



***Volunteer Involving Organisations:
Governance, Funding and Management in
Western Australia in 2009***

Companion Report

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The initial report *Volunteer Involving Organisations: Comparing the management of volunteers in Western Australia in 1994 and 2009* was released in National Volunteer Week in 2010.

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Foreword



This companion report is part of a larger project, which examines the management of volunteers, governance issues and social entrepreneurship issues in the volunteering sector. The report analyses the trends in these three areas and is a follow-up from the initial report that was published by Volunteering WA during National Volunteer Week in May this year. This companion report finalises the first phase of this research project. There will be some follow-up research involving case study investigations in selected organisations that will explore these issues in more depth.

As we head into the celebrations for the United Nations International Year of Volunteers + 10 volunteering and volunteer involving organisations are once again in the spotlight. Volunteering WA has continued to support this research because the findings will enable our member organisations to better achieve their primary aims and objectives. The third sector, as you all know, is under considerable pressure to improve levels of transparency and accountability and the findings from this report will be part of the process to help address these issues.

The report first sets out to identify what is happening amongst member organisations in relation to governance structures and practices in which the growing trend is to incorporate corporate governance practices from the private sector. This is then followed by analysis in relation to the critical issue of funding activities and entrepreneurial endeavours. Finally, the report identifies some of the key issues in relation to the role of managers of volunteers.

The report findings are relevant to all our members and I would recommend the report to you. I would like to thank all those who have been involved in this project. The need for organisations to learn and improve is a vital part of this type of research.

Mara Basanovic
CEO Volunteering WA



Murdoch University is a research-intensive university with a commitment to innovation, equity and sustainability. Community engagement and social justice have been hallmarks of our profile since our establishment in 1975. Murdoch Business School is proud of its growing focus on research in the areas of volunteering, not-for-profit organisations and social entrepreneurship.

This final report, and the earlier initial report, is the result of a small grant made to the research team by Murdoch Business School as part of the Strategic Research Fund program at Murdoch.

On behalf of the School, I extend my thanks to Volunteering WA and to the respondent managers and volunteers for their input into this research. I look forward to a fruitful and continuing close relationship.

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This research has found that:

- There is a significant trend in the adoption of private sector corporate governance practices in the not-for-profit sector
- There are independent Chairs of governing bodies in more than 90% of organisations
- In more than 80% of cases the majority of governing body members are independent/external
- Members of not-for-profit organisations elected governing body members in 50% of cases and Chairs of governing bodies in 30% of cases
- The majority of governing bodies use the term 'Board' as part of their title
- The role and responsibilities of governing bodies tend to mirror those of private sector boards of directors
- Governing bodies are perceived to be very effective in fulfilling their roles and responsibilities
- Revenues apart from Government funding still largely consist of donations, gifts and memberships, but other forms of revenues are increasing. Over 66% of organisations have deductible gift recipient status (DGR)
- Nearly 40% of participating NFPs have cause related marketing strategies in place involving other businesses or prominent people
- 48% of participating NFPs are generating incomes from social enterprise.
- The commercial ventures represent the business services, manufacturing and retail sectors
- Volunteers play an active role in providing direct services to the community
- Volunteers also actively contribute to the running and growth of an NFP, especially within the small to medium NFP sector (up to 100 employees).
- There is no consistency in the title, duties, role or salary of managers of volunteers.
- There is evidence that managers of volunteers are not adequately recognised, resourced or rewarded in a number of organisations.
- The role of the manager of volunteers is one that needs to be reviewed and further work done to empower these managers to undertake their work in supporting the volunteers who provide an invaluable service to many organisations.

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Introduction

Purpose

This report analyses the online survey results from three separate but interrelated issues affecting not-for-profit organisations. The first area is governance structures and practices; the second concerns funding activities and entrepreneurial endeavours; and, the third area focuses on practices affecting managers of volunteers. The intention behind this online survey was to do an initial 'mapping' of the key issues in the Western Australian not-for-profit (NFP) sector. There are significant pressures (both external and internal) being exerted in the third sector in relation to notions of transparency, accountability and value-for-money,

These research outcomes will now be followed up by more detailed qualitative case study research to investigate these issues fully. These initial findings are, therefore, exploratory in nature.

Methodology and Study Sample

An online survey (completed in late 2009) was sent to not-for-profit organisations that were part of a database held by Volunteering WA. All member organisations were invited by Volunteering WA to participate via an email link to the survey instrument. The invitation was not targeted to any specific participants and was not traced. One hundred and fourteen logins were registered, with fifty-eight respondents completing all sixty nine question in the survey. The survey instrument consisted of a multiple-choice questionnaire containing demographic information about each organisation followed by questions about the set up and management of the organisation. Additional questions were asked about governance and income/funding issues as well as the recruitment and selection of volunteers, induction, performance and assessment of volunteers including their value to the organisation. Space was provided at the conclusion of the questionnaire for respondents to express an opinion on "the application of business principles in the management of volunteers" and to comment on any question they wished.

Instrument

In 2009 an online survey instrument was constructed containing questions on recruitment and selection, induction, performance assessment, job descriptions, feedback, discipline and dismissal practices in the organisation being surveyed. Some demographic information about each organisation was also sought. Additional questions focussed on governance and entrepreneurial (funding activities) issues.

Limitations of the study

There were limitations in this study, which need to be acknowledged. Initially, the data collected is limited to organisations who were contacted via Volunteering WA. In 2009 the questionnaire was constructed to enable respondents to complete the online

survey without a large commitment of time. This has meant that a number of areas that could have been investigated were eliminated from this survey. Consequently some of the areas, which would have benefited from more in depth investigation, have not been pursued. This limitation will be addressed in the next phase of the project, which will utilise a qualitative case study approach to investigate the critical issues affecting the sector in more depth.

A further limitation to this study is its confinement to Western Australia, and the apparent lack of responses from organisations such as sporting organisations, playgroups and other all-volunteer organisations. This limitation will also be pursued in the more in-depth case study work to follow this preliminary investigation.

Profile of Respondent Organisations

This section of the report provides a quick overview of respondents. More detailed reports on governance, funding and management structures derived from the data collection will appear in the subsequent data analysis.

Organisation types

The 58 respondent organisations (completed all the questions in the survey) in 2009 were largely service delivery organisations.

Table 1: Respondent organisation types

	2009
Service delivery	35
Recreation/leisure	5
Campaign/lobby/action	0
Self help/mutual support	2
Research	0
Environmental	5
Other	11
Total	58

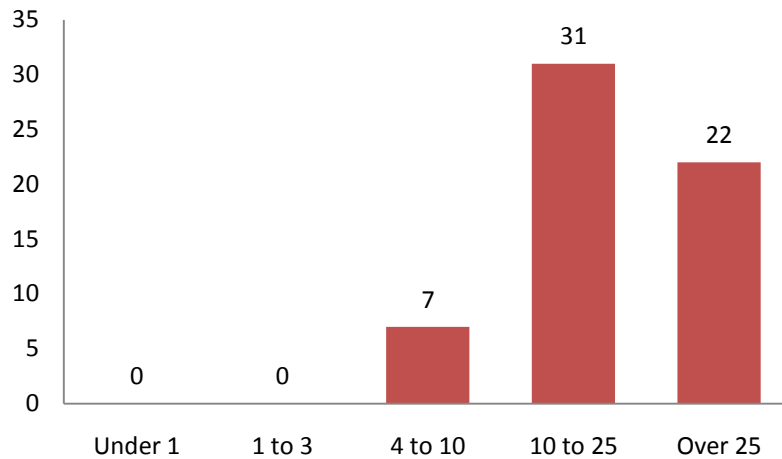
The category “other” in the 2009 study generated responses of Government agency, A large annual festival, Office works, Raising awareness, providing support, raising funds, Project delivery to member organisations, Community group support organisation, Community service, Fundraising, Child care, Opportunity Shop, Health based

Age of organisations

Respondents were asked in a free response question to provide the age of the organisation. These responses were then aggregated to reduce identifiability of

organisations. This generated data which showed one organisation was over 160 years old, with seven organisations 99 to 163. Of the 22 organisations over 25 years old, 15 were aged 26 to 50 and seven 99 years or older. No respondent organisations were between 50 and 99. Figure 1 shows the age of organisations.

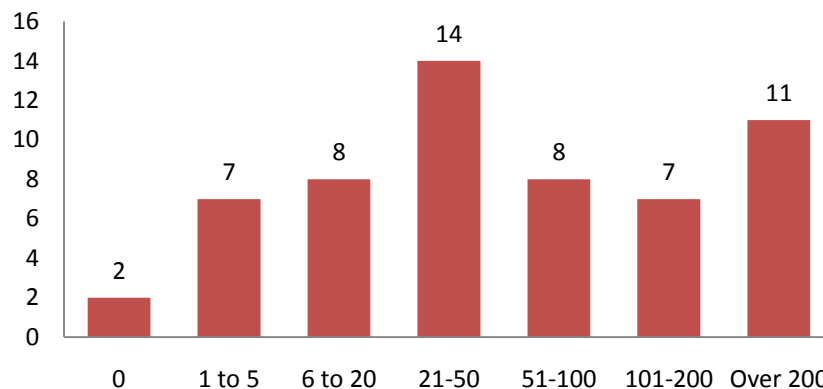
Figure 1: Age of respondent organisations



Numbers of volunteers

Numbers of volunteers in respondent organisations in 2009 are presented in the graph in Figure 2. There were organisations with no volunteers, but there were indications of organisations with volunteer numbers in the thousands. Figure 2 below analyses this data set. The over 200 Figure in 2009 includes 7 of 201 to 500, 1 of between 510 and 1 000, 2 of over 1 000 and two which provided answers of “hundreds” and 16 000 respectively. This latter figure comes from an organisation, which appears to be part of a large festival and has a large board. Further information in this area cannot be provided in order to prevent identification.

