

BOLAND SURVEY

Nonprofit Sector Salaries and Human Resource Practices

HR Practices | 2019

Sample



In the spirit of reconciliation, we acknowledge the traditional territories in Alberta of the many First Nations and Métis, whose footsteps have marked these lands for centuries.

About the Boland Survey

The Boland Survey, administered by CCVO, is an annual survey of nonprofit sector salaries and human resource practices across Canada. The survey has been used by organizations for over 20 years to benchmark salaries, determine human resource policies, and develop benefit programs that meet the unique needs of the nonprofit sector. As the only Canadian nonprofit salary survey that includes salary tables (annual and hourly) for specific positions, the Boland Survey remains the most comprehensive source of information for hiring managers, Boards, and others working in compensation.

Thank you to all the individuals and nonprofits who provided feedback on the 2019 Survey, helped develop new job positions, and assisted us in promoting the Survey in their regions.

To purchase reports from other regions or discuss options for custom analysis of the 2019 Survey data, please contact CCVO at bolandsurvey@calgarycvo.org.



**BOLAND
SURVEY**

TABLE OF CONTENTS

The 2019 Boland Survey	1
Methodology and Confidentiality	2
Participant Profiles	4
Participant List	4
HR Practices	6
Workplace Practices	6
Leave Practices	8
Vacation Entitlement and Practices	13
Employee Development Practices	20
Employee Recognition Practices	21
Recruitment Practices	23
Other Policies	24

Sample

THE 2019 BOLAND SURVEY

The 22nd annual Boland Survey opened on June 3, 2019. Technical difficulties within the new platform resulted in delays for reporting until October 2020, although some pieces were released in October 2019. The 2019 survey includes data from 240 nonprofit organizations in five regions across Canada.

REGION	PROVINCE(S)
ALBERTA (AB)	Alberta
ATLANTIC (AT)	New Brunswick, Newfoundland and Labrador, Nova Scotia, Prince Edward Island
BRITISH COLUMBIA (BC)	British Columbia
ONTARIO (ON)	Ontario, Quebec
PRAIRIES (PR)	Manitoba, Saskatchewan

All data for the 2019 survey, as well as all data available from 1999 onwards, will be made available through a new interactive system. This system allows organizations to filter data by region, subsector, and organization size. The interactive reporting system is supplemented by four reports focused on specific topics:

- Salary trends
- Human Resource Practices
- Benefits
- CEO Demographics

Boland Survey reports contain national and regional data related to their topic area. Classic view salary tables are also being produced for the 2019 survey and made available to all subscribers.

This report, *HR Practices*, includes national data on leave practices, recognition, and recruitment. Data related to regional HR practices has been included when available.

METHODOLOGY AND CONFIDENTIALITY

Analysis and reporting of the results in this report reflect the responses provided by the participant organizations. Data that appeared to be outside likely values have been checked and confirmed wherever possible.

The percentage values reported herein represent the percentage of Survey respondents, not the percentage of organizations nationally or in the specific region. In cases where a small sample size has been reported on, results should be interpreted with caution.

Calculations

Zeros and blank responses – reflecting missing information – have generally been ignored when calculating summary statistics, except for bonus amounts calculations and salary trends. Where a position is bonus eligible, zero payments have been included in the summary statistics calculation, as a zero payment is a legitimate amount in such circumstances. When calculating salary trends, calculations with and without zeros have been included where possible.

The following are definitions of the statistics calculated and the calculation rules applied.

Average: The average is the arithmetic average of the data set. Averages have been calculated where there are at least three data points available.

Median: The median is the value that represents the middle value of the data. This is sometimes referred to as the 50th percentile. Half of the observations are above the median and half are below. The median is often more representative of the central tendency of the data than the average because it is less affected by extreme values. Medians have been calculated where there are at least four data points.

Percentiles: Percentiles provide valuable information about the distribution of the data and are helpful in determining where your organization falls. Percentile values have been calculated, where sufficient data exist, at the:

10th percentile: At the 10th percentile, 10% of the data falls below and 90% above the value shown. The 10th percentile has been calculated where there are at least eight data points.

25th percentile: The point that separates the lowest 25% of the sample from the highest 75%. The 25th percentile is calculated where there are at least six data points.

