in the results with the exception of Hawaii, Louisiana, Vermont, West Virginia and Wyoming. The three states with the highest rates of participation were California, Minnesota, and Ohio.

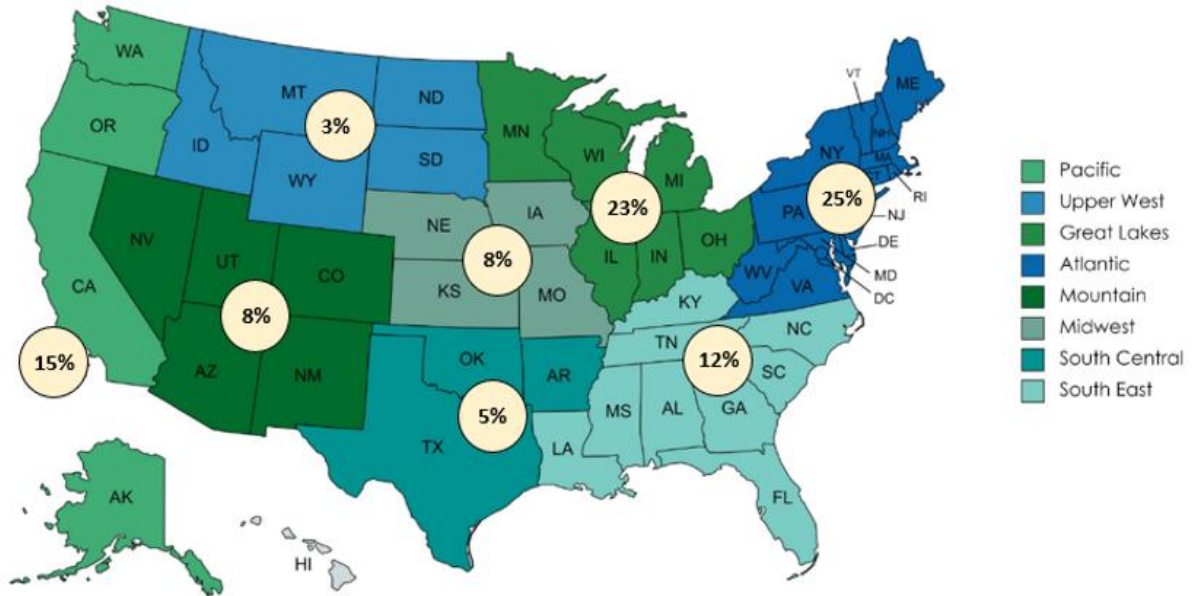
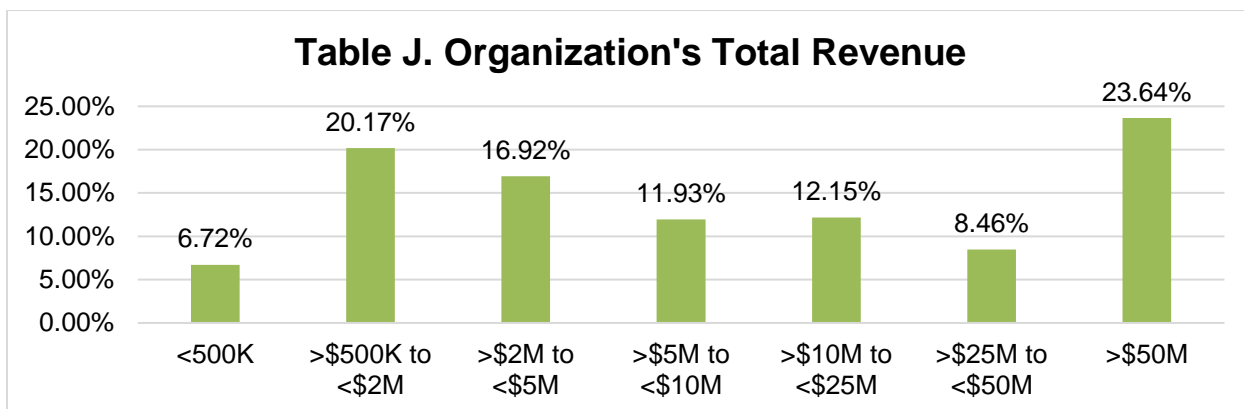


Table I. State of Representation					
State	% of Responses	# of Responses	State	% of Responses	# of Responses
Alaska	0.65%	3	Nebraska	0.43%	2
Alabama	0.22%	1	Nevada	0.87%	4
Arizona	3.90%	18	New Hampshire	1.30%	6
Arkansas	0.43%	2	New Jersey	1.08%	5
California	8.68%	40	New Mexico	0.43%	2
Colorado	3.04%	14	New York	4.12%	19
Connecticut	0.22%	1	North Carolina	1.52%	7
Delaware	0.87%	4	North Dakota	0.22%	1
Florida	2.82%	13	Ohio	6.51%	30
Georgia	2.60%	12	Oklahoma	0.87%	4
Hawaii	0.00%	0	Oregon	2.82%	13
Idaho	2.17%	10	Pennsylvania	4.34%	20
Illinois	2.60%	12	Rhode Island	0.22%	1
Indiana	2.17%	10	South Carolina	1.08%	5
Iowa	5.86%	27	South Dakota	0.65%	3
Kansas	1.08%	5	Tennessee	2.60%	12
Kentucky	1.08%	5	Texas	3.47%	16
Louisiana	0.00%	0	Utah	0.22%	1
Maine	0.65%	3	Vermont	0.00%	0
Maryland	1.30%	6	Virginia	5.42%	25
Massachusetts	3.04%	14	Washington	3.25%	15

Table I. State of Representation					
State	% of Responses	# of Responses	State	% of Responses	# of Responses
Michigan	2.82%	13	Washington, DC	2.39%	11
Minnesota	7.81%	36	West Virginia	0.00%	0
Mississippi	0.22%	1	Wisconsin	1.08%	5
Missouri	0.65%	3	Wyoming	0.00%	0
Montana	0.22%	1			

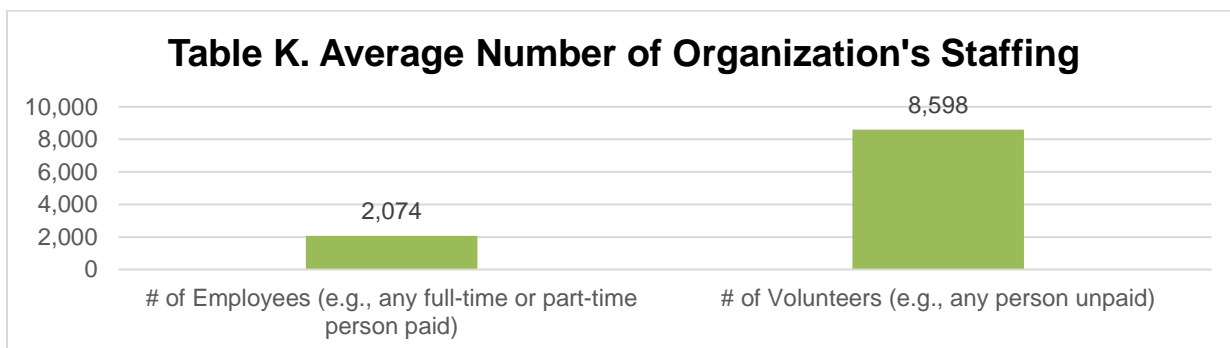
J. Organization's Total Revenue

Over 93% of the respondents were from organizations having greater than \$500,000 in annual revenues. Over one quarter of the employers represented had a budget of \$2,000,000 or less. The median rate for organizational size was approximately \$10 million in annual revenues. A significant number of organizations from which data is derived were considerably larger, and over 30% of the survey data was collected from employers having \$25M or more in total revenues.



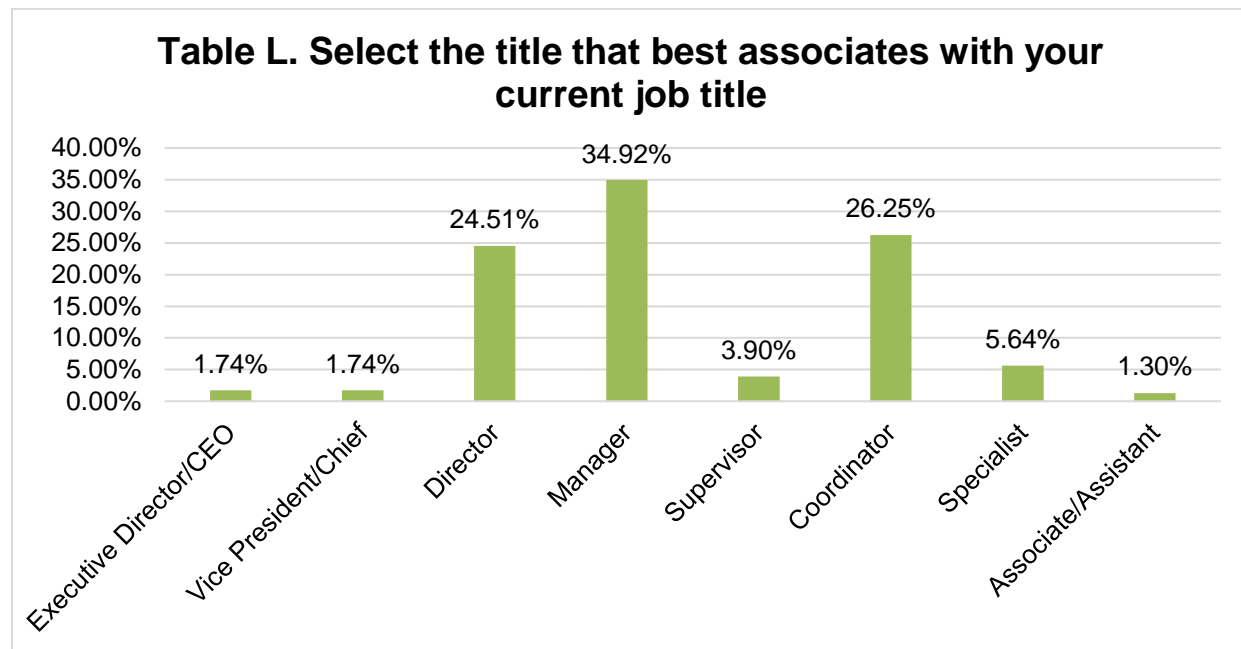
K. Organization's Staffing

Over 80% of the survey respondents are from organizations that have a substantial number of volunteer (unpaid) staff. However, a significant percentage of the survey respondents work in organizations with a wide range of managerial, professional, administrative, and technical classifications.



