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New Brunswick Regional Forum
Proceedings Report



HR Council for the Voluntary & Non-profit Sector

The HR Council for the Voluntary & 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 non-profit sector.

Our priorities are to:

- Build and share knowledge
- Promote good HR practices
- Foster training and learning opportunities
- Provide leadership on HR issues
- Engage voluntary and non-profit organizations in our work

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The logo for Canada, featuring the word "Canada" in a serif font with a small Canadian flag above the letter 'a'.

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The HR Council for the Voluntary & Non-profit Sector (HR Council), co-hosted with Volunteer Centre of Southeastern New Brunswick Inc. (The Volunteer Centre) and the Community Non-Profit Organizations Secretariat (the Secretariat) the Voluntary & Non-Profit Sector Workforce Strategy Forum held on June 2, 2009 in Moncton, New Brunswick.

The New Brunswick Forum was made possible thanks to the efforts of numerous individuals and organizations. Coordination and funding for the forum was provided by the HR Council.

Co-hosts Annette Vautour-MacKay, executive director of The Volunteer Centre, and Nicole Smith, executive director of the Secretariat, gave presentations at the forum along with Joanne Linzey, a project manager of the HR Council. Dal Brodhead facilitated the forum. John Thompson, Enterprise Greater Moncton, was the guest speaker.

The forum was recorded by Debbi LeBlanc of The Volunteer Centre, and we thank Penelope Hutchison for preparing the report on the proceedings. Finally we wish to thank the more than 40 key decision-makers from both the provincial government and the non-profit sector who attended the forum.

Annette Vautour-MacKay

Forum co-chair
Executive Director
Volunteer Centre of Southeastern New Brunswick Inc.



Joanne Linzey

Forum co-chair
Project Manager
HR Council for the Voluntary & Non-profit Sector

HR Council
for the
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Nicole Smith

Forum co-chair
Executive Director
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Proceedings Report

HR Council for the Voluntary & Non-profit Sector *New Brunswick Regional Forum*

More than 40 individuals representing a broad range of New Brunswick's senior government and non-profit stakeholders gathered together in Moncton to discuss labour force issues and engage in action planning.

Foreword

The HR Council, along with the Secretariat, hosted a provincial forum to examine national and provincial workforce issues in the non-profit sector. The New Brunswick Forum was one of five gatherings which occurred across the country throughout the spring of 2009. Along with individual proceedings reports highlighting the results of each forum, a synthesis report summarizing all the forums is available on the HR Council's web site.

More than 40 individuals representing a broad range of New Brunswick's senior government and non-profit stakeholders gathered together in Moncton on June 2, 2009 to discuss labour force issues and engage in action planning. (See Appendices A and B for the day's agenda and list of participants.)

The purpose of the day was to:

- Gain an understanding of national labour force issues and trends and discuss forthcoming HR Council recommendations to the sector.
- Identify key workforce issues facing the non-profit sectors in their own workplaces.
- Begin to develop strategies to address the issues.

This report summarizes the dialogue and highlights the key issues and decisions resulting from the forum.

Welcome

The HR Council is co-hosting five provincial forums as part of a national initiative to raise awareness and start conversations about potential strategies to deal with labour force issues facing the sector. The forums will create three new resource tools:

- A synthesis report from the forums
- A report: *Developing a Non-profit Workforce Strategy: The Alberta Story*, that documents the evolution of the workforce strategy development process in Alberta
- A Labour Force Strategy Guide designed to assist organizations in the development of labour force activities and strategies

All three resource tools will be completed by September 2009 and available for download on the HR Council's website.

The national context

The HR Council was established in 2005 to address issues of paid employment in the non-profit sector. It is one of approximately 33 councils created by the federal government. The HR Council undertakes labour studies and facilitates research and development of resource tools and kits to assist the non-profit sector in tackling its workforce issues. The HR Council's strategic priorities are to:

- Build and share knowledge
- Promote good HR practices
- Foster training and learning opportunities
- Engage non-profit organizations in our work
- Provide leadership on HR issues

The HR Council's Labour Force Study is a three-part initiative taking a comprehensive look at paid employment in the non-profit sector. The first report diagnoses the labour force issues and challenges facing the non-profit sector. The second report is a national survey examining the players in the sector, from employers to employees. The third and most recent report, *Toward a Labour Force Strategy for the Voluntary and Non-profit Sector*,

offers recommendations for a national labour force strategy for the sector.