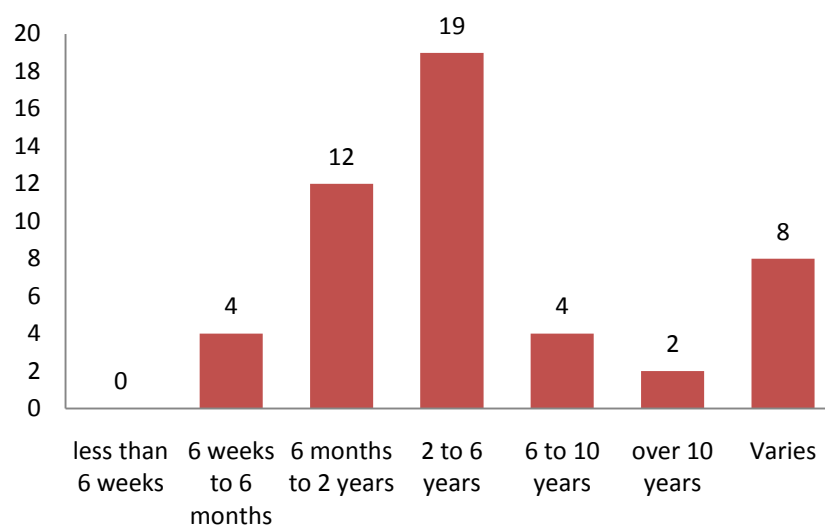
Figure 2: Numbers of volunteers



Length of Service of Volunteers

Information was sought regarding the length of service of volunteers. Figure 3 below shows the average length of volunteer service. Two organisations indicated that volunteers either departed within the first six weeks or stayed on, in one case for up to fifteen years in the other for six to ten years. In 2009, eight organisations indicated varying lengths of service which were categorised as “varies”. The answer to this question elicited some commentary including the following: *5 plus years some vollies [sic] there 25 years; anything from 1 day to 20+ years; Between 1 and 18 years, between 2-5 years but some have been here for over 25 years; From 1 to 10 years; Not available - Varies from more than 30 to less than 1 depending on circumstances of why they are volunteering.*

Figure 3: Average length of volunteer service



The information gathered also provided some interesting insights regarding the various patterns of retention of volunteers in organisations, and into the issue of volunteer ‘turnover’, which could be further investigated. Research on volunteer motivations, retention and turnover has provided evidence about a range of motivations to volunteer. Volunteers report that their reasons for volunteering include altruism and obligation as well as self-improvement, social contact, or family or personal involvement (Australian Bureau of Statistics, 2007a; Clary, Snyder & Ridge, 1992; Clary, Snyder, Ridge, Copeland, Stukas & Haugen, 1998). The work of Clary et al in the development of the Volunteer Functions Inventory (VFI) has divided motivations to volunteer into six groups: i. Personal values; ii. Enhancement (such as learning); iii. Social (including contact); iv. Career associated with skills and networking; v. Protective (such as confidence building); and vi. Understanding (which includes personal growth). Given that motivations to volunteer include both instrumental and altruistic reasons it has been argued that self reported motivations to volunteer may not be as accurately measured as the VFI would suggest.

It has also been argued that retention of volunteers is about managing expectations of volunteers. Research into the expectations of volunteers, and the associated psychological contract has indicated that where volunteers' expectations are not met there is an increased likelihood of turnover (Colomy, Chen & Andrews 1987; Farmer & Fedor, 1999; Liao-Troth, 2001).

Respondent organisations were asked whether they seek reasons for leaving from departing volunteers. Forty-nine organisations sought this information. Family commitments were the most commonly cited reason for volunteer turnover. This was followed by work commitments, and incapacity or health reasons.

Negative responses such as *Dissatisfaction with the organisation* and *did not meet expectations* were not commonly cited reasons for leaving the organisation, but this figure is likely to be distorted as many of those who leave may choose not to declare the real reason for leaving. If a volunteer is dissatisfied or their expectations are not met, they may not divulge this to the manager or co-ordinator of volunteers.

Table 2: Reasons for leaving

	2009
Family commitments	37
Work commitments	30
Dissatisfaction with organisation	3
Personality conflicts	2
Need to move on to other activity	11
Retiring	11
Age	12
Incapacity/health	25
Not what they expected	5
Volunteered for set time/project ended	11
Other	5
• Moving away	2
• Time pressures	
• Gained employment	
• Overload - need a break	
• Studies, job, going overseas	
• Event is over	1
• Prac placement for students	2

Survey Results

This section of the report provides the details of the main findings that came from the survey responses received by the research team. There are three main sections reported: governance structures and processes; funding and entrepreneurial activities; and, practices affecting managers of volunteers.

Governance Structures and Practices

There have been pressures on the not-for-profit (third) sector to enhance levels of transparency and accountability in the past two decades. Initially, these pressures have come from funding agencies and government regulatory bodies but increasingly not-for-profit organisations have been responding to additional stakeholder pressures both internally and externally, including from their own members.

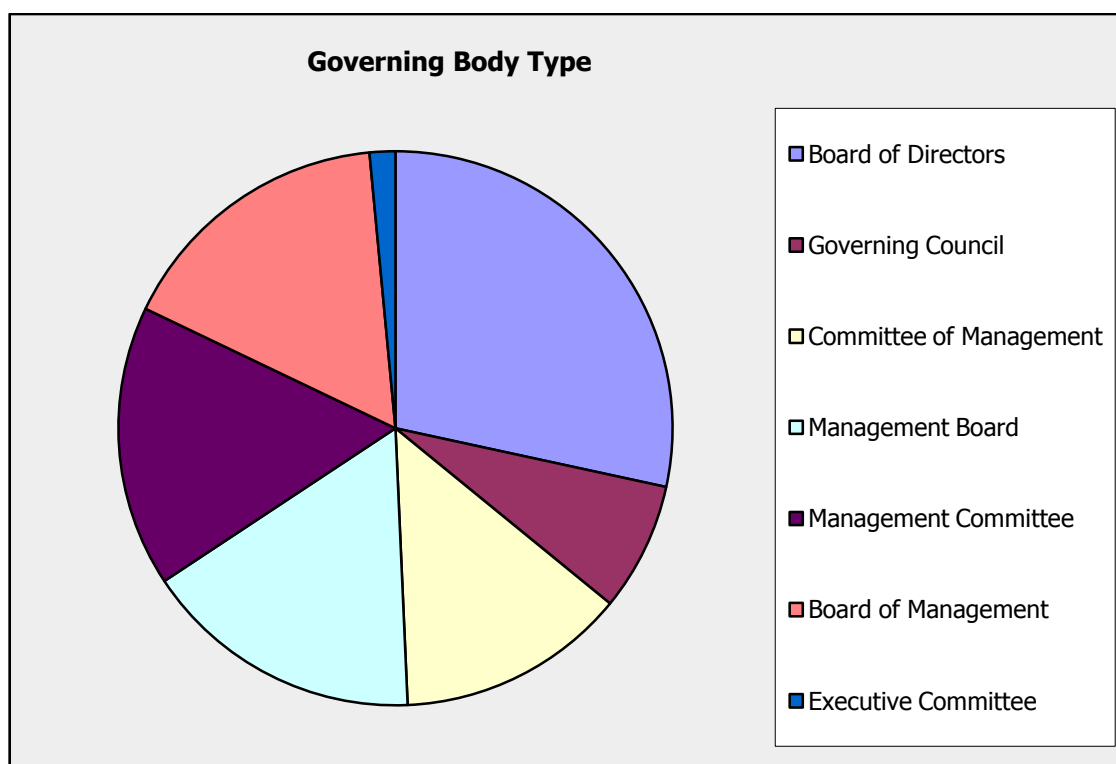
As a result, one of the key aims of the survey was to map the current state of play of the governance structures and processes utilised by Western Australian volunteer involving organisations. There were ten questions that focused on governance issues and the results from these answers are reported in the following sections.

Types of governing bodies

There were sixty-four responses identifying the different types of governing bodies amongst Western Australian volunteer involving organisations. The most common type of governing body was the Board of Directors with 28.4%, which is a clear indication that organisations were following a corporate sector trend in this respect. The next most common nomenclature was either Management Board or Board of Management with each of these types having a 16.4% response respectively. In effect if you combine Board of Directors with the Management Board and Board of Management then you have approximately 61% of organisations using private sector corporate governance classifications. This is a clear majority of the responses, which does indicate a trend towards emulation of private sector management and governance practices. The remaining responses in order of popularity included Management Committee (16.4%); Committee of Management (13.4%); Governing Council (7.5%); and, one other (1.5%) which used the term Executive Committee.

These responses are captured and illustrated in the graph below in Figure 4. The use of the term **Board** in any part of the governing body title clearly outweighs other classifications that could be utilised by the third sector organisations in Western Australia. Although this does not necessarily imply that these organisations have been directly influenced by private sector trends and practices, it is an illustration that there is a distinct trend in this direction among not-for-profit agencies. The responses to further questions in relation to governance structures and processes in the later sections also support such a proposition.

Figure 4: Governing Body Types



Chair of the Governing Body

The response to this question was straightforward. The question was phrased in such a way that required a simple Yes or No answer. The intention was to determine whether not-for-profit organisations had followed one of the clearest parts of best practice guidelines in corporate governance. One of the key private sector reform recommendations both nationally and internationally has been the insistence that Chairs of governing bodies should be independently appointed and not be a member of the senior management team and in particular not be the Chief Executive Officer of the business. It is now an accepted principle that having the Chair of the governing body and the Chief Executive Officer occupy the same role is not conducive to good governance ideals or practice.

It is more than evident that not-for-profit agencies have accepted this principle en masse. More than 90% of the organisations surveyed had an independent Chair of the governing body. This is both a significant and positive result for the sector.

Table 3: Independent Chair

Is the Chair of the governing body independently appointed?		
	Response Percent	Response Count
Yes	90.8%	59
No	9.2%	6

Chair Appointment Process

The respondents were asked about the approach to, and process for, the appointment of the Chair of the governing body. The table below identifies that the majority of Chairs (60%) were elected to the position by the members of the governing body and that another 30% of Chairs were elected directly by members of the organisation. The other responses received included election by members at a formal AGM; election by volunteer members of the organisation; the use of a rotating chairperson (an unusual procedure in itself); and, two responses in which the appointment process was not known or uncertain. Once again the trend here is an appointment process that is similar to private sector governance practices.

Table 4: Appointment of Chair

	Response Percent	Response Count
Elected by governing body members	60.6%	40
Elected by member of the organisation	30.3%	20
Other (please specify)	9.1%	6

Additional Governing Body Members and Independent Members

There was a wide range of responses to the question that asked about the number of additional members (besides the Chair) of the governing body. The lowest number of additional members was three and the highest number was forty-five (an extremely unusual high number). The average number of additional members was 10.5 whilst the mode statistical value for the responses was eight. There were thirty-four organisations in which additional members ranged from eight to eleven and the median number was nine.

Respondents, when asked about the number of independent members, identified that a significant percentage of organisations had a majority of independent members on the governing body. Twenty-eight governing bodies had a situation where ALL of the members were independent and only seven agencies reported that they had no independent members at all. Less than ten organisations reported circumstances where the number of independent members was in the minority.

Appointment Process

The appointment process was dominated by the relatively democratic process of having the governing body members elected by the members of the organisation (49.2%). The next most common method utilised was the nomination of new members by the existing members of governing bodies: a common practice among companies in the private sector (30.2%). A much smaller percentage reported the third option of having members co-opted directly on to the governing body (4.8%).