L. Job Titles

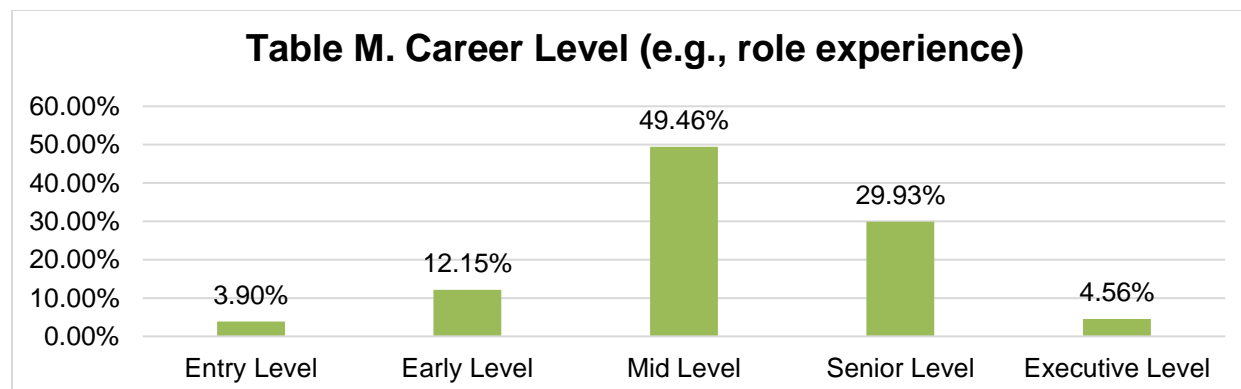
The highest number of positions reported was for the Manager classification. About 35% of the organizations had Manager roles, followed by 25% for Directors, and 26% as Coordinators. The remaining 14% were in a range of other support, supervisory, and executive level positions.



Survey participants also provided their current job title. The list can be found in *Appendix A: Survey Participant Job Titles Provided (Alphabetical)*

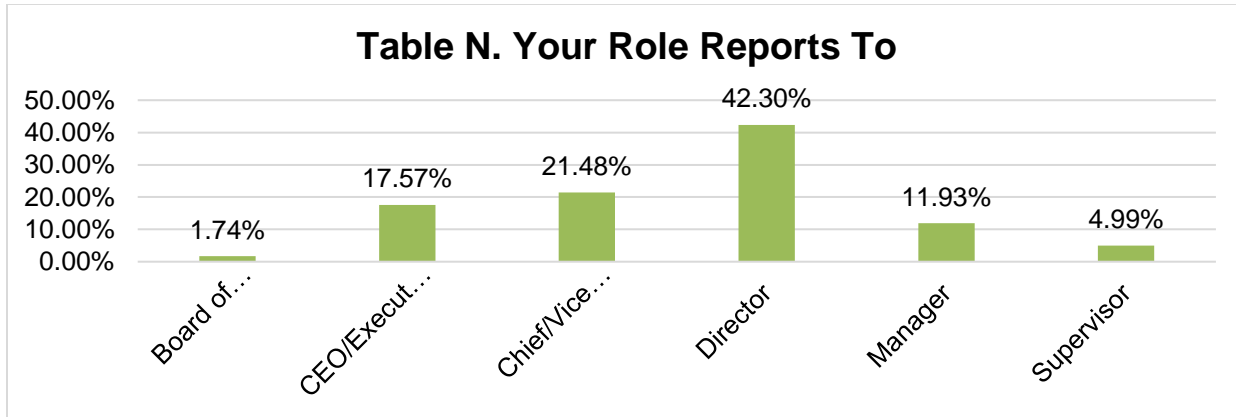
M. Career Level

Nearly half of the survey respondents reported being at the mid-level of their career followed by 30% at the senior level. The remaining 20% were shown as being at entry or early levels or at the executive level.



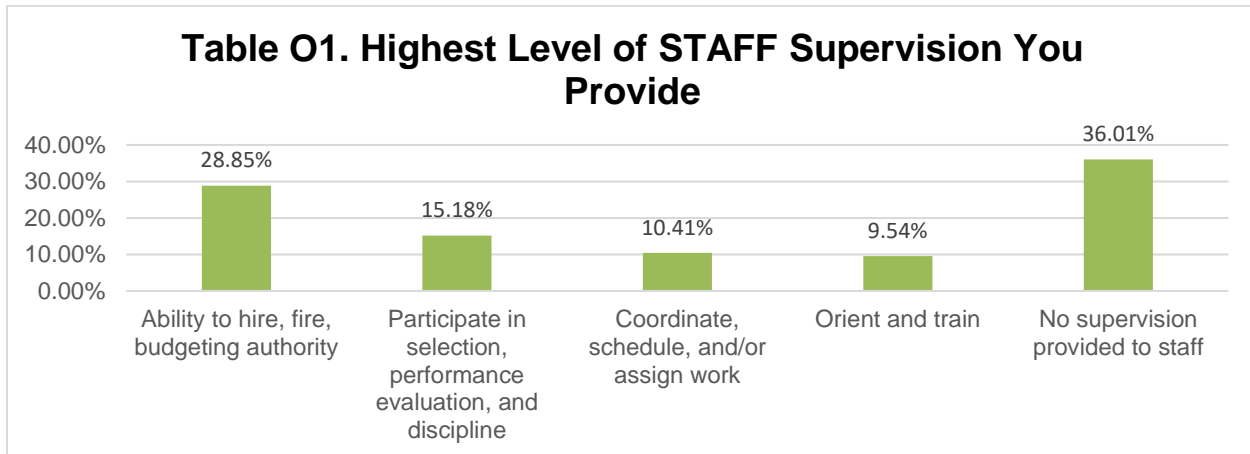
N. Reporting Relationship

With the exception of larger organizations, over 40% of the respondents showed that they reported to a director, which is consistent with the high level of survey participants being in a manager classification.

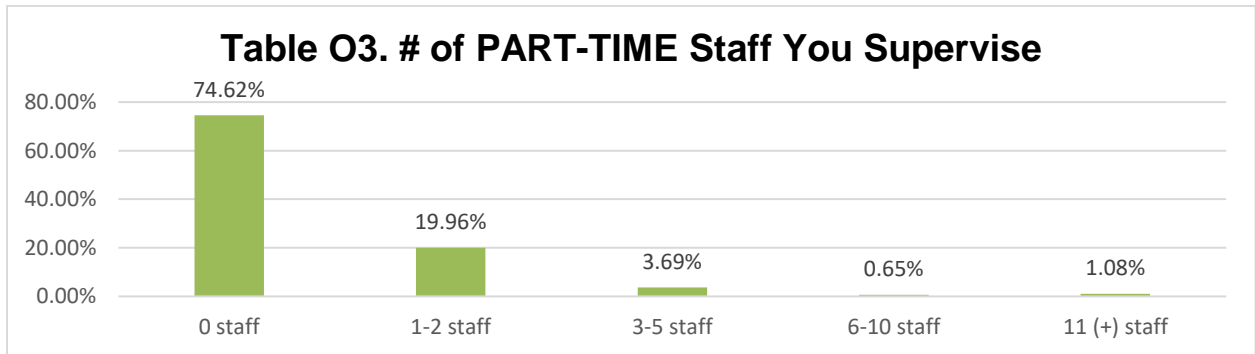
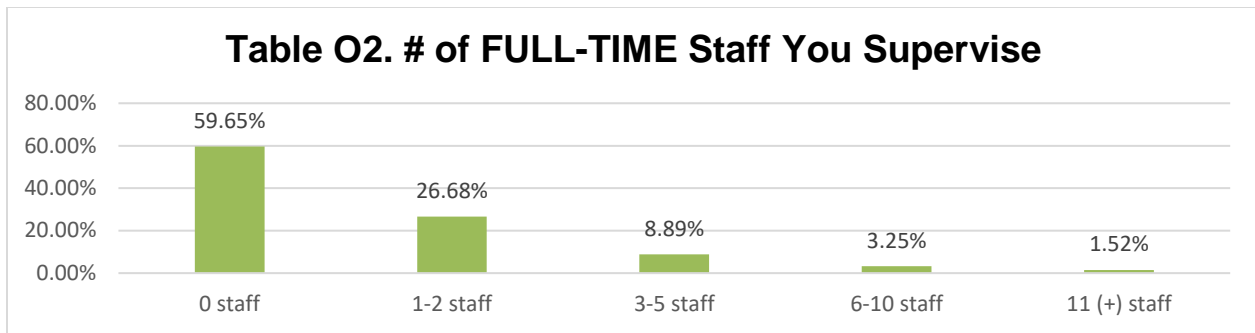


O. Supervision Exercised

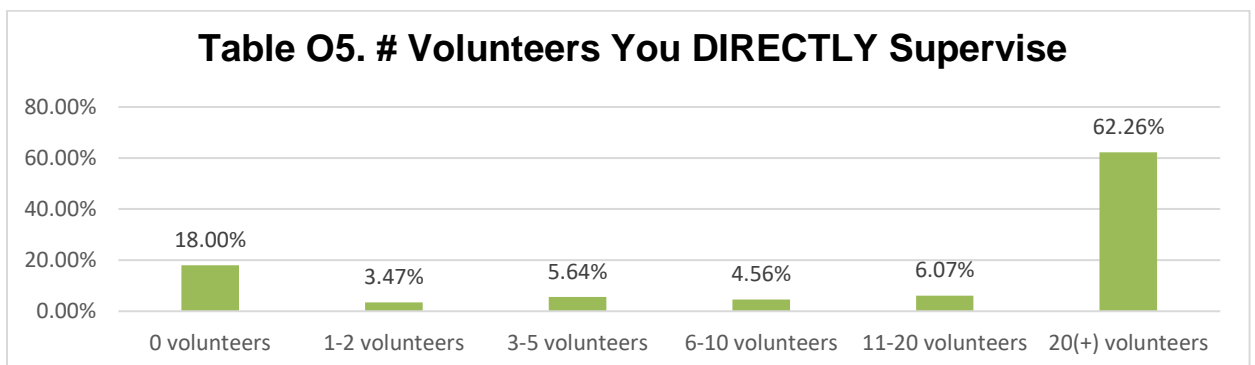
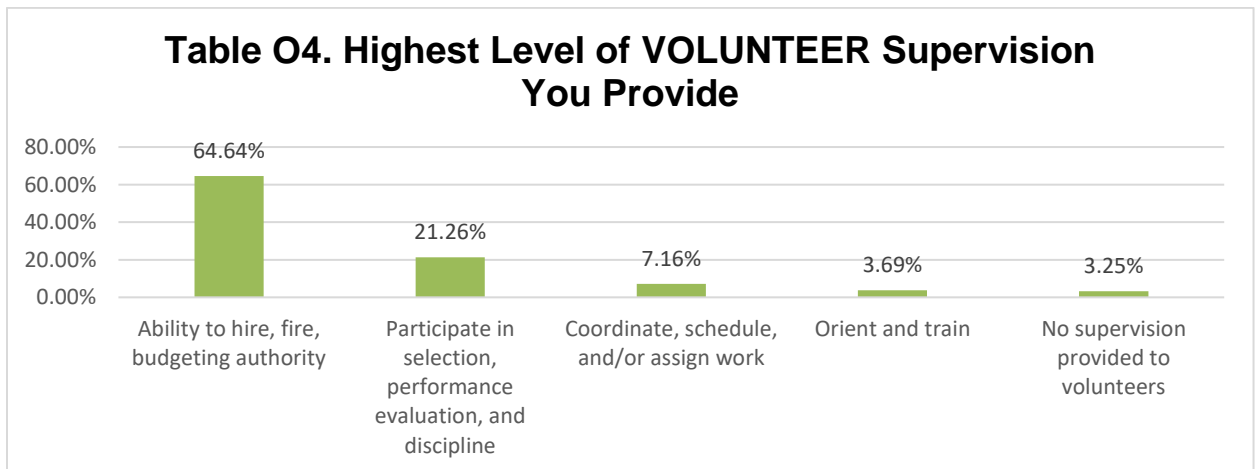
About one-third of the respondents reported having no formal supervisory responsibilities. For those employees exercising leadership, about 10% provided technical direction, another 10% served as a lead, and about 15% served in the role of a first line supervisor.



