



Human Resources Issues In BC's Non-Profit Sector

September 2009



**Government
Non Profit Initiative**

Executive Summary

This report provides a brief history of the Human Resource (HR) capacity building work that has emerged from the Government-Nonprofit Initiative (GNPI). This includes the co-hosting of two community consultations to determine the compelling HR issues facing British Columbia's (BC) Non-profit Sector (NPS) held in spring 2009.

The report also brings together the present and ongoing work of many provincial and national organizations committed to increasing the HR capacity of the NPS. The findings of six national and seven provincial HR initiatives are summarized.

The objective of this report is to identify the HR issues that are most significant in the BC NPS and summarizes the recommended strategic actions proposed by the various organizations to address the identified HR issues.

Throughout the research and consultation, three guiding principles emerged for HR capacity building:

1. The need for an informed data-driven approach
2. The priority to build on collaboration
3. The need to leverage existing accomplishments

Bringing together the research, thinking and dialogue, six strategic action areas emerged:

1. Wages and Compensation
2. Leadership Development
3. Workforce Diversity
4. Branding
5. Shared Services
6. Funding

These HR themes will form the basis for ongoing work of the GNPI HR Capacity Advisory Committee and the Non-profit Sector Labour Market Partnership (LMP), which is overseen and managed by Vancouver Foundation (VF). In addition, the strategic actions suggested to address each theme will be examined by both the GNPI and the LMP as a potential starting point for the development of a comprehensive Strategic HR Plan for BC's NPS.

Recommendations for next steps are as follows:

1. That the GNPI Leadership Council approve this report;
2. That this report is received by the GNPI HR Capacity and Non-profit Sector Labour Market Partnership (LMP) Advisory Committees;
3. That the NPS LMP use this document to guide the Labour Market Information (LMI) research. This research will validate, clarify, and prioritize projects within the six action areas identified in this document;
4. That GNPI HR Capacity Advisory Committee and the LMP work collaboratively to use the strategic action areas identified in this document and the data generated by the LMI to develop a Strategic HR Plan for the BC NPS; and
5. That the LMP Advisory Committee use the Strategic HR Plan to develop an Action Plan and Funding Program.

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INTRODUCTION

This report brings together the present and ongoing work of many provincial and national organizations committed to increasing the human resource (HR) capacity of the Non-profit Sector (NPS).

In preparing this report, it is acknowledged that a great deal of HR development work has been done within the public service, the broader public sector, and the NPS. The objective is to bring together the compelling HR issues affecting the NPS so that future HR capacity building strategies complement and enhance these efforts and promote greater collaboration and cohesion within the NPS. This report summarizes the key HR issues identified in six national and seven provincial HR initiatives and provides an inventory of the recommended strategies proposed by the various organizations to address these issues.

The report also provides background on the Government Non-Profit Initiative (GNPI) Capacity Building work completed to date. Two consultations were convened in spring 2009 to hear the NPS's opinions on the HR priorities. The first event was an HR Summit co-hosted by the GNPI and the Federation of Community Social Services of British Columbia (The Federation). This gathering brought together a diverse group of people from all regions, various organizational positions, and different cultural backgrounds and labour force experience. Given the Federation's orientation and funding parameters, this event focused on the HR needs of the community social services sector.

The second event was an HR Forum co-hosted by Vancouver Foundation (the host NPS organization for the GNPI) and the national HR Sector Council for the Non-Profit and Voluntary Sector. This event convened leaders in the broader NPS, including health, social services, arts and culture, sport, recreation and environmental organizations.

When the results from the national and provincial HR initiatives and the two consultations are brought together, a clear picture of the compelling HR issues facing BC's NPS begins to emerge. Although variations exist in the HR dynamics of many sub-sectors, a set of overriding common issues can be seen.

These HR issues form the basis for ongoing HR capacity building work of the GNPI and the NPS Labour Market Partnership (LMP). In addition, the strategic actions suggested to address each theme will be examined by both the GNPI and the LMP as a potential starting point for the development of a comprehensive Strategic HR Plan.

GNPI CAPACITY BUILDING TASK FORCE

Background

On May 30, 2007, 85 individuals representing a diverse gathering of leaders from the BC NPS and provincial government gathered for an initial Roundtable on government/non-profit relations. The Roundtable was hosted by the Centre for Non Profit Management and the School of Public Administration, University of Victoria to explore the strengths and challenges facing the relationship between the non profit sector and government, and to find ways to enhance the relationship to the benefit of BC's citizens.

Strategies around three themes emerged as the basis for a strengthened and improved relationship between the sectors:

- Principles, Governance and Structure (how the two sectors work together);
- Funding, Procurement and Performance Measures; and
- Support and Capacity Building.

It was determined that a joint "Government-Non Profit Initiative" be established with three Task Forces to explore each theme in more depth and rigour. An interim joint Steering Committee was established to provide overarching leadership for this work and sustain momentum.

Task Force Purpose and Objectives

The GNPI Capacity Building Task Force (CBTF) was tasked, through its Terms of Reference, to:

- Explore how the NPS can strengthen capacity and sustainability, and the ways that government can support these efforts;
- Work together across traditional sectoral and organizational boundaries to build capacity within the sector to ensure the long-term viability of the NPS;
- Determine what capacity and support is needed in the NPS (including human resource development, infrastructure, financing support, social investment);
- Determine the most efficient and effective approaches to build capacity and provide support;
- Identify support capacity available in BC to determine efficiencies to leverage or gaps to fill; and
- Determine the unique human resource challenges of the NPS (e.g. staffing, volunteers).

Additionally, the CBTF was to follow-up and/or further develop the capacity building strategies identified at the May 2007 Roundtable, including:

- Examine shared services models to reduce costs and leverage resources;
- Explore the notion of Centres of Non Profit Excellence in BC to build NPS capacity;
- Support mutual education and organizational capacity building through professional staff exchanges and joint learning opportunities; and
- Develop a plan for an organization that could be a representative voice for the NPS in BC.

The CBTF developed a report that outlined research findings and recommended actions and strategies. The recommendations from the CBTF, along with the other two Task Forces were integrated into a single document that was used to develop a prioritized Action Plan for the GNPI in 2009.

Process

The formation of the structure and the recruitment of members to the GNPI occurred from July 2007 – February 2008. The CBTF began to meet in February 2008.

Over 20 members from the Government and NPS participated in a series of strategy development meetings, with the support of researchers, policy analysts, and administrative coordinators. The resulting recommendations were based on a joint effort, several months of research, strategy development, and action planning.

Recommendations

The CBTF identified opportunities for capacity investment by the NPS and government in pursuit of three strategic goals, detailed below. Each of the short, medium and long-term recommended actions and strategies are detailed in Appendix 1.

1. Finance a Sustainable Sector

The leading financial capacity need is for sustained, stable financing of the wide range of resources essential to service delivery effectiveness and accountability of not-for-profits. It is recognized that this is not a simple funding issue; rather, the CBTF acknowledges that this will involve a new understanding of how not-for-profits do business, of their capital structures, and of emerging new options for sharing services, building or leveraging capital assets and/or embarking on enterprise-like activities.

2. Invest in Sustainable Human Resources

The need to leverage existing and new HR programs, models and practices throughout government/NPS was identified by the CBTF. The development of strategies to build capacity, coordinate efforts, and share information is seen as essential to building a stronger relationship and accomplishing mutual goals. There is strong commitment and expertise within the GNPI to build this strategy.

3. Develop Sustainable Governance for Mutual Accountability

Mutual accountability is seen by the CBTF as critical to a more productive relationship between government and the NPS; it provides a platform for agreeing on meaningful outcomes for both sides and it can work as a critical motivator for improved governance capacities among non-profit organizations. By emphasizing accountability through governance, the CBTF is highlighting a largely untapped resource for improving the government/non-profit organizations.

Status

The strategies developed by the CBTF were presented to the GNPI Steering Committee in July 2008. The recommendations from the three Task Forces were collated into a discussion paper: Better Outcomes, Stronger Communities.

The discussion paper was used to solicit feedback from stakeholders through community consultations, online surveys, and the first annual GNPI Summit in November 2008. During the GNPI Summit, 120 leaders from both sectors, including a number of representatives from the May 2007 Roundtable, gathered in Vancouver to advance the ideas outlined in the discussion paper.

More specifically, the purpose of the Summit was to:

- Develop a prioritized Action Plan for implementation, and discuss who needs to be involved, what will be delivered, and when action will take place; and
- Discuss the leadership and resources necessary to move the Action Plan forward.

Through a series of group discussions and prioritization exercises, a number of actions were approved by the GNPI's new Leadership Council for the 2009/10 fiscal year under five key themes, which include a number of recommendations from the CBTF as follows:

1. The Relationship between Government and the Sector

- Formalize GNPI's leadership and organizational structure (Leadership Council)
- Formalize the commitment to collaborate between the sectors

2. Procurement and Finance

- Review multi-year contracting and coordination policies and strategies
- Initiate procurement pilots to identify potential improvements to procurement efficiency and effectiveness
- Develop a procurement training program
- Develop electronic tools and templates to support standardized applications and evaluation

3. Human Resource Capacity

- Strategically apply funding available under the Labour Market Partnership¹ (LMP) agreement to support NPS HR capacity building
- Convene a Human Resource Workshop to identify HR issues facing the NPS
- Implement a leadership exchange program

4. Integration, Inclusion & Innovation

- Develop new processes to reduce administrative barriers
- Implement cross ministry/ cross sector actions to increase service delivery coordination
- Explore social innovation and entrepreneurship opportunities
- Promote cultural, demographic, and regional diversity within the sector and government as it pertains to the relationship

¹ The Non-profit Sector Labour Market Partnership is a provincial government-funded employment program providing financial assistance to labour market areas in support of labour force development, HR Planning, and HR Capacity Building. An LMP of \$5 million, to support HR development in the NPS will be administered and disbursed by the Vancouver Foundation over a three year period beginning in April 2009.

5. Aboriginal Engagement & Relations

- Develop and implement effective structures for engagement
- Ensure Aboriginal representation in all aspects of the Initiative

NATIONAL HR INITIATIVES

HR Council for the Voluntary and Non-profit Sector

Background

The HR Council for the Voluntary and Non-profit Sector (HR Council) works with organizations, educators, labour and government to identify and address issues related to paid employment in the voluntary and NPS.

In 2009, the HR Council published *Towards a Labour Force Strategy for Canada's Voluntary and Non-profit Sector*, marking the first comprehensive, evidence-based look at the characteristics of and HR issues facing paid employment in the sector.

Human Resource and Labour Market Themes Identified

- **Aging workforce:** A large number of employees will be retiring over the next few decades; this trend will inevitably change the labour force and the effect will certainly be felt in the sector.
- **Second career:** Some aging baby boomers are choosing to finish out their careers by moving from the corporate or public sector into the voluntary and NPS. While this provides a potential pool of experienced workers with skills and experience, the sector needs to consider the potential culture and value implications that come with different business models.
- **Leadership deficit:** The departure of baby boomers will mean the loss of experienced workers from the sector, particularly from leadership positions that present succession challenges. Small organizations will be particularly vulnerable as often one person is the guardian of most of the organizational history and there are minimal resources or procedures in place to support smooth transitions. Grooming future leaders is the other facet of this challenge. The sector has many small organizations with thin leadership levels and the sector lacks a clear career ladder to build leadership skills and experience.
- **New generation of workers:** The new generation of workers (born after 1980) are thought to be motivated by causes and work that makes a difference rather than by loyalty to an organization. If the sector is not ready for this workforce, it may find itself as a training ground or stepping stone to careers in public and corporate sectors.
- **Cultural diversity:** Apart from organizations that provide immigrant and settlement services, there is little evidence that the sector currently reflects the diversity of Canada's population. The challenge lies in how to change the organizational cultures to support inclusivity. In addition to cultural diversity, it is important to consider other dimensions of diversity including sexual orientation, age, gender and disability.
- **Greater demands for service delivery:** Economic activity in the core NPS grew faster than the economy as a whole over the period from 1997 to 2005. The withdrawal of governments from service delivery over the last two decades has meant greater reliance on non-government organizations to deliver services, particularly in the areas of health and social services. The

overall aging of the population will continue to increase the demand for health care and social services.

- **Implications of economic downturn:** The current economic downturn will undoubtedly have an impact on the sector. Evidence is emerging that shows an increasing demand for some services (like food banks and family support services) as well as reductions in corporate and individual giving due to the erosion of investments. However, it is very early to try and assess the implications for the sector and its labour force.
- **Funding and revenue:** There are labour market implications to funding models and the ways that organizations generate revenue. Expectations that overhead costs will be lower in voluntary and non-profit organizations mean that activities related to effective HR management can only happen on a limited budget. The case needs to be made to funders and donors that compensation for talent will pay off in performance outcomes.
- **Relationships with governments:** Organizations and governments at all levels have many and varied connections and relationships. Government departments and agencies can be partners in achieving mission, obstacles to achieving mission or both of these simultaneously. The result is that governments' priorities, policies, programs and operations have widespread and varied effects throughout the sector.
- **Recruitment and retention challenges:** In 2004, sector employer surveys showed that recruitment and retention were linked together and ranked equally high on the list of challenges faced by organizations. More recent surveys reveal that many more organizations report difficulty in recruitment than retention. Whether recruitment and retention are linked or separate, the contributing factors still need to be considered. Career paths into the sector aren't straightforward and employees lack understanding and awareness of careers in the sector. In addition, poor connections between formal education and employment add to recruitment challenges. In terms of retention, the large number of small organizations means that employees have few opportunities for advancement within a single organization.
- **Skills gaps:** Employer surveys indicated that a majority of employers said that overall, the skills of their current employees mostly meet the needs of their organizations. However, specific skill gaps were identified including: literacy and numeracy skills, the ability to work in teams, communication, computer skills and time management capabilities. Interestingly, the majority of employees indicated that they believed that, overall, their skills met their organization's needs showing inconsistency in how employers and employees perceive the adequacy of skills. Another contributing factor is that some employers anticipate that skills their organization needs will be different in the short-term. When it comes to building employee skills, there is a noticeable difference in training and development budgets which are much sparser in smaller organizations.