However, there were a significant number of respondents who identified other forms of appointment processes (15.9%). One organisation reported the unusual circumstance of having the governing body members elected by the public: what was meant by public was not clarified. Some reported an advertising process whilst others used an informal word-of-mouth recruitment process. A few organisations reported a mixed methods approach of co-option, election and nomination whilst two respondents reported that they were not sure how the appointment process operated.

Table 5: Appointment of Governing Body Members

	Response Percent	Response Count
Nominated by governing body members	30.2%	19
Elected by members of the organisation	49.2%	31
Co-opted by the governing body	4.8%	3
Other (please specify)	15.9%	10

Meetings and Training

The not-for-profit organisations in this study evidently considered that their responsibilities and duties necessitated very regular meetings during the year. A significant number of organisations met more than twelve times a year. The average number of meetings for a governing body was just under eleven meetings a year. At the low end of the scale were organisations in which the governing bodies met four to six times a year whilst the opposite extreme was an organisation that had meetings fortnightly.

Very few organisations reported a lack of training and induction for members of governing bodies. Only 31.7% of organisations reported that they provided no training for the occupants of these positions. Although this means that the majority of organisations do provide training and induction, this still means that three out of ten organisations simply expect these members to operate and perform effectively with insufficient training and understanding of their roles and responsibilities. This is not a positive outcome for the sector and needs to be addressed as a serious issue in any future reform program.

Roles, Responsibilities, and Overall Effectiveness

The respondents were given three main answer options to determine the key roles and responsibilities carried out by governing bodies in the not-for-profit sector. These three key functions were derived from the mainstream corporate governance literature with the idea of ascertaining to what extent these were now being incorporated into the governance processes in the third sector. The primary function identified by respondents was the need for the oversight of financial outcomes and performance (79.7%). This result is not unexpected given the sector's reliance on external funding

agencies (including the relevant government entities) and various methods of fund raising activities to provide the necessary critical funding for the achievement of each organisation’s central objectives.

Table 6: Roles and Responsibilities

	Response Percent	Response Count
Oversight of organisation operations and management performance	68.8%	44
Oversight of financial outcomes and performance	79.7%	51
Decide overall policies/strategic direction	78.1%	50

The next key function identified is a decision-making component of setting the organisation’s future strategic direction and strategic policies (78.1% – a close second). The final key role that respondents identified was the ongoing oversight over the organisation’s operations and senior management performance (68.8%). It is evident again that governance processes in the third sector have been heavily influenced by the practices emanating from the private sector. We would suggest that this could be due to the impact and influence of governing body members with private sector experience now working as members (usually voluntarily) of not-for-profit governing bodies.

Respondents were also asked to give free-form responses (in other words free hand written responses) to this question and there were nineteen responses received. These varied from outright agreement with the listed three-answer options for this question such as ““Board monitors CEO's performance, approves policies and is responsible for financial management. Office Manager oversees daily operations.” (Respondent 17) to disagreement with the limited range of options provided “The above options are very limited and ambiguous. The Board takes all roles and responsibilities not delegated to the CEO” (Respondent 14). There was also acknowledgement of the influence of the Chief Executive Officer (CEO) when setting the strategic direction for the organisation “The board help direct the strategic plan - with the mgt team - not soley [sic] the board” (Respondent 8). The most common judgement is best captured in the following quote that focuses on the need for a partnership approach “All of the above roles and responsibilities are developed and implemented in partnership with CEO and organisation staff” (Respondent 5). This last quote clarifies the underlying sense of purpose (often with an altruistic edge) and cooperation that exists between the key stakeholders at the senior levels inside each of the volunteer involving organisations.

The respondents, when questioned about the overall effectiveness of the governing body, were primarily affirmative in their assessment. The five-point Likert scale used in this question resulted in a judgement by the respondents of an average of 3.4 out of 4—a very positive outcome. Thirty-seven of the sixty-four respondents rated their

governing body has been either effective or highly effective (58%) whilst only 14 of the 60 deemed their governing bodies to be ineffective or highly ineffective (22%)

Table 7: Effectiveness of the Governing Body

Answer Options	Highly ineffective				Highly effective		Rating Average	Response Count
Overall Effectiveness	6	8	13	27	10	3.42	64	

Respondents were also given the option to provide free-form responses to this question and there were forty-four responses received. This level of response would indicate that respondents felt the need to substantiate the judgement about the effectiveness of the governing body that they had provided. Given the positive nature of the earlier judgement, it is not so surprising that the majority of these responses were themselves also positive.

We have classified these responses into two categories: positive and negative. Sample and representative quotes are presented in the list below for these categories.

Positive responses

- *“Financial and governance oversight is done well, without intereference [sic] in managment [sic]or operations. The Board is small due to difficulty in recruiting Board members (prefer 5 Board members)” (Respondent 1).*
- *“All Directors are aware that their role is to govern our organisation and not to interfer [sic] with the operations of our program. All are very dedicated to our cause. Could be a little more effective in helping to raise ongoing income for the organisation” (Respondent 9).*
- *“They are very supportive of our work, are kept well informed and communicate regularly and effectively with all concerned” (Respondent 24).*
- *“A well functioning team, with the ability to discuss, debate and make decisions by consensus” (Respondent 33).*
- *“All Board members are from professional backgrounds eg,lawyers financial advisors so we have current practices at our disposal. The Board have taken us from a large deficit to solvency within two years. The chairperson is a parent of one of our clients who have used this service since the beginning. As such they give a valauble [sic] insight as to what the families want from the organization” (Respondent 38).*

- *“Do a good job. They review and assess all program areas and very effective at raising the profile of the organisation in the community” (Respondent 32).*
- *“Good cross section of skills and experience. All hold positions in a voluntary [sic] capacity” (Respondent 27).*

Negative responses

- *“They are out of touch with the on-the-ground operations (even through [sic] two members of staff, ceo [sic] and coo [sic] are on the Board)” (Respondent 30).*
- *“uneducated, unqualified, pushed in to make up numbers” (Respondent 31).*
- *“The Board appears to have made decisions that were not in the best interest of the organisation” (Respondent 14).*
- *“Take too long to get things done & making decisions” (Respondent 35).*

These negative responses were in the minority and by far the majority of respondents rated their governing bodies as performing more than effectively. In other words, the performance of governing bodies exceeded expectations.

The next section of this report addresses the ‘critical’ issues of modern fundraising and entrepreneurial activities of NFPs as well as the value-derived outcomes from the work performed by volunteers inside organisations.

Classifications, Revenue Streams and Entrepreneurship Activities

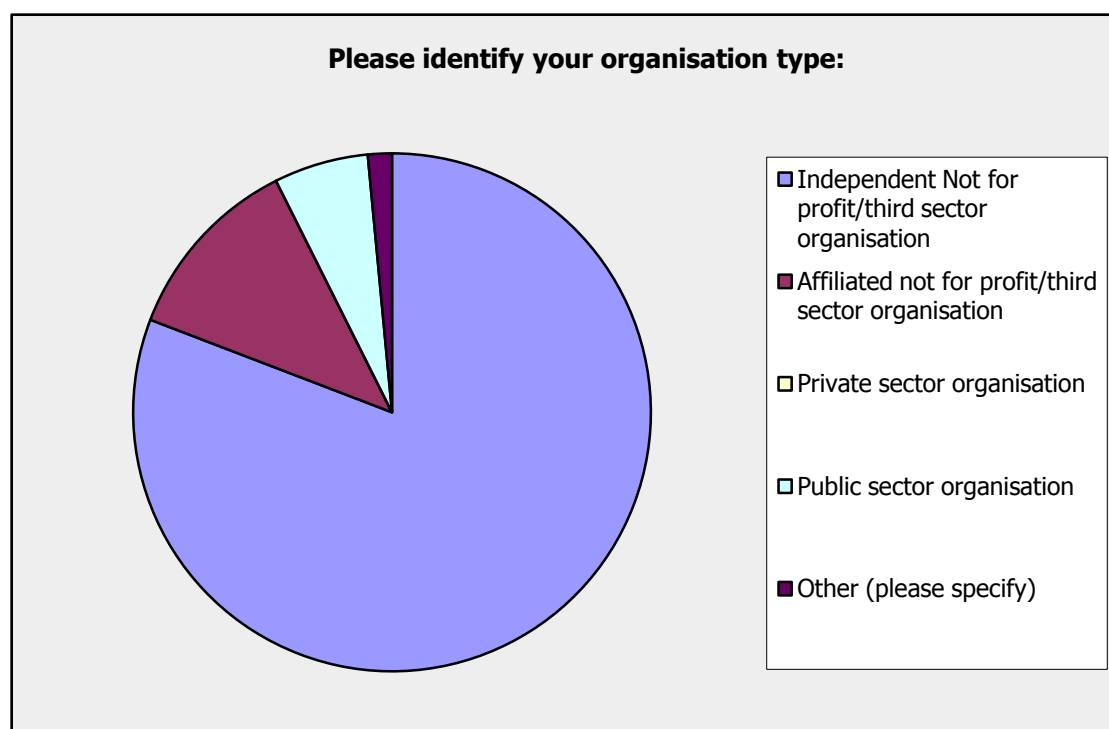
Even though there were 58 completed surveys, the number of responses varied for each question. The analysis in this section of the report discusses findings that were elicited from all the survey responses by the research team (114). Even though some participants skipped questions or did not finish the survey, many of their answers were found to be interesting from a qualitative perspective and have thus been taken into account. Future research using quantitative data analysis will omit these results. The analysis of this research will focus on three main areas: Not-for-Profit (hereafter NFP) types and categories, different revenue strategies and the value of volunteers.

Classifications of NFPs

There commonly is confusion about classifications, structures and different types of not-for-profits (ASIC, 2009; ATO, 2010; O’ Connell, 2002). This confusion, due to the different sets of regulations on not-for-profit status and sense of belonging in different states, was found among the respondents in this survey as well. Figure 5 shows that when respondents were asked to identify their organisation according to sector, sixty eight people (nearly 80%) declared that they were independent NFP organisations and around another eleven (11.8%) stated that they were at least a third sector affiliated NFP in some form or other. This adds up to over 90% of the

respondents identifying in some way with the third sector. No-one identified with the private sector which was to be expected with this sample.

Figure 5: Type of NFP by Sector



When asked, what type of industry sector the organisation represents, fifty-eight people answered the question. Table 8 shows that more than half of the respondents indicated that they came from the service delivery sector, five classified as environmental organisations and five classified as recreation/sport/leisure sector.