Notably, about three quarters of the survey participants did not have formal supervisory authority over other regular part-time staff. In fact, only 6% of the participants reported having two or fewer direct reports. The respondents who did report having supervisory responsibility tended to serve in Program Manager or Program Supervisor roles with the ability to participate in employee selection, performance evaluation, training, and the assignment of job duties.

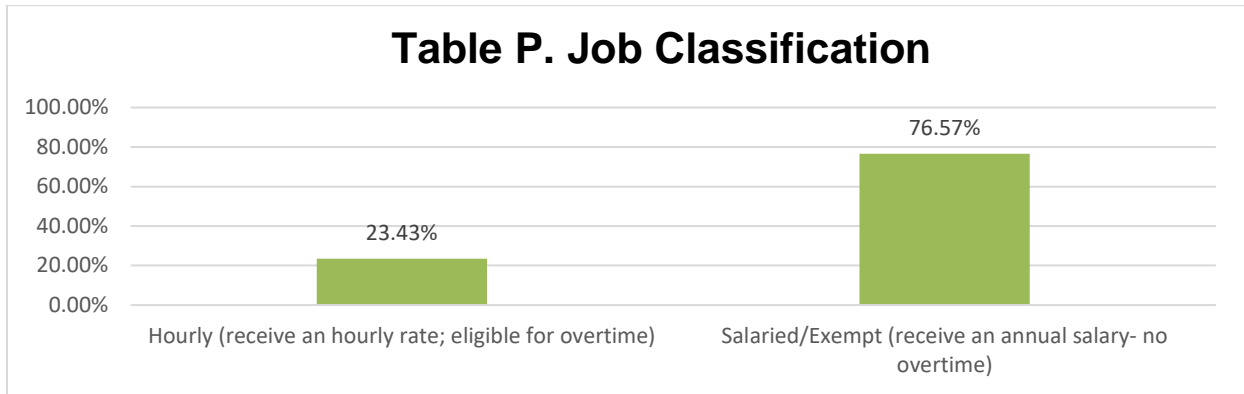


In regards to volunteer oversight, 96% of survey participants provide some level of supervision over volunteers at their organization, with more than 60% directly responsible for 20(+) volunteers. However, 18% do not directly oversee any volunteers.



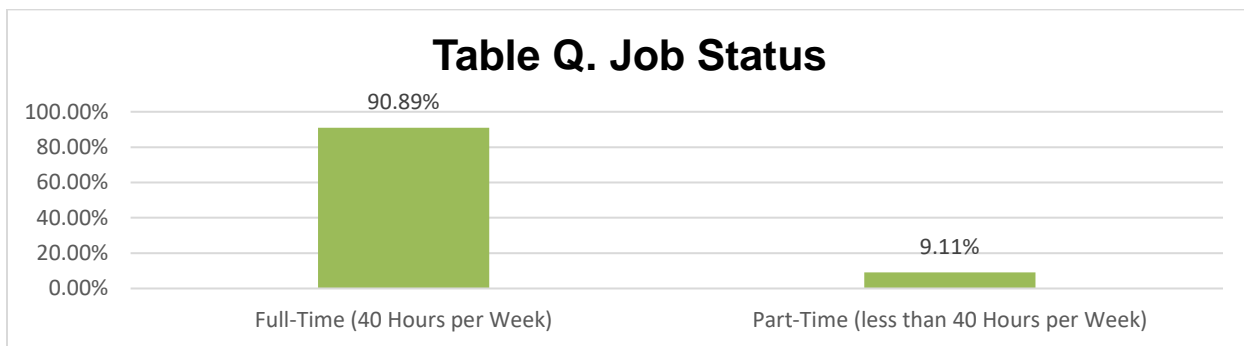
P. Job Classification

Importantly, for the survey respondents representing paid positions, nearly 75% were reported as being exempt positions and fewer than 25% of the employees received a hourly wage.



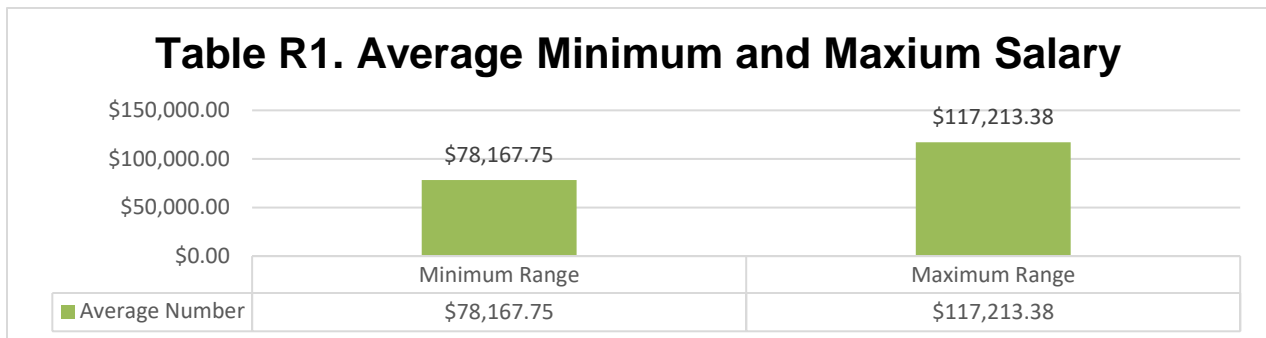
Q. Job Status

Of these employees, over 90% were full-time employees working 40 hours per week.

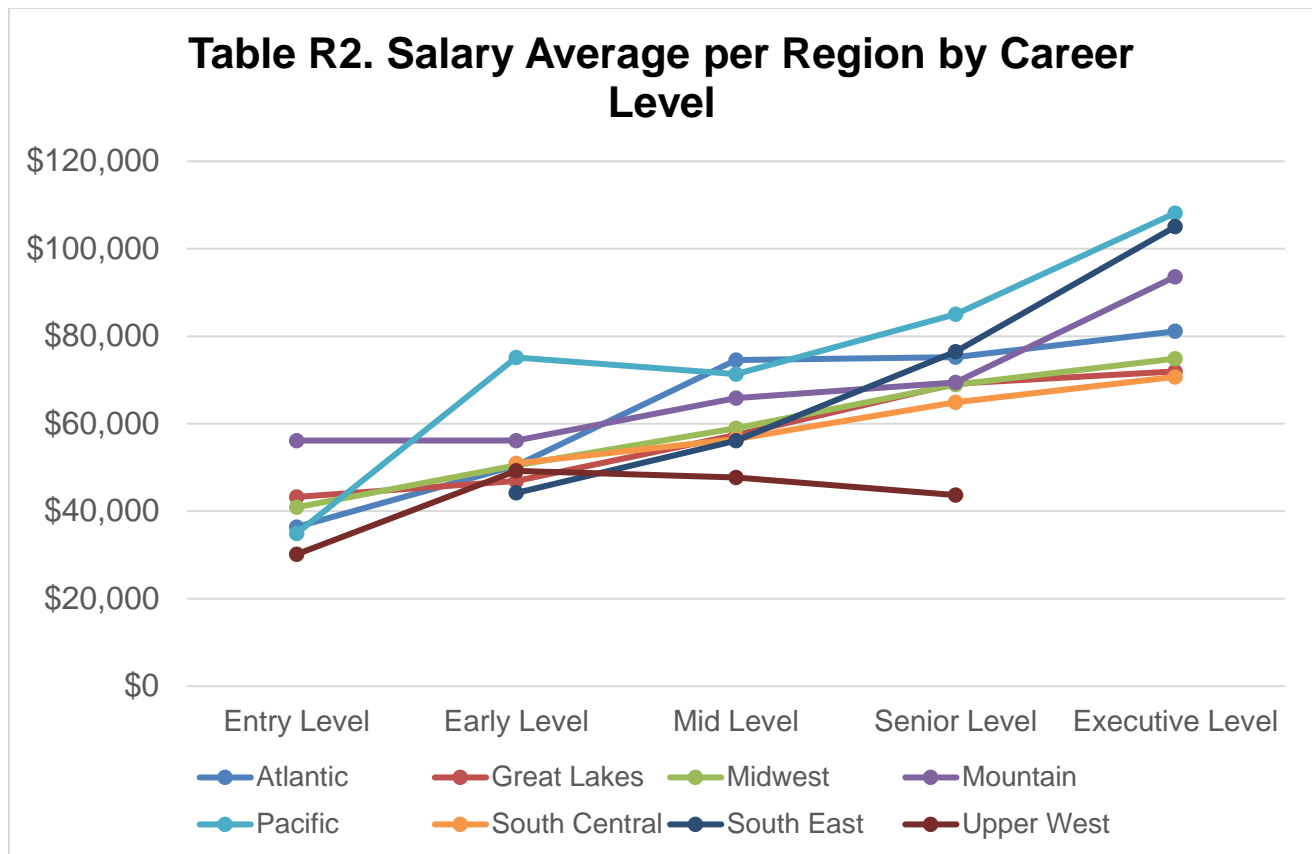


R. Salary

The market survey results captured the need to show a common pay structure and set of pay ranges. The table below shows the average minimum and maximum of pay ranges provided by participants:



The following table graphs the average annual salary by region for each career level listed in in the survey provided by participants. The average of hourly pay rates is also included in the table provided.