All three reports are available on the HR Council's website

Sector at a glance

Highlights from the findings of the first two HR Council labour force reports provided participants with a comprehensive overview of the state of the non-profit sector's workforce.

- 1.2 million paid staff representing 7.2% of the national paid workforce
- 75% of organizations have fewer than 10 employees; larger organizations employ half of the total labour force
- Paid employees are on average 45 or older (83%)
- 71% have post secondary education
- 10% of employees were born outside Canada (compared to 20% in the Canadian labour force)
- 14% are in temporary jobs
- 70% have non-wage benefits (varies according to size of organization)
- Almost all employees have health benefits (however, there are few employee assistance programs)
- 21% belong to a union (compared to 32% of the Canadian labour force)
- Overall employee satisfaction is high (89%)

Key challenges particular to the sector's composition include:

- Mission driven and governed by volunteer boards
- The range of what the sector does varies greatly with multiple sources of funding
- Corporations, individual donors, special events, government, etc. all have different outcomes and reporting requirements
- There are big issues around sustainability; project staff more likely to be hired and with funding for only ten months to a year

The HR Council's survey provides a better understanding of national workforce issues. For instance, it revealed issues with respect to compensation for overtime, limited opportunities for training and advancement for paid staff, and fundraising and technology skills, that need to be addressed to support a thriving non-profit sector in Canada.

The New Brunswick context

The Community Non-Profit Organizations Secretariat

The Secretariat was created by the provincial government in response to recommendations resulting from the Premier's Task Force on the Community Non-Profit Sector document Blueprint for Action.

The Secretariat created an advisory committee which has been in place since February 2009. Nicole Smith said it has been hearing a lot about the need for multi-year funding and reduction of red tape as well as a need for training in the area of fundraising. However, the Secretariat has not heard a lot about health benefits or HR issues from the sector to date.

One of the challenges for New Brunswick's non-profit sector is its vast size coupled with a diversity of capacity levels and needs. The Secretariat is currently networking with individuals, organizations and even at a regional level to implement several recommendations such as providing access to training in government. For example, the next time there are regional meetings scheduled, the Secretariat will provide a training component alongside. In addition, an initiative is underway to work with youth in colleges and universities to expose them to the non-profit sector. A research project was completed in January 2009 with 100 youth which provided an opportunity to hear youth perspectives on issues and provide them with information on career opportunities available to them in the sector.

While still in its infancy, the Secretariat is hoping to grow under the guidance of the advisory committee. It is the key point of contact for non-profit organizations in New Brunswick and is working collaboratively to bring non-profit organizations together. The Secretariat has begun to

implement a strategic plan, based on Delivering on the Blueprint, which has more than 100 recommendations to improve government/non-profit sector relations and sector sustainability. It is collaborating with partners in both government and the non-profit sector to implement recommendations that need to be addressed in the short and long-term.

The Greater Moncton Social Development Agencies Report

Growing concerns within community agencies about the sustainability of Greater Moncton community services led to an innovative partnership between The Volunteer Centre, the United Way and Enterprise Greater Moncton. Concerns such as the adverse effects of rapid growth on service delivery led to these organizations working together pro-actively to bring the issues forward. Community agencies started to look for avenues to be able to describe the impact at a municipal level but could not find a way to determine the economic impact as no models existed. Instead they decided to develop one and a survey was created by Enterprise Greater Moncton.

John Thompson, CEO of Enterprise Greater Moncton, talked about the purpose of the survey to determine the economic impact of the region's social services agencies. The survey, started in the Fall of 2008, examined what is being done directly and indirectly with volunteers and determined the costs associated with that as well as taking an in-depth look at the sector itself.

The survey report, The Greater Moncton Social Development Agencies: Their Economic Status and Challenges, revealed community agencies are valuable employers with \$22 million dollars spent on payroll. However, the sector has a high turn-over of employees and many young people do not stay in the sector for long due to below average salaries. The survey also looked at where volunteers come from and found that many people want to retire in Greater Moncton and therefore organizations need to find ways to attract these skilled and experienced retirees as volunteers. Volunteering connotes a \$15.7 million savings to the government in terms of the labour output volunteers put into community service delivery.

