



Passion and Commitment at Work

**Presentation to
Calgary Chamber of Voluntary Organizations
Lunch'n Learn: Spotlight on HR Issues
September 19, 2006**





The Voluntary/Non-profit Sector

Paid employees and volunteers
working together to strengthen communities
and enhance our quality of life





Human Resources Council for the Voluntary/Non-profit Sector

- Works on behalf of 69,000 employers and 1.2 million employees in the voluntary/non-profit sector
- One of 31 national human resource/sector councils
- Collaborative effort - Employees, employers, other partners
- Sector-wide; National focus
- Purpose, activities shaped by sector





About the HR Council

- Independent, non-profit organization
- Funded through Sector Council Program, Human Resources and Social Development Canada
- National Board of Directors
- Office and small staff in Ottawa
- Web site: www.hrcouncil.ca
- HR Management tool kit - “hrvs”





HR Council's Beginnings

- HR challenges were identified by the Voluntary Sector Initiative, 2000-2005
- New research on paid employment in non-profits done by CPRN, 2002-2005
- HR web site developed under leadership of Community Foundations of Canada and United Way of Canada
- Momentum for collaborative action evident in Feasibility Study, 2003-2005





About the Sector

- 7.2% of the country's paid work force
- Includes diverse areas of activity
 - Arts & culture Sports & recreation International
 - Health Social services
 - Development & housing Environment
 - Law, advocacy & politics Religion
 - Philanthropy, grant-making & voluntarism promotion
- Most employers are small organizations
- Most employees work in larger organizations





HR Council Vision

“People with relevant knowledge, commitment and skills are attracted to work in the non-profit sector because it is a viable and desirable place to work.”





HR Council Mission

“To lead and encourage action that helps voluntary/non-profit organizations:

- Be great places to work
- Be better employers
- Embrace a culture of learning and development”





HR Council Priorities

- Build and share knowledge
- Promote good HR practices
- Foster training and learning
- Provide leadership on HR issues
- Engage sector organizations & other stakeholders
- Develop infrastructure





Projects Starting in 2006-07

- Revamp Web site and HR Management Tool Kit
New “HRVS”
- Identify, develop learning resources for HR management
- Study of sector’s labour force
Profile employees, identify skill needs, explore factors in recruitment & retention
- Identify HR issues in national health organizations





Help Wanted!

- Voluntary/non-profit sector needs employees with skills, knowledge and commitment
- Key Challenges: Recruitment and Retention





Many Reasons for Concern

- No staff? No camp.
- Expense of hiring – and re-hiring
- More work for the overworked
- Unfulfilled volunteers go elsewhere

and the list goes on...





“War for Talent” is All Around Us

- Need to be “Employer of Choice”
- Stepped-up strategies to attract, satisfy & keep employees
 - What are employees looking for?
 - Why do they leave?
 - Why do they stay?





Roots in Complex Change

- Ageing population
 - Baby boomers are now 40-60 years old; most will exit the labour force by 2030
- Population growth is from immigration
 - Embracing diversity isn't optional
- Four generations at work
 - Blend of values, career pattern, motivations





Demographic Double Whammy

- Demands on this sector are changing & growing
 - For example: Health care
 - Services for seniors
 - Settlement services
- Supply of workers is changing & shrinking(?)
 - Population and labour force are both growing more diverse
 - Labour force growth depends on immigration





Implications for this Sector

- More competition for many kinds of skills
- Accountants can work in any sector
- Demands on front-line services
- Where are tomorrow's leaders?





Good News?

- Money isn't everything
- Work is meaningful
- Opportunities to make a difference
- Flexibility
- Variety of experience
- Organizations are used to being nimble, responsive





Not-so-good News

- Money isn't everything, but...
- Limited access to retirement savings
- Fewer opportunities for professional & career development
- Long hours and heavy workloads





So, What Can We Do?

- Better HR planning & management
- Improve wages & benefits
- Embrace diversity
- Access fully the talent we have
- Build pipelines for new entrants (academic recruitment, internships, etc.)
- Tap into the older work force
- Put paid work in the sector “on the map”





Keep in Touch with the HR Council

- Subscribe to biweekly e-news:
gwhite@hrcouncil.ca
- Newsletter – 3 times a year
- Visit www.hrcouncil.ca