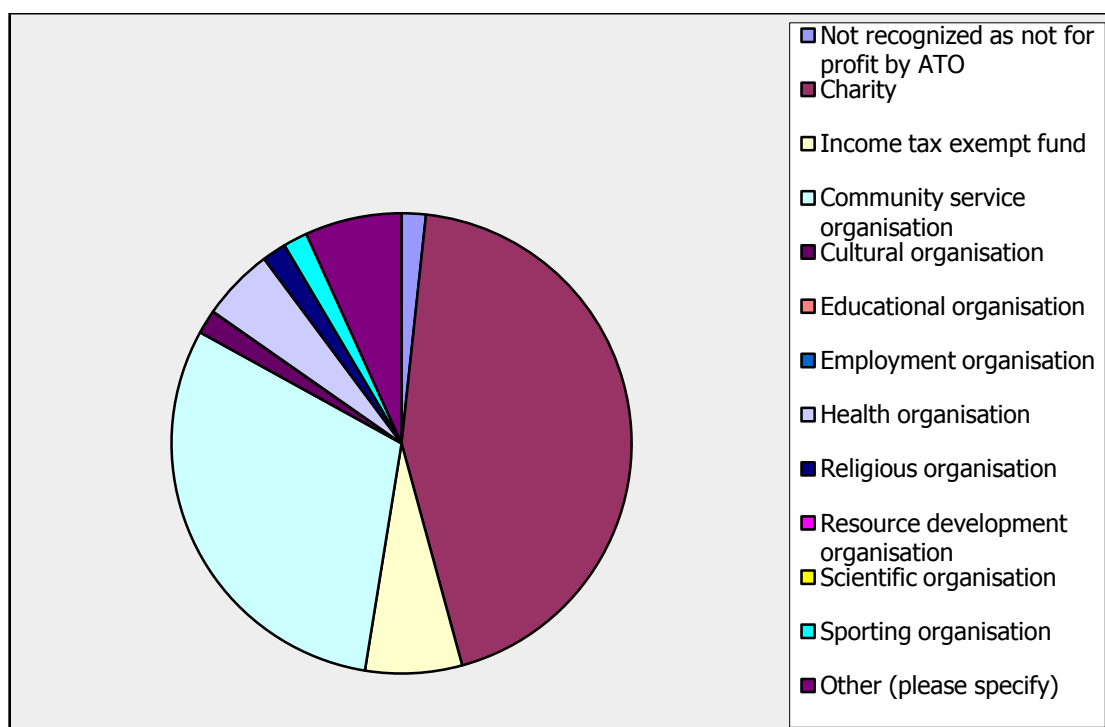
Table 8: Type of NFP by Industry

Industry	Response Count
A service delivery organisation	35
A recreation/leisure group	5
A campaign/lobby/action group	0
A self help/mutual support organisation	2
A research organisation	0
An environmental organisation	5
Other (please specify)	11
Total	58

In addition, there was a category ‘other’ which was selected by a government agency, ‘office works’, an annual festival, a Business Enterprise Centre (BEC), several community group organisations, child care, health and opportunity shop.

A third question, however, which sought to classify the respondents using a categorisation introduced by the ATO brought a slightly different result. The Australian Taxation Office identifies a number of not-for-profit organisational types or structures in their income tax guide and respondents were asked to indicate under which categories they believed their organisation could be classified. Figure 6 below shows that nearly half of the respondents classified themselves as a charity. Here a third (not half as in table 8) classified themselves as a community service organisation. Whereas in the previous table, five organisations stated that they are an environmental entity, environmental organisations are not mentioned as a category in the ATO tax guide (2010). The same was found for the recreation/leisure category, although ‘tourism’ appears under resource development organisations. Social enterprise gets no mention either, and some social enterprises would fall under other aspects of the ATO classifications. The ‘other’ category only included four organisations this time.

Figure 6: ATO categories of NFPs



Fifty-nine (59) organisations answered the question, while fifty-five respondents skipped this question. Respondents could easily feel confused about the variation of classifications and the complexities of ‘who’ and ‘what’ NFP organisations are.

NFP Revenue Models

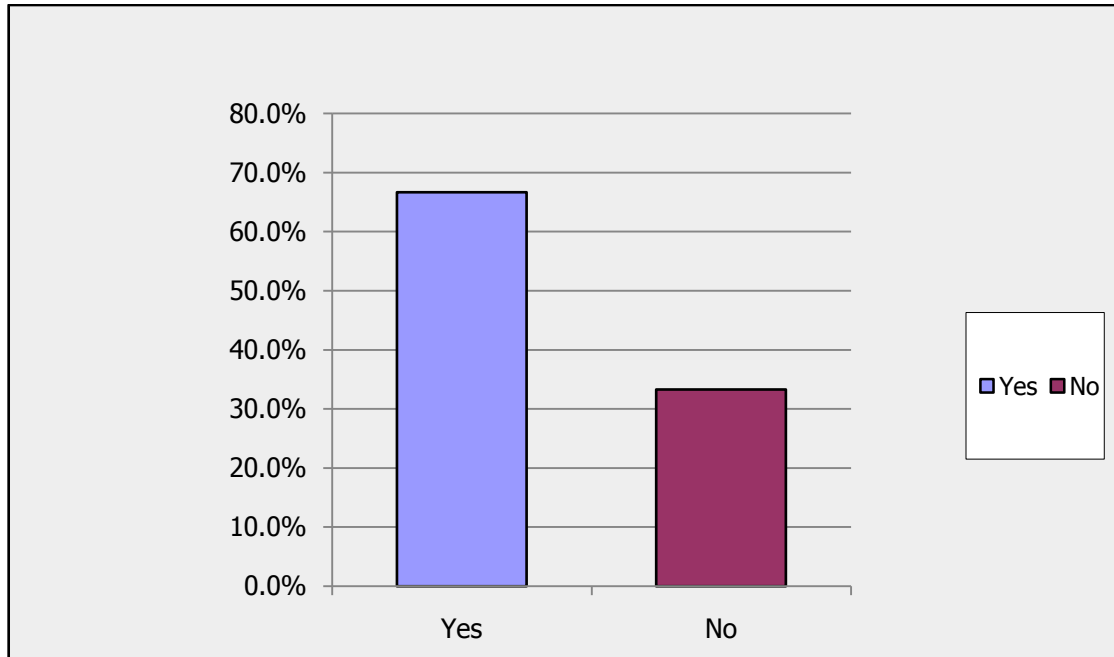
Traditionally, the great majority of not-for-profit organisations have relied on direct funding (cash) from government or other community service groups, which allows them to continue to operate. In total, the third sector now receives over 76 billion dollars a year in direct and indirect sponsorship; around one third in the form of funding from federal, state and local government, around 30% from services and about 10% through donations, fundraising and private sponsors (ABS, 2007b).

Apart from Government funding, the first revenue streams highlighted by the respondents in this research were found to be the classic incomes in the form of donations and gifts from other businesses, groups of supporting people and individuals. For many NFPs, this still forms their bread and butter revenue source. Seventeen respondents remarked that they received some form of sponsorship and also stated that their organisation was relying on the good intentions of individual sponsors and prominent political or business people. Both financial as well as in-kind forms of support were reported and most of the relationships seemed to be ongoing in nature. Sympathy or passion for the cause seems to be the motivation for most who donate as the following quotes suggest:

- *“We have several sponsors who donate funds or goods and services to subsidize our events on an ongoing basis.”*
- *“We have the previous Governor General of Australia as National Patron.”*
- *“Corporate sponsors promote our message on health and help raise funds”.*
- *“We have investments via Bequests made.”*
- *“Membership fees”*

Another way to increase donations is to advertise that ‘gifts are tax deductible’ for the donor. To be acknowledged as a tax deductible donor, a ‘gift’ must be made to a recognised deductible gift recipient (DGR). Deductions for gifts can then be claimed by the person or organisation that makes the gift (the donor). In order to be able to use this marketing tool, an NFP has to obtain the status of DGR from the Taxation office. There are specific requirements to obtain this status and only certain NFP organisations are entitled to receive income tax deductible gifts and tax deductible contributions. In the survey, the respondents were asked a simple YES or NO question to determine how many organisations made use of this form of revenue promotion. The result is shown in Figure 7, where over two third of the respondents declared that they were a DGR with a third indicating that they were not. Interestingly, half of the participants never got this far into the survey or skipped this question; some perhaps were unsure whether their organisation had this status or not.

Figure 7: DGR Status

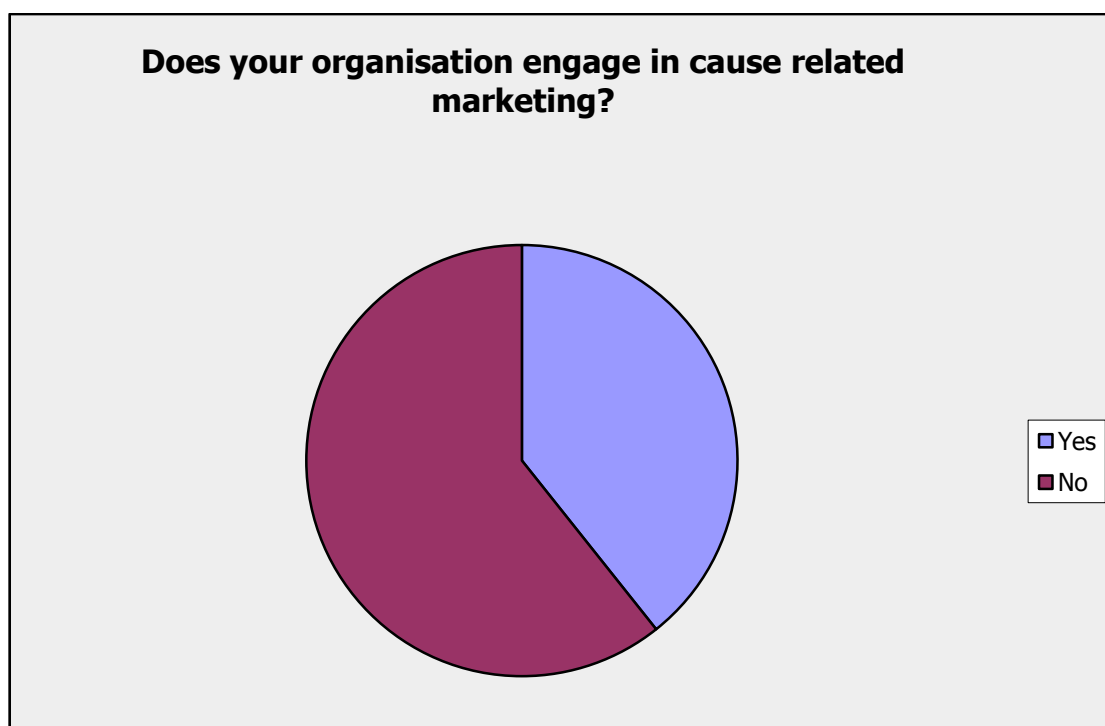


Fundraising was reported on in various ways with “*Fundraising through selling Christmas cards*” and “*Bingo night*” among some of the answers.

