

The logo for ALIVE (Association of Leaders in Volunteer Engagement) features the word "ALIVE" in a stylized, lowercase font. The letter "L" is significantly larger and more prominent than the other letters. The "I" is replaced by an exclamation point. The letters are a vibrant green color with a slight shadow effect. A small "TM" trademark symbol is located to the right of the word.

ASSOCIATION OF LEADERS IN VOLUNTEER ENGAGEMENT

Career Pathways for the Volunteer Engagement Professional

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Career Pathways for Volunteer Engagement Professionals Survey

Purpose of Survey:

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

Survey Process:

ALIVE committee worked with Creative Management Solutions compensation consultant to conduct survey in April 2023



ALIVE 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

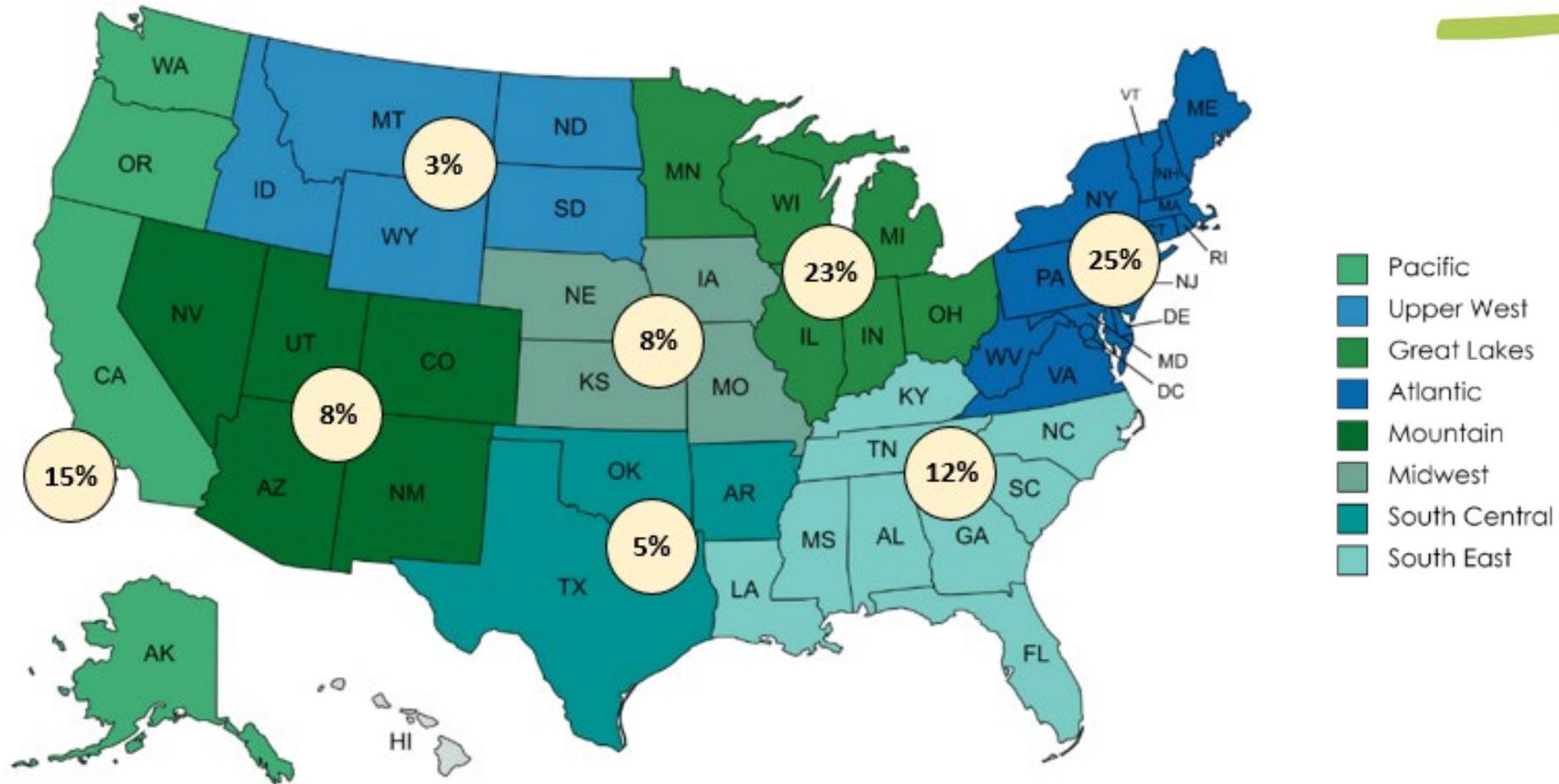
For ALIVE:

- 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

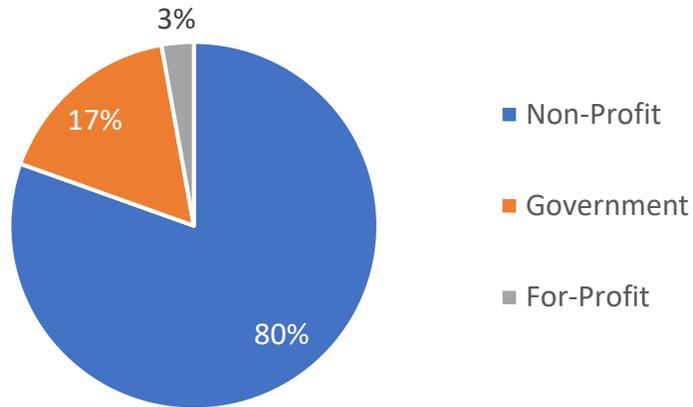
**CAREER PATHWAYS OF THE
VOLUNTEER ENGAGEMENT PROFESSIONAL**

Career Pathways Survey: By Region

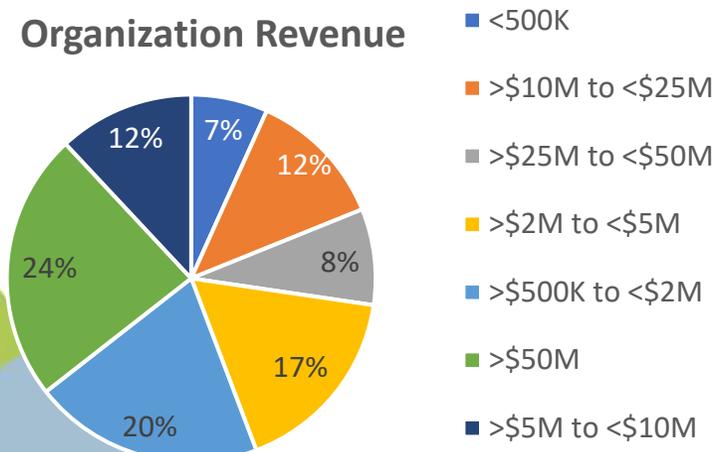


Career Pathways Survey: By Organization

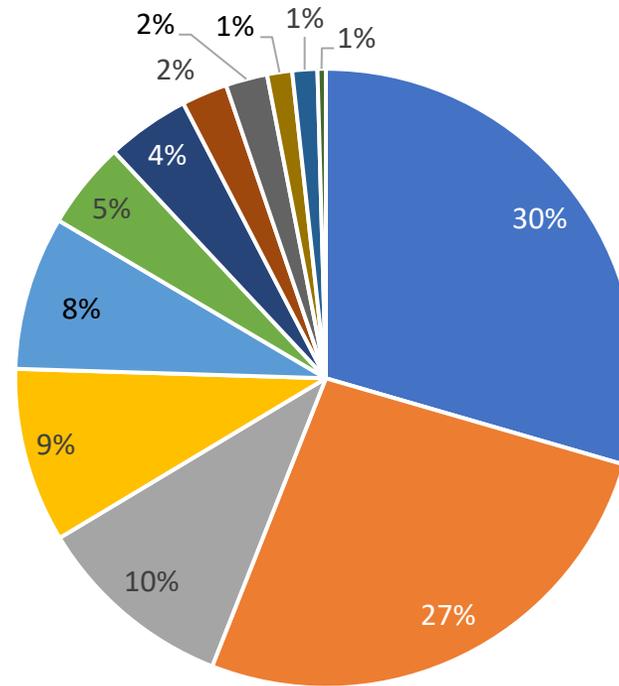
Organization Type



Organization Revenue



Industry Type



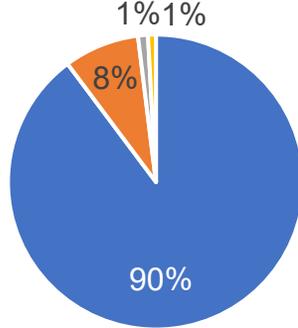
- Social Services/Disabilities/Hunger/Homelessness
- Health/Mental Health/Wellness
- Education/Literacy
- Environmental Services/Sports/Recreation
- Animal Welfare
- Arts and Culture
- Volunteer Centers/State Service Commissions/Capacity Building
- Public Safety/Emergency Response
- Local/City/County/State Government
- Justice/Legal Services
- Other (please specify)
- Military/Veteran Services

Career Pathways Survey: The VEP



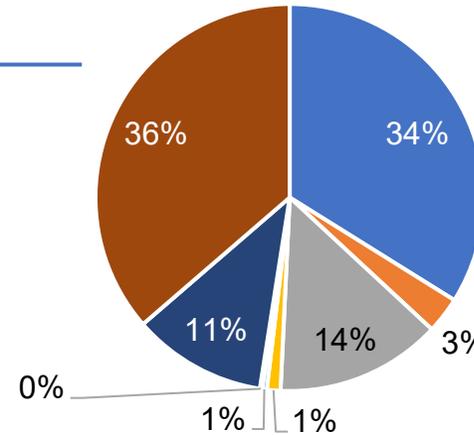
Gender

- Female
- Male
- Non-binary
- Prefer not to answer



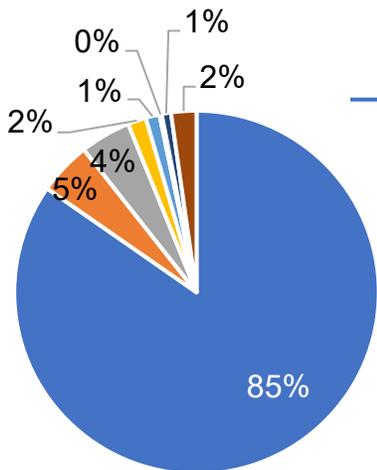
Certification/Training

- Certified in Vol Admin (CVA)
- Certified Admin of VS (CAVS)
- Certificate in Related Coursework
- Cert in HR (PHR, SHRM-CP)
- Project Mgmt Prof (PMP)
- Certified Fund Raising Exec (CFRE)
- Other
- None of the Above