Region	Entry		Early Career		Mid Career		Senior		Exec	
	Rate	Annual	Rate	Annual	Rate	Annual	Rate	Annual	Rate	Annual
Atlantic	\$17.50	\$36,400	\$24.25	\$50,440	\$35.85	\$74,571	\$36.16	\$75,211	\$39.00	\$81,120
Great Lakes	\$20.80	\$43,264	\$22.54	\$46,880	\$27.60	\$57,413	\$33.25	\$69,160	\$34.60	\$71,968
Midwest	\$19.67	\$40,907	\$24.27	\$50,482	\$28.37	\$59,000	\$33.13	\$68,900	\$36.00	\$74,880
Mountain	\$27.00	\$56,160	\$27.00	\$56,160	\$31.68	\$65,894	\$33.40	\$69,472	\$45.00	\$93,600
Pacific	\$16.80	\$34,944	\$36.14	\$75,177	\$34.30	\$71,350	\$40.87	\$85,009	\$52.00	\$108,160
South Central	No data	No data	\$24.50	\$50,960	\$27.14	\$56,457	\$31.20	\$64,903	\$34.00	\$70,720
South East	No data	No data	\$21.24	\$44,178	\$27.00	\$56,160	\$36.76	\$76,471	\$50.50	\$105,040
Upper West	\$14.50	\$30,160	\$23.67	\$49,227	\$22.93	\$47,695	\$21.00	\$43,680	No data	No data

S. Job Competencies

The competencies that are needed for the jobs are highly specialized and diffuse with over 25 separate competencies being shown as being desired. Survey participants determined the importance of each of these competencies (listed alphabetically below) as it pertained to their specific job duties.

Table S1. Competencies that are required for your CURRENT role

On a Scale of 1-5 (5 being the highest), how important is this competency for your work?										
Competency	5		4		3		2		1	
	%	#	%	#	%	#	%	#	%	#
Advocacy	37.08%	165	20.90%	93	18.20%	81	10.56%	47	13.26%	59
Budgeting/Fiscal Accountability	20.36%	91	16.78%	75	23.94%	107	17.45%	78	21.48%	96
Coaching & Mentoring	50.22%	228	24.89%	113	13.88%	63	6.83%	31	4.19%	19
Communication	87.09%	398	9.19%	42	1.53%	7	0.66%	3	1.53%	7
Customer Service/ Experience	75.38%	343	16.48%	75	5.27%	24	1.10%	5	1.76%	8
Decision Making	55.19%	250	28.92%	131	11.48%	52	3.09%	14	1.32%	6
Diversity/Inclusion/ Cultural Awareness	51.43%	233	30.46%	138	12.80%	58	3.31%	15	1.99%	9
Ethics	65.86%	299	22.03%	100	7.49%	34	2.86%	13	1.76%	8
Evaluation	33.33%	150	34.89%	157	23.11%	104	5.78%	26	2.89%	13
Fundraising/Development	6.14%	27	11.14%	49	23.86%	105	21.36%	94	37.50%	165
Grant writing	5.02%	22	4.79%	21	9.13%	40	12.79%	56	68.26%	299
Innovation	28.13%	126	34.15%	153	26.56%	119	6.92%	31	4.24%	19
Marketing	16.82%	74	28.41%	125	32.27%	142	12.73%	56	9.77%	43
Performance Management	30.27%	135	32.29%	144	23.54%	105	8.74%	39	5.16%	23
Policy Development	24.89%	110	26.70%	118	23.30%	103	12.67%	56	12.44%	55
Program Development	49.55%	222	26.79%	120	15.85%	71	4.24%	19	3.57%	16
Project Management	48.11%	216	26.28%	118	17.59%	79	4.01%	18	4.01%	18
Public Speaking	37.42%	168	31.18%	140	20.71%	93	6.46%	29	4.23%	19
Recognition & Retention	62.58%	286	25.16%	115	8.32%	38	2.19%	10	1.75%	8
Record Keeping/ Database Management	62.86%	286	23.30%	106	9.89%	45	2.42%	11	1.54%	7
Recruitment & Onboarding	68.51%	309	19.51%	88	8.20%	37	2.00%	9	1.77%	8
Relationship Building/Influencing Others	71.46%	323	20.13%	91	6.86%	31	0.66%	3	0.88%	4
Research	8.50%	38	13.87%	62	35.12%	157	25.28%	113	17.23%	77
Risk Management	20.85%	93	24.89%	111	29.15%	130	15.02%	67	10.09%	45
Strategic Orientation/ Planning	37.09%	168	29.36%	133	22.74%	103	6.62%	30	4.19%	19
Training & Development	54.20%	245	25.44%	115	13.05%	59	4.20%	19	3.10%	14

Participants were also asked to list their top five competencies/duties that are most important to their current role. The progression to higher levels in the Career Path is directly related to competency attainment. The charts that follow show the relative importance of each competency based on the survey participant's perception of their career level of importance to the job:

Table S2: Importance of Competency by Career Level

Career Level: ENTRY		Career Level: EARLY	
Competency	%	Competency	%
Recruitment	12.39%	Recruitment	13.17%
Recognition & Retention Strategies	10.13%	Recognition & Retention Strategies	12.32%
Program Design & Development	9.45%	Program Coordination	10.92%
Training	9.23%	Program Design & Development	9.24%
Program Coordination	7.96%	Training	9.24%
Relationship Building	5.74%	Database Management & Recordkeeping	7.00%
Volunteer Program Administration	4.93%	Communication	5.32%
Database Management & Recordkeeping	4.66%	Events or Project Coordination	4.76%
Communication	4.43%	Volunteer Program Administration	4.76%
Staff Management	4.16%	Relationship Building	3.64%
Recruitment & Onboarding	4.07%	Onboarding	3.36%
Events of Project Coordination	2.85%	Recruitment & Onboarding	3.36%
Strategy	2.80%	Marketing	2.24%
Onboarding	2.71%	Coaching & Mentoring	1.96%
Reporting Metrics, Statistics & Outcomes	2.40%	Reporting Metrics, Statistics & Outcomes	1.68%
Coaching & Mentoring	1.94%	Program Evaluation & Outcomes	1.40%
Budget Management	1.81%	Compliance	1.12%
Marketing	1.72%	Staff Management	1.12%
Program Evaluation & Outcomes	1.36%	Budget Management	0.84%
Compliance	1.04%	Customer Service	0.56%
Fund Development	0.95%	Grant management	0.56%
Advocacy	0.86%	Advocacy	0.28%
Customer Service	0.77%	Fund Development	0.28%
Safety	0.54%	Grant Writing	0.28%
Diversity & Inclusion	0.36%	Safety	0.28%
Grant management	0.36%		
Grant Writing	0.23%		
Research	0.18%		
Board Management	0.14%		
Community Outreach	0.05%		
Program Management	0.05%		

Table S2: Importance of Competency by Career Level (Continued)

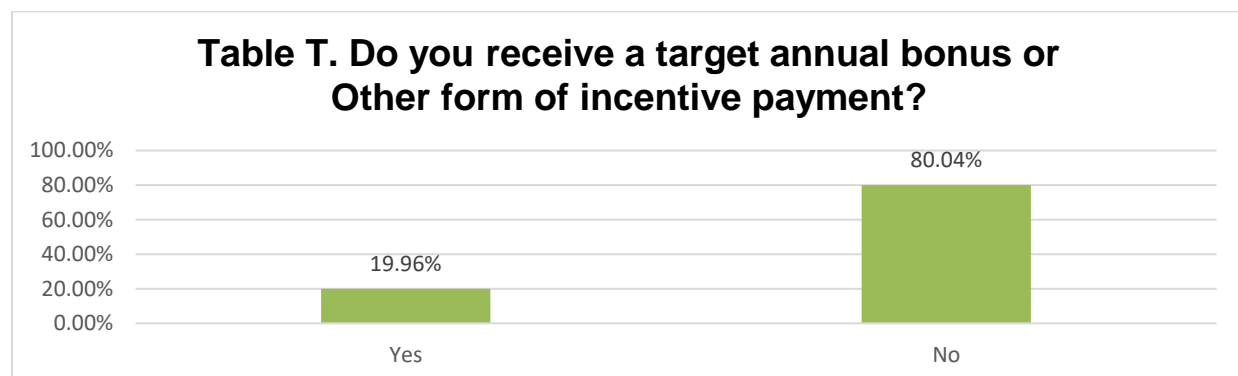
Career Level: Mid-Career		Career Level: Senior	
Competency	%	Competency	%
Recruitment	12.32%	Recruitment	12.56%
Program Design & Development	10.33%	Recognition & Retention Strategies	9.34%
Recognition & Retention Strategies	9.78%	Training	9.34%
Training	8.79%	Program Coordination	9.19%
Program Coordination	6.79%	Program Design & Development	8.27%
Relationship Building	6.34%	Relationship Building	5.67%
Database Management & Recordkeeping	4.98%	Staff Management	5.51%
Volunteer Program Administration	4.89%	Volunteer Program Administration	5.21%
Recruitment & Onboarding	4.71%	Communication	3.83%
Communication	4.44%	Recruitment & On-boarding	3.83%
Staff Management	4.08%	Strategy	3.68%
Reporting Metrics, Statistics & Outcomes	2.90%	Database Management & Recordkeeping	3.22%
On-boarding	2.81%	Events of Project Coordination	2.76%
Strategy	2.72%	Budget Management	2.45%
Events of Project Coordination	1.99%	Onboarding	2.30%
Coaching & Mentoring	1.81%	Coaching & Mentoring	2.14%
Budget Management	1.72%	Reporting Metrics, Statistics & Outcomes	2.14%
Marketing	1.63%	Program Evaluation & Outcomes	1.68%
Fund Development	1.18%	Compliance	1.23%
Compliance	1.00%	Marketing	1.23%
Program Evaluation & Outcomes	1.00%	Advocacy	0.92%
Advocacy	0.99%	Fund Development	0.92%
Customer Service	0.91%	Customer Service	0.77%
Safety	0.63%	Safety	0.46%
Diversity & Inclusion	0.45%	Grant management	0.31%
Grant management	0.27%	Grant Writing	0.31%
Grant Writing	0.18%	Research	0.31%
Research	0.18%	Board Management	0.15%
Board Management	0.09%	Diversity & Inclusion	0.15%
Community Outreach	0.09%	Program Management	0.15%

Table S2: Importance of Competency by Career Level (Continued)

Career Level: Executive	
Competency	%
Training	13.40%
Recognition & Retention Strategies	11.34%
Recruitment	9.28%
Strategy	8.25%
Program Design & Development	8.25%
Relationship Building	7.22%
Staff Management	7.22%
Communication	5.15%
Marketing	4.12%
Volunteer Program Administration	4.12%
Program Evaluation & Outcomes	3.09%
Onboarding	2.06%
Database Management & Recordkeeping	2.06%
Coaching & Mentoring	2.06%
Program Coordination	2.06%
Diversity & Inclusion	2.06%
Budget Management	2.06%
Board Management	1.03%
Grant management	1.03%
Recruitment & Onboarding	1.03%
Safety	1.03%
Reporting Metrics, Statistics & Outcomes	1.03%
Fund Development	1.03%