50th percentile: See Median (above).

75th percentile: The point that separates the lowest 75% of the sample from the highest 25%. The 75th percentile is calculated where there are at least six data points.

90th percentile: At the 90th percentile, 90% of the data falls below and 10% above the value shown. The 90th percentile is calculated where there are at least eight data points.

Confidentiality: The confidentiality of all participant data is ensured through CCVO's strict reporting protocols. Data are presented in aggregated statistical form with no organization-specific data shown. Statistics are only calculated where there are sufficient data points to ensure confidentiality. Where there are insufficient data to calculate the statistic, a dash (-) is shown.

Sample

RESULTS

Participant Profiles

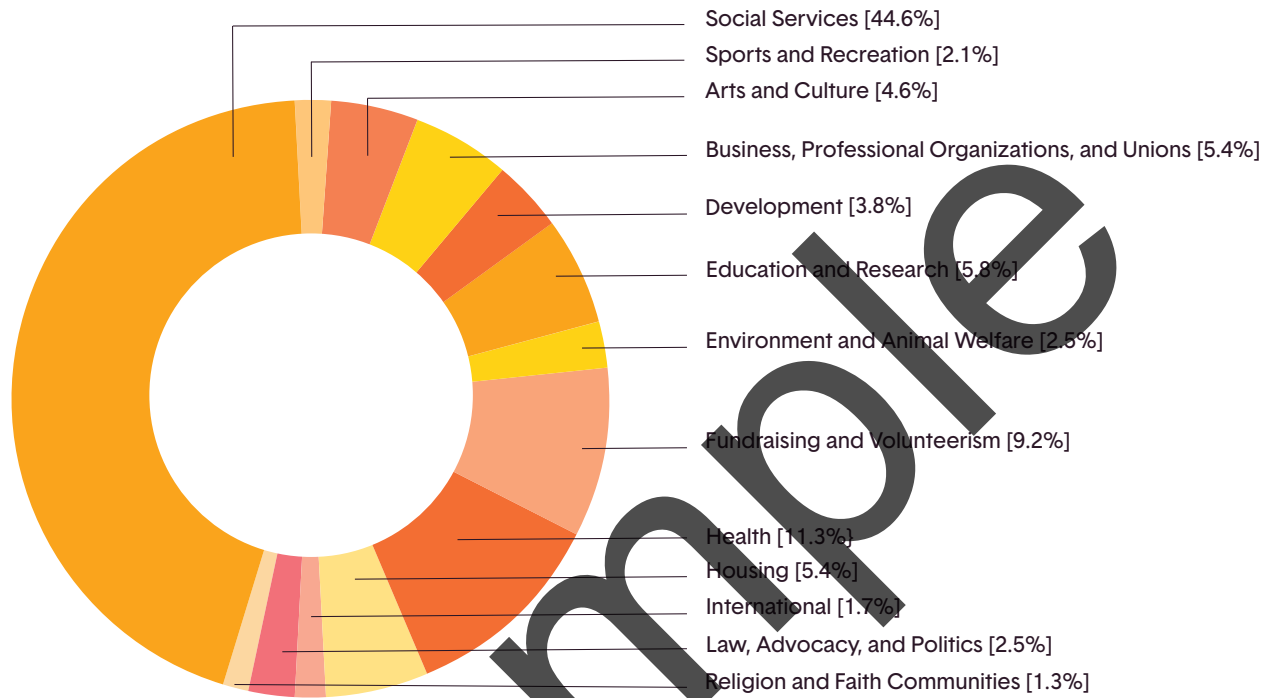
OVERALL PARTICIPATION BY REGION

REGION	NUMBER OF PARTICIPATING ORGANIZATIONS	NUMBER OF REGISTERED CHARITIES	PERCENT OF REGISTERED CHARITIES	AVERAGE ANNUAL OPERATING BUDGET	TOTAL NUMBER OF PAID STAFF (FTE)	TOTAL NUMBER OF VOLUNTEERS
ALBERTA	178	153	86.0%	\$9,480,779	13,108	103,021
ATLANTIC	N/A	N/A	N/A	N/A	N/A	N/A
BRITISH COLUMBIA	23	20	87.0%	\$12,385,588	2,197	18,234
ONTARIO	29	19	65.5%	\$34,948,469	10,291	16,031
PRAIRIES	8	8	100.0%	\$4,797,034	304	808
TOTAL	238	200	84.6%	\$ 12,322,374	25,900	138,094

Sample

Of the 240 organizations that participated in the 2019 Boland Survey, 84.2% identified as registered charities. In the Atlantic and Prairies Regions, 100% of respondents were charities, reflecting the highest percentage of charities participating, whereas the Ontario Region had the lowest (65.5%).