Cause related marketing

Where many NFP organisations rely on funding, charity and donations, social enterprises adhere to a so called ‘*double bottom line*’: being faithful to a social mission, and being able to build a financially sound and sustainable organisation (Dees, 1998; Fairfax, 2004; Frances, 2008). To promote a double bottom line (social mission and business sustainability) principle and differentiate themselves from their competition, increasingly, large corporations and SMEs are incorporating cause related marketing (hereafter CRM) strategies into their overall business plan.. Early examples of CRM involved donating a percentage of the cost of a product to a specific charitable organisation by featuring their logo on the packaging of the product in addition to their own. Figure 6 shows that about forty percent (40%) of the respondents currently use cause related marketing strategies as a form of revenue raising. The other sixty percent were not (yet) actively engaged in this phenomenon.

Figure 8: Cause Related Marketing



Respondents were given a chance to provide free answers to this question in the hope to uncover more specific information about what type of relationships NFPs hold with their commercial partner and what the benefits were for both parties. The benefits are clear and several strategies were elaborated upon:

- *“We promote awareness of the charity; we link with prominent sports people and commercial organisations as “partners” and “sponsors.”*
- *“Community Partners and Corporate sponsors. The community partners co-brand information and resources to share costs and this increases the amount of people to whom our message is delivered.”*

Some respondents use CRM for specific reasons such as: “various competitions and tournaments”, “International women's day events”, “The community Sporting event with media Partners” and “McDonalds Restaurants collect funds for the Charity through in store money boxes on annual McHappy Day.”

This last quote is a good example of how a well known logo can be used to promote a good cause. Other respondents have longstanding relationships with for example:

- *“The State Library & National Archives marketing arm.”*

One respondent reported on a double bottom line strategy, bringing in financial support as well as labour:

- “We partner with a national commercial organisation who sponsor our organisation and also allow their employees to be volunteers in our program during work time for one hour per week throughout the school year.”

Another respondent was specific but new to this type of relationship stating that:

- “This is currently being pursued to raise funds & capital for the new building”.

Another was even more specific on why they are working with a commercial partner and what the money would be used for:

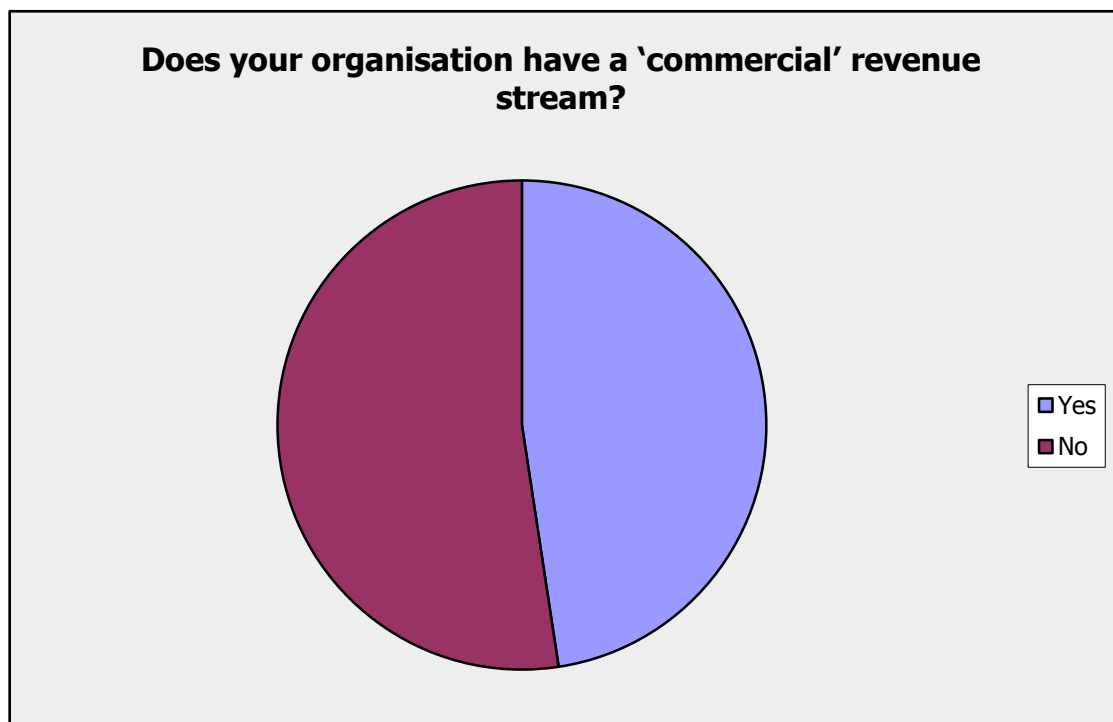
- “The refurbishment of the community crèche.”

Social Enterprise

There are a variety of types of social enterprises. These include community service enterprises, trading arms of charities, employee owned businesses, co-operatives and small and medium size businesses (SME) with a specific social mission (so called social firms). Researchers report that these types of NFPs are rising in status (Dees, 1998; Borzaga & Defourny, 2001; Grenier, 2002; Shaw, Shaw & Wilson, 2002).

In addition to cause related marketing, nearly half of the organisations surveyed have taken a step further and are currently generating revenue streams themselves. This result is portrayed in Figure 9 below.

Figure 9: Social enterprise



The responses were classified here into two categories: services and products as each require a different set of skills and have different requirements with regards to the capabilities, layout and set up of the organisation. Some services examples are:

- *“Services provided to people with disabilities, funded either privately or by government.”*
- *“We provide holiday services to tourists.”*
- *“Coaching services to schools.”*
- *“Training is on 'fee for service' basis”*
- *“Home services ie. cleaning and transport.”*
- *“Cleaning and maintenance”*
- *“...developing skills training arm.”*
- *“We provide services to the community which brings in some income. (internet, banking outlet, mobile phone sales, photocopying, Snaplab, etc.).”*
- *Thrift Shop*

This last example especially shows the different business skills the organisation needs to have available to be successful: including IT and internet savvy and administrative, communication, training and technical skills.

With regards to products, the following responses are highlighted:

- *“Cafe/Gift Shop.”*
- *“Souvenirs.”*
- *“Op Shop.”*
- *“We sell small items of merchandise with our logo.”*
- *“Bookshop”*
- *“We have small income from our opportunity shop where we receive donations from the members of the public.”*
- *“Commercial businesses with a product that includes the logo and message.”*
- *“Sale of non essential items (organisation collects household goods to distribute to those in need - non essential items are sold to keep the doors open).”*

- “*Photography business.*”

Here, the focus is on the buying and selling of stock, marketing, inventory, bookkeeping and financial management. Some of the enterprises are even more complex and have both elements. For example, one respondent explained that “*The organisation is a tourist railway and runs regular train services to the public at a cost.*”

The value of volunteers

Sifting through the above findings, it became clear that volunteers played a major and active role in the running of the participating NFPs.

The value of volunteers is discussed here in three areas: i), the number of volunteers that are active in the NFP, ii), the areas where volunteers provided most labour and iii), the amount of time volunteers stay with their organisation.

The numbers of volunteers

The numbers of volunteers in the participating organisations ranged from organisations with zero volunteers to organisations with volunteer numbers in the thousands. Figures 10a and 10b provide an overview of these numbers. Only three NFPs responded that they currently did not work with volunteers. Eleven (11) organisations had ten (10) or less volunteers working with them, twenty-nine (29) organisations worked with between eleven and a hundred volunteers (11-100), twenty-seven (27) NFPs worked with between one hundred and one thousand (100 - 1000) volunteers, two organisations worked with more than a thousand volunteers (1000+) per year and one organisation stated that they worked with over ten thousand volunteers a year (10.000+).

The average number of volunteers in the participating NFPs as shown in Figure 10b would be somewhere around a hundred (± 100). This is a large amount of different types of people; volunteers who move in and out, who want some form of organisational involvement and who require some form of training, guidance and performance management. Whether NFPs have the right management skills and capabilities available to drive this process is beyond the scope of this paper, but would be important future research.