One of the biggest problems the survey found

for non-profits is that organizations do not have secure funding. They are constantly applying for projects which are short-term funded but organizations want to be able to access more secure funding sources.

Enterprise Greater Moncton has a partnership with the business community, currently working with 200 companies with 500 to 10,000 employees. To help the non-profit sector, Enterprise Greater Moncton has lowered their membership rates to \$250 exclusively for non-profit organizations and has designated a board member from the non-profit sector.

Key issue identification

The focus of the day was on the identification and prioritization of critical labour force issues for New Brunswick's non-profit sector. With national labour force issues identified through the HR Council's work and the state of New Brunswick's non-profit sector put in context, participants took on the challenge of pulling out from their own experience and expertise what they believed to be the key HR issues facing New Brunswick's non-profit sector.

Breaking into small groups, participants engaged in thoughtful and lively dialogue and debate. Six key themes arose out of these discussions.

- Governance/leadership
- Recruitment & retention
- Succession planning
- Training & learning
- Funding
- HR management

Each group reported back on their discussion, highlighting specific issues they felt needed to be addressed in the near future and over the long-term to assist the non-profit sector.

Key issues

Group 1:

- Funding and the whole provincial budget process (e.g. when government finds out when they get their budgets, community groups only learn about it months later)

- Government and community services need to do their work differently

Group 2:

- Succession planning; having a plan and resources to implement the plan
- Having adequate staff to manage HR issues
- Pay rates: staff is becoming the working force and some agencies are not paying non-profit organizations adequately

Group 3:

- Recruitment and retention of staff and volunteers including salaries and benefits
- Succession planning and leadership; need proper training initiatives

Group 4:

- Labour market lack of statistics; would be able to have more power with more information

Group 5:

- Employee retention, salary and benefits, advancement
- Aging workforce and problems with succession planning

Group 6:

- Appropriate salaries and compensation
- Hiring process
- Need for improvement in some working conditions

Building on strengths

With key issues identified, participants moved forward with the work of finding innovative ways to address the labour force challenges and opportunities facing New Brunswick's non-profit sector. In small groups, forum attendees addressed the six key issues by answering the following questions:

- What is the desired outcome (in 3 years)
- What strengths and assets do we have to build on

- Who could be the partners in working collaboratively on this issue
- What are some concrete action steps – in the next six months and who could undertake them

After the discussion, participants reported back, highlighting for their particular issue what they determined to be the desired outcomes, strengths and assets, potential partners and action steps.

Key theme 1: Funding

Desired outcome

- Self sustainability
- Non-profit's to generate surplus to be reinvested into the mission, organizations not so dependent from the outside

Strengths and assets

- Social entrepreneurship
- Non-profit's support each other, work together in a meaningful way
- Secretariat

Potential partners

- Enterprise Network
- Education/health
- HR Council
- Volunteer centres
- United Way
- Chamber of Commerce
- Municipalities
- Private sector
- Public schools
- Institutions
- Resource centres
- Secretariat

Action steps

- Qualified results
- Realization of the sector
- Board governance training (from the

Secretariat)

- Promotion of social entrepreneurship
- Speak to Atlantic Lottery Corporation about accessing unclaimed prizes to redirect into the non-profit sector

Key theme 2: HR management

This group first examined the definition of HR management, describing it as: hiring, firing, developing job descriptions and work load assignments, employee orientation, supervision and performance evaluation, training and professional development, monitoring and quality control, developing and setting HR policies and procedures, recognition and rewards and salaries and benefits.

Desired outcome

- HR management tool kit for organizations that includes employee orientation
- A resource manual with websites including funding resources, conflict resolutions, job descriptions, employee standards and key government contacts (departments and resources)
- Networking strategy among agencies to discuss common strategies and share best practices around HR issues, development of a common approach

Potential partners

- Existing sector councils
- Post Secondary Education and Labour (PETL)
- Human Resources Development Canada (HRDC)
- Atlantic Canada Opportunities Agency (ACOA)
- Industry Canada
- United Way
- Volunteer centres
- Business community
- Enterprise foundations
- Post-secondary universities and colleges
- Secretariat

Action Steps

- A national document with information regarding HR and labour that is not just to the business community (e.g. could become part of the council sector's mandate)

Key theme 3: Training & learning

Desired outcome

- Strengthen the learning environment in the non-profit sector
- Time to invest
- Learning exchanges
- Mentorship for volunteers
- Using new and creative ways for training (e.g. distance learning tools – teleconference, webinars, etc.)
- Strengthen ways to share best practices
- Manage volunteers and boards strategically