SUB-SECTORS OF PARTICIPATING ORGANIZATIONS



As in previous Boland Surveys, most of the participating organizations (44.6%) came from the social services subsector. Health (11.3%) and Fundraising and Volunteerism (9.2%) were the next two most represented subsectors nationally.

Human Resource Practices

WORKPLACE PRACTICES

Hours of Work per Week

Organizations who submitted data to the 2019 survey reported full-time hours ranging from 30 to 44 hours per week. The most common practice was 37.5 hours per week (1,950 hours per year).

All Regions

FULL TIME WEEKLY HOURS	NUMBER OF ORGANIZATIONS	PERCENTAGE OF SAMPLE
LESS THAN 35	11	4.6%
35	51	21.3%
35 – 37.5	9	3.8%
37.5	97	40.4%
37.5 – 40	68	28.3%
40	59	24.6%
MORE THAN 40	4	1.7%

Regionally, most organizations reported 37.5 (1,950 hours per year) or 35 (1,820) full-time hours per week.

FULL TIME WEEKLY HOURS	AB REGION	BC REGION	ON REGION	PR REGION
LESS THAN 35	4.5%	N/A	N/A	0.0%
35	16.9%	30.4%	34.5%	37.5%
35 – 37.5	5.1%	0.0%	0.0%	0.0%
37.5	39.9%	52.2%	34.5%	50.0%
37.5 – 40	5.1%	0.0%	0.0%	0.0%
40	27.5%	N/A	20.7%	N/A
MORE THAN 40	N/A	N/A	N/A	0.0%

Flex Days

Flex days allow employees to take days off as part of a compressed work week arrangement either at the employee's discretion or on fixed days as determined by the organization. Flex days do not include days off granted in lieu of overtime compensation.

Nationally, 122 organizations (51.5%) reported having a flex days policy with another nine (3.8%) also providing them without a formal policy. The number of flex days ranged from 1 to 26, with 6.2 average days (median 5.0).

Flexible Hours

A flexible hours policy allows employees to vary start and finish times. Nationally, 168 organizations (70.6%) reported having a flexible hours policy.

Telecommuting

Nationally, 133 organizations (55.9%) reported having a policy that allows employees to telecommute in 2019.

Overtime Practices

Nationally, most organizations in 2019 used an hour-for-hour policy when it came to overtime. The values in the following table total percentage is greater than 100% because many organizations reported using multiple practices.

Overtime Compensation Practices – All Regions

PRACTICE	NUMBER OF ORGANIZATIONS	PERCENTAGE OF ORGANIZATIONS
TIME OFF AT MANGER'S DISCRETION	59	24.6%
TIME OFF MULTIPLE HOURS PER HOUR	76	31.7%
TIME OFF HOUR FOR HOUR	123	51.3%
CASH AT 1.5 TIMES BASE	58	24.2%
CASH AT GREATER THAN 1.5 TIMES BASE	3	1.3%
OTHER	25	10.4%

While time off hour for hour was the most used practice in all regions, fewer organizations in the AB region used time off at the manager’s discretion than in the BC or ON regions.

PRACTICE	AB REGION	BC REGION	ON REGION	PR REGION
TIME OFF AT MANGER'S DISCRETION	21.3%	34.8%	34.5%	N/A
TIME OFF MULTIPLE HOURS PER HOUR	34.3%	30.4%	24.1%	N/A
TIME OFF HOUR FOR HOUR	48.9%	47.8%	58.6%	75.0%
CASH AT 1.5 TIMES BASE	25.3%	26.1%	20.7%	N/A
CASH AT GREATER THAN 1.5 TIMES BASE	N/A	N/A	0.0%	0.0%
OTHER	9.0%	17.4%	13.8%	N/A

LEAVE PRACTICES

Sick Leave

The Boland Survey asks organizations to provide data about sick leave policies for all staff. The following tables include sick leave policy data for management and non-management positions. Paid days granted for bereavement or compassionate leave have not been included in this summary. Policies are divided into the following sick leave practices:

Full or Partial Pay: Salary is continued at full or partial pay until the employee becomes eligible for Employment Insurance benefits or a disability income plan sponsored by the employer. No specific number of days per year are applied.