Figure 10a: Number of volunteers

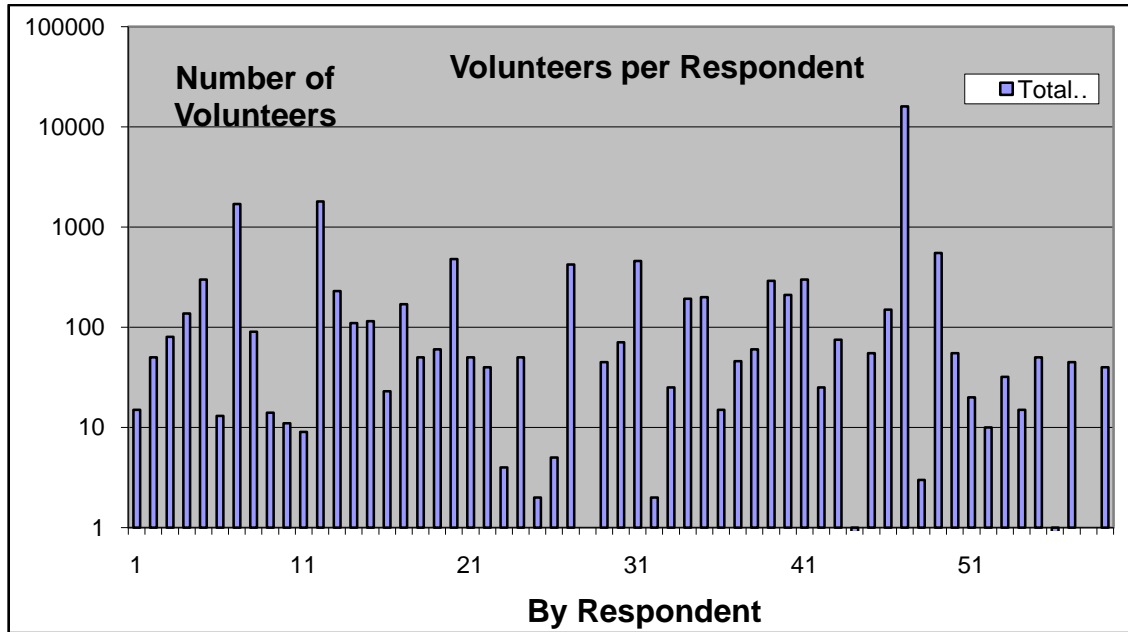
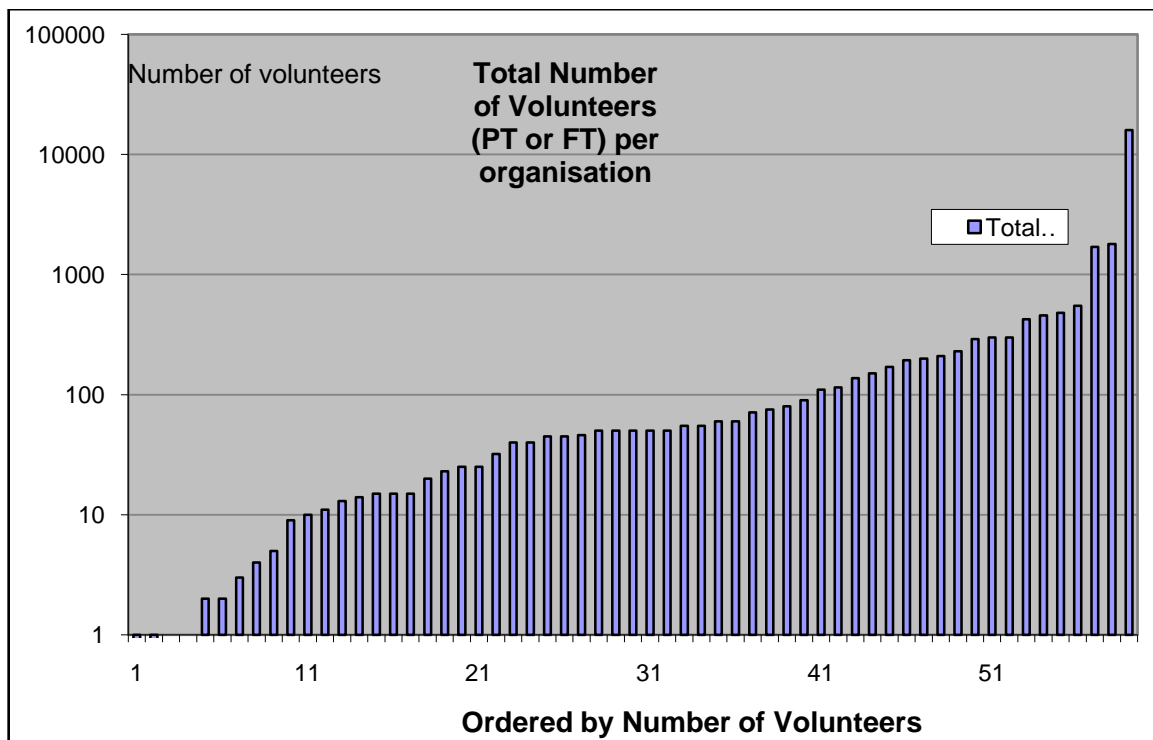


Figure 10b: Number of volunteers



It should be noted, that the large numbers do not necessarily mean that all these volunteers work on a full time or part time basis. As Nancy Macduff (2006) pointed out, there is a wide spectrum of involvement from traditional regular to spasmodic or one-off entrepreneurial individual involvement. This was clarified by some of the respondents as follows:

- “10 in Sydney office in administrative roles and 200+ in event-based roles throughout nation”
- “10 very active, 80 plus on our database”
- “170 16000hrs p a”
- “50 volunteers approx 5 FTE”
- “479 approx 16 fte”
- “5 volunteers (1.15 FTE)”
- “424 (there are no FTE's)”
- “5 currently, but we have another 46 registered volunteers”
- “550 volunteers of which 1 FTE (the coordinator)”
- “1800 annually for 1 hour each week of year”

Even though the numbers of volunteers varied, the importance of their work was evident. Figure 11 and Table 9 illustrates, that more than 60 % of volunteers directly delivers services to the organisation and community with objectives to: “Raising awareness”, “Raising funds for the organisation”, “Providing support to the organisation” and “providing services to community.”

Figure 11: Areas of Volunteerism

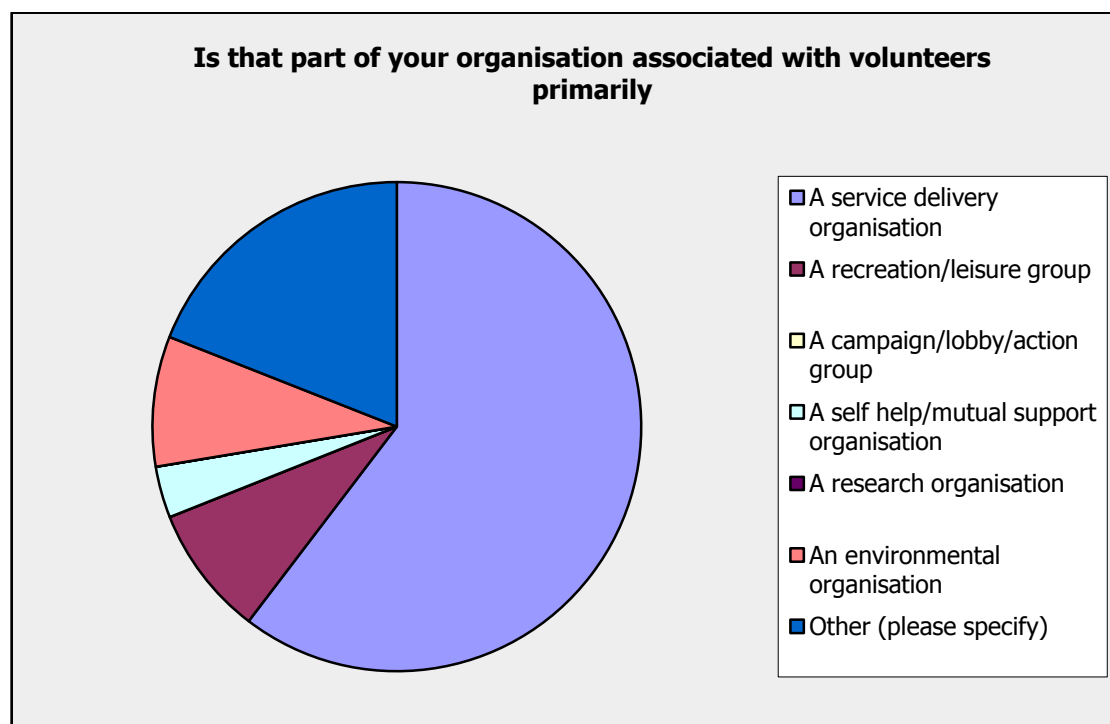


Table 9: Areas of Volunteerism

Industry	Response Percent	Response Count
A service delivery organisation	60.3%	35
A recreation/leisure group	8.6%	5
A campaign/lobby/action group	0.0%	0
A self help/mutual support organisation	3.4%	2
A research organisation	0.0%	0
An environmental organisation	8.6%	5
Other (please specify)	19.0%	11
Total		58

Involvement of Volunteers

With this in mind, volunteers perform a variety of important tasks. Tasks found among the responses were: delivery of training, cleaning, coach driving and selling. It seems that they help run and man independent social enterprises or entire commercial arms of NFPs such as the above mentioned opportunity shops, gift shops, photography business and others. Volunteers do not just make up part of the fabric of an NFP but as was discovered from this research, *ARE the capability* of some NFPs. This is a finding of significance.

The last area with regards to the value of volunteers researched was the length of service of volunteers to their chosen organisation. Figure 12 shows the results first by the number of years a volunteer stays ordered by specific number of the respondents, and in the second diagram the number of respondents were ordered by number of years of service, so one can see the variations

Figure 12a: Length of Service of Volunteers

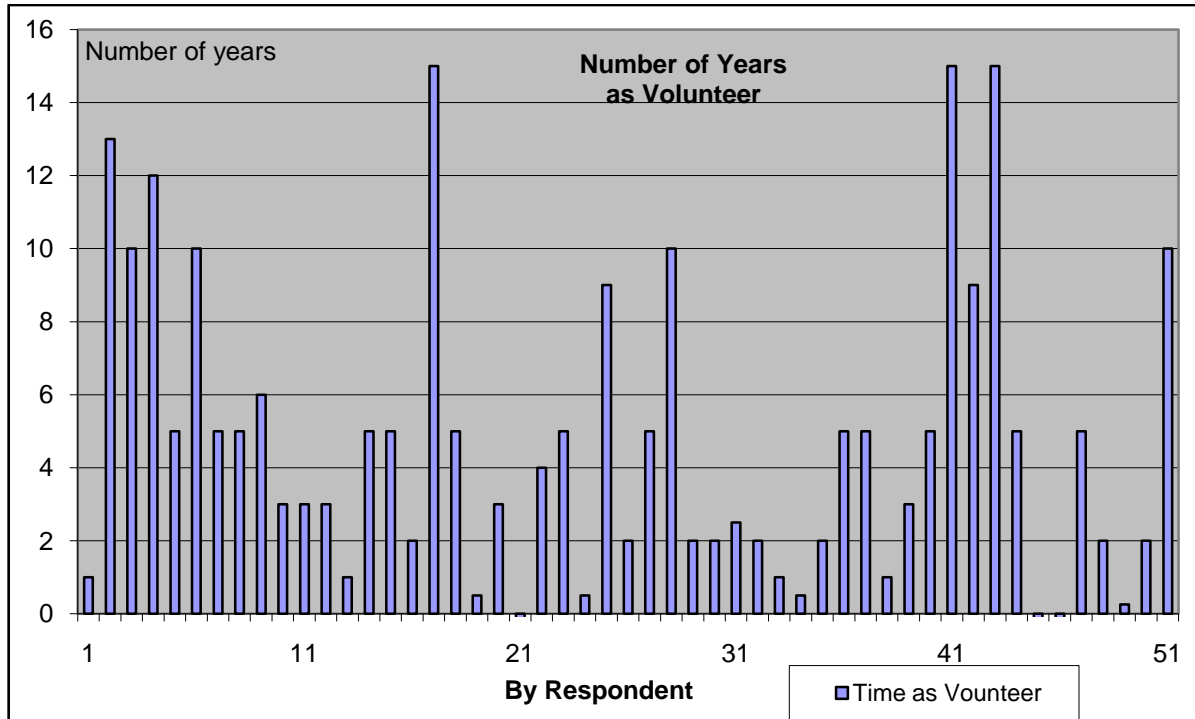
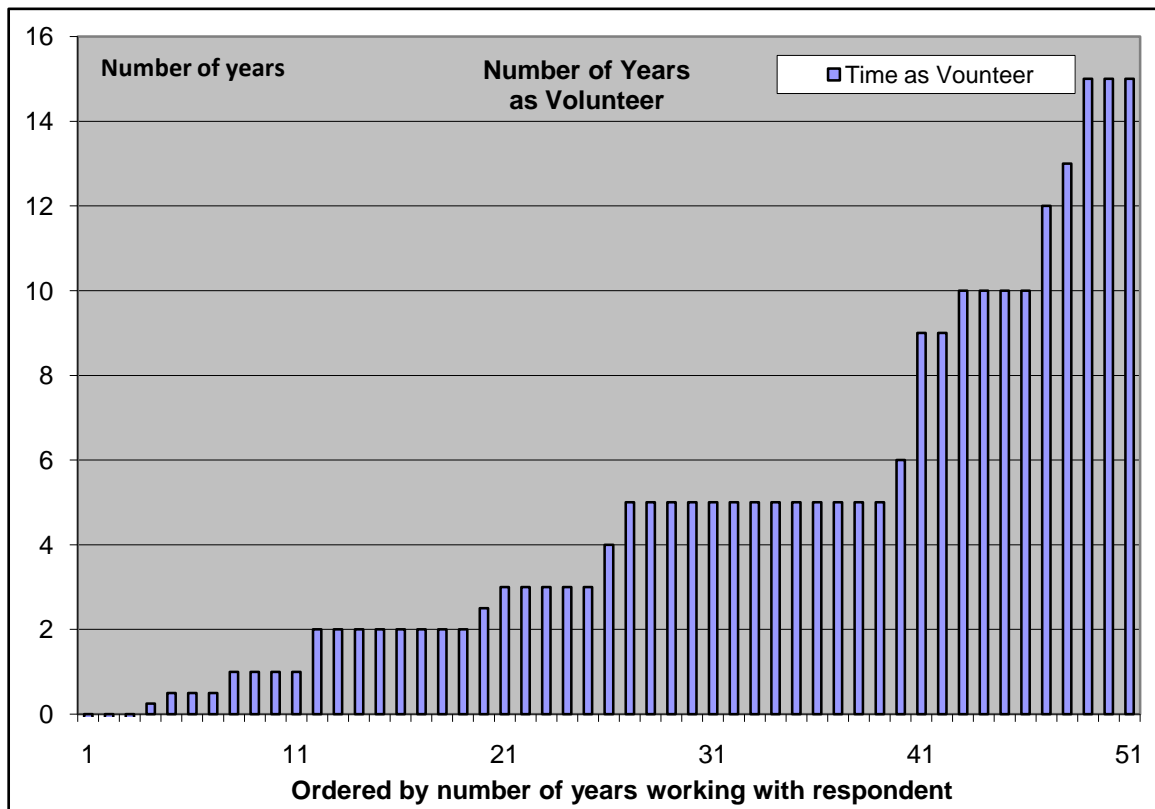