The Labour Force Study makes five recommendations for addressing these issues:

- Attract and develop the people organizations need
- Benefit from the full range of talent
- Focus on research and development
- Promote the value of work in the sector
- Ensure financial resources to sustain the sector's labour force

Specific actions for each recommendation are listed in Appendix 2.

Status

Although The Labour Force Study is now complete, the HR Council continues to work with provincial organizations to implement the Action Plans recommended in the document. The HR Council's current projects include workforce strategies for the voluntary and non-profit sector, development of core competencies for small non-profits, strategies for tapping into the talents of early and late career employees, and training resources for effective HR management in non-profits.

Imagine Canada

Background

Imagine Canada is a national charity that conducts research on the Canadian NPS and raises the profile of the sector in the minds of Canadians.

In 2004, Imagine published *The Capacity to Serve: A Qualitative Study of the Challenges Facing Canada's Non-profit and Voluntary Organizations*. In 2006, the organization conducted a survey of non-profit organizations in each region of the country entitled *The Nonprofit and Voluntary Sector in British Columbia* that presents a picture of the size, scope, and impact of this important sector of society.

Human Resource and Labour Market Themes Identified

Key Issues identified in the BC Profile:

- **Difficulty planning for the future:** 55% of the organizations surveyed reported that planning for the future was difficult. This created problems with staff, board member and volunteer recruitment and retention. The twin problems of funders being willing only to fund projects (55%), and unwilling to fund core operations (62%) were also conspicuous. This pattern was also observed in most of the other regions of the country.
- **Difficulty recruiting volunteers:** Mid-sized organizations experienced the most difficulty with regard to volunteer recruitment, while large organizations reported the least challenges related to board member recruitment. Large organizations, however, had the greatest difficulty in finding the type of staff required. This issue was not evident in small organizations.
- **Difficulty retaining board members:** Getting the right mix of people can be difficult, as is reflected in the recruitment challenges identified by participants, which include competition for board members, concerns about liability, few younger people willing to sit on boards, and status-seeking recruits.

Key issues identified in the national survey:

- **Need for more staff:** The most frequently mentioned staff-related problem was the lack of funding to hire enough staff. This understaffing means that existing employees are burdened with heavy workloads that, in turn, lead to high rates of burnout and turnover. Staff resources appear to be taxed by the process of applying for funds, and by increasingly complex and detailed accountability requirements. Several participants noted that the current funding

environment provides few or no resources for administration or to replace staff members who are on extended leave, thus increasing the likelihood of burn out.

- **Need for more specialized staff:** Most participants reported a need for more staff with specialized skills. Management, fundraising, accounting, and information technology skills are particularly in demand. But many organizations cannot afford the compensation levels that would attract these professionals.
- **Need for better retention strategies:** Most participants said that low compensation levels and a lack of benefits have a negative impact on staff retention. The sector is widely viewed as “training grounds” for better paying positions in the private or public sector. Thus, organizations must spend a great deal of time and money continually recruiting and training new staff members. Institutional memory suffers when organizations lose long-time staff members. At the same time, many participants argued that job satisfaction can compensate for lower pay, quality of life is important to many people, and many employees stay with non-profit and voluntary organizations because they believe in the cause.
- **Need for staff training:** Several participants mentioned the need for training programs for their employees, particularly programs that are specific to the non-profit sector. Staff training and professional development were also cited by some participants as important non-monetary incentives that help to keep staff engaged and motivated. But training can be expensive. For this reason, many participants said that they cannot afford to set up or participate in training programs. Some also noted that professional development can be a “double-edged sword” as employees often use their newly acquired skills to obtain higher-paying positions elsewhere.
- **The need for role clarity:** Non-profit boards can function in a variety of ways. Some organizations want working boards whose members take on many of the day-to-day tasks of the organization. Other organizations are primarily interested in the ability of their board members to contribute financially to the organization — either directly or by fundraising. Still others want their boards to concentrate on policy development. Given the variety of possible roles for board members, it is imperative that expectations be clearly communicated.
- **The need for more active boards:** Some participants expressed concerns that their boards were not sufficiently active, especially in such key areas as fundraising and policy development. This is a particular problem for small organizations with few paid staff.
- **Board training:** Most participants said that they were convinced of the importance of board training. However, many participants said that their organizations have difficulty finding the time, staff, and money to carry out the kind of training their board needs.
- **Board retention:** Although several participants raised board retention as an issue, the nature of the problem varied. Some organizations experienced too much turnover in board membership; others experienced too little turnover.

Status

Although this particular study has concluded, Imagine Canada continues to study issues that are central to the nonprofit sector in Canada. Current projects include the development of HR standards and promising practices, annual surveys of giving and voluntary participation, annual survey of business contributions to the community, insurance and liability resource centre, and various financing and public policy forums.

Cultural Human Resources Council

Background

The Cultural Human Resources Council (CHRC) brings together cultural workers and employers to address training, career development and other human resource issues.

In 2004, CHRC published *Building on Success: A Human Resources Development Strategy* for the Cultural Sector. Based on three years of research and consultation with artists and cultural workers from across the country, this strategy analyzes key issues of importance to the sector, achievements required for change, options for action, and resources for success.

In 2009, CHRC published the *National Compensation Study for Management and Administration in Not-for-Profit Arts Organizations*. This study is an update of a similar study released in 2003. Data was gathered on base salary, employee benefits and perquisites, as well as a number of other human resources issues from over 200 organizations within the not-for-profit arts sector.

Human Resource and Labour Market Themes Identified

Key Issues identified in the Compensation Study include:

- **Benefits improving but lagging:** Relative to 2003, the frequency of benefits being offered by arts organizations has increased, especially for smaller organizations. The prevalence of extended health, dental, life and other insurance has almost doubled for these organizations. However, the scope and frequency of benefits across the arts sector is disproportionately lower than other sectors. Retirement savings plans are also now more prevalent in larger organizations. There has been an increase in organizations offering incentives other than monetary bonuses, including paid time off. While these are positive signs for the arts sector, the study also confirmed that the base salaries for these organizations are still for the most part not competitive with the NPS as a whole and comparative industry averages.
- **Small and mid-size arts organizations still face significant barriers:** These organizations experience a limited number of management and administrative positions and restricted budgets. As a result, one of the most commonly stated organizational challenges in the study was understaffing combined with overwork.
- **Recruiting and retention challenges:** Although smaller arts organizations have made some progress in offering health-related and other benefits, the overall lack of benefits combined with a limited ability to pay competitive salaries, makes attracting and retaining qualified resources challenging. This issue remains significant in an industry where the vast majority of organizations have operating budgets under \$1 million. Compensation is only one of many dimensions that serve to attract and retain talent to the broader arts sector. It is, however, an important component that if not managed effectively could represent a strategic risk to the longer term sustainability of the smaller and “start up” segments of the sector.

Given that a significant number of positions within the sector are contract positions, coupled with an increasing number of managers leaving the sector due to retirement, workload “burnout” and better compensation levels offered in other sectors, it is concluded that national, provincial and local arts

sector leaders need to more thoroughly examine the strategic and policy implications and its opportunities for funding and compensation change.

Key Issues identified in the HR Development Strategy include:

- **Weak HR culture:** The lack of attention to HR has been expressed by the sector throughout the decade. This can be attributed to the small scale of many culture operations which do not allow for an expert to be employed in this area. It also is assumed to be a particular spin-off of the “character” of a cultural job which may be more concerned with artistic skills than attention to lack of administration or management or career development.
- **Lack of awareness of structural change:** Another contextual theme raised is the lack of a “big-picture” view of economic, technical and social changes in the sector. This requires a strategic management perspective, which once again may be endemic in many areas of the economy dominated by micro-businesses and self-employment where there are not enough resources to allow contemplation of this scenario. The big picture themes identified include globalization, new technologies, international trade regulations, changes in the role of government, and demographic shifts and are present across the economy, with new technologies perhaps being the one most highlighted for culture-based occupations. These big issues tend to be seen as challenges whose negative impacts have to be mitigated by management as well as being seen as opportunities for growth.
- **Employment status:** Each status (e.g. fulltime, part-time, self-employed, unionized) brings with it factors relating to earnings, career development, access to social benefits, access to training, and stress related to working. The sector has one with high levels of part-time employment and of self-employment. These conditions contribute to the concern of precarious employment, working conditions (e.g. level of remuneration, demand to multi-function, excessive time requirements, lack of opportunities for advancement); the role of volunteering (volunteers displacing workers, and workers expected to volunteer extra time for free); and acute problems facing disadvantaged groups (those living in regions and remote areas outside large urban areas, and for certain ethno-cultural minorities, notably Aboriginals.). Cultural occupations have an overall average self-employment rate of over one-third, three times higher than the average for the labour force as a whole.
- **Recruitment and retention:** Seven sub-issues were identified in this area: working conditions (continual recruit and retain due to working conditions); employment requirements (the need to find workers with a cross-over of culture-specific and “soft skills” and to find workers with a passion for the sector); instability of organizations (the inability of organizations to achieve effective revenues or to suffer from environmental challenges); turnover and mobility (perception that experienced workers are leaving the sector especially within management jobs and in smaller organizations); succession (the double effect of the retirement of the baby-boomers coupled with diminished ranks of managers in particular leaving the sector); cultural managers (high attrition due to working conditions, lack of opportunity, limited compensation, little recognition and support, and lack of professional development opportunities); acute problems facing disadvantaged groups (recruitment and retention concerns were stronger for those in regions and remote areas, and by ethno-cultural and linguistic minorities, immigrants, the disabled, and youth).

- **Access to Training:** Specific challenges relating to skills upgrading range from training opportunities not being available; not being appropriate to the sector; not being delivered in a way that they can be used; and being too costly in terms of time and money.
- **Demand for new competencies:** These demands were grouped into five individual target areas: over-arching or multi-disciplinary competencies, career management, new technology, export marketing, and personal competencies. Developing a successful career needs to include expanding the tool-box of skills beyond the culture-specific expertise.

The Strategy outlines options for action in three key areas:

- Management skill development
- Support for career self-employment
- Access to effective career-long learning

Details on the actions recommended for each of the above areas can be found in Appendix 2.

Status

The CHRC is currently working on a number of short, medium and long-term activities to address each of the three issue areas identified in the HR Strategy.

Child Care Human Resources Sector Council

Background

The Child Care Human Resources Sector Council (CCHRSC) is a Canadian non-profit organization that addresses pressing human resources issues in the child care sector. The organization's projects develop research, strategies, and tools to meet the needs of the Early Childhood Education and Care (ECEC) workforce and achieve related goals.

In 2008, the CHRSC published *Supporting Employers in ECEC Project*, which identified the human resource issues facing ECEC employers including the results of a literature review, employer survey, key informant interviews, focus groups and related recommendations.

Human Resource and Labour Market Themes Identified

- **Need for sustainable infrastructure:** The key human resources issues facing the sector are intrinsically linked to ECEC policy, funding, and infrastructure because these factors influence the provision of services, training requirements and standards, compensation, and more. Policy that recognizes the critical role of HR management and leadership is also needed to address the HR issues facing the sector.
- **Internal HR capacity:** Employers/administrators often lack HR expertise, knowledge and capacity. Many employers were promoted to their position because of their skills in early childhood education and with little formal experience in HR. As a result, many individuals responsible for HR in ECEC organizations learned the required skills on the job and through "trial

and error”, as opposed to formal training/professional development. In addition, smaller organizations often do not have support staff that can help with the many required HR duties.

