Career Pathways for the Volunteer Engagement Professional

Presented by:

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Purpose of Survey: To create a job-leveling document showing the career progression of competencies needed for a volunteer engagement professional

Survey Process: AL!VE committee worked with Creative Management Solutions compensation consultant to conduct survey in April 2023

AL!VE 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.
Use of Survey Data

For Organizations

• Determine right level and job title for the job responsibilities necessary for the role
• Show career progression and growth for volunteer engagement roles
• Provide training and development opportunities for volunteer engagement professionals

For Individuals

• Understand the various levels and progression for volunteer engagement professionals
• Recognize competencies necessary for each career level and job title
• Develop career plan for growing in future competencies to move into larger volunteer engagement roles

For ALIVE:

• Provide rationale for creating a Department of Labor job code for the VEP in the Bureau of Labor Statistic’s Occupational Outlook Handbook
Survey Demographics

CAREER PATHWAYS OF THE
VOLUNTEER ENGAGEMENT PROFESSIONAL
Career Pathways Survey: By Region

![Map of the United States showing career pathways survey results by region.](image)
Career Pathways Survey: By Organization

**Organization Type**
- **Non-Profit**: 80%
- **Government**: 17%
- **For-Profit**: 3%

**Industry Type**
- Social Services/Disabilities/Hunger/Homelessness: 30%
- Health/Mental Health/Wellness: 27%
- Education/Literacy: 4%
- Environmental Services/Sports/Recreation: 5%
- Animal Welfare: 8%
- Arts and Culture: 9%
- Volunteer Centers/State Service Commissions/Capacity Building: 10%
- Public Safety/Emergency Response: 11%
- Local/City/County/State Government: 12%
- Justice/Legal Services: 12%
- Other (please specify): 1%
- Military/Veteran Services: 1%

**Organization Revenue**
- <$500K: 24%
- >$500K to <$2M: 12%
- >$2M to <$5M: 17%
- >$5M to <$10M: 17%
- >$10M to <$25M: 7%
- >$25M to <$50M: 8%
- >$50M: 7%
Career Pathways Survey: The VEP

**Gender**
- Female: 90%
- Male: 8%
- Non-binary: 2%
- Prefer not to answer: 1%

**Certification/Training**
- Certified in Vol Admin (CVA): 36%
- Certified Admin of VS (CAVS): 34%
- Certificate in Related Coursework: 36%
- Cert in HR (PHR, SHRM-CP): 14%
- Project Mgmt Prof (PMP): 3%
- Certified Fund Raising Exec (CFRE): 1%
- Other: 1%
- None of the Above: 5%

**Ethnicity**
- White: 31%
- Black or African American: 49%
- Hispanic or Latino: 30%
- Asian or Asian American: 5%
- American Indian or Alaskan: 4%
- Native Hawaiian or Other Pacific Islander: 2%
- A race/ethnicity not listed below: 1%
- Prefer not to answer: 1%

**Education**
- Up to high school diploma or equivalent: 55%
- Associate’s degree: 4%
- Bachelor’s degree: 12%
- Master’s degree: 31%
- Doctorate or higher: 1%
- Prefer not to answer: 8%

**Career Level**
- Entry Level: 30%
- Early Level: 49%
- Mid Level: 11%
- Senior Level: 12%
- Executive Level: 5%

**Career Pathways Survey: The VEP**
Survey Findings

CAREER PATHWAYS OF THE VOLUNTEER ENGAGEMENT PROFESSIONAL
Career Levels by Job Title

- **ENTRY LEVEL**
  - Associate/Assistant
  - Intern

- **EARLY CAREER LEVEL**
  - Specialist

- **MID CAREER LEVEL**
  - Supervisor
  - Coordinator

- **SENIOR LEVEL**
  - Senior Manager
  - Manager

- **EXECUTIVE LEVEL**
  - Top Executive
  - Senior Director
  - Director
## Career Pathways Survey: Job Sizing Criteria

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

EXECUTIVE LEVEL
- Top Executive
- Senior Director
  - Director

SENIOR LEVEL
- Senior Manager
  - Manager

MID CAREER LEVEL
- Supervisor
  - Coordinator

EARLY CAREER LEVEL
- Specialist

ENTRY LEVEL
- Associate/Assistant
  - Intern

= VEP

- Recruitment
- Recognition & Retention
- Program Coordination
- Training
- Database Management & Recordkeeping
- Program Design & Development
- Communication
- Volunteer Program Administration
- Relationship Building
Competencies & Duties Framework: By Job Title

Coordinator

- Serve as point of contact for volunteers and builds internal and external partnerships
- Community engagement and networking
- Ensure compliance with policies and procedures
- Create and disseminate standardized tools and referral processes that promote efficiency, control costs and maximizes ROI
  - Creates and provides content for volunteer program needs
  - Speak to individuals and groups above volunteering
- Maintain thorough understanding of database and records of volunteers
- Regularly maintains updates and refreshes system
  - Facilitate program growth and development of new positions
  - Find and recommend innovative ways to use volunteers
- Recruitment
- Recognition & Retention
- Program Coordination
- Training
- Program Design & Development
- Database Management & Recordkeeping
- Communication
- Volunteer Program Administration
- Relationship Building

