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**SURVEY FINDINGS**

**ROLES AND RESPONSIBILITIES**

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## Roles and Responsibilities

The survey ran on TechSoup from May 8th 2006 till June 5th 2006. There were a total of 1,068 respondents. The purpose of the survey was to get an understanding of the many roles workers at nonprofits play. In particular, we were interested in the following:

- The different types of roles you play in your organization.
- The specific tasks within these roles.
- What percentage of your work week is involved in these activities

Please note that the survey is of TechSoup users who voluntarily take the survey. These results are not necessarily representative of the larger population.

### Baseline Questions

On every survey we ask these baseline questions. This gives us an understanding of who is taking our survey and provides us an opportunity to compare the respondent pool across surveys.

1. What is your primary position in your organization?

Respondents: 1067

Primary Position	%	Responses
Executive Director	15.5%	165
IT Manager	12.1%	129
CEO/CFO/President/COO/CIO	8%	85
Fundraising/Outreach	7.8%	83
Jack/Jill-of-all-trades	7.4%	79
Administrative assistant	5.8%	62
Tech Admin	4.9%	52
Finance	4.5%	48
Board Member	4.3%	46
Operations	3.5%	37
Assistant Director	3.3%	36
Program officer	3.2%	34
Marketing	2.8%	30
Volunteer/Intern	2.3%	25
Director	1.8%	19
Office Manager	1.2	13
Librarian	1.1%	12
Consultant	.9%	10
Web related services	.9	10
Teacher/Instructor/Trainer	.6%	7
Volunteer management/training/support	.4%	5
HR	.28	3
Founder	.12	2
Social Worker/Case Manager	.12	2
Other	9.8%	105

- High level managers (Executive Directors, CEO/CFO/President/COO and Board members) made up 28.9% of survey respondents.
- Executive Directors and IT managers participated at the highest rates.

2. What is your organization’s yearly budget? (in U.S. Dollars)

All Respondents: 1067

Organizational budget	%	Responses
None – all volunteer	4.2%	45
Below \$100,000	13%	139
\$100,000 - \$250,000	13.2%	141
\$250,000 - \$500,000	13.7%	146
\$500,000 - \$1 Million	13.9%	148
\$1 – 2 Million	14.9%	159
\$2 – 5 Million	13.1%	140
Over \$5 Million	9.5%	101
Don't Know	4.5%	48

- As with previous surveys, 58% of respondents came from budgets of less than \$1 million.

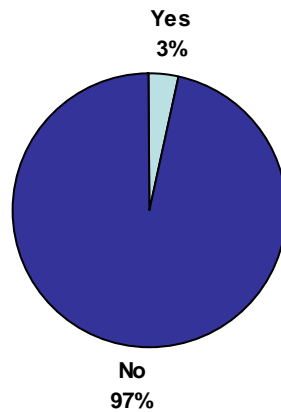
## 3. Choose the category that best describes the organization you work for?

All Respondents: 1,068

Organization category	%	Responses
Human services – multipurpose and other	21.1%	225
Education	11.5%	123
Arts, culture and humanities	8.2%	88
Health	6.5%	69
Religion related, spiritual development	2.9%	67
Community improvement, capacity building	5.8%	62
Public society benefit – multipurpose and other	2.7%	62
Animal-related	2.4%	55
Youth development	5%	53
Housing, shelter	4.7%	50
Environmental quality, protection and beautification.	4.6%	49
Civil rights, social action and advocacy	4.6%	49
Philanthropy, voluntarism and grantmaking foundations.	2.1%	47
Employment, job-related	1.8%	42
Diseases, disorders, medical disciplines	1.7%	40
Mental health, crisis intervention	3.5%	37
Mutual/membership benefit organizations, other	1.7%	18
Food, agriculture, and nutrition	1.4%	15
International, foreign affairs and national security.	1.1%	12
Public safety	.9%	10
Recreation, sports, leisure, athletics	.9%	10
Science and technology research institutes and services.	.5%	5
Crime, legal related	.4%	4
Social science research institutes and services.	.3%	3
Medical Research	.1%	3
Not applicable	2.7%	62
Unknown	.6%	6

- The top categories were Human Services, Education and Arts Culture and Humanities. This is consistent with previous surveys.

4. Do you work for an organization or consultancy outside the United States?  
 Respondents: 1,067



5. You have indicated that you work for an organization outside the United States. Where are you located?  
 All Respondents: 37

Country	%	Responses
Canada	81%	30
United Kingdom	2.7%	1
Australia	5.4%	2
South Africa	2.7%	1
New Zealand	2.7%	1
Czech Republic	2.7%	1
Philippines	2.7%	1

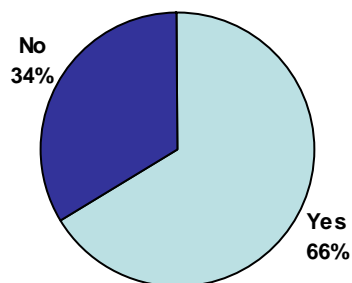
- Of international participants, 81% of participants were from Canada.
- Most of the countries represented were English speaking.