- **Human resources leadership:** Employers/administrators general lack awareness of the importance of developing and improving the skills related to the “leadership” role. There is a general lack of learning opportunities in the sector (e.g. in areas such as staff motivation, mentorship, conflict resolution, and communication skills).
- **Respect for the profession:** General lack of public understanding/recognition of the professional requirements for, and benefits of, high quality ECEC. As a result, there is a negative perception of ECEC as a valuable and viable career option. This poses a recruiting challenge for employers since it is difficult to attract skilled individuals to a profession that is not generally valued or respected.
- **Recruitment of qualified staff:** Employers experience an inability to recruit high quality trained staff to the ECEC field, a proportion of graduates of ECE programs are entering the sector without the skills required by employers and some students being encouraged to pursue an ECE degree/diploma have relatively lower educational skills.
- **Retention of qualified staff:** Employers experience high rates of staff turnover and attrition. Reasons for staff turnover include: wanting better pay and/or benefits; leaving the sector or changing careers; the job did not meet expectations; and maternity/paternal leave and health issues. As with recruitment, generally low compensation and a lack of respect and recognition for the profession were identified as key factors contributing to difficulty retaining staff. The impact of working conditions was also noted, as working in ECEC can be difficult, with long days and physically demanding and stressful work. The need for a healthy, available workforce becomes more critical as the sector faces retention difficulties.
- **Training:** Employers experience a shortage of available qualified graduates/job candidates with adequate training and an overall lower number of students with the necessary skill sets entering training for ECE and a limited variety of training formats for ECE. There is a need to look at alternative methods of delivering ECE training to ensure that those in rural/remote communities and those who are already employed have access to training opportunities.
- **Professional development:** Employers have limited access to and participation in professional development opportunities due to: the lack of availability of replacement staff; cost of training/professional development; timing (e.g., evenings, weekends, full-time study) and access to relevant/new opportunities. In order for employers to improve recruitment and retention, there is a need to support individuals to obtain the education and qualifications they need to provide high quality services. Barriers to staff accessing education and professional development include resources (money and time) required for formal ECE training and finding replacement/substitute staff to fill in for staff who attend training, and little incentive to pursue further training or professional development.
- **Compensation:** The majority of ECEC organizations do not have adequate financial resources, resulting in low wages and a lack of benefits. Staff wages are extremely variable across the country, although generally wages are low, especially when compared to other jobs with similar training requirements and levels of responsibility. Benefits, including pensions and disability plans are rare. Providing benefits or competitive wages is a key strategies used to retain staff.

Recommended strategies to address each of the issues above are summarized in Appendix 2.

Status

Since completing the Labour Market Strategy, the CCHRSC has developed a number of programs to begin implementing the recommendations. As of August 2009, these projects include the development of occupational standards for child care administrations, a career promotion and recruitment strategy, a training strategy, and a strategy to support employers in the ECEC sector. Current projects underway include a communication strategy to address human resource implications of emerging issues, a labour market information project, occupational standards for early child educations, a study to address workforce shortages, and a project to further credentialing in the sector.

Training Resources for the Environmental Community

Background

Training Resources for the Environmental Community (TREC) is a Seattle-based non-profit with a mission to catalyze the habitat conservation and wilderness protection community in Western North America (including British Columbia) to increase its effectiveness. The group carries out its mission through coaching, consulting and training services focused on leadership development, capacity building, and leveraging resources to organizations dedicated to habitat conservation and wilderness protection.

In 2008, TREC conducted its third salary survey of environmental organizations throughout North America. The purpose of the survey was to provide those working in the environmental sector with information that they can use to gauge their salaries and benefits policies.

Human Resource and Labour Market Themes Identified

- **Economic crisis and organizational growth:** Organizations of all sizes experienced growth in 2008, although similar growth is not expected in 2009. A caution regarding this growth is that many organizations cut benefits for staff in order to facilitate increased staff numbers.
- **Benefits:** Medical benefits are the most common form of benefits provided to employees in this sample. Many organizations do not provide dental, vision, disability or life insurance. Also, 30% of organizations do not provide retirement benefits to staff. This number is consistent across organizations of various sizes.
- **Salary trends:** Organizational leaders in this sector have seen a salary increase over the three surveys. However, leaders in small organizations earn less than colleagues working in larger organizations. This disparity is true for staff at all levels of the organization.
- **Gender and race:** Six per cent of the staff at reporting organizations are people of colour. This statistic does not reflect the current demographics of the areas surveyed. It is noted that in order for the environmental movement to be relevant in the future it must reflect the current population. In addition, while the majority of staff at organizations surveyed were women, they were under-represented in leadership positions and over-represented in administrative positions.
- **Operations:** A large number of organizations in this sample provide flex time for employees and support professional development. While 85% of staff are reviewed annually, only 79% of

Executive Directors also had such reviews. Sabbatical policies are uncommon among respondents to these surveys.

The above issues were identified in each of the region's surveys, including British Columbia. When individual salary levels were compared between regions, most British Columbia salary levels were either on par or higher than their counterparts in other regions. The two positions that did not follow this trend were Executive Directors and Geographic Information System (GIS) specialists which both showed slightly lower salaries than their counterparts in other regions.

Status

TREC conducts the salary and benefits survey every two to three years. Ongoing services provided by the organization include training, hiring, mentoring, leadership development, board development, and program evaluation to environmental organization throughout the Pacific Northwest, including British Columbia.

Aboriginal Human Resource Development Council of Canada

Background

The Aboriginal Human Resource Council (AHRC) is a national public-private, not-for-profit organization. The mandate is to advance the full participation of Aboriginal people in Canada's labour market on a national level. The council develops tools and services that help Canadian employers bring Aboriginal people – a more diverse supply of well-trained, highly motivated workers – into the Canadian workforce.

The AHRC has developed an *Aboriginal Human Resources Strategy* designed to build bridges between Canada's corporate world and the Aboriginal community through connections, partnerships and mutually beneficial solutions.

Human Resource and Labour Market Themes Identified

- Companies are unaware of the potential Aboriginal workforce or they do not have easy access to resources that can steer them in the right direction.
- Companies face uncertainty finding Aboriginal employees that have interest in completing training and orientation programs.
- Aboriginal career and employment centres with the mandate to train and obtain employment opportunities for Aboriginal people are spread across the country. Some centres have processes that may be too complex and frustrating for some businesses to manage.
- Stereotypes and misunderstandings can hinder the degree of interest companies have in hiring Aboriginal people.
- Linkages between the labour force demand and supply need to be strengthened and extended.
- An increasing number of employers are looking overseas for solutions to their short-term labour needs, rather than investing in the development of local labour such as Aboriginal people.

- Employment centres and other related development organizations need to accelerate efforts to address the swelling numbers of Aboriginal people approaching working age in the next decade.
- Low levels of formal education do not adequately prepare many Aboriginal people for employment and can impede their success in training and education efforts.
- Endemic poverty inflicts a host of social, health and development issues on Aboriginal people.
- Using the United Nations' Human Development Index, Canada's Aboriginal Peoples' quality of life would place a dismal 43rd among the nations of the world.
- Geographic isolation of some Aboriginal groups away from key areas of economic activity is a major constraint.
- Aboriginal career and employment centres may face capacity and resource issues that impede their ability to deliver programs and services, or develop partnerships and linkages with the sources of demand.
- Community-based Aboriginal employment centres face challenges working with each other and with regional and national development organizations to develop coordinated employer engagement strategies.

Status

The AHRC provides ongoing services for Aboriginal people and employers to facilitate recruitment, retention, advancement and career development.

PROVINCIAL HR INITIATIVES

Federation of Community Social Services of BC

Background

The Federation of Community Social Services of BC (the Federation) (formerly the Federation of Child and Family Services of BC) promotes and supports quality services of its 119 community organization members providing child, youth, adult and family services throughout the province.

Prior to the global economic recession in 2008, most workforce sectors reported recruitment and retention challenges. In a 2007-08 survey, the community service members of the Federation consistently reported that recruitment and retention of skilled workers and volunteers was one of their top three challenges and that a significant number of paid positions were remaining vacant for extended periods of time or had to be filled with lesser qualified workers. The reported labour and skills shortages threatened the ongoing provision of high quality services to children, youth, families and vulnerable adults.

In response to the workforce challenges in the sector, the Federation initiated a three-year comprehensive Recruitment and Retention Project in February 2008, with the aim of building a stronger, sustainable and skilled paid and volunteer workforce for the social services sector. The Project started with the following assumptions:

- **Information required:** While the surveys and reports suggested we had a serious challenge, little was known about the nature and extent of the challenge. Information was required by region, sub-sector, and discipline in order to develop realistic plans and actions.
- **Strategic and collaborative approaches needed:** The Federation recognized that it could not achieve its goals in isolation from other networks and organizations that shared an interest in the recruitment and retention of staff and volunteers. The Federation could guide, support and facilitate – but not ‘own’ the process or the results.
- **Life-course perspective:** There are unique HR challenges and considerations for each developmental life stage and generation and therefore different opportunities to influence the choices people make to join or stay in the sector as a paid worker or volunteer. Any effective plan would need to account for different life course considerations.

The Federation’s Work Plan defined three overlapping phases for the project:

- Phase One: Understand the phenomenon;
- Phase Two: Engage others to co-create a comprehensive strategy; and
- Phase Three: Implement, experiment and evaluate.

The following summary represents the findings from Phase One of the Federation’s research – Understanding the Phenomenon.

In order to understand the nature and scope of the recruitment and retention challenges as a basis for thoughtful and strategic action planning, the Federation completed the following work:

- Reviewed the research and descriptive literature on human resource practices.
- Reviewed statistical information including current and projected workforce demographics.
- Identified promising practices in BC, Canada and international jurisdictions.
- Completed workforce survey in collaboration with BC Stats and Ministry of Children and Family Development's Strategic HR team.
- Established a Project Advisory Group comprised of individuals from various sub-sectors and positions (including frontline workers, managers and senior leaders) and reflecting diverse ages, cultural and ethnic backgrounds, to assist in accessing and interpreting information from groups that are typically not reflected in the workforce data (e.g. Aboriginal and immigrant workers).
- Conducted a series of focus groups with students, front line staff, managers and/or senior leaders in every region, and comprised of diverse ages and backgrounds, to learn more about what motivates people to join or stay in the sector, what pushes people away and what is needed to reconnect them with the sector.

This work enabled the Federation to quantify the scope of the sector, describe key characteristics of the workforce, and identify general factors that contribute to recruitment and retention challenges, notably:

- There are approximately 64,000 social service sector employees in BC. In 2004 the sector contributed 7% of the provincial GDP and projections indicate that by 2014 the industry's share will be 10%.
- Women account for 79% of the sector workforce compared with the B.C. workforce average of 47%.
- Although the sector serves diverse cultural, ethnic and Aboriginal groups, the work and volunteer force is not as diverse as other sectors. A number of factors contribute to lower immigrant and Aboriginal participation in the sector's workforce.
- In general, the community social services sector offers wages that are lower than the provincial average. Hourly rates in BC's community social service sector range from \$17 to \$20 per hour, averaging \$18.54 per hour whereas the average hourly wage in the BC labour force in 2008 was \$21.75 per hour. Lower wages deter people from pursuing a career in the sector, particularly given the requirements for post-secondary credentials.
- Employers responding to the BC Social Services Workforce Survey noted that their greatest recruitment barriers were their inability to offer competitive compensation and benefit packages and competition from other employers (e.g. broader public service).
- Prior to the economic downturn, the sector faced both a labour shortage (when the demand for labour exceeded the supply of people in the labour force) and a skills shortage (when the people available in the labour force lacked the necessary education, experience, skills, aptitude and inclination to work in the sector). Although the labour shortage has eased in the past year, the skills shortage remains. In the 2009 BC Stats Workforce Survey over 60% of community social service agencies in BC reported recruitment challenges for skilled professional staff, while just under 50% reported that it had become harder to retain employees in these positions. Over the

past year (2008 to 2009) 67% of respondents reported that it had grown more challenging to recruit professional frontline positions that require post-secondary credentials, and 45 percent said it was more challenging to retain these positions.

- Work in the sector has been described as complex, stressful and emotionally draining, as well as characterized by heavy workloads, long hours, and an overall vulnerability to burnout.
- Workers report that negative public perception of the sector is high. Generally, the public does not fully understand the breadth or value their work, the sector is not viewed as a desirable place to work, and the sector does not offer a long-term career track. In some areas of practice (e.g. child protection) intense media scrutiny increases stress factors and acts as a deterrent.
- Many agencies reported that the response to rising non-wage costs is inconsistent within contract practices resulting in additional operational sustainability challenges. In order to continue operations, agencies reported the need to reduce or eliminate practices that support workers and volunteers, including clinical supervision, education, professional development, flexible work arrangements, and support and recognition programs. This, coupled with unfilled vacancies has increased workplace stress.

Human Resource and Labour Market Themes Identified

Phase Two of the Federation's Recruitment and Retention Project entailed the development of a comprehensive strategy and action plan in collaboration with other networks and organizations concerned about social services sector HR. Through the work undertaken in Phase One, a number of opportunities to enhance recruitment and retention of skilled workers and volunteers were identified. These themes were shared with participants at the HR Summit to identify potential strategies and actions to either work on independently or in collaboration with others:

- **Brand and market:** The value of the community social services sector must be promoted to encourage more people to volunteer or pursue a career in the field, and to enhance the recognition given to the current workforce and volunteers.
- **Review wage and benefit inequities across the social services sector:** Development of compensation standards that promote more equitable wages and benefits for workers with similar post-secondary qualifications, responsibilities and duties are required.
- **Stabilize the funding:** Implementation of multi-year funding agreements is desirable to provide some assurance of program and employment continuity.
- **Welcome and recognize greater diversity:** In the future, B.C. will rely on immigrants and Aboriginal people (who represent the fastest growing population group) as primary sources of labour. BC will also need to develop the skills of people currently in the labour market, and broaden workforce participation from groups of people who are under-represented, including at-risk youth, persons with disabilities, underemployed immigrants, and women.
- **Encourage and support volunteerism:** Volunteering in the community social services was widely identified by the Federation's focus group participants as a gateway to joining the sector workforce for young people, baby boomer generations, and immigrants.
- **Implement continuous learning options:** Ongoing education is required to enhance retention and prevent burnout. In addition, working with post-secondary institutions and agencies to create 'career pathways' that allow volunteers and workers to acquire credentials and develop

skills that support horizontal and vertical mobility within the broader sector (e.g. from community living work to mental health counseling), from program manager to agency director, and from volunteer to paid staff member.