Reports to: Supervisor or Manager

Type of Direction: General supervision

Experience: 4+ years non-exempt program execution

Education/Certification: BA/BS applied field desirable Progression towards CVA

- Grow number of people attending events
- Recruit and onboards incoming volunteers
- Create large-scale appreciation events, activities and opportunities for volunteers (e.g., annual dinners, national volunteer week, social media campaigns)
- Plan, assign and direct work
- Appraise performance, address complaints and resolve problems
- Coordinate, deliver and analyze volunteer-related training to volunteers and staff and works closely on overall objectives and desired outcomes for training
- Administer skills development training
Competencies & Duties Framework: By Job Title

**Reports to:**
Director or Sr. Director

**Type of Direction:**
Limited supervision

**Experience:**
5+ years exempt experience

**Education/Certification:**
BA/BS applied field required, CVA or equivalent required

- Develop and secure sponsors and partners
- Identify ways to build outreach efforts and oversee priority partnerships
- Ensure all areas of program are done to fidelity
- Monitor reports and provides solutions
- Coordinate accreditation
- Tracks budget
- Deliver communications on behalf of department
- Develop and deliver presentations and serve as representative
- Ensure integrity of system
- Design data field matrices and reporting to be used for administration and evaluation
- Trains all system users and monitors quality
- Recommend and develop volunteer programs
- Creates materials, procedures and systems to support programs or opportunities
- Evaluate employees for fit and qualifications fit
- Evaluate effectiveness of volunteer placements
- Plan and ensure execution of the development, implementation and maintenance of volunteer recognition plans
- Direct and implement program, process and product improvements
- Manage volunteer committees
- Train and supervise volunteers and projects for specific types of initiatives
Competencies & Duties Framework: Recruitment

**Intern**
- Enter, process, track information

**Assistant/Associate**
- Advertise, enlist, explain work and procedures

**Specialist**
- Screen candidates
- Complete onboarding

**Coordinator**
- Coordinates process for recruitment, screening and onboarding

**Supervisor**
- Coordinates process for recruitment, screening and onboarding
- Evaluates effectiveness of volunteer placements

**Manager**
- Proactively offers training and development opportunities
- Evaluates employees for job fit
- Uses referral sources and representation
- Engages in public speaking
- Participates in final candidate interviews

**Sr. Manager**
- Determines recruitment requirements
- Determines cross-training for staff and volunteers
- Oversees internal and external sources for candidates

**Director**
- Evaluates recruiting effectiveness by type of program and need, staffing levels and skill requirements
- Determines recruiting effectiveness by type of program and need, staffing levels and skill requirements
- Given programs and budget

**Sr. Director**
- Determines recruiting effectiveness by type of program and need, staffing levels and skill requirements
- Given programs and budget

**Top Executive**
- Determines business strategies for recruiting, including competencies, deployment, and attraction and retention tactics to fulfill long-term strategy needs
## Salary Ranges

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

Based on organization with a $10M budget
## Salary Ranges: State Pay Differentials

<table>
<thead>
<tr>
<th>State</th>
<th>Adjusted Salary</th>
<th>% Differential</th>
<th>Pay Structure Multiplier</th>
<th>Adjusted Salary</th>
<th>% Differential</th>
<th>Pay Structure Multiplier</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alabama</td>
<td>$80,324</td>
<td>-6.91%</td>
<td>93.09%</td>
<td>$21.78</td>
<td>6.71%</td>
<td>106.71%</td>
</tr>
<tr>
<td>Alaska</td>
<td>$89,294</td>
<td>3.49%</td>
<td>103.49%</td>
<td>$21.05</td>
<td>3.11%</td>
<td>103.11%</td>
</tr>
<tr>
<td>Arizona</td>
<td>$78,273</td>
<td>-9.29%</td>
<td>90.71%</td>
<td>$22.37</td>
<td>9.59%</td>
<td>109.59%</td>
</tr>
<tr>
<td>Arkansas</td>
<td>$71,202</td>
<td>-17.48%</td>
<td>82.52%</td>
<td>$18.36</td>
<td>-10.04%</td>
<td>89.96%</td>
</tr>
<tr>
<td>California</td>
<td>$90,743</td>
<td>5.17%</td>
<td>105.17%</td>
<td>$26.65</td>
<td>30.53%</td>
<td>130.53%</td>
</tr>
<tr>
<td>Colorado</td>
<td>$93,772</td>
<td>8.68%</td>
<td>108.68%</td>
<td>$24.17</td>
<td>18.41%</td>
<td>118.41%</td>
</tr>
<tr>
<td>Connecticut</td>
<td>$99,278</td>
<td>15.06%</td>
<td>115.06%</td>
<td>$24.30</td>
<td>19.02%</td>
<td>119.02%</td>
</tr>
</tbody>
</table>
Salary Comparison for **Entry Level**