Days per Year: These days may be earned in the sense that they are allocated at x days per month or, a set number of sick days may be granted at the beginning of the year. These policies may allow sick days to be accumulated over time, up to a maximum number of days. This is the most common type of sick leave policy reported.

Wellness Days: Wellness policies provide a specific number of paid days per year that the employee may use for sickness, family illness, or any other reasonable purpose. If an organization reported having a combination of sick and wellness days, this was reported as a wellness policy.

Other: Policies that are based on criteria other than those already listed.

Nationally, most organizations had sick leave policies for management (62.5%) and non-management (66.7%). Of these, over 60% had a days per year policy whereas less than three percent of organizations had a full or partial pay policy.

Management - All Regions

SICK LEAVE PRACTICE	NUMBER OF ORGANIZATIONS	PERCENTAGE OF ORGANIZATIONS
NO PAID SICK LEAVE POLICY	15	6.3%
FULL OR PARTIAL PAY	7	2.9%
WELLNESS DAYS	51	21.3%
DAYS PER YEAR	155	64.6%
OTHER	12	5.0%

Non-Management – All Regions

SICK LEAVE PRACTICE	NUMBER OF ORGANIZATIONS	PERCENTAGE OF ORGANIZATIONS
NO PAID SICK LEAVE POLICY	16	6.7%
FULL OR PARTIAL PAY	7	2.9%
WELLNESS DAYS	48	20.0%
DAYS PER YEAR	156	65.0%
OTHER	13	5.4%

Regionally, few organizations offered a full or partial pay policy, and all organizations in the BC and PR regions offered some kind of sick leave to all employees.

Management

SICK LEAVE PRACTICE	AB REGION	BC REGION	ON REGION	PR REGION
NO PAID SICK LEAVE POLICY	7.3%	0.0%	N/A	0.0%
FULL OR PARTIAL PAY	3.4%	0.0%	N/A	0.0%
WELLNESS DAYS	23.6%	13.0%	17.2%	N/A
DAYS PER YEAR	61.2%	82.6%	65.5%	75.0%
OTHER	4.5%	N/A	N/A	N/A

Non-Management

SICK LEAVE PRACTICE	AB REGION	BC REGION	ON REGION	PR REGION
NO PAID SICK LEAVE POLICY	7.9%	0.0%	N/A	0.0%
FULL OR PARTIAL PAY	3.4%	0.0%	N/A	0.0%
WELLNESS DAYS	22.5%	13.0%	13.8%	N/A
DAYS PER YEAR	61.8%	82.6%	65.5%	75.0%
OTHER	4.5%	N/A	10.3%	N/A

Nationally, the number of sick days for both management and non-management ranged from 2.0 to 25.0 with an average of 11.7 days (median 12 days).

Management – All Regions

DAYS PER YEAR (EARNED OR FIXED)	NUMBER OF ORGANIZATIONS	PERCENTAGE OF SAMPLE
LESS THAN 10	31	17.4%
10	32	18.0%
11	0	0.0%
12	47	26.4%
13	3	1.7%
14	N/A	N/A
15	22	12.4%
16	0	0.0%
17	0	0.0%
18	15	8.4%
MORE THAN 18	3	1.7%

Non-Management – All Regions

DAYS PER YEAR (EARNED OR FIXED)	NUMBER OF ORGANIZATIONS	PERCENTAGE OF SAMPLE
LESS THAN 10	33	13.8%
10	29	12.1%
11	N/A	N/A
12	49	20.4%
13	3	1.3%
14	N/A	N/A
15	22	9.2%
16	0	0.0%
17	0	0.0%
18	14	5.8%
MORE THAN 18	3	1.3%

Regionally, most organizations offered 12 or less sick days in the AB and ON region while those in the BC region were more spread out between less than 10 and 18.