- **Promote positive, evidence-informed workplace practices:** These practices enhance satisfaction, reduce turnover, support reconnection with the workforce after time away, recognize that different generational cohorts and life stage dynamics require different incentives and opportunities to join, stay or reconnect with the sector. Practices include access to supervision, flexible work arrangements, family leave provisions, recognition programs and mobility within organizations.
- **Provide additional supports to workers in the first five years:** These supports promote successful transition into the workforce and reduce the risk of leaving.
- **Promote succession planning:** Succession planning will help to develop leadership capacity in younger workers and retain corporate knowledge and skilled staff as many 'baby boomers' begin to exit the labour market and leadership positions.
- **Work with funders to ensure efficient reporting methods are used:** These practices reduce administrative burdens and develop consistent data related to service delivery.
- **Encourage incentives:** Incentives can be provided by the Federal and/or the Provincial government to establish incentives for students to train and work in the social service field. For example, the Manitoba government offers an income tax rebate worth up to 60% of the cost of their tuition.
- **Document and evaluate recruitment and retention:** Creating a central resource on promising practices can help all organizations build HR capacity regardless of their size.

Status

As part of Phase Two, the Federation co-convened the HR Summit in May 2009. The results of this Summit are discussed in the next section. The intent of event was to share findings from Phase One and solicit feedback on priorities for action as a first step towards the development of a comprehensive Strategic HR Plan for the community social services sector. The Federation will continue to work with the GNPI and other partners to develop a shared plan for action.

United Community Services Co-op

Background

United Community Services Co-op provides collaborative products and services designed to make the daily operation more efficient and financially advantageous for its 119 BC community-based member organizations in BC.

Every two years the USC Co-op hosts *Leading Change*, a two day session that is designed to challenge leaders in the non-profit and community sector to think creatively, find and connect with new partners and allies, and together identify and move on action plans to address today's pressing issues for the

sector and organizations. In 2007 and 2009, key community leaders from across BC came together for two days of creative dialogue and conversations on the key issues of the day, the crosscutting challenge and the collective opportunities for the NPS.

Human Resource and Labour Market Themes Identified

Key issues identified at *Leading Change 2009* include:

- **Using funder requirements to build capacity:** There is a persistent and growing challenge of funders who strive to set better measures and targets and collect information to support this from the programs they fund. Information tends to be one-way – from funded program to funding agencies. There is an opportunity to explore ways for funders to facilitate sharing of basic program development, best practices and lessons learned in the promotion of a “culture of learning” within the sector.
- **Policy and advocacy:** There is a need to explore the creating of infrastructure that would support a more effective role in government relations and public policy, including research and analysis, opinion polling capacity, and public relations.
- **Recruitment and retention:** Although advocating for more competitive wages and benefits is required, innovative recruiting and retention strategies should be explored. These innovative measures may include fully exploring labour pools, staying connected with those who leave the sector to re-attract at a later stage in their career, creating wellness committees, and promoting the sector as a desirable career choice (rather than simply a desirable occupation).
- **Leadership development:** A full range of leadership skills and development are required as a person moves through an organization. Due to the high number of small organizations, opportunities for development must consider paths other than the internal ladder. Collaboration across agencies and development of social networks and web-based tools may be useful to engage leaders from emerging to established.

Key issues identified at *Leading Change 2007* include:

- **Connecting outside of our box:** Connecting outside of our own world has always been a challenge for the sector. Participants clearly expressed the need to develop more learning and support opportunities that connect leaders – whether existing or emerging – to other sub-sectors and more importantly to other industries. Expanding exchange, secondment, practicum, and mentorship opportunities were all suggested, with one key caveat – they must be reciprocal in nature. It is equally important to have opportunities for the leadership in other industries to see first hand the talent, skill and expertise that exist in the NPS.
- **Recapturing the passion:** “How do you spark the passion when it seems like only responsibility remains?” This was the question that sparked a dynamic conversation about a reality that often goes unacknowledged. The loss of passion is a critical dilemma for the sector, especially as administrative pressures continue to rise due to the demands of fund development, accountability and reporting. Time needs to be set aside in organizations to engage in conversations that matter and inspire, to do community development work that falls outside the normal duties, and to record and share the history of our organizations – where much of our passion begins. Most importantly, the nature of passion itself needs to be better understood. It materializes differently in different cultures and different generations.

- **Supporting emerging leaders:** Broad, unanimous consensus emerged on the need to support emerging leaders in the NPS. Emerging leaders themselves articulated a desire to connect on four levels: social networking; exchanging of ideas with peers; gaining skills (or confidence in their skills) to better do their work, and; mentoring opportunities and to learn the intangible skills (especially leadership skills) needed along the career path to becoming an Executive Director. Currently there exists no emerging leaders' network or infrastructure where all this professional and social capital development can happen and this needs to be developed. In addition, senior leaders identified the need to restructure their own jobs to find more time to support and mentor emerging leaders in their organizations.
- **Paying attention to compensation and understanding true costs:** The economic realities of organizations cannot be ignored. All the potential and opportunities for the sector cannot be fully realized as long as the realities of rising cost pressures and lower wages in the sector are not addressed. Collectively as a sector, the NPS needs to better articulate the true cost of programs, of retaining good employees, and of doing the community development part of the work. Funders and other supporters, said participants, need to understand these realities.
- **Reclaiming positive language and celebrating our strengths:** In conversation after conversation, participants bemoaned the negative language that continues to permeate the sector. The term non-profit was challenged, criticized for describing the sector for what it is not. But this is part of the sector's tendency to view itself from a position of scarcity. A more positive term needs to be developed and used. The sector has a lot to offer and provides products and services of quality and importance. This needs to be recognized and celebrated - both internally and externally.
- **Rethinking careers in the sector:** What does a career in the NPS look like? What should it look like? A long-term career in the sector seemed archaic, and participants even questioned whether the sector is set-up to meet an employee's financial and professional needs throughout a career. Attention, it was argued, should be spent on structuring work to meet the early needs of employees (five years or so) and then re-structuring work to attract a return to the sector later in their careers. Retiring 'baby boomers' were specifically identified as a possible employment pool, targeting younger retirees from other industries to fill job vacancies. Ten plus years of employment from someone 50+ would be a valuable contribution to any organization facing real labour shortages.

Specific actions recommended for each of the above issues are included in Appendix 2.

Status

At the end of each *Leading Change* event, time is reserved for action planning. Each group developed a set of action plans. These action plans form the basis of the collaborative services developed by the United Community Services Co-op.

Community Social Services Employers Association (CSSEA)

Background

CSSEA provides human resources and labour relations services to unionized service providers within the community social services sector in British Columbia. Specific areas of service include group collective bargaining, interpretation of employment standards, recruitment and selection, certification, decertification, collective agreement interpretation and administration, dispute resolution, management training, and management and excluded staff compensation and benefits.

CSSEA conducts regular salary and turnover surveys and has conducted research on recruitment and retention challenges in the social service sector.

Human Resource and Labour Market Themes Identified

- **Mostly female employees:** Overall, more females (74%) are employed in the sector than males. There were pronounced gender differences cited in the reasons for leaving, with twice as many men leaving for performance-related reasons as women. Nearly 50% more women left due to life issues, which included non-stress-related illness, burn-out and family issues
- **Few young workers:** 60% of employees fell into the 25-45 age group; employees under the age of 25 represented only 1.7% of the workforce
- **Reasons for leaving;** while economic factors were the most common reason people left their agency, they accounted for only one-third of departures (31.9%). Of those leaving for economic reasons, over one third (28%) left not for higher rates or pay but for more hours, better shifts and/or health and welfare benefits. More hours of work or better shifts were common reasons for the departure of casual employees. A higher rate of pay was a common reason for male casual employees leaving (21.1%) but less for females (12%).
- **High turnover rate:** The sector has a high turnover rate of 19%. There was a particularly high turnover rate noted for casual male staff, at greater than 40%. A total of 1.9% of positions were vacant for three months or longer.
- **Recruitment and retention challenges:** Key reasons given for recruitment and retention challenges are economic conditions (50%), shortage of qualified staff (77%), and wage rates in the sector (80%).
- **Sector needs:** Respondents want the sector to concentrate on key strategic efforts on educational programs (61%), use of work experience programs (44%), and ensuring educational institutions' curriculum meets sector needs (43%).
- **Pension Plan funding:** Pension plans are increasingly being negotiated into collective agreements. However, the methodology for funding the pension has yet to be confirmed with government.
- **Wage parity:** Surveys reveal that wage and compensation disparity exists within the sector when comparing sub-sectors and between sectors.
- **Lack of support for organization sustainability:** Although the sector has been able to negotiate wage increases through collective bargaining, the funding support for administration, operations

and development does not always increase commensurately. The result is an increasing erosion of the ability of non-profit organizations to plan, improve efficiency and innovate.

The survey research identified six strategies for addressing these issues:

- Marketing and financial
- Education, training and development
- Gender and generational issues
- Regular part-time and casual employees
- Database needs

Status

CSSEA continues to conduct annual turnover and salary surveys among their members in the social service sector. In addition, they have developed a recruitment and retention guide and workshop to help employers build healthy workplaces and attract talented employees.

BC Non-Profit Housing Association

Background

BC Non-profit Housing Association (BCNPHA) is a provincial umbrella organization providing education, service, and advocacy to the non-profit housing sector. Non-profit housing societies connect vulnerable persons such as low-income families; seniors; people at-risk of homelessness; and people with complex health needs like disabilities, addictions or mental illnesses with suitable housing and essential health and social services.

The large amount of equity held in the housing sub-sector represents a major difference from other non-profit sub-sectors. Typically, organizations with assets this large are seen in the private sector and have highly-skilled, well-paid employees.

BCNPHA has struck a Task Force to examine challenges such as the aging labour force. The sub-sector is trying to determine its capacity needs with recognition that its skill development needs are unique. For example, boards and employees need to understand capital asset management and comprehend housing issues for a range of diverse communities from families to immigrants to seniors.

Human Resource and Labour Market Themes Identified

- **Lack of funding:** This includes an inability to maintain competitive salary rates, provide adequate benefits packages, provide stability and certainty as well as challenges of training and development of personnel, challenges of small, rural and northern communities, complications in labour/management relations because of funding complexities and pressures of taking time off in lieu places burden on remaining staff.
- **Size and complexity of non-profit housing sector:** Economies of scale are hard to achieve for 80% of the sector, and the work is also very complex.

- **Governance and volunteer issues:** Organizations typically experience limited awareness of Boards responsibilities, limited availability of volunteers to assume these positions, and lack of profile for volunteerism on Boards of Directors, which may not be seen as the “sexy volunteerism” that is more visible.
- **Perceptions of a lack of credibility/prestige in respect to working within the NPS:** The sector is undervalued, and this reflects in funding allocations. In addition, the sector is perceived as a place to work long hours for low pay; there is no incentive to attract younger generations into the sector. This is the “helping sector” and the “volunteer sector”, and not seen as a career alternative.
- **The changing workforce:** This involves the exit of ‘baby boomers’ and entry of a new generation of workforce with different expectations, a greater emphasis on work-life balance, and a desire for more career flexibility.
- **Cultural diversity:** Visible minorities are not adequately represented yet within the sector.

Status

The BCNPHA Task Force has identified growing sector capacity as a key priority area. BCNPHA has developed educational programs in the areas of inter-sectoral partnerships, attracting and retaining volunteers more effectively, increasing the scope and professionalism of fundraising, and developing a proactive approach to strategic planning. Evaluating these projects and conducting action-oriented research in other areas will support the materials growth and capacity of the sector.

Stewardship Centre for BC

Background

The Stewardship Centre for BC promotes ecological stewardship by engaging British Columbians, increasing knowledge and understanding of healthy ecosystems, and building the capacity of stewardship organizations.

The Stewardship Centre has published a *Framework for Strengthening Stewardship in BC*. The framework provides an overview of the various capacity building opportunities, with the goal of helping organizations find funding, recruit and retain staff, and support volunteers. The development of this framework involved a survey of environmental groups to determine the priorities for capacity building and current gaps.

Human Resource and Labour Market Themes Identified

- **Human resource capacity is a high priority in the sector:** Stewardship organizations interviewed identified “people” as the top priority for developing organizational capacity. Staffing capacity looks at staffing levels, retention and reducing staff turnover, improving staff performance so that people reach their full potential, increasing motivation and morale, empowering staff, and the allocation of staff based on their skills to roles within the organization.

- **Need for volunteer management:** The majority of stewardship non-profits rely on volunteers in some way to accomplish their mission. Volunteer issues are not simply related to finding the right people. Organizations had mixed feelings about a heavy reliance on volunteers if dedicated resources are not available to manage them.
- **Need for Board development:** Many interview participants discussed issues with their Board of Directors. There was an equal mix of admiration for the dedication of individuals on the Board and frustration around several Board related issues such as: the lack of understanding of the role of Board members, the need for Board renewal and the resistance of the Board to fundraising. Areas of focus for Board capacity building include the composition of the Board, the commitment, involvement and support of Board members, strategic recruitment, roles and structures, Board effectiveness, training, and retention.