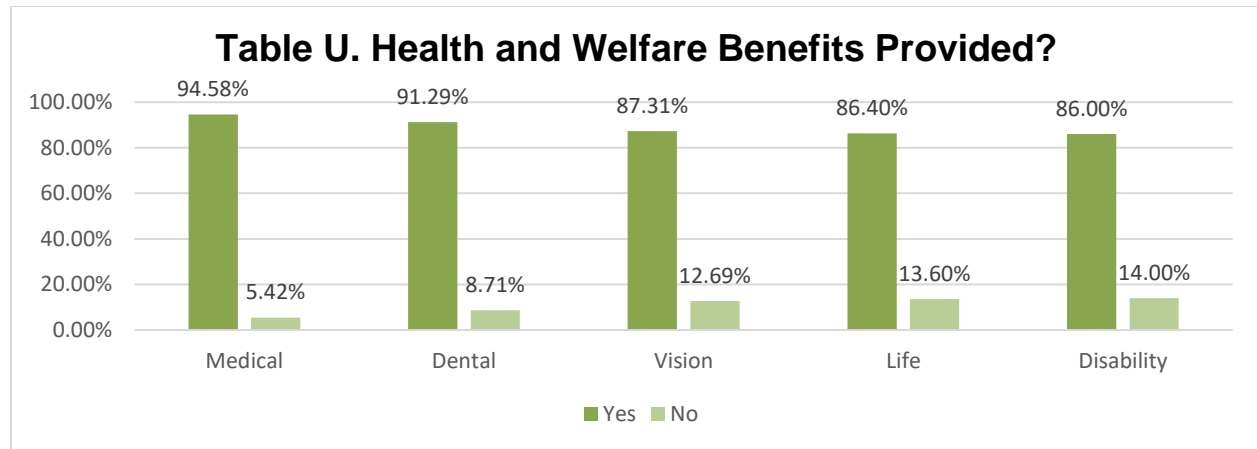
T. Bonus and/or Incentive Payment

A wide range of bonus methods were presented in the survey results including discretionary, budget-based, productivity based, and tied to performance ratings. Only 20% of the participants declared that they were bonus plan recipients.



U. Health & Welfare Benefits

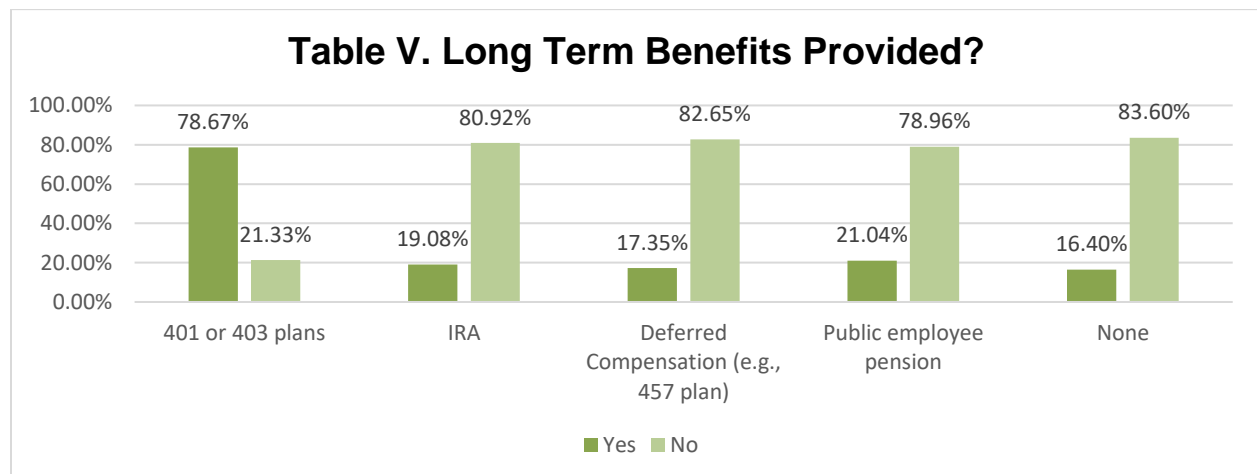
The survey results depict the high popularity of employer-paid health and welfare insurance, including medical, dental, vision, life, and disability insurance. Fewer than 15% of employers with paid employees had not included these employment benefits.



Employer Pays							
Benefit:	None		Some		All		Total
	%	#	%	#	%	#	
Medical	8.77%	40	75.22%	343	16.01%	73	456
Dental	17.45%	78	65.77%	294	16.78%	75	447
Vision	25.39%	113	59.78%	266	14.83%	66	445
Life	20.81%	92	43.67%	193	35.52%	157	442
Disability	24.15%	106	42.14%	185	33.71%	148	439

V. Long Term Benefits

Most of the participant employers represented offer some form of long-term retirement benefits that are shown with a 401 or 403 plan being the most predominant.

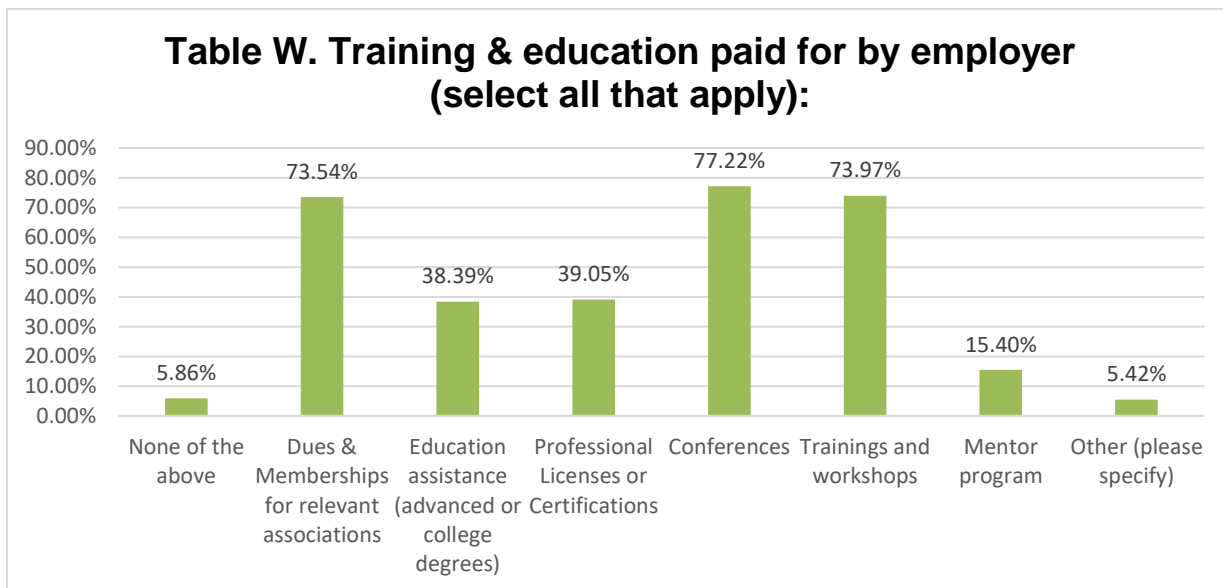


Employer Pays						
Benefit:	None		Some		Total	
	%	#	%	#	%	#
401 or 403 plans	22.27%	94	75.36%	318	2.37%	422
IRA	75.62%	183	23.97%	58	0.41%	242
Deferred Compensation (e.g., 457 plan)	84.98%	198	14.16%	33	0.86%	233
Public employee pension	65.99%	163	29.15%	72	4.86%	247
None	97.44%	114	1.71%	2	0.85%	117
Other (please specify)						25

W. Training & Education Paid for by Employer

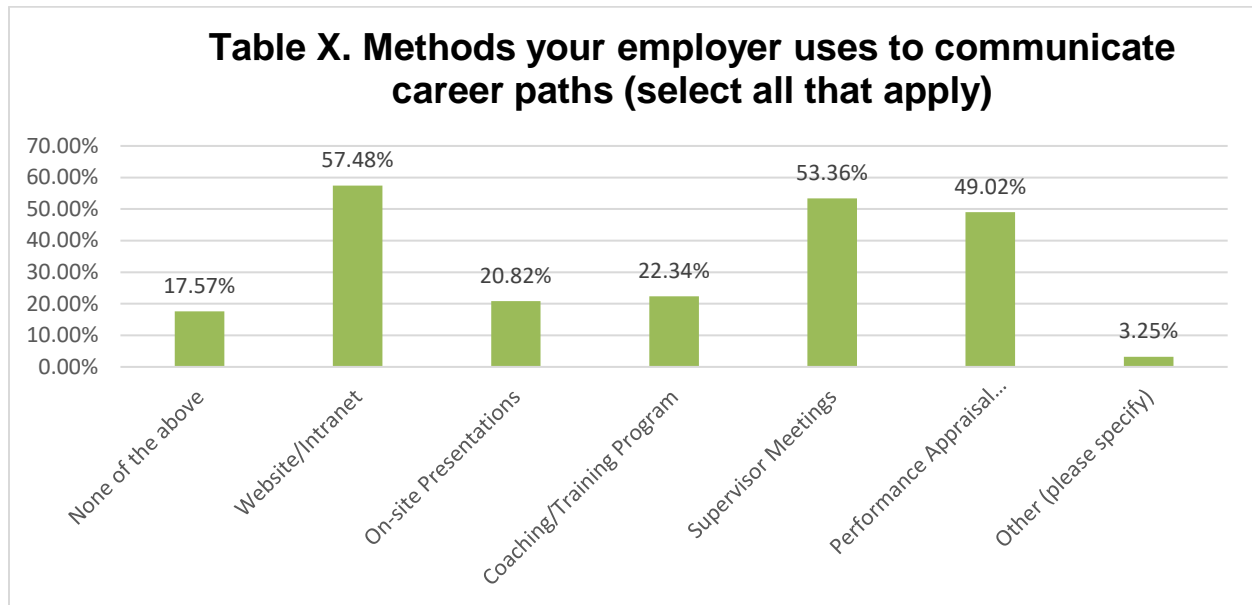
Over 70% of the respondents reported that their organizations either incentivized or encouraged training and educational attainment in at least three ways. The most popular methods were the payment of professional dues and memberships, conferences, and training. Less than 50% reported other forms of educational assistance, mentoring, and tailored approaches.

Financial support for employee training and education was shown to be limited. The average annual allocation is about \$200 to \$1,000 for approximately 20% of survey respondents having comments. Some employers pay for highly specialized services such as leadership coaching, behavioral or competency-based assessments, and internships. By comparison, the average level of per employee training and education for smaller and medium sized not-for-profit entities tends to be \$2,000 to \$2,500 per employee. For the largest organizations, the educational policy limit tends to cap at \$5,000 per year for approved forms of education and training, which may include professional association membership as well.