Management

DAYS PER YEAR (EARNED OR FIXED)	AB REGION	BC REGION	ON REGION	PR REGION
LESS THAN 10	12.4%	17.4%	17.2%	0.0%
10	14.6%	N/A	10.3%	N/A
11	0.0%	0.0%	0.0%	0.0%
12	18.0%	21.7%	24.1%	N/A
13	1.7%	0.0%	0.0%	0.0%
14	N/A	0.0%	0.0%	0.0%
15	6.7%	13.0%	N/A	75.0%
16	0.0%	0.0%	0.0%	0.0%
17	0.0%	0.0%	0.0%	0.0%
18	5.1%	17.4%	N/A	0.0%
MORE THAN 18	N/A	N/A	0.0%	0.0%

Non-Management

DAYS PER YEAR (EARNED OR FIXED)	AB REGION	BC REGION	ON REGION	PR REGION
LESS THAN 10	13.5%	17.4%	17.2%	0.0%
10	13.5%	N/A	10.3%	0.0%
11	N/A	0.0%	0.0%	0.0%
12	13.3%	30.4%	24.1%	N/A
13	1.3%	0.0%	0.0%	0.0%
14	N/A	0.0%	0.0%	0.0%
15	5.4%	13.0%	N/A	62.5%
16	0.0%	0.0%	0.0%	0.0%
17	0.0%	0.0%	0.0%	0.0%
18	3.8%	N/A	10.3%	0.0%
MORE THAN 18	N/A	N/A	0.0%	0.0%

Nationally, 52 organizations included data on the number of wellness days offered to employees. The number of days ranged from 6 to 21, with an average of 11.9 (median 12).

VACATION ENTITLEMENT AND PRACTICES

The Boland Survey asks organizations to provide data on vacation entitlement and practices for management and non-management. The following tables contain details on vacation entitlement for both groups, with the most common service level for each week of entitlement outlined. The value in each cell represents the percentage of organizations providing the number of vacation weeks shown in the topmost row, with the length of service shown in the leftmost column.

Vacation Entitlement – Management – All Regions

Number of Weeks Vacation

LENGTH OF SERVICE	1 WEEK	2 WEEKS	3 WEEKS	4 WEEKS	5 WEEKS	6 WEEKS
AT HIRE	3.8%	35.8%	55.0%	5.4%	0.0%	0.0%
END OF YEAR 1	N/A	27.5%	66.3%	5.8%	0.0%	0.0%
END OF YEAR 2	0.0%	19.6%	68.3%	11.7%	N/A	0.0%
END OF YEAR 3	0.0%	15.0%	65.0%	17.5%	2.1%	N/A
END OF YEAR 4	0.0%	10.8%	58.8%	25.8%	3.3%	1.3%
END OF YEAR 5	0.0%	1.7%	30.4%	57.1%	8.3%	2.5%
END OF YEAR 9	0.0%	N/A	9.2%	52.1%	32.1%	5.8%
END OF YEAR 14	0.0%	N/A	6.3%	25.0%	47.5%	20.4%
END OF YEAR 19	0.0%	N/A	5.4%	17.9%	45.4%	30.4%
YEAR 20+	0.0%	N/A	5.4%	15.4%	40.4%	37.9%

AB Region – Management

LENGTH OF SERVICE	1 WEEK	2 WEEKS	3 WEEKS	4 WEEKS	5 WEEKS	6 WEEKS+
AT HIRE	4.5%	35.2%	54.7%	5.0%	0.0%	0.0%
END OF YEAR 1	N/A	28.5%	65.4%	5.0%	0.0%	0.0%
END OF YEAR 2	0.0%	19.6%	67.0%	12.3%	N/A	0.0%
END OF YEAR 3	0.0%	15.6%	62.0%	18.4%	2.8%	N/A
END OF YEAR 4	0.0%	11.2%	55.9%	26.8%	3.9%	1.7%
END OF YEAR 5	0.0%	1.7%	27.9%	55.9%	10.6%	3.4%
END OF YEAR 9	0.0%	N/A	10.1%	50.8%	30.7%	7.3%
END OF YEAR 14	0.0%	N/A	7.3%	22.3%	47.5%	21.8%
END OF YEAR 19	0.0%	N/A	6.1%	16.8%	42.5%	33.5%
YEAR 20+	0.0%	N/A	6.1%	14.0%	37.4%	41.3%