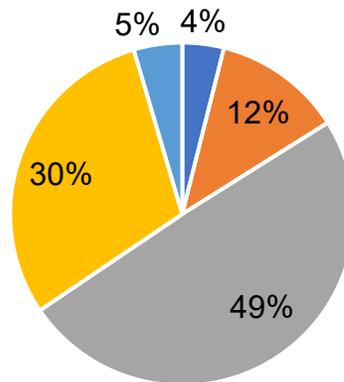
Ethnicity

- White
- Black or African American
- Hispanic or Latino
- Asian or Asian American
- American Indian or Alaskan
- Native Hawaiian or Other Pacific Islander
- A race/ethnicity not listed below
- Prefer not to answer



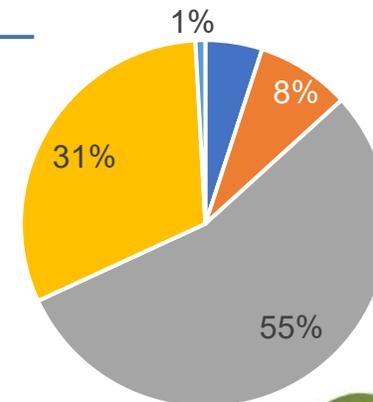
Career Level

- Entry Level
- Early Level
- Mid Level
- Senior Level
- Executive Level



Education

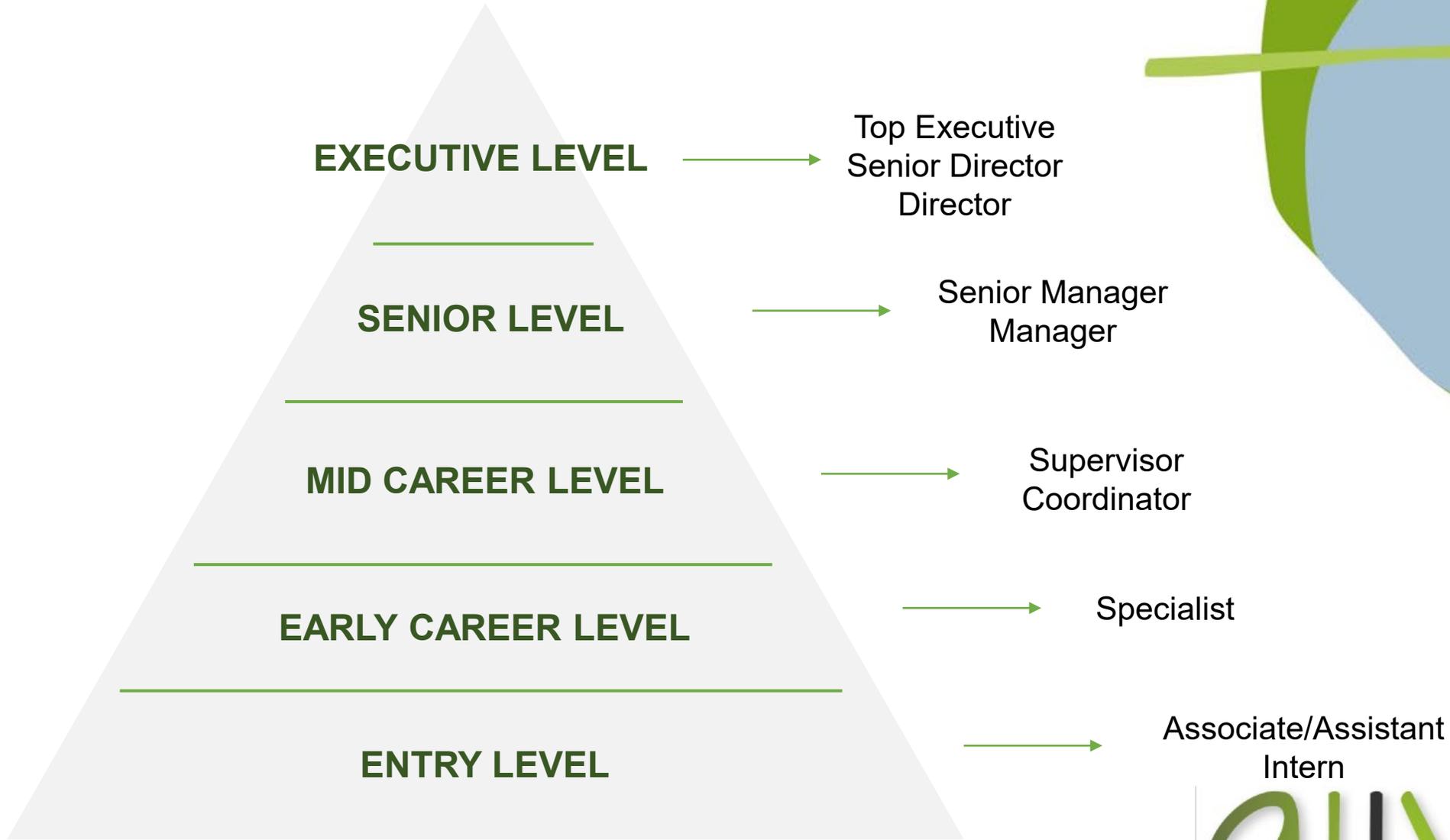
- Up to high school diploma or equivalent
- Associate's degree
- Bachelor's degree
- Master's degree
- Doctorate or higher