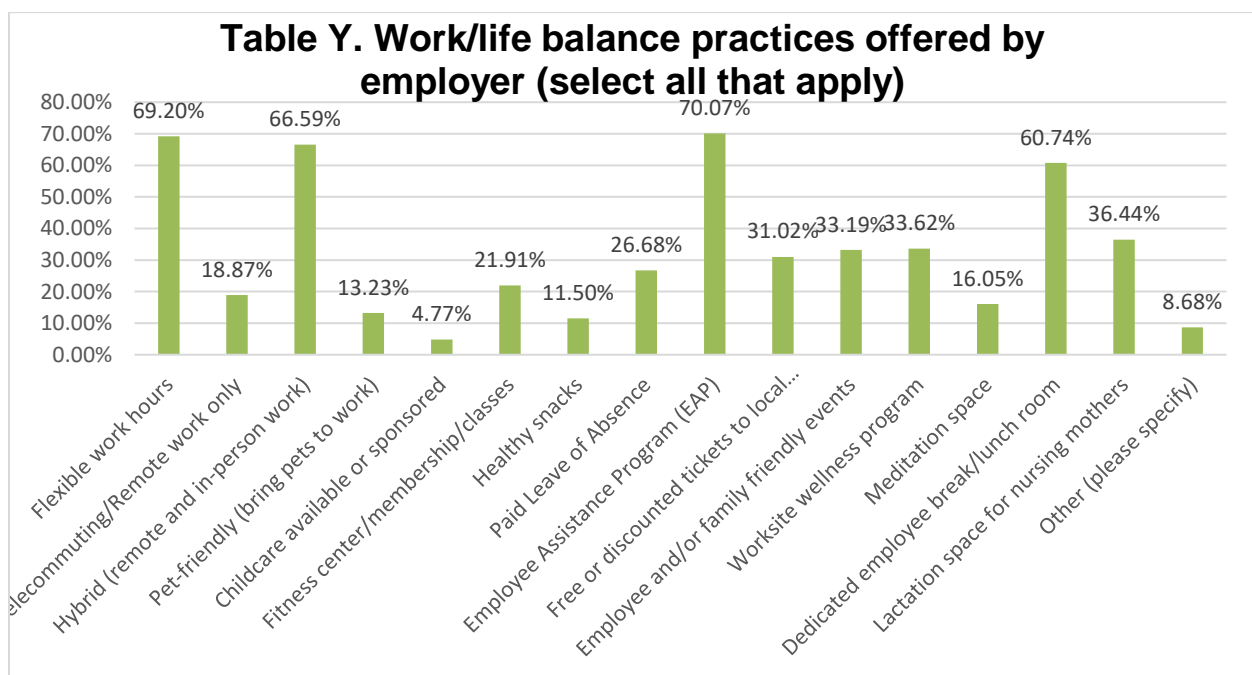
X. Communicating Career Paths

Over 85% of the respondents reported that their organizations were making efforts to communicate career paths. About half of the organizations utilized their website or Internet marking and about half also rely on supervisory meetings and performance appraisals to structure these communications. Another quarter rely on coaching, training, and on-site presentations.



Y. Work/Life Balance Benefits

Respondents cited an extensive list of practices offered by their employers: annual park/fun pass, mission leave, paid sabbatical, remote work, meditation, additional free health programs, discounted or free use of employer facilities for dining or events, discounted food services, gym and locker room with showers, paid volunteer assignments, financial counseling, flexible spending accounts.



Z. Additional Comments

The survey results show that fewer than 20% of the employers have a clear method of communicating their available volunteer engagement career paths. However, the methods that are used are highly consistent with best practices for human resources, which is about six forms of oral and written communications that include direct coaching, counseling, web-resources for independent research, as well as conventional communications at the time of the performance evaluation process.

Table Z1: What Participants Considered After Taking Their First Survey
1. What other tasks or projects do you work on in addition to volunteer engagement assignments?
2. Do you feel your compensation is fair for the work you do?
3. What do your diversity programs look like for your employer?
4. What is your volunteer retention/turnover rate?
5. Which positions are unionized?

Table Z2: Other Topical Questions Raised For Future Surveys
1. How might we reflect or compare multiple roles in the same organization?
2. Does employer provide a pay increase for additional education or certification?
3. How might the survey reflect unlimited PTO or carry-over?
4. My organization provides a sabbatical for employees after working 7, 15, 20, 25, and 30 years. How might we show these types of work practices?

Broader Classifications/Progression: The open-ended market survey questions show that the number of separate job classifications cannot be too specialized. The nature of the work performed, as well as the number of hours worked, tends to be highly fluid. As with other types of survey organizations, there is a strong interest in providing higher classification or pay levels based on higher levels of technical certification or formal education. The analysis of the actual reported job classification titles and salary ranges has shown that these can be separated into 10 classification levels.

Unlimited Paid Time Off: Some of the survey organizations have been exploring the use of an unlimited paid-time off or catastrophic leave program in order to attract and retain employees, or additional forms of paid leave, such as sabbatical pay. The survey response rates and questions have shown that employers are heavily focused on program and event staffing and responses to member needs with limited staffing capability for additional paid time off coverage.

COMPETENCY & DUTIES FRAMEWORK

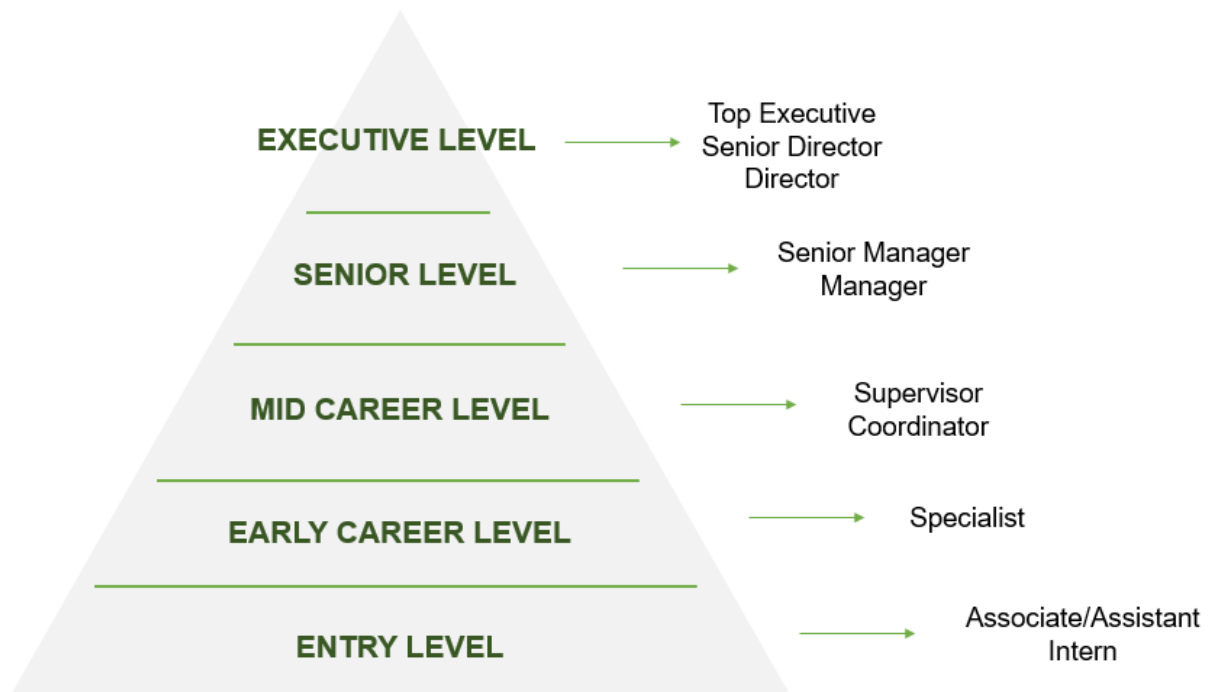
Based on industry survey data compared to survey participant information, a Competency & Duties Framework was developed that demonstrates the progression of career pathways available in the field of volunteer engagement.

A. Job Classifications by Career Level

In the survey volunteer engagement professionals were asked to rank a list of competencies by level of importance to their role as well as include their own top five job responsibilities. This helped classify the most important competencies and skills needed for each job classification and create definitions around the degree of difficulty for that competency that a volunteer engagement professional needs to demonstrate at that level.

Five career levels are identified as Entry, Early Career, Mid Career, Senior and Executive. Within these career levels, a group of ten job classifications most common in the field were categorized within these job titles, as outlined below.

Table A. Job Classifications by Career Level



B. Job Sizing Criteria

Job sizing criteria refers to the factors and standards that are used to evaluate a job based aspects like the organization’s size, complexity, and importance of that role in an organization. It also helps determine the appropriate compensation, autonomy and responsibility of the role, and where it fits in the organizational structure. AL!VE’s job leveling document also includes:

1. The independence or autonomy given for that level
2. The type of direction they are given (entry levels get closer supervision while higher roles have limited supervision or are given just general or broad direction)
3. Years of and type of experience
4. And level of education or certification

The following table provides the job sizing criteria for each career level and job classification for a volunteer engagement professional:

Table B. Job Sizing Criteria				
Career Level/ Job Title	Independence of Action	Type of Direction	Experience	Education/Certification
ENTRY LEVEL				
Intern	Learned tasks	Immediate direction	None required	Pursuing degree
Assistant/ Associate	Apply techniques	Close supervision	6 months of assignments	AA/AS desirable or applicable training/ coursework
EARLY CAREER LEVEL				
Specialist	Apply methods	General supervision	2+ years of volunteer engagement assignments	BA/BS desirable or specialized training/ coursework
MID CAREER LEVEL				
Coordinator	Explain and follow procedures	General supervision	4+ years of non-exempt program execution	BA/BS desirable; Progress towards CVA
Supervisor	Interpret standards	General supervision	3+ years exempt exp.	BA/BS highly desirable; Progress towards CVA
SENIOR LEVEL				
Manager	Establish/ follow procedures	Limited supervision	5+ years exempt exp.	BA/BS required; CVA or equiv. required
Sr. Manager	Develop policies/ protocols	Administrative direction	6+ years exempt exp.	BA/BS required; CVA or equiv. required; management training required
EXECUTIVE LEVEL				
Director	Propose/ test concepts	General direction	6+ years exempt exp.	BA/BS required, MA/MS preferred; CVA and leadership/ job relevant cert. required
Sr. Director	Create systems/ paradigms	Policy direction	8+ years exempt exp.	BA/BS required, MA/MS preferred; 2+ cert. required
Top Executive	Theories/ business development strategies	Broad direction	10+ years exempt exp.	MA/MS required; 3+ cert. required

C. Competencies & Duties

Based on the survey results along with job descriptions submitted by survey participants, a set of critical competencies and duties were identified, including the degree of difficulty necessary at each job level needs to demonstrate proficiency for that level.