BC Region – Management

LENGTH OF SERVICE	1 WEEK	2 WEEKS	3 WEEKS	4 WEEKS	5 WEEKS	6 WEEKS+
AT HIRE	0.0%	30.4%	60.9%	N/A	0.0%	0.0%
END OF YEAR 1	0.0%	13.0%	73.9%	13.0%	0.0%	0.0%
END OF YEAR 2	0.0%	N/A	78.3%	13.0%	0.0%	0.0%
END OF YEAR 3	0.0%	N/A	73.9%	21.7%	0.0%	0.0%
END OF YEAR 4	0.0%	N/A	65.2%	26.1%	N/A	0.0%
END OF YEAR 5	0.0%	0.0%	26.1%	69.6%	N/A	0.0%
END OF YEAR 9	0.0%	0.0%	N/A	30.4%	56.5%	N/A
END OF YEAR 14	0.0%	0.0%	N/A	21.7%	43.5%	30.4%
END OF YEAR 19	0.0%	0.0%	N/A	17.4%	39.1%	39.1%
YEAR 20+	0.0%	0.0%	N/A	17.4%	34.8%	43.5%

ON Region – Management

LENGTH OF SERVICE	1 WEEK	2 WEEKS	3 WEEKS	4 WEEKS	5 WEEKS	6 WEEKS+
AT HIRE	N/A	51.7%	37.9%	N/A	0.0%	0.0%
END OF YEAR 1	0.0%	41.4%	51.7%	N/A	0.0%	0.0%
END OF YEAR 2	0.0%	34.5%	55.2%	10.3%	0.0%	0.0%
END OF YEAR 3	0.0%	24.1%	62.1%	13.8%	0.0%	0.0%
END OF YEAR 4	0.0%	17.2%	62.1%	20.7%	0.0%	0.0%
END OF YEAR 5	0.0%	N/A	48.3%	48.3%	0.0%	0.0%
END OF YEAR 9	0.0%	N/A	N/A	75.9%	17.2%	0.0%
END OF YEAR 14	0.0%	N/A	N/A	37.9%	51.7%	N/A
END OF YEAR 19	0.0%	N/A	N/A	20.7%	65.5%	N/A
YEAR 20+	0.0%	N/A	N/A	20.7%	58.6%	13.8%

PR Region – Management

LENGTH OF SERVICE	1 WEEK	2 WEEKS	3 WEEKS	4 WEEKS	5 WEEKS	6 WEEKS+
AT HIRE	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%
END OF YEAR 1	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%
END OF YEAR 2	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%
END OF YEAR 3	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%
END OF YEAR 4	0.0%	0.0%	75.0%	N/A	0.0%	0.0%
END OF YEAR 5	0.0%	0.0%	N/A	87.5%	0.0%	0.0%
END OF YEAR 9	0.0%	0.0%	N/A	37.5%	50.0%	0.0%
END OF YEAR 14	0.0%	0.0%	0.0%	N/A	50.0%	N/A
END OF YEAR 19	0.0%	0.0%	0.0%	N/A	62.5%	N/A
YEAR 20+	0.0%	0.0%	0.0%	N/A	50.0%	37.5%

Vacation Entitlement - Non-Management - All Regions

Number of Weeks Vacation

LENGTH OF SERVICE	1 WEEK	2 WEEKS	3 WEEKS	4 WEEKS	WEEKS	6 WEEKS
AT HIRE	35.8%	35.8%	55.0%	5.4%	0.0%	0.0%
END OF YEAR 1	N/A	27.5%	66.3%	5.8%	0.0%	0.0%
END OF YEAR 2	0.0%	19.6%	68.3%	11.7%	N/A	0.0%
END OF YEAR 3	0.0%	15.0%	65.0%	17.5%	2.1%	N/A
END OF YEAR 4	0.0%	10.8%	58.8%	25.8%	3.3%	1.3%
END OF YEAR 5	0.0%	1.7%	30.4%	57.1%	8.3%	2.5%
END OF YEAR 9	0.0%	N/A	9.2%	52.1%	32.1%	5.8%
END OF YEAR 14	0.0%	N/A	6.3%	25.0%	47.5%	20.4%
END OF YEAR 19	0.0%	N/A	5.4%	17.9%	45.4%	30.4%
YEAR 20+	0.0%	N/A	5.0%	17.1%	43.3%	28.3%