Status

The Stewardship Centre Framework recommends the development of human resource best practice, capacity building tools and resources collated in a single “hub” of information.

The Affiliation of Multicultural Societies & Service Agencies of BC (AMSSA)

Background

AMSSA is an affiliation of member agencies providing immigrant settlement and multicultural services in communities throughout British Columbia. AMSSA consists of 85 member agencies in over twenty-five communities throughout BC and continues to attract more members.

AMSSA’s Immigrant and Integration Coordinating Committee (IICC) is committed to improving immigrant integration services, developing client-centred policy, facilitating effective consultation, conducting meaningful research related to the needs of the sector, and developing professional standards in service delivery. The IICC recently completed a survey of *BC Newcomer Labour Market Service Needs: Frontline Perspectives from BC’s Immigrant Serving Agencies*. This study examines how to better support immigrants, refugees, and temporary foreign workers to attain and maintain appropriate employment

Human Resource and Labour Market Themes Identified

- **Specialized vs. general employment services:** Many newcomers require much more time intensive guidance than the Canadian-born on topics such as expectations, realistic goals and job-search processes.
- **Employment skills training:** Immigrant serving agencies recognize that at least 20% of newcomer job seekers require some kind of skills training/upgrading. However, since the mid-1990s there have been fewer options available to support newcomers to get specific workplace skills.
- **Specialized training:** For immigrants to find work, they often require specialized training supports, including computer skills, drivers’ licenses, First Aid certification and Food Safe

certification. Additional services are needed for workplace-related ESL, such as accent reduction, workplace culture and workplace communication. There is high variability of ESL training; in smaller communities ESL training is not complete enough to prepare newcomers to gain employment.

- **Employer engagement:** Immigrant serving agency staff members have in some cases begun working directly with employers to minimize barriers to the employment of newcomers (e.g. revising application forms, facilitating interviews and organizing work site orientation sessions). Many immigrant serving agencies are lacking the capacity and skills to work more directly with local employers to promote newcomer employment. There is interest for agency staff members to access training in communicating effectively with employers, and in having time and clear direction to undertake more direct employer connections.
- **Service eligibility and accessibility:** Recently arrived newcomers are not eligible for Employment Insurance (EI) benefits. In order to avoid family financial crises, newcomers commonly take “survival jobs” which are far below their education and experience. EI restrictions stop large numbers of immigrants from getting support to move out of survival jobs and into occupations for which their skills are better suited.
- **Innovation and flexibility:** Immigrant labour market service needs vary widely between client profiles and local labour markets. It is important to allow and promote innovation and flexibility within newcomer labour market services to benefit clients and communities. There are wide variations between BC regions in how Employment Assistance Services (EAS) programs are working specifically with newcomers. In some regions and communities, immigrant serving agencies have much flexibility in delivering EAS to meet various newcomer needs.
- **Understanding the labour market:** There is a strong need for labour market and related data to be well organized and accessible to all service staff assisting newcomers with employment.
- **Community service linkages:** Linkages are highly variable between immigrant serving agencies and other employment service agencies. It is very common that newcomers “bounce-back” to immigrant serving agencies after finding other agencies are less prepared to serve them. Barriers met by newcomers at other service providers include lack of cultural knowledge, lack of awareness about immigrant settlement issues and dynamics, poor “welcome” to ensure newcomers feel comfortable, incorrect assumptions about existing newcomer knowledge about Canadian systems and culture, and inappropriate coaching and resources for newcomers’ job search activities.
- **Supporting the “whole immigrant”:** Depending upon length of time in Canada and family situations, immigrants often require broad supports to attain and maintain suitable employment. General immigrant settlement services are well placed to provide immigrant supports on housing, children and families, transportation, social participation, and other matters necessary for immigrants to be stable in the labour market. All labour market services for newcomers should be linked with broader services, based on informed assessments of client settlement service needs.
- **Economic downturn and “economic scarring”:** It is very important to “get out in front” of the economic crisis with expanded BC settlement and labour market services in order to minimize economic scarring of immigrants – which has had long-term impacts on newcomers during previous economic downturns. With the economic downturn, immigrant service providers are switching their focus from supported client job search to increased direct contact with employers to make and maintain job connections.

Status

Although this particular study has concluded, AMSSA's Immigrant Integration Coordinating Committee continues to work with its member agencies to act on the issues identified above.

BC Association for Community Living

Background

BC Association for Community Living (BCACL) is a federation working with partners to build community and to enhance the lives of children, youth and adults with developmental disabilities and their families by supporting abilities, promoting action and advancing rights, responsibilities and social justice.

BCACL has compiled current research which shows that, contrary to misconceptions, people with developmental disabilities make valuable contributions to their communities, families, and to their workplaces when they have the proper supports and services available to them.

Human Resource and Labour Market Themes Identified

- **Ability to participate in the labour force:** A major barrier to labour force participation for some people with a disability can be their limitation or condition itself. The specific situation of a person with a disability may completely prevent them from working or limit the amount or kind of work they are able to do. Exploring the population that was completely prevented or limited in their ability to work provides insight into the gaps in labour force participation between people with and without disabilities and the scope of people who would not be able to work regardless of how supportive their work environment could be made.
- **Workplace accommodations:** Workplace accommodations are modifications to the job or work environment that can enable a person with an activity limitation to participate fully in the work environment. These modifications can include many things ranging from modified hours or duties and software or hardware modifications to structural items such as handrails or accessible washrooms. There are some major differences between the workplace modification requirements of people with disabilities who were employed versus those who were unemployed or not in the labour force. People who were unemployed or not in labour force tended to report much higher needs for workplace accommodations, which may have played a role in being unemployed or not in the labour force.
- **Perceived discrimination:** The final barrier to employment that is explored by this paper is perceived discrimination. Perceived discrimination against people with activity limitations, through discouragement or even exclusion, can be a difficult obstacle for people with disabilities. People who were already employed were the least likely to report discrimination followed by those who were not in the labour force and then the unemployed. For example, in 2006, 25.5% of unemployed persons and 12.7% of people who were not in the labour force believed that in the past five years, they had been refused a job because of their disability compared to 7.6% of employed persons.

Status

BCACL works in partnership with people with developmental disabilities, their families, and member community organizations to achieve its goals. The focus of the CACL work in 2009/10 includes:

- provide opportunities for self advocate and family education through communications, publications, and educational opportunities;
- To build the capacity of service providers to deliver high quality employment services and transition away from vocational approaches;
- To increase knowledge of Persons with Disabilities (PWD) benefits and employment income policy;
- To contribute to the development of additional, outcomes-oriented funding for employment supports;
- To strengthen partnerships with other groups that have an interest in employment of people with disabilities.

Other initiatives that address the employment needs of people with disabilities include Community Living British Columbia, the Province of BC's Disability Strategy, the Province of British Columbia's 10 by 10 Challenge, the Canadian Centre for Policy Alternatives, and SPARC BC.

COLLABORATIVE HR INITIATIVES

Social Service Sector Human Resource Summit

Background

The Social Service Sector Human Resource Summit was co-hosted by the Federation and the GNPI on May 6 and 7, 2009 in Vancouver.

The 52 participants that attended the two-day Summit, spanning frontline practitioners to senior leaders; regional, cultural and demographic diversity; and government, nonprofit and union representation.

The Summit's objectives were to:

- Bring together a diverse group of people to create a collective understanding of the labour force issues and HR capacity challenges that face the Community Social Services Sector work and volunteer force in BC;
- Develop a strategic and comprehensive HR plan for the Community Social Services Sector.

The Summit began by setting context for the discussion and familiarizing attendees with the work of the Federation and GNPI. This involved sharing the research conducted by the Federation over the past twelve months as part of the Recruitment and Retention Program.

Human Resource and Labour Market Themes Identified

- **Wages and benefits:** Compensation is a key consideration for attracting and keeping workers in the social service sector. Notably, a pay increase was not the only recommendation to the issue of wages. Dialogue emerged regarding an overall strategy to address equalizing the disparate wages and benefits across the sector such as wage differentials between workers in the community sector versus the government sector. Creating a sector pension plan for all employees was also seen as a key strategy.
- **Marketing and branding:** Branding the sector could involve articulating the value provided by social services to the community, distinguishing job positions and titles, emphasizing the social economic value of the sector, and defining the overall identity of the sector. Marketing strategies need to consider the 'life course' perspective, that is, unique and targeted approaches for groups such as children and youth in the schools, the immigrant community, Aboriginal communities, or those individuals in their later career who have more financial freedom and are looking for a shift towards a more meaningful career.
- **Increasing opportunities and workforce accessibility for the Aboriginal community:** This issue warrants unique considerations from Indigenous perspectives and considerations.

- **Increasing opportunities and workforce accessibility for the immigrant community:** Efforts to recognize internationally trained professionals and work experience outside of Canada was noted as a key strategy in the area of joining the sector workforce.
- **Flexible workplaces and employment practices:** These were noted as useful strategies in recruiting, retaining, and re-engaging workers and volunteers in the sector. Flexible workplaces also include the flexibility to engage in ‘career mapping and pathing’ within organizations and across the sector.
- **Leadership development:** Board, management, staff and volunteer and volunteer development were all identified as key components in a workforce strategy.

Although the defined scope of the plan was not agreed upon, there was consensus that it should focus on the social service sector within the context of the NPS. Additionally, the scope of the Strategic HR Plan should remain cognizant of the work and volunteer force within other subsectors of the overall NPS as well as other social organizations or affiliations. It was articulated that collaboration is key, and was recognized that strategies should not be formed in isolation from other sub-sectors.

The participants brainstormed strategies and actions and discussed factors associated with attracting employees and volunteers to joining the sector, retaining people within the sector and how to leave the door open for those exiting the sector. These strategies and actions are summarized in Appendix 2.

Status

The Social Service Sector HR Summit served as the first of many conversations that brought together a broad range of diverse stakeholders to discuss workforce issues. The Summit concluded on a positive note with a commitment to ongoing collaboration, goodwill and new relationships developed around the tables, and recognition that we are moving in the right direction towards helping the social service sector sustain and further building a strong, healthy and skilled workforce. Strategies developed at the Summit will inform HR planning on multiple levels in BC as well as directing priority areas for funding opportunities for the NPS Labour Market Partnership.

HR Council for the Voluntary and Non-profit Sector British Columbia Regional Forum

Background

On May 13, 2009, the HR Council and the Vancouver Foundation co-hosted a provincial forum to determine labour force issues and opportunities in the NPS. The BC Forum was one of five gatherings hosted by the HR Council across the country in the spring of 2009. The provincial forums are part of a larger Workforce Strategy Initiative designed to raise awareness of labour force issues and support organizations in their development of recruitment, training and retention plans.

More than 40 individuals representing a wide range of leaders from BC’s NPS and Provincial Government gathered in Vancouver for a day of discussion and action planning.

The Forum's objectives were to:

- Gain an understanding of national labour force issues and trends and forthcoming HR Council recommendations to the sector;
- Collectively explore strategies to address key workforce issues facing the NPS in BC;
- Further develop an Action Plan for the GNPI, sector leaders and related initiatives to advance the work over the next three years.

In light of the various national and provincial labour force issues presented, representatives from the non-profit sub-sectors of recreation, housing, environment, and arts and culture were given the opportunity to highlight the commonalities and differences within the particular sub-sector and between their sub-sector and the rest of the NPS.

Human Resource and Labour Market Themes Identified

- **Funding:** Participants identified a need for secure funding that provides stability and the ability to plan; develops clear mechanisms for funding that recognize the costs of doing business and links to benchmarks and core competencies; develops greater understanding between government, the NPS and the private sector of similarities and differences in roles and relationships between sectors; creates attractive non-profit workplaces with better staff compensation; accounts for training budget allocation within the funding process; establishes clear balance between funders' needs and service provider mandates; and develops adequate pension plan funding. Existing strengths and assets the sector can build on include strong leadership within the sector, competent capacity that can be enhanced and developed, existence of world-class, leading-edge service delivery models, and a positive framework for building better relations established by the GNPI.
- **Leadership:** Participants identified a need to develop leadership characteristics, roles and competencies; support and celebration of leadership at all organizational levels; champion, inspire, connect and support all styles of leadership; create a mechanism to identify emerging leaders; and develop assessment and performance measurement to support succession planning. Existing strengths and assets the sector can build on include retiring leaders, mentors and volunteers, diverse styles and competencies of the NPS's leadership, leadership inventory and training work.
- **Culture/attitude:** Participants identified a need for a changed external image of the NPS so that it is seen as a desirable career option and changed internal attitudes to portray desirable career options. Existing strengths and assets the sector can build on include promotion of passion and belief in what we do and our ability to make a difference; flexibility in managing work/life balance; work with motivated colleagues; and being community-based with the ability to tell the story from the ground-level.
- **Organizational capacity building:** Participants identified a need to realize effective sustainable organizations with the ability to achieve their missions; develop a central repository for HR support; develop affordable access to HR expertise around staffing and volunteers; and realize sustainable living wages for NPS employees. Existing strengths and assets the sector can build on include innovation and resilience, community and employee engagement, a value-driven and community-based sector, government acknowledgement of sector value, government

communication channels established through the GNPI, a history of working collaboratively, an increasingly diverse demographic, and strong Board leadership.