Survey Findings

CAREER PATHWAYS OF THE VOLUNTEER ENGAGEMENT PROFESSIONAL

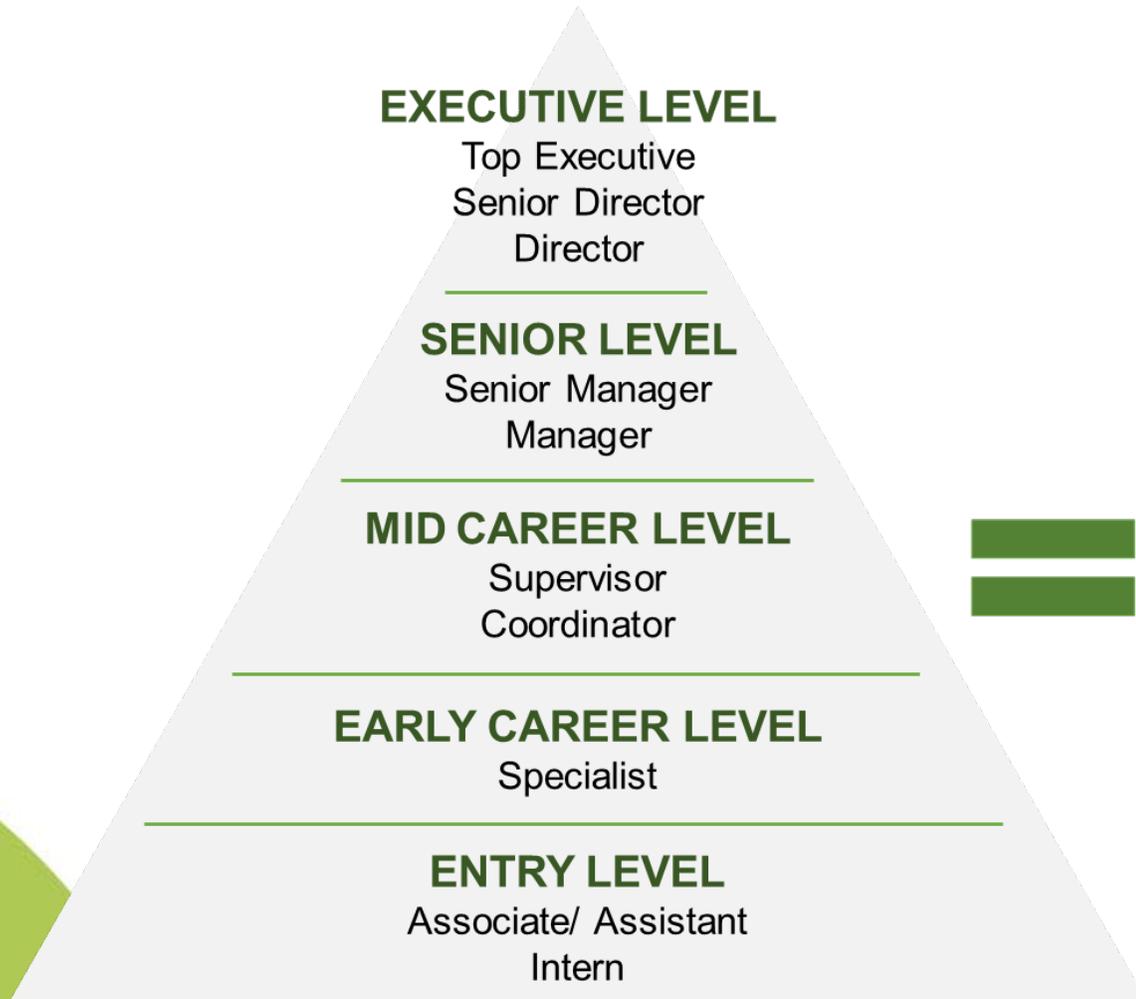
Career Levels by Job Title



Career Pathways Survey: 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 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

Competencies & Duties Framework



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Competencies & Duties Framework: By Job Title

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

- 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



- 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

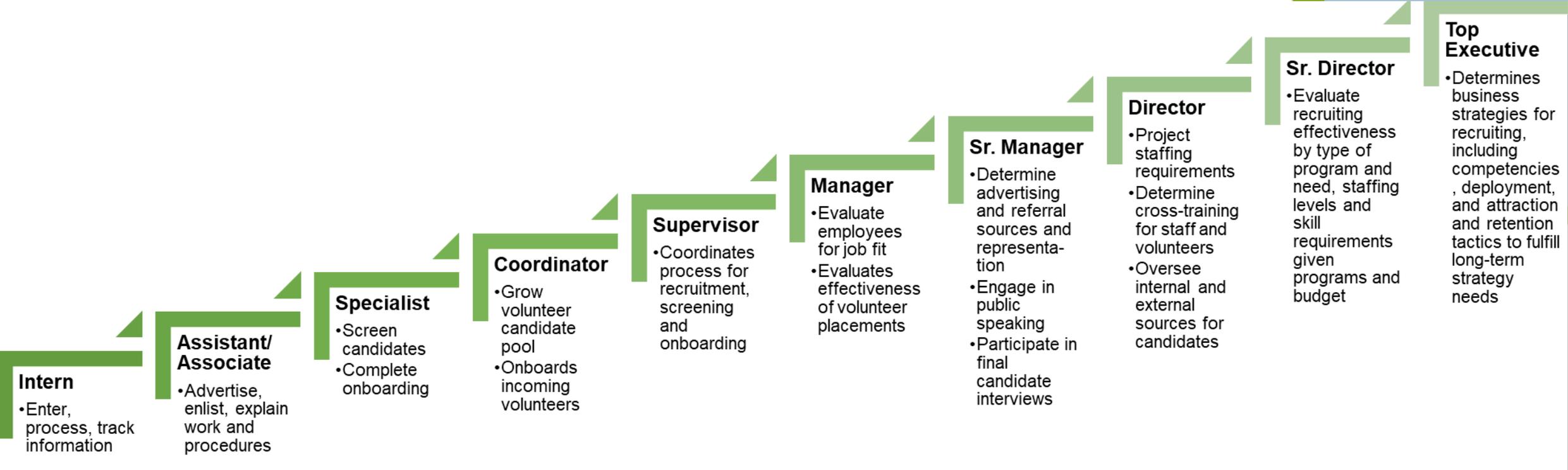
Education/ Certification:
BA/BS applied field required
CVA or equivalent required