AB Region – Non-Management

LENGTH OF SERVICE	1 WEEK	2 WEEKS	3 WEEKS	4 WEEKS	5 WEEKS	6 WEEKS+
AT HIRE	4.5%	35.4%	55.1%	5.1%	0.0%	0.0%
END OF YEAR 1	N/A	28.7%	65.7%	5.1%	0.0%	0.0%
END OF YEAR 2	0.0%	19.7%	67.4%	12.4%	N/A	0.0%
END OF YEAR 3	0.0%	15.7%	62.4%	18.5%	2.8%	N/A
END OF YEAR 4	0.0%	11.2%	56.2%	27.0%	3.9%	1.7%
END OF YEAR 5	0.0%	1.7%	28.1%	56.2%	10.7%	3.4%
END OF YEAR 9	0.0%	N/A	10.1%	51.1%	30.9%	7.3%
END OF YEAR 14	0.0%	N/A	7.3%	22.5%	47.8%	21.9%
END OF YEAR 19	0.0%	N/A	6.2%	16.9%	42.7%	33.7%
YEAR 20+	0.0%	N/A	6.2%	14.0%	37.6%	41.6%

BC Region – Non-Management

LENGTH OF SERVICE	1 WEEK	2 WEEKS	3 WEEKS	4 WEEKS	5 WEEKS	6 WEEKS+
AT HIRE	0.0%	30.4%	60.9%	N/A	0.0%	0.0%
END OF YEAR 1	0.0%	13.0%	73.9%	13.0%	0.0%	0.0%
END OF YEAR 2	0.0%	N/A	78.3%	13.0%	0.0%	0.0%
END OF YEAR 3	0.0%	N/A	73.9%	21.7%	0.0%	0.0%
END OF YEAR 4	0.0%	N/A	65.2%	26.1%	N/A	0.0%
END OF YEAR 5	0.0%	0.0%	26.1%	69.6%	N/A	0.0%
END OF YEAR 9	0.0%	0.0%	N/A	30.4%	56.5%	N/A
END OF YEAR 14	0.0%	0.0%	N/A	21.7%	43.5%	30.4%
END OF YEAR 19	0.0%	0.0%	N/A	17.4%	39.1%	39.1%
YEAR 20+	0.0%	0.0%	N/A	17.4%	34.8%	43.5%

ON Region – Non-Management

LENGTH OF SERVICE	1 WEEK	2 WEEKS	3 WEEKS	4 WEEKS	5 WEEKS	6 WEEKS+
AT HIRE	N/A	51.7%	37.9%	N/A	0.0%	0.0%
END OF YEAR 1	0.0%	41.4%	51.7%	N/A	0.0%	0.0%
END OF YEAR 2	0.0%	34.5%	55.2%	10.3%	0.0%	0.0%
END OF YEAR 3	0.0%	24.1%	62.1%	13.8%	0.0%	0.0%
END OF YEAR 4	0.0%	17.2%	62.1%	20.7%	0.0%	0.0%
END OF YEAR 5	0.0%	N/A	48.3%	48.3%	0.0%	0.0%
END OF YEAR 9	0.0%	N/A	N/A	75.9%	17.2%	0.0%
END OF YEAR 14	0.0%	N/A	N/A	37.9%	51.7%	N/A
END OF YEAR 19	0.0%	N/A	N/A	20.7%	65.5%	N/A
YEAR 20+	0.0%	N/A	N/A	20.7%	58.6%	13.8%