- **Youth, generational, and diversity issues:** Participants identified a need to develop a workplace, culture and environment responsive to the needs of youth, multi-generations and diversity; foster flexible organizational structures and resources supported by information technology and social networking capabilities; develop a labour force reflective of the demographics of our communities; recognize foreign experience and training; and value the experience and expertise of seniors as mentors and consultants. Existing strengths and assets the sector can build on include an experienced workforce, untapped expertise and knowledge from other sectors, value in the perspectives and strengths of youth, passion and sense of ownership, multiple points of entry into non-profit organizations, and an innovative and resourceful sector that is mission-based.

Participants noted the need to build on the work that has already been started by the GNPI, HR Council and other organizations instead of trying to reinvent the wheel. A number of participants raised the issue of the promotion and branding of the NPS to highlight the benefits of the sector's work and the positive impact organizations have on the quality of life in BC. Finally, participants expressed a need for the sector to have a single body which government can approach to address public policy issues relating to the NPS as a whole.

The strategies and actions developed to address the issues are summarized in Appendix 2.

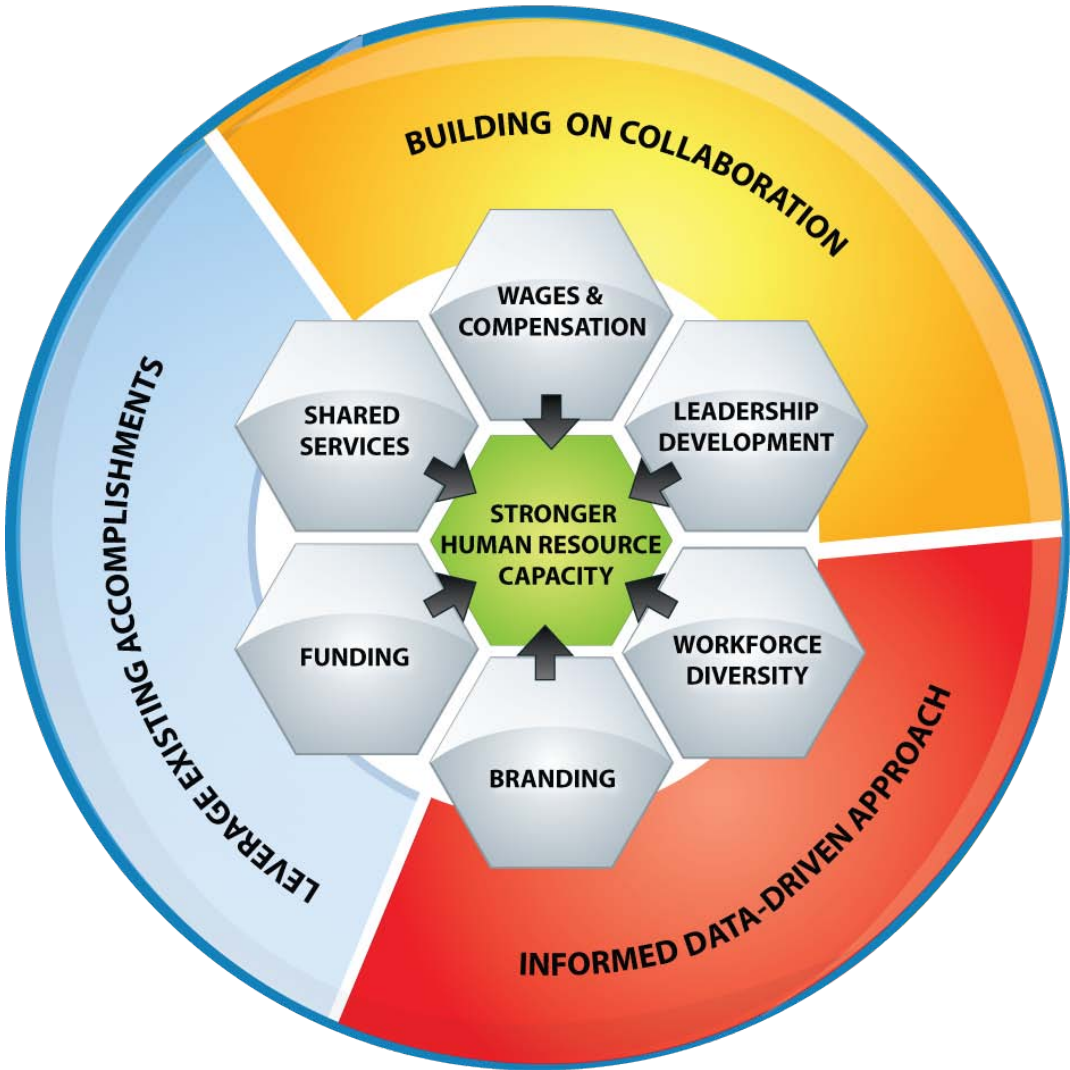
Status

The next steps to address the above HR issues will be to develop and implement solutions, engage in strategic collaborative efforts, build and share knowledge to create a learning culture, and work on the evolution of training by undertaking new partnerships with provincial government. Strategies developed at the Summit will inform HR planning on multiple levels in BC as well as directing priority areas for funding opportunities for the NPS Labour Market Partnership.

COMPELLING HUMAN RESOURCE ISSUES

Although there are notable distinctions between the various sub-sectors within the NPS, areas of shared interest in HR capacity development emerged. It was acknowledged that there are many organizations and groups that are building HR capacity in the sector through a range of initiatives and programs. The intent is to complement and build on this work. In particular, the GNPI is uniquely positioned to leverage its connections and resources to support positive change.

Throughout the research and consultation, three guiding principles and six key areas for action emerged for all HR capacity building activities.



Guiding Principle #1: The need for an informed data-driven approach

Participants in both events acknowledged the need for and value of data and information on demographics, labour force characteristics and underlying factors in order to develop appropriate strategies and actions. While data and information have been gathered by many organizations, ongoing collection and analysis will be necessary to inform actions, establish baselines and track progress and shifts in the workforce.

Guiding Principle #2: The priority to build on collaboration

Collaboration was viewed as a key strength in the sector. By working together to develop strategies and solutions in partnership with like-minded organizations, solutions can be more innovative, effective and resource-efficient. By building and sharing knowledge and information, the sector creates a culture that values engagement and mutual learning. Collaborative efforts and the development of shared services were viewed as key conditions for moving forward.

Guiding Principle #3: The need to leverage existing accomplishments

Many organizations have made very valuable contributions towards improving HR capacity in the province. Progress can be made by simply promoting, coordinating, and utilizing existing resources, knowledge, and tools in the community. Developing a central resource and information hub for existing tools can form the basis for improving HR practices. Further progress can be accelerated by developing and enhancing existing assets.

With these guiding principles in mind, the following five strategic areas for action emerged as the most pertinent to BC's NPS:

Action Area #1: Wages and Compensation

Initiatives throughout the country and province noted that the recruitment and retention of skilled staff is hindered by wages and benefits that are not commensurate with required post-secondary qualifications, job duties and responsibilities. In addition, similar skills, competencies and post-secondary qualifications command higher wages, more career longevity, and higher respect in other sectors such as government, business, education and health.

Potential strategies and actions include, but are not limited to:

- Review standards and benefits to develop standards for compensation within the sector.
- Explore a coordinated approach to pension planning and benefits across the sector (e.g. mobile pension plan).
- Develop standards for wages and compensation to promote parity across and between sectors
- Develop transferable wages, benefits, seniority across sector.
- Exploration of alternative compensation mechanisms (e.g. flexible work schedules).

Action Area #2: Leadership Development

Leadership development was identified as a critical component in developing HR capacity in the sector. Although support is required for all levels (Board, management, staff and volunteers), the strongest emphasis was placed on developing leadership capacity in management. There is emerging evidence that there may be some specialized skill gaps within the sector such as financial management, information technology, fundraising, and communications. Succession planning was identified as increasingly important as demographics suggest upcoming retirement of many senior leaders. In addition, it is important to consider leadership development at all stages of the career including field entry after post-secondary training, emerging leaders, established leaders, people who have left the field and returned, and second-career seekers who are entering the field from other sectors.

Potential strategies and actions include, but are not limited to:

- Support emerging leaders throughout the sectors through training and mentorship opportunities.
- Implement leadership exchange.
- Identify core leadership competencies across sub-sectors and develop integrated approaches to support ongoing professional development.

Action Area #3: Workforce Diversity

The need to welcome more diversity, including ethnic, cultural, and people with disabilities, into the labour force in BC was identified. A variety of specific strategies were identified to address and reduce barriers that preclude labour market participation for diverse groups, including community-focused actions such as outreach to diverse communities, improved connections with existing employment services, and specialized training.

Potential strategies and actions include, but are not limited to:

- Develop specific strategies to engage diverse communities to enhance sector workforce and volunteer participation.
- Identify key barriers to workforce and volunteer participation in the sectors and develop strategies to reduce barriers to participation, with a focus on individuals who have an interest in working or volunteering in the sectors.
- Develop specialized training for diverse population to fill gaps in sector labour and skill shortages

Action Area #4: Branding

Both internal and external sector branding were seen as important components to increasing HR capacity. Internal branding is focused on employee retention and involves communication within the sector to promote the commitment and fulfillment of the NPS to encourage individuals to stay in the sector. External branding is focused on raising the profile of the NPS in the community and attracting talented individuals to seek career opportunities in the sector. Key branding messages may focus on meaningful and satisfying work experiences, the opportunity to ‘make a difference’ in the world, the value of sector

work to the quality of life of British Columbians and opportunities for complete career streams (rather than occupations).

Potential strategies and actions include, but are not limited to:

- Improve the perceived public value of the sector through branding and social marketing.
- Focus on shifting the perception of the sector as drawing 'from' the economy to one of investment, building up social capital and consequent economic prosperity.
- Market the sector to diverse stakeholders with particular attention to younger generations, students from primary through to post-secondary school, Aboriginal populations, and immigrant communities.

Action Area #5: Shared Services

Small organizations are the most numerous and common type of organization in BC's NPS. These organizations often do not have the resources or capacity to develop comprehensive HR programs. Collaborative efforts across the sector, with education, immigrant service agencies, Aboriginal organizations, the private sector, and professional associations were noted as ways of gaining economies of scale in the sector and meeting the needs of small organizations. Information and resources on progressive workforce and volunteer policies and practices could be developed and shared.

Potential strategies and actions include, but are not limited to:

- Develop shared services to support and promote progressive human resource practices (e.g. shared HR services model).
- Develop and distribute progressive workforce policies and practice tools for the sector.
- Develop a core competency framework for the sector.
- Promote, utilize and coordinate existing resources and tools available.

Action Area #6: Funding

Stable funding is critical for organizations to conduct long-term planning and staff development. In addition, many funders do not currently recognize the need to include training and staff development funds in grants. A more comprehensive approach to funding has the potential to build stronger, more innovative, and more efficient organizations. Working in partnership with funders presents an opportunity for shared learnings on best practices and program development.

Potential strategies and actions include, but are not limited to:

- Work with funders to develop a two-way information sharing process to gain insight into best practices within the sector.
- Engage in discussions with funders about the potential for organization development funding and more stable funding arrangements that allow for long-term planning.
- Develop a better understanding of true costs associated with operations and organizational development.

NEXT STEPS

The GNPI's HR Advisory Committee and the NPS LMP at the Vancouver Foundation will be key resources in developing HR capacity in the province. These two groups will work together within the *three guiding principles* and *six action areas* noted above to develop and implement a comprehensive Strategic HR Plan for the NPS in BC.

A Strategic HR Plan will include the following:

- Goals and intentions for each action area
- Strategies, including short and mid-range initiatives to support the goals
- Detailed action plan to outline how to implement the strategies
- A map of current initiatives and HR resources in the province
- Outline of initiatives that might be funded as projects under the LMP agreement
- Identification of the key result areas in which the two committees must be successful in order to accomplish their objectives
- Monitoring and evaluation criteria to support continuous learning and quality improvement
- A communication plan to ensure widespread dissemination of resources, tools and knowledge
- Planning and creation of a Leadership Model with the capacity to represent and support the NPS's ongoing human resource management needs
- A risk management plan

Recommendations for next steps are as follows:

1. That the GNPI Leadership Council approve this report;
2. That this report be received by the GNPI HR Capacity Advisory Committee and the Vancouver Foundation's NPS LMP Advisory Committee;
3. That the LMP Advisory Committee use this document to guide the Labour Market Information (LMI) process. This process will validate, clarify, and prioritize projects within the six action areas identified in this document. This process includes an inventory of current HR capacity building activities and resources throughout the province, data collection and analysis, and development of a central repository of labour market information required to inform actions, establish baselines, and track progress and shifts in the workforce. The first phase of this work is scheduled for completion in November 2009.
4. That the LMP and GNPI HR Capacity Advisory Committees work collaboratively to use the strategic action areas identified in this document and the data generated by the LMI to develop a Strategic HR Plan for the BC NPS. This Plan is expected to be completed by March 2010.
5. That the LMP Advisory Committee use the Strategic HR Plan to develop an action plan and funding program. This activity is expected to begin in January 2010.