- 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



Salary Ranges

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

Based on organization with a \$10M budget

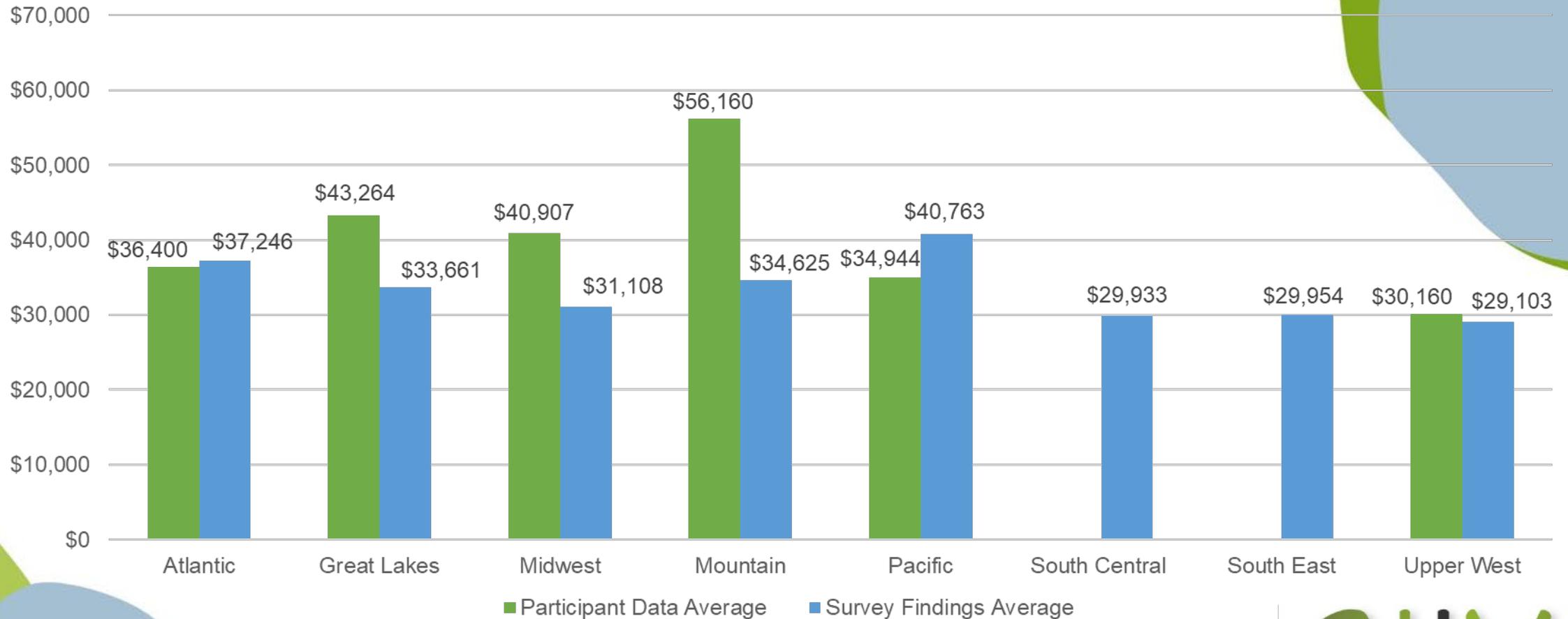
Salary Ranges: State Pay Differentials

EXEMPT POSITIONS (Mid Career - Executive Level)		NON-EXEMPT POSITIONS (Entry - Early Career Level)	
\$86,285 (Manager)	<--Enter National Salary Benchmark	\$20.41 (Assistant)	<--Enter National Salary Benchmark

State	Adjusted Salary	% Differential	Pay Structure Multiplier	Adjusted Salary	% Differential	Pay Structure Multiplier
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%