### Salary Average per Region

<table>
<thead>
<tr>
<th>Region</th>
<th>Participant Data Average</th>
<th>Survey Findings Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Atlantic</td>
<td>$36,400</td>
<td>$37,246</td>
</tr>
<tr>
<td>Great Lakes</td>
<td>$43,264</td>
<td>$33,661</td>
</tr>
<tr>
<td>Midwest</td>
<td>$40,907</td>
<td>$31,108</td>
</tr>
<tr>
<td>Mountain</td>
<td>$56,160</td>
<td>$34,625</td>
</tr>
<tr>
<td>Pacific</td>
<td>$40,763</td>
<td>$34,944</td>
</tr>
<tr>
<td>South Central</td>
<td>$29,933</td>
<td>$29,954</td>
</tr>
<tr>
<td>South East</td>
<td>$30,160</td>
<td>$29,103</td>
</tr>
<tr>
<td>Upper West</td>
<td>$28,136</td>
<td>$28,160</td>
</tr>
</tbody>
</table>

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**Legend:**
- Green: Participant Data Average
- Blue: Survey Findings Average
Salary Comparison for **Early Level**

### Salary Average per Region

<table>
<thead>
<tr>
<th>Region</th>
<th>Participant Data Average</th>
<th>Survey Findings Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Atlantic</td>
<td>$50,440</td>
<td>$53,151</td>
</tr>
<tr>
<td>Great Lakes</td>
<td>$46,880</td>
<td>$48,035</td>
</tr>
<tr>
<td>Midwest</td>
<td>$50,482</td>
<td>$44,392</td>
</tr>
<tr>
<td>Mountain</td>
<td>$56,160</td>
<td>$49,411</td>
</tr>
<tr>
<td>Pacific</td>
<td>$75,177</td>
<td>$58,170</td>
</tr>
<tr>
<td>South Central</td>
<td>$50,960</td>
<td>$42,715</td>
</tr>
<tr>
<td>South East</td>
<td>$44,178</td>
<td>$42,745</td>
</tr>
<tr>
<td>Upper West</td>
<td>$49,227</td>
<td>$41,531</td>
</tr>
</tbody>
</table>
Salary Comparison for **Mid Level**

**Salary Average per Region**

- **Atlantic:** $74,571
- **Great Lakes:** $69,057
- **Midwest:** $57,413
- **Mountain:** $59,000
- **Pacific:** $71,350
- **South Central:** $56,457
- **South East:** $55,497
- **Upper West:** $56,160
- **Average:** $55,36

- **Participant Data Average**
- **Survey Findings Average**

**ALIVE**
ASSOCIATION OF LEADERS IN VOLUNTEER ENGAGEMENT
Salary Comparison for Senior Level

Salary Average per Region

Atlantic: $98,064
Great Lakes: $90,102
Midwest: $81,305
Mountain: $87,734
Pacific: $94,508
South Central: $82,165
South East: $84,313
Upper West: $83,802

Participant Data Average
Survey Findings Average
Salary Comparison for Executive Level

Salary Average per Region

- Atlantic: $161,570
- Great Lakes: $148,453
- Midwest: $133,958
- Mountain: $144,551
- Pacific: $155,712
- South Central: $135,375
- South East: $138,914
- Upper West: $138,886

Legend:
- Green: Participant Data Average
- Blue: Survey Findings Average
Training & Education Available

Training & education paid for by employer (select all that apply):

- Dues & Memberships for relevant associations: 73.54%
- Professional Licenses or Certifications: 39.05%
- Education assistance (advanced or college degrees): 38.39%
- Mentor program: 15.40%
- None of the above: 5.86%
- Other (please specify): 5.42%
Work/Life Balance Practices

Work/life balance practices offered by employer (select all that apply):

- Employee Assistance Program (EAP): 70.07%
- Hybrid (remote and in-person work): 69.20%
- Dedicated employee break/lunch room: 66.59%
- Flexible work hours: 60.74%
- Worksite wellness program: 36.44%
- Free or discounted tickets to local family events: 33.62%
- Paid Leave of Absence: 33.19%
- Fitness center/membership/classes: 31.02%
- Telecommuting/Remote work only: 26.68%
- Meditation space: 21.91%
- Pet-friendly (bring pets to work): 18.87%
- Childcare available or sponsored: 16.05%
- Healthy snacks: 13.23%
- Other (please specify): 11.50%
- Other (please specify): 4.77%
- Other (please specify): 8.68%
Career Mapping

FILL THE GAPS AND CREATE A PATH
Career Mapping

Quick Start:

- What is your long-term goal?
- What career path can you get there?
- What are 1-2 ways to build upon the competencies needed to get you to the next level?
Next Steps

- **Full Career Pathways report**
  to be published soon

- **Stay informed: DOL Open Comment period**

- **Stay in Touch: Contact Us**
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  Megan Vixie  
  megan@arrivecircanow.com

Download all documents at:
[www.volunteeralive.org](http://www.volunteeralive.org)