Appendix 1: GNPI Capacity Building Task Force, Recommended Strategies and Actions (May 2008)

	Finance a Sustainable Sector	Invest in Sustainable Human Resources	Develop Sustainable Governance for Mutual Accountability
Short-term Initiatives	<p>Address the challenge of sustaining stable financing for the wide range of resources essential to service delivery effectiveness and accountability of the non-profit sector.</p> <ul style="list-style-type: none"> • Create a flexible multi-year funding agreement framework that is both innovation and outcome focused and fits the non-profit business cycle. The framework should accommodate: fiscal year deadlines that differ from the provincial governments, retention of funding surpluses, and cost-saving incentives, among others. • Develop a common definition of full cost accounting for non-profits and a standard template for whole cost accounting. • Research financial model options for different sizes and types of organizations; train both sides in how and in what circumstances to apply these options. • Convene regular information and training sessions for ministry and not-for-profit representatives on new forms of contracting such as the recently introduced “collaborative community models” and “third party agreements”. • Identify and replicate current collaborative activities in the BC 	<p>Map the emerging range of community and organizational capacity building resources in BC.</p> <ul style="list-style-type: none"> • Analyze how this field is addressing: leadership development, succession planning, board training, targeted training in fund development, business development, partnership building/ collaboration, marketing/ communications and financial management. Use this info as the basis for the following strategy. <p>Convene a two-day human resource strategy development workshop to develop a strategic plan for enhancing the human resources of the non-profit and the Aboriginal not-for-profit sectors. Current capacity task force members should attend, along with other relevant representatives in both sectors. The HR plan should:</p> <ul style="list-style-type: none"> • establish priorities, timelines, financial model and required resources • outline developmental directions including accelerated leadership development programs, internship and co-op programs, and knowledge transfer initiatives • Articulate how to coordinate human resource development activities in each sector across the province. <p>Once the plan has been developed, an independent coordinating body should be created to implement and monitor progress.</p>	<p>Design and deliver a series of workshops to develop a common understanding of what constitutes mutual accountability for the relationship between the BC government, the non-profit and the Aboriginal not-for-profit sectors. Specifically, the workshops should address questions about how to define mutual accountability in a culturally responsive way and how to operationalize concepts of mutual accountability in particular contexts.</p> <p>Commence a project to re-think how the legal requirements of a non-profit can be changed to accommodate the governance structures and cultural accountability methods of Aboriginal peoples.</p> <p>Develop a province-wide education and development plan for the full range of not-for-profit organizational capacities.</p> <p>Research and design a learning program with and for government, the non-profit and Aboriginal not-for-profit sectors, to gain knowledge and skills for how to use accountability measures as a management tool.</p>

	Finance a Sustainable Sector	Invest in Sustainable Human Resources	Develop Sustainable Governance for Mutual Accountability
	<p>context that enhance “horizontal” integration within and between government, the non-profit and Aboriginal not-for-profit sector and their larger communities.</p> <p>Initiate a conversation among stakeholders that addresses the question about how to change the focus (i.e. language and program/service logic models) of contract agreements from a narrow concentration on outputs to a focus on social and health outcomes.</p>		
Medium-term Initiatives	<p>Develop a structure that facilitates the development of cross-sectoral and cross-ministry partnerships that are focused on exchanging information between the not-for-profit, the Aboriginal not-for-profit, government and the larger community.</p> <p>Create an RFP process that reduces the costs, risks and labour-intensiveness for not-for-profits; this could include standardizing and harmonizing the process within government and across ministries.</p> <p>Promote opportunities for government and the NPS to partner on capital assets, particularly facilities, and invest in processes for partnership development wherever mutually beneficial arrangements can be achieved.</p> <p>Establish a Social Innovation Fund for</p>	<p>Create an inter-ministerial and inter-sectoral HR network in BC. The federal Human Resource Council for the Voluntary Sector is currently involved in several projects related to human resources in the voluntary sector and could possibly act as a coordinating source of development activity in BC.</p>	<p>Based on the outcome of the exercise to conceptualize mutual accountability, establish culturally responsive mechanisms and guidelines that empower stakeholders to enhance each sectors’ capacity to practice accountability and advance their respective social and health development goals.</p> <p>Based on the conversations about moving programs and service delivery models toward outcomes-based models, research, design and implement a series of projects that are conceived according to the logic of an outcomes-based model.</p> <p>Develop an “information clearing house” on applied social research occurring through government, the non-profit and Aboriginal not-for-profit sectors and the academic community. The clearing house should be co-managed and quality of information jointly assessed by stakeholders in each sector.</p>

	Finance a Sustainable Sector	Invest in Sustainable Human Resources	Develop Sustainable Governance for Mutual Accountability
	the non-profit sector, to enable field innovation and new program development.		<p>Establish a periodic applied social research roundtable of relevant organizations, government and academic institutions to elicit input for the clearinghouse design and function, as well as to identify new priority areas for applied social research in BC.</p> <p>Develop a long term strategy that outlines how government can effectively exercise its ability to convene stakeholders in policy formation processes and the most appropriate ways that the non-profit and Aboriginal not-for-profit sectors can inform such processes. The strategy should also outline how to resource collaborative initiatives such as future versions of the GNPI, as well as structures that facilitate mutual accountability.</p>
Long-term Initiatives		Establish HR “Centres of Excellence” in each of the regions throughout the province, leveraging existing assets such as volunteer centres and regional ministry offices. The centres should begin with a focus on HR but could develop into more diverse institutions.	Recognize and reward best practices in governance practices for mutual accountability and develop new capabilities for mutual accountability across sectors that are based on need, consensus, and/or smart practice from within BC and other jurisdictions.

Appendix 2: Recommended Strategies and Actions

HR Council for the Non-profit and Voluntary Sector

Issue	Recommended Strategies / Actions
Attracting and developing the people organizations need	<ul style="list-style-type: none"> ▪ Foster innovation in the HR support provided for small organizations. ▪ Implement norms or standards for good HR management. ▪ Engage Boards of Directors on their roles and responsibilities related to effective HR management. ▪ Develop and implement standards for good Board governance that include standards for being a good employer. ▪ Engage with and work cooperatively with organized labour/unions where they exist. ▪ Build community capacity to support small organizations, share information, resources and good practices. ▪ Develop and implement cost-effective pooled services for small organizations (e.g. pension plans). ▪ Develop and implement HR management services and supports for small organizations. ▪ Continue to create and provide HR management tools and resources and expand organizations' access to them. ▪ Access information and resources available in the commercial marketplace and companies.
Benefitting from a full range of talent	<ul style="list-style-type: none"> ▪ Champion HR management practices and policies that model inclusion. ▪ Find new ways for the sector and individual organizations to reach out to people on the margins of the labour force. ▪ Provide practical information that will help organizations identify unintended barriers and remove them. ▪ Provide financial incentives (e.g. debt relief to students) for choosing a career in the sector. ▪ Challenge culture of organizations and the sector regarding rewarding an unhealthy work-life balance (e.g. long hours, overwork).
Ensuring financial resources to sustain the sector's labour force	<ul style="list-style-type: none"> ▪ Convene government representatives from across the country to examine policies and regulations that frame contracts and sector activity. ▪ Consider the possibility of turning down projects with funding that is out of line with principles. ▪ Create information that supports decision-making in line with the funding principles and disseminate it to decision-makers on Boards and in executive roles. ▪ Conduct research to establish benchmarks. ▪ Provide stakeholders and funders with information aligned with the funding principles to support their negotiations. ▪ Provide how-to tools for identifying costs to include and points to make a compelling case for financial resources to fulfill the mission by having the right people in place with the right skills.

<p>Promoting the value of work in the sector</p>	<ul style="list-style-type: none"> ▪ Identify target audiences and gather knowledge about their current perceptions about work in the sector to inform the development of key messages and strategies for getting these messages heard. ▪ Create research-based information about the wide range of occupations the sector encompasses and getting the word out, particularly to young people. ▪ Challenge expectations within the sector that long hours and low pay are the way it is. ▪ Create tools to demonstrate outcomes and show how much the sector’s work is worth and the difference it makes. ▪ Identify a high profile champion to promote the value of work in the sector and the value of the sector.
<p>Focusing on Research and Development</p>	<p>Examples of concrete actions that respond to this recommendation could include:</p> <ul style="list-style-type: none"> ▪ Identify the information needs of the sector and segments of the sector ▪ Develop a long-term strategy for identifying and monitoring workforce demands ▪ Research long-term workforce requirements ▪ Develop research collaborations with academics ▪ Gain recognition of this sector in labour force research ▪ Engage local and regional sector networks to disseminate empirical information to the sector ▪ Develop benchmarks ▪ Undertake research on specific areas such as: <ul style="list-style-type: none"> • The state of learning and professional development in the sector • Key occupations and core competencies • Determining appropriate pay levels • Generational differences in attitudes and perceptions about work in the sector • Unionization in the sector • The HR and skills implications of new structures for organizations and models for cross-organization collaboration • Perceptions of employment in the sector (What do people think?) • Innovations in funding as they affect employee recruitment and retention and HR management

Cultural Human Resource Council

Issue	Recommended Strategies / Actions
Career-long learning	<p>Immediate activities:</p> <ul style="list-style-type: none"> ▪ Develop competency charts and profiles to identify career-long learning needs. ▪ Adapt an inventory of competency charts and profiles developed by other organizations in Canada. ▪ Identify needs <p>Medium and long-term activities:</p> <ul style="list-style-type: none"> ▪ Coordinate training within unions, including certification. ▪ Promote corporate secondments. ▪ Develop a national inventory of professional development opportunities. ▪ Pursue incentives for career-long learning through granting bodies, arts organizations, unions and professional associations. ▪ Improve online learning opportunities.
Management	<p>Immediate activities:</p> <ul style="list-style-type: none"> ▪ Deliver workshops in major urban centres to promote HR management practices and the use of the HR tools. ▪ Enhance HR tools with a document overviewing HR management, benefits, and pension plans. ▪ Undertake a survey of graduates of university and college cultural management courses. ▪ Oversee the development of a competency chart and profile for cultural managers. ▪ Commission a feasibility study on certification of cultural managers aimed at recognizing experiential learning as well as consistency among post secondary education and training. ▪ Oversee the development of a toolkit for Board/management relationships. ▪ Develop a document that explores the benefits, challenges, requirements and opportunities of career in arts management. ▪ Continue to work with partners to keep information on arts administration courses up to date and available. <p>Medium and long-term activities:</p> <ul style="list-style-type: none"> ▪ Develop certification for cultural managers. ▪ Improve compensation and working conditions for cultural managers. ▪ Undertake a training needs and gaps analysis of cultural management training and professional development. ▪ Provide accessible short-term professional development courses for mid and senior managers. ▪ Facilitate job sharing among similar organizations. ▪ Create mentoring programs which compensate experienced managers who train new managers “on the job”. ▪ Encourage sabbaticals for senior managers. ▪ Develop a “flying squad” of expert cultural managers to assist small organizations with management problems.

Self-employment	<p>Immediate activities:</p> <ul style="list-style-type: none"> ▪ Create training programs in business skills; promote integration of content in “The Art of Managing Your Career” into education sector courses. In addition, a Teacher’s Guide to accompany the manual will be developed in the coming months to encourage the use in colleges and university. ▪ Provide training in export marketing; CHRC is conducting workshops on export marketing skills, based on its competency chart and profile across the country. CHRC will develop a cultural supplement to the Going Global workshop developed by the Forum for International trade and training. ▪ Disseminate information on private benefit and pension plans. CHRC will assist professional associations to consider the possibility of providing some group benefit coverage to their members. CHRC will also work with researchers and organizations within and beyond the cultural sector to constructively work with policy makers to address this growing need in a highly self-employed sector. <p>Medium and long-term activities:</p> <ul style="list-style-type: none"> ▪ Work with the sector to explore funding models to assist the self-employed to access training programs including a registered income training programs for the self-employed, the Quebec 1% program, and programs in other countries for the self-employed to access training Certification for cultural managers.
Ongoing support	<ul style="list-style-type: none"> ▪ Provide an up-to-date website with the widely acclaimed <i>CultureWorks.ca</i> job opportunities board. ▪ Develop research and statistics to support informed HR planning. ▪ Create career development products such as “<i>The Art of Managing Your Career</i>”, the information resource managers <i>Learning Guides</i>, and competency charts and profiles. ▪ Deliver internship programs to help young people enter the cultural workforce. ▪ Establish regular communication with members on relevant cultural HR issues and development. ▪ Communicate with the Board sector through national forums and regional meetings. ▪ Communicate with the education sector at the high school level about the potential for careers in culture. ▪ Communicate with post secondary institutions about training needs. ▪ Collaborate with provincial partners to encourage wide and coordinated support for HR needs in the culture sector across the country. ▪ Build a network of regional contacts with responsibility to identify the need for and facilitate the delivery of HR initiatives across the country.