These competencies and duties include:

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

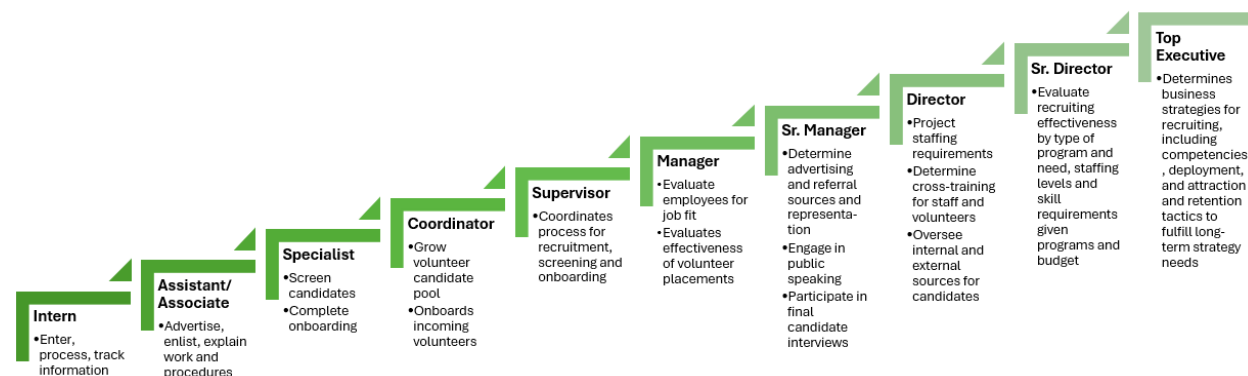


A job leveling document was developed to capture the job sizing criteria and competencies and duties framework to demonstrate this progression of requirements by career and job levels. To access the job leveling document, visit www.volunteeralive.org.

Example: Competency Progression by Job Classification

The following table takes the recruitment competency and displays the progression in terms of level of difficulty that is necessary for each job classification.

Table C1. Recruitment Competency Progression by Job Classification



Example: Competency & Duties Framework by Manager Job Title

The following table provides a side-by-side comparison of the variation between the job sizing criteria and competencies and duties for a Coordinator and Manager.

Table C2. Job Sizing Criteria and Competencies & Duties Comparison		
Title	Coordinator	Manager
Independence of action	Explain and Follow Policies	Establish and Follow Practices
Level and Type of Direction	General supervision	Limited supervision
Education and Certification	B.A./B.S. applied field desirable, including progression toward Volunteer Administration certification	B.A./B.S. in applied field is required. CVA or equivalent designation would be required
Experience	4 or more years of NE program org/execution	5 or more years of exempt experience
Recruitment	Grows the volunteer candidate pool; recruits and onboards incoming volunteers	Evaluates employees for job and qualifications fit; evaluates effectiveness of volunteer placements
Recognition & Retention	Creates large-scale appreciation events, activities and opportunities for volunteers (e.g., annual recognition event, national volunteer appreciation week, social media campaigns)	Plans and ensures execution of the development, implementation, and maintenance of volunteer recognition plans
Program Coordination	Plans, assigns and directs volunteer work; appraises performance; addresses complaints and resolves problems	Directs and implements program, process, and product improvements; manages volunteer committees
Training	Coordinates, delivers and analyzes volunteer-related training to staff and volunteers and works closely on overall objectives and desired outcomes of training; administers skills development training	Trains and supervises volunteers and projects for specific types of initiatives
Program Design & Development	Facilitates program growth and development of new positions. Finds and recommends innovative ways to use volunteers	Recommends and develops volunteer programs; creates materials, procedures, and systems to support programs or opportunities
Database Management & Recordkeeping	Maintains thorough understanding of database and records of volunteers; regularly maintains updates and refreshes system	Ensures integrity of volunteer management system; designs data field matrices and reporting formats to be used for program administration and evaluation; trains all system users and monitors quality
Communications	Creates and provides content for volunteer program needs; speaks to individuals and groups about volunteering with the organization	Delivers messaging and communications on behalf of the department; develops and delivers presentations and serves as organization representative for volunteer engagement
Volunteer Program Administration	Ensures compliance with regulatory and organization policies and procedures for volunteer administration; creates and disseminates standardized tools and referral processes that promote efficiency, controls costs and maximizes ROI for volunteer programs	Ensures all areas of volunteer program administration (e.g., recruitment orientation, training, supervision) are done to fidelity; monitors reports and provides solutions; coordinates program accreditation (e.g. Service Enterprise); tracks budget
Relationship Building	Serves as point of contact for volunteers and builds internal and external partnerships that supports the growth and maintenance of volunteer programming; participates in community engagement and networking	Develops and secures sponsors and partners to support volunteer engagement; identifies ways to build outreach efforts and oversees priority partnerships

PAY STRUCTURE & DIFFERENTIALS BY STATE

A. National Median Rates & Salary Range Spread by Job Classification

One of the factors that was much less evident in the direct participant data was how much growth is possible as part of a career path within the field of volunteer engagement. Rather than only a difference in classifications and pay ranges that might be perceived as having only four grades, and a 50% opportunity for advancement to higher jobs, the underlying industry data reveals a far different picture. The survey results show the existence of 10 major job classifications, with the top range rates equaling to six times the amount of the lowest range rates as professionals in the field acquire greater levels of job responsibility. Thus, it is important for employers to line this data up with their organization structures, and classification and pay practices in order to attract and retain employees.

The market survey data has shown a difference in volunteer engagement professional employee pay rates of greater than 40% depending upon the prevailing wage and salary rates for the location in which the employee works.

The actual opportunity for employee growth within the organization can be far greater based on industry classifications and practices across the United States. Depending upon the organization structure and staffing, volunteer engagement professionals can pursue growth between ten major classifications spanning up during their careers in which the highest classifications with greater responsibility provide compensation that would be commensurate with employee experience and qualifications.

Table A1. National Median Rates & Salary Range Spread by Job Classification			
Job Classification	Median Annual Rates	Median Hourly Rates	Spread Norms
Intern	\$37,605	\$18.08	10%
Assistant/Associate	\$42,461	\$20.41	15%
Specialist	\$49,862	\$23.97	20%
Coordinator	\$57,485	\$27.64	25%
Supervisor	\$72,081	\$34.65	30%
Manager	\$86,255	\$41.47	35%
Senior Manager	\$98,255	\$47.24	40%
Director	\$107,787	\$51.82	45%
Senior Director	\$126,614	\$60.87	50%
Top Executive Level	\$221,672	\$106.57	50%

B. Salary Structure by Job Classification

Based on analysis of all information available, the following salary structure has been created to provide a range for each of the ten job classifications identified. This salary structure assumes an organization has a minimum of a \$10 million annual budget. To better scale to the organization's needs, see further explanation below.

Table B1. Volunteer Engagement Professional Salary Structure

Job Family/ Competency Counts	Career Path Job Classifications	Range Minimum	Range 25th %	Range Midpoint	Range 75th %	Range Maximum
ENTRY	Intern	\$26,115.24	\$26,768.12	\$27,421.00	\$28,073.88	\$28,726.76
ENTRY	Assistant/Associate	\$39,498.60	\$40,979.80	\$42,461.00	\$43,942.20	\$45,423.40
EARLY	Specialist	\$45,329.09	\$47,595.55	\$49,862.00	\$52,128.45	\$54,394.91
MID	Coordinator	\$49,986.96	\$53,735.98	\$57,485.00	\$61,234.02	\$64,983.04
MID	Supervisor	\$60,067.50	\$66,074.25	\$72,081.00	\$78,087.75	\$84,094.50
SENIOR	Manager	\$69,028.00	\$77,656.50	\$86,285.00	\$94,913.50	\$103,542.00
SENIOR	Senior Manager	\$78,604.00	\$88,429.50	\$98,255.00	\$108,080.50	\$117,906.00
EXECUTIVE	Director	\$86,229.60	\$97,008.30	\$107,787.00	\$118,565.70	\$129,344.40
EXECUTIVE	Senior Director	\$101,291.20	\$113,952.60	\$126,614.00	\$139,275.40	\$151,936.80
EXECUTIVE	Top Executive	\$177,337.60	\$199,504.80	\$221,672.00	\$243,839.20	\$266,006.40

USING THE PAY STRUCTURE TOOL FOR YOUR STATE LOCATION

CE Multiply the Intern (Non-Exempt) Midpoint by the State Geo Differential for Grades 1, 2, 3, 4, and 5.

- Multiply the Program Manager (Exempt) Midpoint by the State Geo Differential for Grades 6, 7, 8, 9, and 10.

ž If your org size is about \$5M, use the 25th% as your prevailing rate. If your org size is \$20M, use the 75th % as your prevailing rate.

- Be sure that you are paying at least the local minimum wage or salary rate if greater than your State Wage and Hour laws.

Note: Salary Differentials by State

The survey reports include additional exhibits by State as to how to apply these differentials for the purpose of setting salary ranges for this purpose (as shown below). To access this document, visit www.volunteeralive.org.

State	EXEMPT POSITIONS (Mid Career - Executive Level)			NON-EXEMPT POSITIONS (Entry - Early Career Level)		
	Adjusted Salary	% Differential	Pay Structure Multiplier	Adjusted Salary	% Differential	Pay Structure Multiplier
	\$86,285 (Manager)	<--Enter National Salary Benchmark		\$20.41 (Assistant)	<--Enter National Salary Benchmark	
Alabama	\$80,324	-6.91%	93.09%	\$21.78	6.71%	106.71%
Alaska	\$89,294	3.49%	103.49%	\$21.05	3.11%	103.11%
Arizona	\$78,273	-9.29%	90.71%	\$22.37	9.59%	109.59%
Arkansas	\$71,202	-17.48%	82.52%	\$18.36	-10.04%	89.96%
California	\$90,743	5.17%	105.17%	\$26.65	30.53%	130.53%
Colorado	\$93,772	8.68%	108.68%	\$24.17	18.41%	118.41%
Connecticut	\$99,278	15.06%	115.06%	\$24.30	19.02%	119.02%

NEXT STEPS

As mentioned, the goal of this report is to demonstrate the various job levels within the field of volunteer engagement and the competencies and skills for each level, giving practitioners and employers a roadmap of progression. As an avenue to advocate for the field, the use of the data from this report is a three-pronged approach:

1. **At the individual level:** A volunteer engagement professional can use this information to develop their own career plan to identify where they need to develop to advance into the next level of this role. For example, for a Volunteer Coordinator looking to become a Manager, these findings outline what skills and competencies are needed.
2. **At the organizational level:** A volunteer engagement professional and/or their supervisor can use this information to examine whether or not the work the professional is doing is aligned with job title and pay.
3. **At the national level:** ALIVE has submitted this information to the Department of Labor to demonstrate the existence of the industry of volunteer engagement professionals and the need for job levels to be further evaluated to provide additional information not captured in this survey (e.g., the employment outlook for a ten-year period, the job market trends).

In summary, this report provides a comprehensive framework for understanding the career progression and competencies within the field of volunteer engagement. By leveraging this information at the individual, organizational, and national levels, practitioners and employers can foster professional growth, ensure equitable alignment of roles and compensation, and advocate for broader recognition of the field. Together, these efforts can strengthen the profession and elevate its impact within the nonprofit sector.

For further guidance and tools, explore the resources mentioned below to support your journey in advancing the field of volunteer engagement.