Salary Comparison for Entry Level

Salary Average per Region



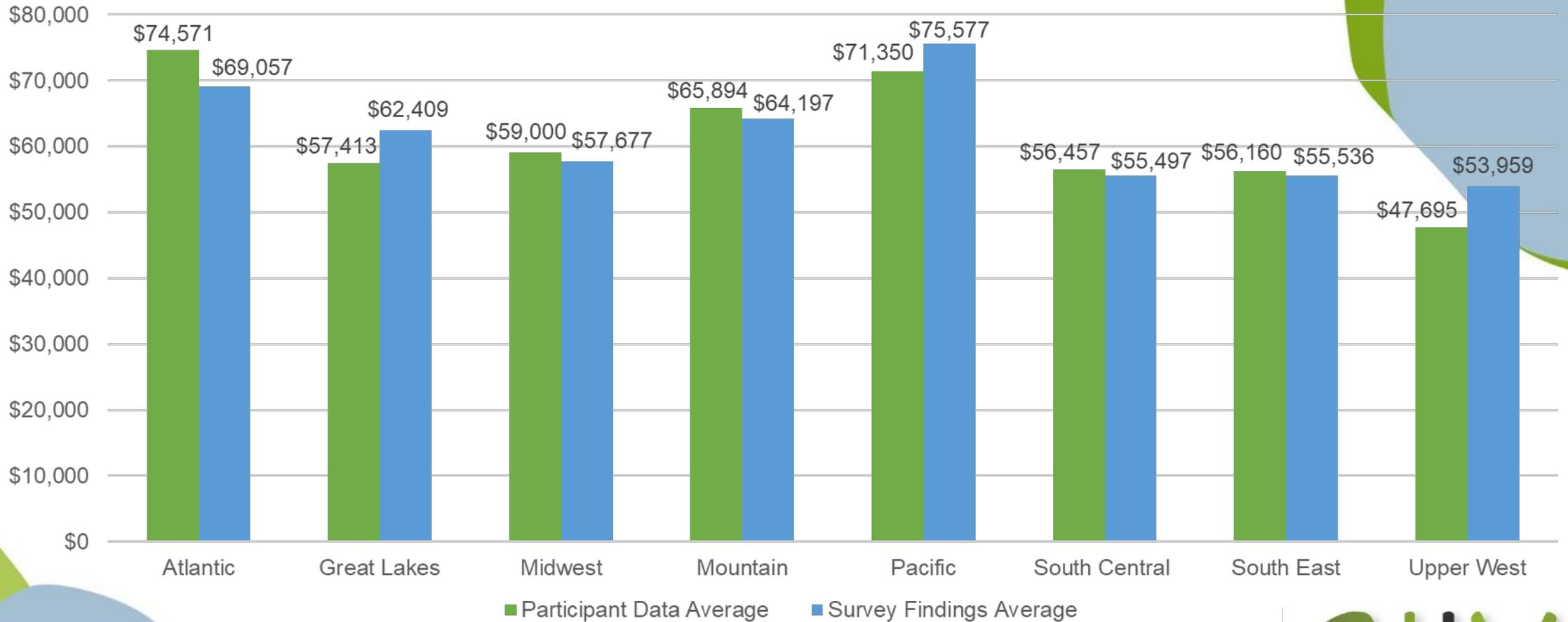
Salary Comparison for Early Level

Salary Average per Region



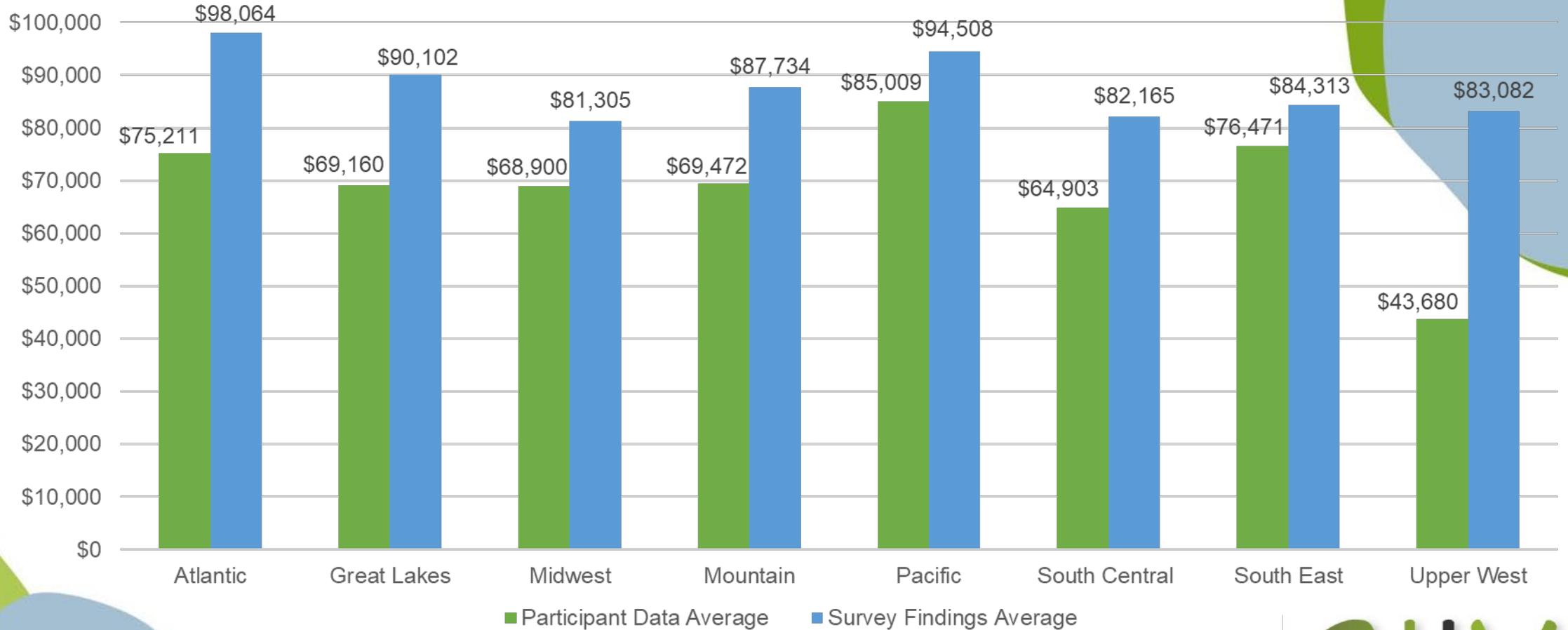
Salary Comparison for Mid Level

Salary Average per Region