## Rolls and Responsibilities Questions

### Marketing

6. Do you perform any marketing functions?

All Respondents: 1061



- More than half of survey respondents perform marketing functions.

7. You have indicated that you perform marketing functions. Please select the marketing activities that you perform. Select as many as apply.

All Respondents: 701

Marketing Activities	%	Responses
Represent your organization at nonprofit events.	53%	560
Create materials for the Web site	50%	526
Create newsletters	46%	488
Prepare and manage marketing collateral/program materials	45%	474
Conduct outreach campaigns	34%	360
Manage relations with the press	33%	346
Other	8%	89

The percentages reflected in this table are based upon the responses of 701 respondents that answered this question out of 1,061 total respondents.

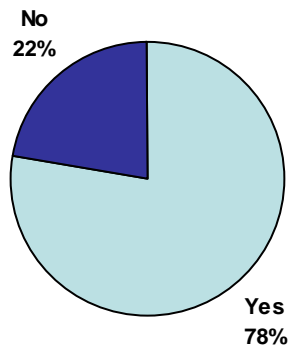
- The most common marketing activity reported is representing the organization at nonprofit events.
- Creating content for newsletters, the Web site and marketing collateral was also performed by nearly half of all survey respondents.

8. What percentage of your work week is spent performing these activities?  
 Total Respondents: 691

Percentage of work week	%	Responses
0 – 10%	22.9%	158
11 – 30%	44.4%	307
31 – 50%	20.4%	141
51 – 75%	7.7%	53
76 – 100%	4.6%	32

- 67.3% of survey respondents spend 30% or less on marketing activities.

9. Do you perform any IT functions?  
 Total Respondents: 1055



10. You have indicated that you perform IT functions. Please select the IT functions that you perform. Select as many as apply.

Total Respondents: 815

IT Functions	%	Responses
Support users, maintain computer systems and troubleshoot any computer related problems.	56%	594
Research and make recommendations for IT solutions	53%	560
Train staff on IT	45%	477
Administer database	43%	451
Manage IT spending	41%	437
Build and maintain the Web site	41%	432
Manage the network	38%	404
Set IT policy	37%	395
Manage IT consultants and vendors	35%	366
Develop software programs	10%	105
Other	6%	63

The percentages reflected in this table are based upon the responses of 815 respondents that answered this question out of 1,055 total respondents.

- 56% of all survey respondents support users, maintain computer systems and troubleshoot any computer related problems.
- A full 53% of all survey respondents research and make recommendations for IT solutions.

11. What percentage of your work week is involved performing these IT activities?

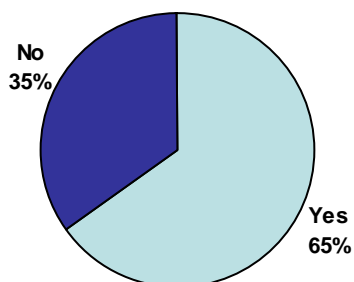
Total Respondents: 814

Percentage of Work Week	%	Responses
0 – 10%	30.8%	251
11 – 30%	33.4%	272
31 – 50%	12%	98
51 – 75%	8.2%	67
76 – 100%	15.5%	126

- 64.2% spend 30% or less.

12. Do you perform any fundraising functions?

Total respondents: 1051



13. You have indicated that you perform fundraising functions. Please select the activities that you perform. Select as many as apply.

Total respondents: 682

Fundraising functions	%	Responses
Research fundraising opportunities	47%	496
Write grant applications	41%	430
Solicit individual donations	41%	429
Manage relationships with funders	37%	392
Manage fundraising events	36%	376
Create and manage direct mail campaigns	33%	352
Other	9%	93

The percentages reflected in this table are based upon the responses of 682 respondents that answered this question out of 1,051 total respondents.

- Around 2/3 of all respondents reported doing some fundraising functions.
- Nearly half of all survey respondents reported that they research fundraising opportunities.
- 41% of all respondents reported writing grant applications and soliciting individual donations.

14. What percentage of your work week is involved performing these activities?

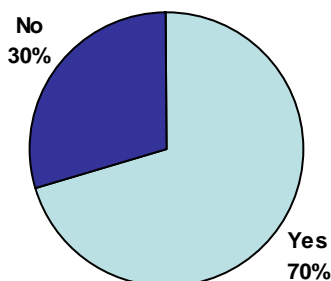
Total respondents: 682

Percentage of Work Week	%	Responses
0 – 10%	32.7%	223
11 – 30%	38.3%	261
31 – 50%	16.3%	111
51 – 75%	9.5%	65
76 – 100%	32.2%	22

- 71% spend 30% or less of their week on fundraising.