Child Care Human Resource Sector Council

Issue	Recommended Strategies / Actions
Sustainable Infrastructure	<ul style="list-style-type: none"> • Work with key stakeholders in the ECEC sector to identify priority areas for infrastructure development and provide corresponding resources and capacity building support for the development of such infrastructure.
Internal HR Capacity	<ul style="list-style-type: none"> • Self-organize into a recognizable group (e.g. employer council) to increase HR capacity, achieve HR efficiencies, share knowledge and develop infrastructure. • Provide collective leadership for members to advance HR practices and capacity. • Organizations and individual employers collaborate to help share knowledge and experience regarding the HR role of the employer/administrator in ECEC. • Establish regulations or licensing standards regarding training requirements or credentialing of ECEC administrators or supervisors (overseen by government in some jurisdictions). • Develop curriculum regarding the technical aspects of HR management techniques for recruiting, screening, hiring, orienting, supervising and evaluating staff; in addition to planning professional development and knowledge of employment standards and legislation. • Develop tools, templates and resources based on existing resources, such as those produced by the HR Council for the Voluntary and Non-Profit Sector.
Human Resources Leadership	<ul style="list-style-type: none"> • Individual employers share knowledge and develop opportunities to gain experience regarding the leadership role of the employer/administrator via formal and/or informal networking opportunities. • Share organizational knowledge and facilitate opportunities for employers to gain experience regarding their leadership role (such as leadership skills required to successfully motivate staff and manage conflict).
Ongoing Support	<ul style="list-style-type: none"> • Provide supports, incentives and information to employers/administrators about the requirements of and how to obtain further education and/or professional development regarding leadership roles (e.g. staff motivation, conflict resolution, team building, and pedagogical leadership). • Develop curricula focused on the leadership role of the employer/administrator in ECEC. • Provide information regarding the leadership role of the employer/administrator in ECEC through dissemination of the <i>Occupational Standards for Child Care Administrators</i>. Provide information about how they can be used to i) develop curricula for training related to employers/administrators; and ii) to accredit programs providing training on the leadership role of employer/administrator.

<p>Respect for the ECE profession</p>	<ul style="list-style-type: none"> • Employers/employer councils share information on exemplary practices and the benefits of such practices among themselves and with the general public. Employers encourage/support staff to be part of professional/ ECEC organizations. Employers maintain membership in professional/ECEC organizations to act as an example for staff. Employers encourage participation in quality enhancement practices/activities. • Publicly recognize exemplary practices in ECEC (e.g. appreciation days, awards, honours). • Establish funding policies to enable employers to support staff (e.g. hiring support staff, paid planning time, staff room, breaks), thereby helping develop a culture of professionalism in the sector. • Support sector stakeholders to develop social marketing/promotion strategies for the ECEC sector, describing the benefits to children, families and society of exemplary ECEC. • Continue to communicate the findings and recommendations from the <i>Career Promotions and Recruitment Strategy</i>.
<p>Recruitment of Qualified Staff</p>	<ul style="list-style-type: none"> • Provide both monetary and non-monetary benefits and a positive working environment, to increase effectiveness of staff recruitment and retention efforts (thus reducing the frequency of recruitment needs in the long term). • Develop resources and infrastructure support to assist the sector to recruit high quality staff. • Support sector stakeholders to develop social marketing/ promotion strategies for the ECEC sector; provide financial supports to help attract high quality individuals to the sector; develop tracking processes for any recruitment/retention plan to ensure measurable results of any initiatives. • Ensure curricula and training provided are in line with the needs of employers by maintaining active advisory committees that have some employer representation; actively encourage high quality students to pursue careers in the ECEC sector by developing and providing information for high school counselors. • Work with key stakeholders in the ECEC sector to support the sector as a whole with the goal of promoting the occupation of ECEC as a professional endeavour and attracting high quality students and staff.
<p>Retention of Qualified Staff</p>	<ul style="list-style-type: none"> • Provide both monetary and non-monetary benefits (e.g. time off for and registration costs of professional development, extended health benefits, staff break rooms) and a positive working environment, with the aim of increasing job satisfaction and retention. • Labour organizations work with ECEC/professional organizations and/or employer councils to identify or offer potential solutions regarding retention. • Provide financial supports to employers and/or employees to encourage retention of existing ECEC staff. • Provide training to those in leadership positions on effective practices for retaining staff (e.g. effective leadership strategies, positive and professional work environments and healthy workplace practices). • Work with key stakeholders in the ECEC sector to promote the sector as a whole.

<p>Training</p>	<ul style="list-style-type: none"> ● Acknowledge training as a benefit to providing high quality, effective ECEC and subsidize the cost of employee training (current or future employees); provide on-the-job orientation and training to ensure new staff are aware of roles/responsibilities. ● Provide financial supports to encourage individuals to pursue post secondary training; introduce province/ territory-wide curriculum frameworks for training; examine potential for provision of alternative methods of ECE training delivery; ensure actions dedicated towards training are made in concert with actions for recruitment/ retention, and work with other jurisdictions to support the development of pan-Canadian occupational standards, common curricula and portability/recognition of credentials where feasible. ● Create a culture of professionalism that reinforces the importance of adequate training and recognition and portability of credentials, and work with partners to provide supports (e.g. bursaries, scholarships for recognized training). ● Review programs and curricula to ensure training meets the needs of the sector; offer training that is in line with provincial/territorial curricula; develop alternative modes of training to facilitate a greater range of students. ● Work with key stakeholders in the training/pedagogy area of the sector to ensure training is meeting the needs of the sector; communicate key competencies necessary to be able to work in the sector.
<p>Professional Development</p>	<ul style="list-style-type: none"> ● Work collectively to encourage and facilitate staff training/professional development opportunities; where relevant opportunities are not available, work collectively to obtain desirable opportunities (e.g. work with professional associations, unions, or arrange professional development together). ● Act as a training/professional development provider or broker to deliver expert and high quality professional development opportunities consistent with established standards; establish professional resource centres. ● Provide financial incentives or assistance to encourage/facilitate further training/professional development for both employers/administrators and their staff; provide operational funding for professional resource centres to help develop infrastructure; act as a training/ professional development provider or broker. ● Examine the potential for professional development in unique ways (e.g. distance education, on-site training). ● Continue to promote the findings from the training strategy project and the key skills, knowledge and abilities identified in the <i>Occupational Standards for Child Care Administrators</i>.
<p>Compensation</p>	<ul style="list-style-type: none"> ● Work with publicly funded groups to help resource HR capacity and infrastructure; employers should share information with each other and act with a collective “voice” when dealing with issues related to compensation. ● Collaborate with ECEC employees in the collective bargaining process; lead strategies to develop resources, tools or employer councils to help employers provide increased wages or benefits. ● Develop legislation to increase dedicated funding levels for ECEC compensation. ● Instill in students receiving training that ECEC is a profession and should be recognized and compensated as such. ● Continue to publish reports/documents that detail the wage and compensation issues facing the sector; share innovative practices and strategies through publications or websites.

United Community Services Co-op Leading Change, Strategies and Actions

Issue	Recommended Strategies / Actions
2009 Action Plans	<ul style="list-style-type: none"> ▪ Explore the development of tech-based mechanism and information sharing events for funders to share aggregate data on basic program development, best practices and lessons learned. ▪ Explore the possibility of creating the infrastructure to act as a collaborative voice for government relations, public policy, research and analysis, opinion polling capacity, and public relations. ▪ Build partnerships in and out of the sector to support our knowledge base and information sharing regarding recruitment and retention. ▪ Develop a mechanism (e.g. event, on-line tools) to collect and share information about the NPS labour force. ▪ Provide resources for organizations to promote the sector as a great place to work. ▪ Map career pathways, models, and resources for leadership development at all stages. ▪ Investigate barriers to engaging emerging leaders and tools for overcoming them.
2007 Action Plans	<ul style="list-style-type: none"> ▪ Bridge being into doing by exploring and developing a process to help emerging leaders evolve into grounded, authentic leaders. ▪ Address cost pressures by collecting and analyzing information and statistics on the “true” (and rising) costs of doing business and offering services to community. ▪ Create cross-industry mentoring opportunities between the NPS and business. ▪ Promote healthy workplaces to promote and highlight the importance of work-life balance. ▪ Establish an emerging leaders network.
2007 Future Strategies	<ul style="list-style-type: none"> ▪ Understand the HR sector to capture a portrait of the nature of work in the sector and promote change. ▪ Undertake HR compensation surveys to provide comparative information towards improving compensation. ▪ Brand the NPS internally to establish a more positive frame of reference and to support external branding work that promotes the value and impact of the NPS to funders, stakeholders and the public.

Social Service Sector Human Resource Summit (The Federation of Community Social Services of BC and GNPI)

Issue	Recommended Strategies / Actions
Aboriginal Engagement	<ul style="list-style-type: none"> ▪ Provide community level training and develop other means to remove structural barriers to hiring Aboriginal people. ▪ Recognize prior learning and experience for job readiness. ▪ Showcase promising practices of existing Aboriginal engagement strategies. ▪ Convene a dedicated HR summit within Aboriginal community in order to explore issues and strategies unique to Indigenous population.
Immigrant Engagement	<ul style="list-style-type: none"> ▪ Illuminate promising practices of existing immigrant engagement strategies. ▪ Provide structural support for immigrant - social service professional associations. ▪ Create linkages and training opportunities between existing employment programs and the social services sector such as 'Skills Connect'. ▪ Convene a dedicated HR summit for Immigrant population focused on specific workforce issues. ▪ Examine hiring practices that may create barriers to hiring from immigrant populations. ▪ Develop a website /information hub specific to immigrant population. ▪ Create access to prior learning/experience assessment tool towards recognition of internationally trained professionals.
Marketing/ Branding	<ul style="list-style-type: none"> ▪ Develop a brand and HR strategy by engaging the whole sector; an expert could be hired to facilitate this work. ▪ Promote the brand through websites, in schools, by leveraging other funding and potentially job sharing. ▪ Quantify the efforts of the sector and promote the social economy. ▪ Develop a central website to standardize and distinguish job titles and preferred competencies.
Wages/ Benefits	<ul style="list-style-type: none"> ▪ Create a more open definition of benefits (to include childcare, flextime, training, post secondary tuition payment, housing allowance). ▪ Develop standards for compensation within the sector. ▪ Institute transferable wages, benefits, seniority across sector. ▪ Establish pension for non-union in addition to union employees.
Policy and Practice Support	<ul style="list-style-type: none"> ▪ Create templates/toolkits available to the sector such as an alumni toolkit to help organizations maintain relationships with staff that have left, an exit toolkit which includes templates for exit interviews, methods to acknowledge work of departing staff, cultural diversity acknowledgement, policy ideas to create more flexible organizations and opportunities for 2nd career fairs. ▪ Promote career mapping for the sector – illuminating the diverse possibilities for employment and volunteering.

Sector stakeholder collaboration	<ul style="list-style-type: none"> ▪ Create HR management information system for sector. ▪ Facilitate shared community training. ▪ Encourage shared regional casual labour pools. ▪ Collaborate with post secondary institutions to develop enrolment strategies; increase field placement options etc. ▪ Collaborate with secondary schools to create credits for volunteering within social service type organizations. ▪ Establish wage parity across the sector.
Leadership, support, training and development	<ul style="list-style-type: none"> ▪ Support leadership capacity building within the sector. ▪ Enhance mentorship options across the sector. ▪ Facilitate leadership exchanges between public sector and social services sector. ▪ Establish web based training across sector. ▪ Create one year post degree program for individuals from other disciplines to engage in studies and practice related to the social services sector.

BC Regional Forum (HR Council for the Voluntary & Non-Profit Sector and Vancouver Foundation)

Issue	Recommended Strategies / Actions
Funding	<ul style="list-style-type: none"> ▪ Create a coordinated approach for pension-planning for the non-profit sector. ▪ Review HR Council research on core competencies for smaller organizations in BC to explore adaptability. ▪ Undertake engagement around longer-term funding.
Leadership	<ul style="list-style-type: none"> ▪ Identify emerging leaders by reaching out to post secondary institutions and developing a leadership institute to develop and train individuals. ▪ Identify tangible skills needed for leadership (e.g. finance, human resource management, generative thinking, resiliency and leadership by example). ▪ Create an inventory of leadership initiatives and what the NPS needs to be doing to support universal training around leadership competencies.
Culture/Attitude	<ul style="list-style-type: none"> ▪ Change the language and image by hiring a branding specialist to build a brand across the sector. ▪ Quantify the benefits of the NPS to the economy (e.g. benefits of working for non-profit organizations). ▪ Create heroes in the NPS by teaching people in the sector to tell their stories. Internally brand so employees can be ambassadors. ▪ Partner with the education system to promote non-profit organizations as a viable employer. ▪ Work with the private sector to build partnerships in social responsibility.
Organizational Capacity Building	<ul style="list-style-type: none"> ▪ Identify gaps and research what models exist around the world with all research findings flowing to the GNPI as an information depository. ▪ Look at potential for shared HR services such as tool development and training programs. ▪ Develop core competencies and standards for the sector.
Youth, Generations and Diversity	<ul style="list-style-type: none"> ▪ Rebrand the NPS by talking about what's great about working in the sector (e.g. calling it the social capital or mission-based sector). ▪ Help new groups to understand the steps needed to become viable non-profit organizations (e.g. need to become a society). ▪ Define benchmark standards for NPS working conditions. Ensure standards include youth and different generations of the labour force.