Visit www.volunteeralive.org for the following resources:

- Pay Structure and Pay Differentials by State
- Job Leveling Document
- Career Mapping Worksheet

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Appendix A: Survey Participant Industries Specified as “Other”

A. Industries Specified as “Other” (Alphabetical):
Advocating for Youth in Foster Care
Affordable Housing, Home Ownership, and Community Building (3)
AmeriCorps Seniors Foster Grandparent Program
Basic Needs/Financial Stability/Education (2)
Bike Cooperative
Community Services
Conservation
Corporate Social Responsibility
DOVIA
Education, Wellness and Nonprofit support
Family Services and Family Strengthening and Child Advocacy
Financial Industry (not-for-profit credit union)
Food Bank (3)
Fundraising for healthcare organization
General Healthcare/children/skilled nursing/fundraising (3)
Helping people, changing lives, and working to eliminate poverty
History Museum
Homebound seniors and housing (2)
Hospice (4)
Housing (2)
Humanitarian and Human services from cradle to career and beyond.
LGBTQ+
Library (3)
Local/municipal government (10)
Long-Term Support Services
Maritime Community
Nature Conservation/Environment
Older Adults
Park/Public Garden/arboretum (3)
Professional Membership Association
Senior Companionship for isolated seniors
Senior housing and healthcare and Senior Services
Small businesses
Social Justice/Civil Rights
Tourism
Transportation/Aviation/Airport (2)
University/Education
Work for two clients: one in higher education and one in legal
Working with people with Intellectual and Developmental Disabilities (2)
Youth and Youth Development (3)
Zoo, Aquarium, Animal Conservation and Education, Zoological Facility (4)

Appendix B: Survey Participant Job Titles Provided (Alphabetical)

B. Survey Participant Job Titles Provided (Alphabetical)
Administrative and Volunteer Coordinator
Administrative Coordinator
Adult Literacy and Volunteer Services Manager
AmeriCorps Seniors Programs Manager
AmeriCorps Seniors RSVP Coordinator
Assistant Director
Assistant Director of Volunteers
Assistant Director, Alumni Engagement
Assistant Director, Volunteer & Intern Programs
Associate Curator of Visitor and Volunteer Engagement
Associate Director
Associate Director for Tutor Engagement
Associate Director of Development (2)
Associate Director of Volunteer & Employee Engagement
Associate Director of Volunteer Engagement
Associate Director of Volunteers
Associate Director of Volunteers and Cohort Programs
Associate Director, Volunteer Program
Associate Director, Volunteer Services
Biomedical Volunteer Engagement Rep II
Capacity Building Officer
Career Pathways Manager
CASA Program Lead Coordinator
Center Manager
CEO/Founder
Chapter Engagement Coordinator
Chapter Engagement Manager
Chief Engagement Officer
Chief of Volunteer and Community Involvement
Citywide Volunteer Program Coordinator
Client Assistance Manager
Community & Conservation Specialist
Community & Volunteer Engagement Director
Community Engagement & Volunteer Services Manager
Community Engagement and Events Manager
Community Engagement Coordinator
Community Engagement Director
Community Engagement Manager (2)
Community Engagement Program Manager
Community Outreach Coordinator
Community Outreach Specialist and Volunteer Coordinator

B. Survey Participant Job Titles Provided (Alphabetical)
Community Relations Volunteer Specialist
Community Resource and Volunteer Engagement
Community Service & Outreach Coordinator
Consultant/Trainer
Coordinator of Alumni Volunteer Engagement
Coordinator of Volunteer Services
Coordinator of Volunteers
Corporate Engagement & Volunteer Manager
Data & Volunteer Coordinator
Development Officer
Director of Adult Programs
Director of Auxiliary and Volunteer Services
Director of Community & Volunteer Relations
Director of Community Engagement
Director of Community Engagement and Outreach
Director of Community Relations
Director of Education and Interpretation
Director of Engagement
Director of Membership and Projects
Director of Palliative Care and Volunteer Services
Director of Parish and Community Relations
Director of Program Services (2)
Director of Programs
Director of Strategic Engagement
Director of Visitor and Volunteer Services
Director of Visitor Services
Director of Volunteer and Alumni Engagement
Director of Volunteer and Community Programs
Director of Volunteer Engagement
Director of Volunteer Engagement & Outreach
Director of Volunteer Operations
Director of Volunteer Programs
Director of Volunteer Resources
Director of Volunteer Services
Director of Volunteer Services and Creative Solutions
Director of Volunteer Services and Front of House Guest Experience
Director of Volunteers and Patient Advocates
Director of Volunteers and Special Events
Director of Workforce Development
Director Volunteer Resources
Director Volunteer Services
Director, Capacity Building
Director, Guest & Volunteer Services
Director, RSVP

B. Survey Participant Job Titles Provided (Alphabetical)
Director, Volunteer Engagement
Director, Volunteer Services
Director, Volunteer Services & Fellowship Program
Director, Volunteer Strategy
Donor & Volunteer Coordinator
Emergency Management Coordinator
Engagement Director
Engagement Specialist
Essentia Health East Range Hospice Volunteer Supervisor
Executive Director (2)
FGP Director
Foster & Volunteer Program Coordinator
Foster Grandparent Program Project Director
Gift Shop Manager
Guest Services Supervisor, Volunteer Services
Head of Volunteer Services
Hospice Social Worker/Volunteer Coordinator
Hospice volunteer program manager
Human Resources & Volunteer Director
Human Resources Manager
Lead Retired & Senior Volunteer Program Coordinator
Lead Volunteer Coordinator
Lead Volunteer Coordinator
Literacy Program Coordinator
Manager (2)
Manager - Volunteer Engagement
Manager of Outreach
Manager of Volunteer and Education Programs
Manager of Volunteer Engagement
Manager of Volunteer Program
Manager of Volunteer Programs
Manager of Volunteer Resources
Manager of Volunteer Services
Manager of Volunteer Services & Community Outreach (2)
Manager of Volunteers
Manager of Volunteers, Internships, and Learning
Manager, Animal Rescue Volunteer Program
Manager, Outreach and Recruitment
Manager, Volunteer & Community Services
Manager, Volunteer Engagement
Manager, Volunteer Engagement and Experience
Manager, Volunteer Services
Manager, Volunteer Services & Community Relations
Manager, Volunteer Services & Gift Shop

B. Survey Participant Job Titles Provided (Alphabetical)
Manager, Volunteerism and Corporate Relations
Membership and Volunteer Manager
Mentor Recruitment Manager
OEM Coordinator
Operations Coordinator
Operations Manager, Volunteer Services
Outreach and Volunteer Specialist (2)
Park Ranger/ Volunteer Coordinator
Partnership Manager
Patron Services Manager
Police Volunteer Coordinator
Professor and Extension Specialist for Volunteer Engagement
Program Coordinator
Program Director
Program Director, Foster Grandparent Program
Program Director, Nonprofit Services
Program Manager
Program Specialist I-Volunteer Coordinator
Programs & Services
Project Coordinator
Project Director - RSVP/ Project Coordinator - VITA
Rain Garden Coordinator
Recruitment and Volunteer Manager
Regional Director
Regional Volunteer Coordinator
Rescue, Volunteer and Foster Coordinator
Restoration Ecologist
RSVP Polk Coordinator
SCA NH Conservation Corps - Program Manager
Senior Associate
Senior Community Engagement Manager / AmeriCorps Program Director
Senior Companion Program Manager
Senior Director
Senior Director Community Engagement and Inclusion
Senior Director of Volunteer Engagement
Senior Director of Volunteers and Community Engagement
Senior Director, Volunteer Engagement
Senior Manager
Senior Manager of Patron Services and Volunteers
Senior Manager, Volunteer Engagement (2)
Senior Program Manager
Senior Recreation Coordinator
Senior Supervisor of Volunteer Services
Senior Volunteer Manager

B. Survey Participant Job Titles Provided (Alphabetical)
Senior Volunteer Recruitment Specialist
Skilled Volunteer Strategy and Engagement Manager
Sr. Advisor - Volunteer Operations and Experience
Sr. Director of Volunteer and Community Engagement
Sr. Director of Volunteer Programs & Corporate Engagement
Sr. Manager, Volunteer Activities
Sr. Manager. Volunteer Programs
Statewide Volunteer Coordinator
Stewardship and Volunteer Program Assistant
Stewardship Coordinator
Strategic Director, Volunteer Engagement
Student Placement Specialist/Volunteer Coordinator
Supervisor, Volunteer & Guest Services
Training & Volunteer Programs Coordinator
Virginia Executive Director
Visiting Volunteer Telephone Reassurance Coordinator
Volunteer & Communications Coordinator
Volunteer & Community Engagement Manager
Volunteer & Community Relations Manager
Volunteer & Events Coordinator
Volunteer & Foster Administrator
Volunteer & Foster Care Coordinator
Volunteer & Outreach Manager
Volunteer and Bereavement Coordinator
Volunteer and Community Engagement Manager
Volunteer and Community Engagement Program Specialist
Volunteer and Community Resource Coordinator
Volunteer and Development Coordinator
Volunteer and Engagement Coordinator
Volunteer and Internship Coordinator
Volunteer Coordinator
Volunteer Coordinator Preceptor
Volunteer Coordinator Senior
Volunteer Development Coordinator
Volunteer Development Manager
Volunteer Engagement & Internship Coordinator
Volunteer Engagement and Training Specialist
Volunteer Engagement Associate
Volunteer Engagement Coordinator
Volunteer Engagement Director
Volunteer Engagement Librarian
Volunteer Engagement Manager
Volunteer Engagement Manager - Adult Programs
Volunteer Engagement Program Officer

B. Survey Participant Job Titles Provided (Alphabetical)
Volunteer Engagement Specialist
Volunteer Experience Manager
Volunteer Management AmeriCorps VISTA
Volunteer Management Specialist
Volunteer Manager
Volunteer Manager, We Honor Veterans Manager, Foundation leader
Volunteer Operations Coordinator
Volunteer Program Assistant
Volunteer Program Coordinator
Volunteer Program Development Manager
Volunteer Program Lead
Volunteer Program Manager
Volunteer Program Specialist
Volunteer Program Supervisor
Volunteer Programs Coordinator
Volunteer Recruitment Coordinator
Volunteer Recruitment Manager
Volunteer Resource Coordinator
Volunteer Resource Manager
Volunteer Resources Coordinator
Volunteer Resources Supervisor
Volunteer Services Assistant
Volunteer Services Coordinator
Volunteer Services Director
Volunteer Services Manager
Volunteer Services Program Manager
Volunteer Services Senior Engagement Specialist
Volunteer Services Specialist
Volunteer Services Supervisor
Volunteer Specialist
Volunteer Supervisor
Volunteer Workforce Engagement Representative II
Volunteers Manager
VP Capacity Building Training & Strategic Initiatives
VP of Community Impact
VP of Resource Development
VP of Volunteer Engagement
Wildlife Services Supervisor

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