Strengths and assets

- Motivated and educated people
- Province is small enough for mobilization, a lot of experience/best practices, and a strong pool of trainers (e.g. already trained in both languages)
- Community colleges for distant learning
- Secretariat can provide a focal point for communication, abundance of information available on the intranet, network of e-learning centres

Potential partners

- Secretariat
- Municipal, provincial and federal government
- Enterprise networks
- Academic post secondary education departments
- Universities & community colleges
- K-12 schools
- Access centres
- Volunteer Canada

- United Way (e.g. board development)
- Aboriginal associations
- Specific non-profit organizations
- HR Council

Action steps

- Secretariat's regional meetings in the fall a good place to foster a training environment and determine how to make training more accessible in the province
- Fundraising

Theme 4 : Recruitment & training

Strengths and assets

- The Voluntary Sector Task Force
- Volunteers
- The sector is competitive
- The sector is full of specialists

Potential partners

- Volunteer Canada
- Municipalities
- Secretariat

Action Steps

- Mobilize the sector
- Demonstrate the importance of the non-profit sector to all sectors of the community

Key theme 5: Succession planning

This group noted there is a significant range in the capacity of boards to undertake succession planning.

Desired outcome

- Training for succession planning in the interim and over the long-term (e.g. could be done through the private sector)

Strengths and assets

- Training modules available through Volunteer Canada and United Way

Action steps

- Before succession planning, boards have to buy into the importance of the sector and make an assessment as to what is already available. Must address differences in levels of dedication and the assumption of ownership from the ‘boomers’ to the generation of ‘zoomers’
- More education in the public sector; promote non-profit missions
- Need to develop strategy for leaders
- Have government recognize volunteers with tax breaks
- Revisit the ‘Bradshaw Report – Blueprint for Action’

Key theme 6: Governance & leadership

Desired outcome

- Strategic planning
- Operational plan/work plans
- HR policies (e.g. hiring process; evaluation; annual review, wellness policy, etc)

Strengths and assets

- Identify individual strengths of boards
- Recognize diversity of backgrounds
- Sharing/networking of resources and best practices

Potential partners

- HR offices
- Secretariat
- The Volunteer Centre
- Education system (e.g. civic training)
- Business community (e.g. Enterprise Network, Chamber of Commerce)
- New Brunswick Community College (NBCC)
- Canada business

Action steps

- Recruitment, identify resources and training opportunities.
- Need to step outside our comfort zone and

change, recognize evolution and support mentorship

Observations & common themes

A number of common themes arose from the small group discussions on the key labour force issues facing New Brunswick’s non-profit sector. Mentorship was highlighted by participants many times as was the need for more involvement between non-profit organizations with each other. Many saw the Secretariat as a key partner in helping address HR issues.

Another theme was the issue of strategic planning. How many non-profits are busy prioritizing daily tasks and find it difficult to find the time, capacity and/or expertise to engage in long-term planning?

HR Council role

The final presentation of the day focused on the HR Council’s about to be released report: Toward a Labour Force Strategy for the Voluntary and Non-profit Sector. This third report of the HR Council’s Labour Force Study presents recommendations grounded in the current trends and development in the sector.

The third report contains five recommendations

Recommendation 1:

HR management practices that will help organizations attract and develop the people they need

Recommendation 2:

Efforts to continue building an inclusive workforce so the sector can benefit from the full range of talent that is available

Recommendation 3:

Research and development to produce empirical evidence about the sector’s labour force and work in the sector

Recommendation 4:

Broadly based coordinated efforts to promote the value of work in the sector

Recommendation 5:

The commitment of sector organizations and funders to gain adequate resources for competitive compensation, good working conditions and effective HR management

The HR Council website is a prime source of information, tools and research related to HR for the non-profit sector in Canada.

Next Steps

In closing the day's proceedings, Nicole Smith said the forum offered up critical next steps and concrete actions to take which will help guide her work with the Secretariat. There are multiple opportunities to work with various partners throughout the province and the Secretariat can play a vital role in initiating discussions and engendering collaboration.