Figure 12b: Length of Service of Volunteers



Three organisations declared that they did not have any volunteers currently and some had volunteers staying with them for a short period of time, for example for the

duration of a particular campaign or project. At other organisations turnover of volunteers were recorded to be between an average of 2-3 years. Others had a ‘loose’ number of volunteers managed by loyal regular smaller core of people who stayed for many years and became very involved in the running of their organisation. Eight organisations indicated varying lengths of service by categorising the information as “varies”. We cannot guess how long “varies” takes for, but can share some of the responses shown as follows:

- *“5 plus years some vollies [sic] there 25 year”*
- *“ anything from 1 day to 20+ years ”*
- *“Between 1 and 18 years ”*
- *“ between 2-5 years but some have been here for over 25 years*
- *“ From 1 to 10 years ”*
- *“Not available - Varies from more than 30 to less than 1 depending on circumstances of why they are volunteering”*
- *“short term projects so usually up to 6 months”*

Overall, the average length of time a volunteer stayed with an organisation is around 5.05 years, which can be argued is longer than many people stay in well paid jobs. Loyalty to the cause could perhaps be an important factor here, but one can expect that there would also be other reasons. The information gathered provided some interesting insights and starting points regarding the various patterns of retention of volunteers in organisations, together with the issue of volunteer ‘turnover’. However, given the length of this paper, these would need to be investigated in future research.

The next section of this report addresses one of the other ‘critical’ issues confronting NFPs: the role played and value obtained for organisations by the ‘Manager’ of volunteers function.

Managers of volunteers

The management of volunteers is receiving increasing attention in volunteer-involving organisations. There are a number of reasons for this – including:

- Increased demands for excellence in service delivery from clients and beneficiaries of volunteer effort;
- Increasing levels of risk management requirements stipulated by insurance providers;
- Increasing concerns about financial and fiduciary responsibility of not-for-profit boards and management committees; and

- Increasing expectations from volunteers themselves that their work will be well organised and their time well spent.

These pressures have been met by the gradual adoption of modern management techniques in volunteer-involving organisations. Some commentators have been opposed to this process, but generally the adoption of a management approach has been accepted. Meijis and Ten Hoorn (2008) are quick to point out that there is no “one best way” of managing volunteers. They also demonstrate that much of the literature on volunteer management examines the process from the perspective of paid managers where there is a management structure and a paid manager and that there are differences where the manager is “all volunteers” and organisations are run by a volunteer committee or group, or by the chair of that group. Accordingly data was collected in this survey on the title, role and pay, as well as some aspects of the training and support available to them as managers.

Fifty-four of the sixty-one respondents (88%) occupy a paid position in their organisation. Of the 54 respondents who occupy paid positions only 23 are in full time positions, ten (10) are in part time positions, and of the remaining 19 (both full and part time) whose role includes duties other than volunteer management, 11 occupy a role where volunteer management is less than 50% of their duties.

Salaries for the paid employee respondents in the volunteer management roles are as follows:

Table 10: Salaries of managers of volunteers

Less than \$30,000 per annum (pro rata)	17.0%	9
\$30 – 35,000 per annum (pro rata)	7.5%	4
\$35 – 40,000 per annum (pro rata)	3.8%	2
\$40 – 45,000 per annum (pro rata)	11.3%	6
\$45 – 50,000 per annum (pro rata)	11.3%	6
\$50 – 55,000 per annum (pro rata)	17.0%	9
\$55 – 60,000 per annum (pro rata)	9.4%	5
\$60 – 65,000 per annum (pro rata)	7.5%	4
\$65 – 70,000 per annum (pro rata)	1.9%	1
Over \$70,000	13.2%	7

Further investigation of the data provided about salaries shows that of those in the over \$70,000 pro rata two (2) are on full time contracts, two (2) are on full time individual agreements/industrial instruments, and one did not disclose the nature of employment agreement. The other two are in part time positions, where volunteer management is less than 50% of their duties – one of these is on a contract and one on a state government award.

Of those who are on less than \$30,000 per annum pro-rata seven (7) are part-time employees, and two (2) are full-time employees. One of those full-time employees is on an individual agreement/industrial instrument with volunteer management being

more than 50% of the duties of that role. The other is paid pursuant to a community service award, which has volunteer management as part of the role at less than 50%. However, the organisation has only a very small number of volunteers.

What is more important for the purpose of this analysis is that there seems to be no pattern of pay rates relative to volunteer numbers. Similarly, the basis for the determination of pay rates/salary also seems to have no consistent pattern. A significant number of the managers (16) are employed pursuant to or with reference to the community service award; another group (14) on individual contracts; nine (9) are on an individual agreement or industrial instrument; six (6) are on a state government award; four (4) are on an enterprise bargaining agreement; and, one on a local government award. When those employed on the community service award are examined, it is apparent that no consistent set of criteria, relative to the volunteers, applies.

A further twenty-four respondents indicated that “other” titles are in use. Six use titles which are similar to, or derivations of, the title volunteer co-ordinator, including “co-ordinator of volunteers”, and “volunteering co-ordinator”. One indicated “we do not have a designated volunteer manager” whilst another mentioned “no title given”, and a third “no title only use his given name”. Further investigative checking of other responses indicates that this is not confined to organisations where the manager is not in a paid role. Other titles include Office Co-ordinator, Project Manager – HR, Service Manager, Marketing and Development Manager, Operations Manager and Program Manager, Organisational Development manager where the management of volunteers is part of another role within the organisation. This is perhaps an indication that the role reflected in the title is of equal or greater importance to the organisation than the management of volunteers. Some titles, however, show an importance placed on volunteering: Volunteer Strategy and Planning Specialist, Volunteer Engagement Officer, Activity and volunteer coordinator, Team Leader, Volunteer Services.

Support, training and resources provided to the person responsible for the management of volunteers were not specifically surveyed in this study, but further information sought about volunteer management practices for the initial report (Paull, Holloway, Burnett, 2010) provides some further insights for consideration with respect to the role of the manager of volunteers. For example, 83% of respondents indicated that potential volunteers are interviewed, but 56% responded no to the question “are your interviewers trained in interviewing?”. In addition, 70% of respondents indicated that this interview was for the purpose of ascertaining suitability of applicants for volunteering tasks, record keeping and appropriate placement. In the area of grievances, 70% of respondents have a policy or procedure for volunteers to have grievances heard, but over 55% of respondents indicated that the person who hears grievances is not specifically trained in grievance handling.

Part of the role of the manager of volunteers is often associated with activities which are designed to enable volunteering, help volunteers identify with their role or their organisation, or assist with the development of the relationship and commitment between the volunteer and the organisation. Data was collected with respect to a range of these activities and is outlined in Table 11 below

Table 11: Enabling Activities

Answer Options	Response Percent	Response Count
Petrol subsidy	25.4%	15
Phone calls	32.2%	19
Parking	30.5%	18
Reimbursement of out of pocket expenses	61.0%	36
Uniforms(at the organisation's expense)	25.4%	15
Uniforms (at their own expense)	1.7%	1
Badges (at the organisation's expense)	52.5%	31
Badges (at their own expense)	5.1%	3
Social events (at the organisation's expense)	83.1%	49
Social events (at their own expense)	8.5%	5
Tea/coffee refreshments at no cost	84.7%	50
Inclusion in organizational meetings	49.2%	29
Designated workspace	18.6%	11
Business cards	5.1%	3
An honorarium	5.1%	3
Other (please specify)	20.3%	12

The respondents who offered other ways to make volunteers feel included in the organisation listed such things as being welcome at board meetings, thanking volunteers on a daily basis and recognition of birthdays. Other items that were identified included: discounted fees; free travel to the volunteering venue; Christmas gifts; and, a “volunteer recognition scheme with prizes”. One respondent indicated that uniforms and social events were paid for on a “50/50 basis”, while another said that “...depending on the role, some have cards etc, some have coffee and cake.”. It is clear that volunteer-involving organisations are aware of the need to make the volunteers feel part of the organisation, and in many cases, the work associated with this falls to the manager of volunteers, often on a very tight budget. Given that motivation and recognition of volunteers is one of the most researched and publicised topics in volunteering research it is not surprising that managers of volunteers take a lot of care in this area.