15. Do you perform any administrative functions?

Total respondents: 1050



16. You have indicated that you perform administrative functions? Please select the administrative activities that you perform. Select as many as apply

Total respondents: 738

	%	Responses
Answer phones	46%	483
Buy office supplies	42%	439
Data entry	41%	435
Provide administrative and coordinate support to senior staff	37%	393
Meet and greet visitors to the office	37%	385
Coordinate office maintenance	34%	354
Deliver mail	17%	175
Other	12%	121

The percentages reflected in this table are based upon the responses of 738 respondents that answered this question out of 1,050 total respondents.

- 70% of respondents perform administrative functions.
- The most common administrative function was answering phones with 46% of respondents reporting this activity.

17. What percentage of your work week is involved performing these activities?

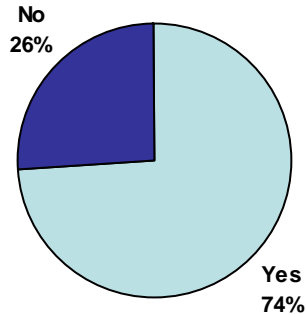
Total respondents: 734

Percentage of Work Week	%	Responses
0 – 10%	44.3%	325
11 – 30%	33%	242
31 – 50%	13.5%	99
51 – 75%	6.4%	47
76 – 100%	2.9%	21

- Around 78% of visitors spend 30% or less on administrative activities.

18. Do you perform any management functions?

Total respondents: 1049



19. You have indicated that you perform management functions? Please select the management activities that you perform. Select as many as apply  
 Total respondents: 776

	%	Responses
Develop strategy for the organization.	53%	557
Represent the organization to the public	52%	550
Manage and supervise staff	51%	537
Report to the board	46%	481
Oversee and finalize the budget	38%	403
Manage legal issues for the organization	20%	207
Other	7%	69

The percentages reflected in this table are based upon the responses of 776 respondents that answered this question out of 1,049 total respondents.

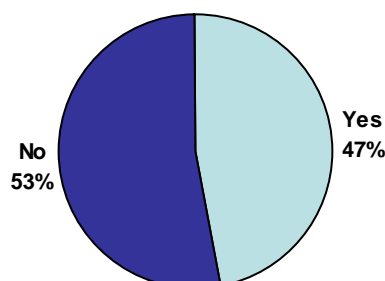
- 74% of respondents perform some management functions.
- Over 50% of respondents reported developing strategy for the organization, representing the organization and managing and supervising staff.

20. What percentage of your work week is involved performing these activities?  
 Total respondents: 734

Percentage of Work Week	%	Responses
0 – 10%	67.6%	338
11 – 30%	27.8%	139
31 – 50%	3.4%	17
51 – 75%	.4%	2
76 – 100%	.8%	4

- Respondents reported spending a small amount of time doing management activities. 67.6% reported that they spend 10% or less of their work week performing management activities.

21. Do you perform any accounting functions?  
 Total respondents: 1048



22. You have indicated that you perform accounting functions? Please select the accounting activities that you perform. Select as many as apply  
 Total respondents: 490

	%	Responses
Conduct budget analysis	29%	306
Manage accounts payable/receivable	27%	279
Prepare annual audits and reports	21%	218
Prepare government filings	19%	194
Other	13%	133

The percentages reflected in this table are based upon the responses of 490 respondents that answered this question out of 1,048 total respondents.

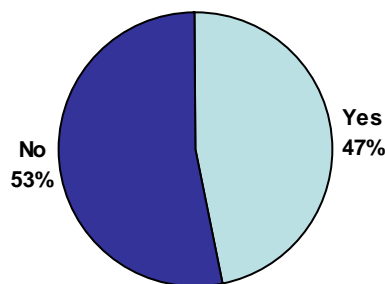
- Less than half of respondents reported performing any accounting functions.
- Nearly 30% of respondents reported conducting a budget analysis and managing accounts receivable.

23. What percentage of your work week is involved performing these activities  
 Total respondents: 488

Percentage of Work Week	%	Responses
0 – 10%	53.3%	260
11 – 30%	30.7%	150
31 – 50%	9.2%	45
51 – 75%	5.3%	26
76 – 100%	1.4%	7

- Of those that did perform accounting functions more than 50% spent 10% of their time performing these activities.

24. Do you perform any volunteer management functions?  
 Total respondents: 1048



25. You have indicated that you perform volunteer management functions? Please select the volunteer management activities that you perform. Select as many as apply  
 Total respondents: 491

	%	Responses
Manage volunteers	35%	365
Recruit volunteers	34%	357
Train volunteers	30%	319
Maintain volunteer database	23%	238
Other	2%	21

The percentages reflected in this table are based upon the responses of 491 respondents that answered this question out of 1,048 total respondents.

- 47 % of all respondents reported performing volunteer management functions.
- Managing and recruiting volunteers was the most common volunteer management function.

26. What percentage of your work week is involved performing these activities?  
 Total respondents: 488

Percentage of Work Week	%	Responses
0 – 10%	72.8%	354
11 – 30%	20.8%	101
31 – 50%	3.7%	18
51 – 75%	2.3%	11
76 – 100%	.4%	2

- Over 70% of respondents reported spending 10% or less of their time on these activities.