The results of this forum will help to move labour force initiatives forward in New Brunswick. Annette Vautour-Mackay said it is important for all to continue the conversations initiated at the forum and to look for natural partners in the community. Collaboration between all parties is critical to support a strong and vibrant non-profit sector for New Brunswick.

A synthesis report highlighting all five provincial HR Council forums will be available on the HR Council's website

Appendix A:

New Brunswick Forum Agenda

Voluntary & Non-profit Sector Workforce Strategy Forum

June 2, 2009

AGENDA

10:00 am – 3:00 pm

Outcomes:

The participants will:

1. Gain an understanding of national labour force issues and trends and discuss forthcoming HR Council recommendations to the sector.
2. Identify key workforce issues the voluntary & non-profit sectors face in their own workplaces
3. Begin to develop strategies to address the issues

10:00 – 10:15	Introductions & Overview of Agenda
10:15 – 11:00	The National Context: a) Key Findings from the National Survey and b) Lessons from Collaborations
11:00 – 11:30	The New Brunswick context
11:30- 12:15	Key Issue Identification
12:15 -1:00	Lunch
1:00– 2:05	Building on strengths: Advancing the labour force agenda for the sector
2:05– 2:35	Toward a Labour Force Strategy for Canada’s Voluntary/Non-profit Sector: Recommendations for the Sector (Study #3)
2:35– 2:45	Reflections on the day
2:45 –2:50	Wrap up and thank you/ Evaluation

Appendix B

New Brunswick Forum Participants

Name	Title	Organization
Dal Brodhead	Facilitator	
Pat Burgess	Manager	Canadian Red Cross
Angela Carr		Community Non-Profit Organizations Secretariat
Jean-Claude Cormier	Executive Director	Healthy Active Living for Older Adults
Yolande Cyr-Sinstadt	Regional Director	Social Development
Rebecha Chasse		Wellness Culture and Sport
Murray Doherty		Community Non-Profit Organizations Secretariat (Advisory Committee)
Kristen Fulton		Community Non-Profit Organizations Secretariat
Sharon Geldart		Built Network Moncton Inc.
Randy Hatfield		Human Development Council
Angelique Ingabire-Cyr	Analyst	HRSDC-Sector Council Division
Joanne Johnson	Branch Director	Victorian Order of Nurses - [Fredericton Branch]
Fleurette Landry	Executive Director	Early Childhood Stimulation Inc.
Christine LeBlanc		Victorian Order of Nurses - [Moncton Branch]
Debbie LeBlanc	Volunteer Coordinator	Volunteer Centre of Southeastern NB Inc.
Jeff LeBlanc	Consultant	Wellness, Culture and Sport
Maurice LeBlanc	CEO	Family Service Moncton
Roch LeBlanc		Moncton Probation Office
Roger Lessard	Chair	Community Non-Profit Organizations Secretariat (Advisory Committee)
Joanne Linzey	Project Manager	HR Council for the Voluntary & Non-profit Sector

Bill MacKenzie	Director, Policy	Social Development
Barbara MacIntyre		Associations Museums N.B.
Patrick March (major)	Major	Salvation Army
Debbie McInnis	Executive Director	United Way of Southeast Region Inc.
Eileen McLaughlin	Executive Director	Saint John Volunteer Centre
Joanne Murray	Executive Director	John Howard Society {Moncton}
Alaina Nicholson	Policy Analyst	Community Non-Profit Organizations Secretariat
Eric Perrault	Manager	Sector Council Program
Diane Power	Executive Director	Women in Transition House Inc. - Shelter/Fred.
Kelly Rodgers-Sturgeon	Director, Labour Market Information	Post Secondary Education Training and Labour
Carlo Roy	Treasurer	Restigouche Sport Development Council
Kevin Roy		CCNB Campus de Dieppe
Nicole Smith	Executive Director	Community Non-Profit Organizations Secretariat
Luc St-Jarre		Université du Troisième âge du Nord-Ouest (UTANO)
John Thompson	Community Develop Officer	Enterprise Greater Moncton
Sean Tobin		Mobile One Community Services
Guy Tremblay	Director (Heritage)	Wellness, Culture and Sport
Anette Vautour-MacKay	Executive Director	Volunteer Centre of Southeastern NB Inc.
Mary Clare White	ADM	Women's Issues Branch
Cathy Wright	Social Planner	Vibrant Communities
Cathy Wright (2nd Position)	Atlantic Coordinator	Community Foundations of Canada

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