Findings, Implications and Conclusion

The preliminary results of this study are divided into the three main areas of corporate governance structures and processes, entrepreneurship and funding activities, and volunteer management practices. There are a number of recurring themes and issues that have emerged in addition to the direct results from the survey. The exploratory nature of the study means there are limitations, which do affect the drawing of any

definitive conclusions because of the sampling bias built into the study itself. However, a number of observations can be made about the various aspects across the three main areas that do impact on the practices and policies in use in the respondent organisations

Governance Structures and Practices

There have been significant reforms in the last two decades which have transformed the nature of organisational governance. These reforms have emanated primarily because of a series of major corporate failures across different national boundaries (Solomon, 2007). There have been a number of changes to corporate governance codes and guidelines across Western developed nations. These have resulted in the compilation of a set of 'best practice' guidelines influencing governance practices and reform movements in both developed and developing nations (Monks & Minow, 2008). This movement has culminated in Australia in the drawing up by the Australian Stock Exchange (ASX) in 2002 of its set of eight corporate governance principles that companies are required to implement (Psaros, 2009).

The impact of these reforms in the private sector in Australia is now starting to flow across into other sectors including the not-for-profit sector. There is evidence in this study that not-for-profit organisations have implemented key elements of ASX Principle 2 with regard to the structure of the governing body. Almost universally, the respondent organisations had Chairs that were independent (external) members or directors with few exceptions. In addition, the majority of the members of governing bodies were independent (external). The role and functions of the governing body referred to in Principle 1 (with its focus on solid foundations for management and oversight) were also being, or had been, implemented across the sector. A significant majority of the governing bodies in this study use the word 'Board' in their title. Meetings are held regularly throughout the year and some training is provided both for ongoing members as well as induction for new members. The respondents in the organisations perceive that their governing bodies were operating effectively.

The rationale for the flow-on effect of governance reforms into the not-for-profit sector has been the pressure from external sources; in particular funding agencies and government regulatory bodies as well as other internal and external stakeholders. The result has been a growing perception of increased requirements for greater transparency and accountability across the sector. There could even be an argument about whether these organisations represent effective 'value for money'. The Western Australian government has recently accepted that this sector does provide value for money, indicated by its encouragement of the proposition that organisations in the third sector can supplement, and even replace, a number of the activities and services currently provided by state government agencies. The implicit assumption is that the not-for-profit sector is a 'cheaper' delivery option when considering different funding possibilities across government and not-for-profit agencies. It can also be argued that

the sector is closer to its constituents and better able to determine where money should be directed.

Funding and Entrepreneurship Activities

There are several key recommendations to be made from this research. Firstly, there is a need for increased recognition of the value of volunteering. This research has clearly shown that volunteers play a direct and vital role in the running of NFPs. They do the work of paid employees and are part of the make up of many not-for-profit and more recently for-profit organisations. Secondly, greater recognition should be given to the entrepreneurial possibilities for NFPs. This research shows that by using for-profit partnerships and business ideas, there clearly is a paradigmatic shift occurring that takes NFPs from a dependent charity income model to an independent self-generating income model.

For this to happen more quickly and successfully, there needs to be a move from a “charity mindset” to an acceptance and adoption of activities, which previously were considered taboo in this sector due to their “commercial” nature. Thirdly, adopting an entrepreneurial approach to solve social and environmental issues is not novel. Nor is the management of volunteers. It is therefore time that Management and Entrepreneurship theories, which have long been focussed on economic wealth creation, are now recognised as drivers towards the development and creation of social wealth and environmental health.

Managers of volunteers

In the early 1990s English researcher Roger Hedley (1992) observed that the management of volunteers is far more complex than that of managing paid staff. The data from this survey is limited with regard to the detail it provides about volunteer managers and co-ordinators but it points to the need to further explore this topic. According to the *National Survey of Volunteer Issues 2009* published by Volunteering Australia (2010), 70% of volunteer managers occupy a paid position. No indication is given as to what proportion of these roles relate to volunteer management, but 48% are part time.

The Volunteering Australia survey authors suggest that the Volunteering Issues results “...may suggest that adequate resources, particularly the role of manager of volunteers, is important if organisations are to have the capacity to develop and maintain management systems and processes for volunteers.” It is of particular importance to note that in the VA survey 54% of volunteers reported no volunteer appraisal or performance management process available—this is despite their indication that feedback is important to them to feel valued. (p. 15).

Volunteers and volunteering are defined in relation to paid work. In general terms this is to be expected given that the absence of payment and the voluntary nature of the act are things which are seen to characterise volunteering. The complexity

associated with pinning down a definition of volunteering, and the fact that the lack of agreement or understanding has meant that volunteering is yet to be adequately measured or valued in quantitative terms are factors which contribute to ambiguity in the status of volunteering. Volunteering is seen to be both altruistic and somehow above paid work, whilst at the same time viewed as not as important as paid work in terms of organisational support and infrastructure. This in turn leads to the lower status of volunteering in organisations, and *the lack of support and status afforded managers of volunteers and their programs*. Such lack of support and status means that at times managers of volunteers are ill-equipped to manage the complexities associated with their situation.

The social construction of volunteering and the contradictory nature of how it is or is not valued is reflected not only in the lack of a pay rate or band into which volunteer managers fall but also in the lack of an agreed title or label for the position they occupy. Twenty-four of the respondents to the online survey who have responsibility for managing volunteers are known as volunteer co-coordinators. Only five of those have the title of Manager of volunteers or Volunteer manager (8%). Twenty-four (or 39%) have the title of Volunteer Co-ordinator, a title which has been in use for a long time in volunteer involving organisations. However, organisations such as Volunteering Western Australia have sought to have an adoption of titles across the field which recognises the management role inherent in this position.¹

Some volunteer participants in a study into the management of older volunteers (Paull 2007) felt that the respect of the organisation for the program was reflected in the who and how of the management of volunteers—if the program is valued and respected a person who both values and respects the volunteers will be appointed to the position. The organisation can appoint or retain a person whose approach to the volunteers is seen to be inappropriate. Volunteers in that study felt that sometimes those charged with the responsibility had been forced into the role, perhaps with volunteer management being additional duties, not central to the role of the job.

The status afforded volunteering in organisations is reflected in the resources which are put into volunteer programs. The amount of support received by the manager in terms of training and development, time allocation and other resources are part of this picture. Managers of volunteers are often time poor and trying to cope with many pressures including administrative requirements and demands from other parts of the organisation. As has been discussed, the manager of volunteers is often responsible for a range of duties beyond management of volunteers, or occupies a part-time position. In some cases the management role falls to another volunteer, or is considered to be a minor part of the paid worker's role in the organisation. There is evidence elsewhere of the burden of responsibility placed on managers of volunteers (Paull, 2002; Usiskin 2003, AVM, 2009).

¹ An example of this was the renaming of the Volunteer Co-ordinators' Network to the Volunteer Managers' Network in YEAR.

The fact that a manager of the same number of paid FTEs would not have the same number of people to manage does not seem to be taken into consideration by the organisation on many occasions. The status of the manager or co-ordinator of volunteers is evident in the allocation of volunteer management as an additional duty for workers in other positions, and the part time employment status of many managers of volunteers. This may be due to the paradoxical status of volunteering vis-à-vis paid work.

Since its official launch in 2001 the Australasian Association of Volunteer Administrators (AAVA) has sought to gain recognition for the work of their members (AAVA, nd) and in England a similar campaign has recently been ramped up in the face of recognition from other governments in the UK (Usiskin, 2010).

At the organisational level recognition of the importance of good management practice which meets the needs of the volunteers and the needs of the organisation including those of clients and other stakeholders is required. Such recognition will come from viewing volunteering programs as more than an add on or money saving activity for the organisation. Actions which will reinforce such recognition include paying managers competitive wages, and providing them with organisational infrastructure and support. Efforts by organisations to recognise their volunteers, including by reimbursing expenses, or including them in organisational activities, should also extend to recognition of managers of volunteers.

Conclusion

This study has established that there is distinct trend towards incorporating private sector corporate governance practices into the not-for-profit sector. These changes have included the widespread practice of having an independent chair of the governing body and as well as the majority of members being independent/external. There is, however, a distinct practice inside the third sector for having the involvement of members in the election of governing body representatives. This effectively replicates the practice of having shareholders vote on the appointment of directors on the boards of directors in the case of corporations. Respondents claimed that, in their judgement, governing bodies were performing very effectively and have a distinctly professional approach to their roles and responsibilities.

There have been growing pressures from external and internal sources leading to increased expectations for greater transparency and accountability across the sector. Responding to these pressures has meant that governance structures and practices have become more professional in nature. The governance structures and practices in the not-for-profit sector would clearly satisfy the requirements in both the national and international 'best practice' guidelines in this area. The question arises as to whether further reforms would be of any value to organisations either individually or collectively. There is likely to be greater regulatory pressure from government and

funding agencies that may well have some additional impact in the future in relation to governance practices.

This study has also found that the classic revenues apart from Government funding still consist of donations, gifts and memberships. For many NFPs this process is the foundation of their income. However, other forms of revenues are increasing.

Many organisations have started to focus on cause related marketing and nearly forty percent of participants are successfully developing (long lasting) partnerships with commercial businesses and or prominent business people. In addition, an even higher percentage (nearly 48%) of participating NFPs are generating incomes from social ventures. This is a positive change from a charity to an enterprise model. No matter which type of volunteerism is taking place, all of the findings indicate that volunteers actively contribute to the running and growth of an NFP, especially within the small to medium NFP (up to 100 employees).

The evidence from this study is that there is little consistency in the title, duties, role or salary of managers of volunteers. The work that is done by managers of volunteers is vital to the organisation, motivation, recruitment and retention of volunteers who provide an invaluable service to volunteer involving organisations. There is evidence, which indicates that managers of volunteers are not adequately recognised, resourced or rewarded in a number of organisations. The role and work of the manager of volunteers needs to be reviewed and the knowledge and experience of managers in similar roles worldwide considered by employers in volunteer involving organisations.

It is apparent from the data gathered in this study and reported here, and in the initial report from May 2010, that there have been significant changes in key issues that affect the not-for-profit sector in Western Australia. The sector is healthy and perceived to be effective and certainly, the government of Western Australia sees the third sector as a useful mechanism for the delivery of certain services as a more effective value-for-money alternative to State government agencies.

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