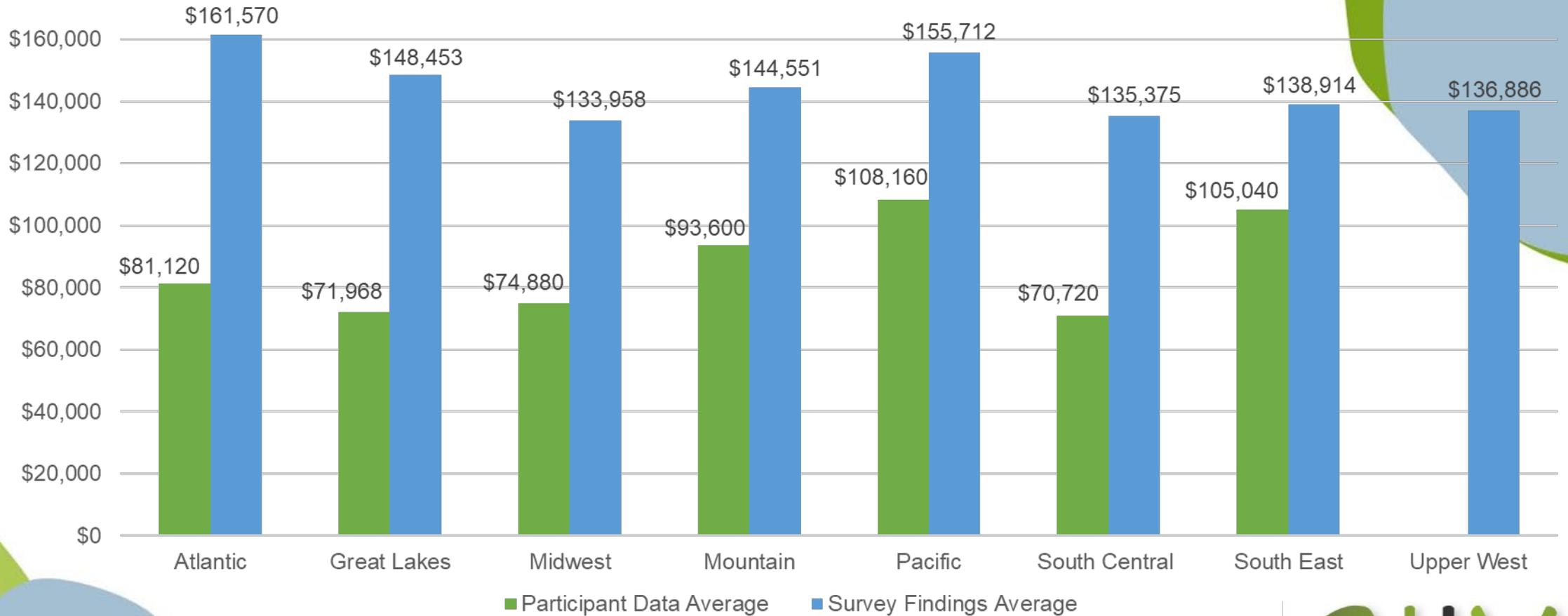
Salary Comparison for Senior Level

Salary Average per Region



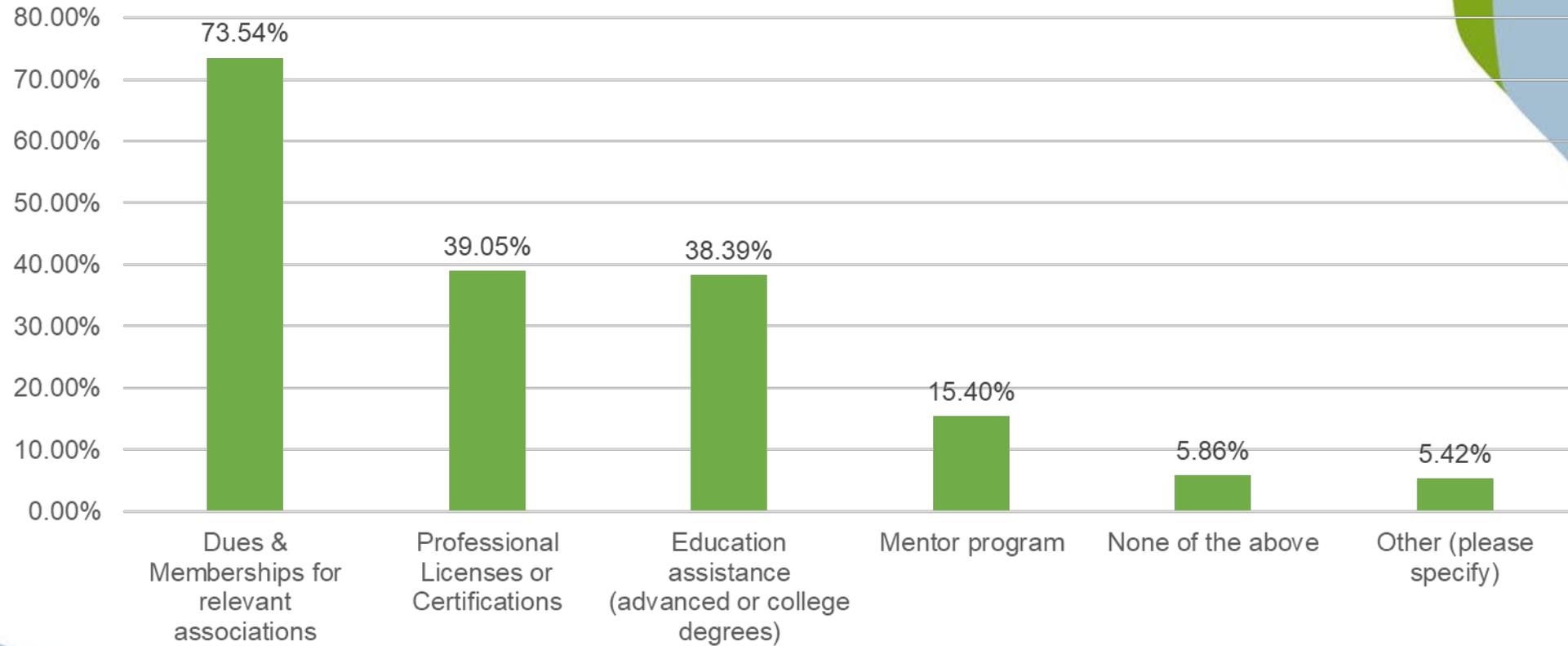
Salary Comparison for Executive Level

Salary Average per Region



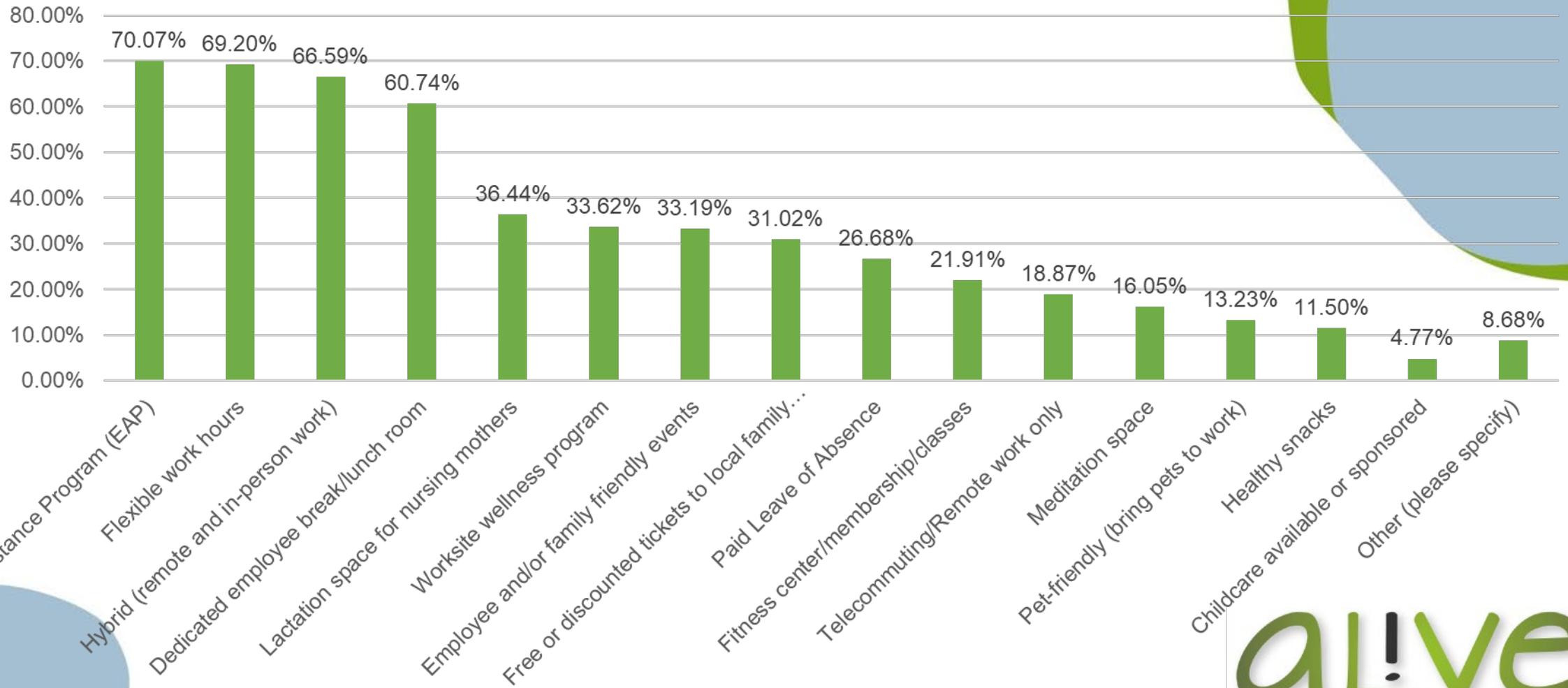
Training & Education Available

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



Work/Life Balance Practices

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



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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Download all documents at:
www.volunteeralive.org