PR Region – Non-Management

LENGTH OF SERVICE	1 WEEK	2 WEEKS	3 WEEKS	4 WEEKS	5 WEEKS	6 WEEKS+
AT HIRE	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%
END OF YEAR 1	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%
END OF YEAR 2	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%
END OF YEAR 3	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%
END OF YEAR 4	0.0%	0.0%	75.0%	N/A	0.0%	0.0%
END OF YEAR 5	0.0%	0.0%	N/A	87.5%	0.0%	0.0%
END OF YEAR 9	0.0%	0.0%	N/A	37.5%	50.0%	0.0%
END OF YEAR 14	0.0%	0.0%	0.0%	N/A	50.0%	N/A
END OF YEAR 19	0.0%	0.0%	0.0%	N/A	62.5%	N/A
YEAR 20+	0.0%	0.0%	0.0%	N/A	50.0%	37.5%

Nationally, vacation days for top executives ranged from 4 to 56 days per year (average 25.1, median 25.0). Unlike 2018, no organization reported offering an unlimited vacation days policy to their employees.

Vacation Carry Forward

Nationally, 237 organizations reported data on their vacation carry forward policy. The majority of organizations (61.2%) allowed vacation days to be carried forward at the discretion of management.

Vacation Carry Forward Policy – All Regions

POLICY	NUMBER OF ORGANIZATIONS	PERCENTAGE OF ORGANIZATIONS
CARRY FORWARD AT MANAGEMENT DISCRETION	145	61.2%
CARRY FORWARD AT EMPLOYEE REQUEST	55	23.2%
NO CARRY FORWARD	37	15.6%

Although 200 organizations (84.4%) allowed vacation carryover, only 185 organizations reported the number of days allowed and the length of carryover time. Nationally, only 25.9% of organizations did not limit the number of vacation days that could be carried over.

LESS THAN 1 WEEK EQUIVALENT (I.E. LESS THAN 5 DAYS FTE)	10	5.4%
5 DAYS (I.E. 1 WEEK FTE)	79	42.7%
6 – 9 DAYS	3	1.6%
10 DAYS (I.E. 2 WEEKS FTE)	25	13.5%
11+ DAYS	20	10.8%
NO LIMIT	48	25.9%

Nationally, 144 organizations (60.8%) limited the length of time vacation days could be carried forward.

	NUMBER OF ORGANIZATIONS	PERCENTAGE OF ORGANIZATIONS
1 – 2 MONTHS	56	38.9%
BY THE END OF THE SECOND QUARTER (I.E. 4 – 6 MONTHS)	37	25.7%
7+ MONTHS	40	21.7%

Christmas Period

Most organizations (58.0%) reported that they closed between Christmas Day and New Year's Day with any extra time (i.e. non-statutory holidays) being paid time for all staff.

	NUMBER OF ORGANIZATIONS	PERCENT OF ORGANIZATIONS
PAID TIME OFF	138	58.0%
UNPAID TIME OFF	19	8.0%
DO NOT CLOSE	81	34.0%

EMPLOYEE DEVELOPMENT PRACTICES

Staff Development and Training

The Boland Survey asks organizations to provide information on staff development and training policies. This data is grouped into one of three categories:

Global Budget – An overall organizational budget expressed as a percentage of payroll. The budget may be decided upon in several ways (e.g. overall budget is calculated as \$x times number of employees) but for reporting purposes is noted as percentage of payroll.

Individual Allocation – Each employee is allocated a specific development budget.

Nationally, 111 organizations (46.6%) reported having a global budget for professional development.

Staff Development Policies by Type – All Regions

POLICY	NUMBER OF ORGANIZATIONS	PERCENTAGE OF ORGANIZATIONS
GLOBAL	111	46.6%
INDIVIDUAL ALLOCATION	76	31.9%

Professional Fees

Nationally, few organizations (13.4%) did not reimburse any professional fees.

Professional Fees – All Regions

	NUMBER OF ORGANIZATIONS	PERCENTAGE OF SAMPLE
REQUIRED	123	51.7%
ALL	83	34.9%
NO	32	13.4%

Mentorship Program

The majority of organizations (86.8%) do not have a formal mentorship program in their workplace.

Mentorship program – All Regions

YES	31	13.2%
NO	203	86.8%

EMPLOYEE RECOGNITION PRACTICES

Recognition Programs

The Boland Survey asks organizations to provide data on employee recognition programs in four categories: employee of the month, random management recognition, team recognition, or other. Nationally, 165 organizations (68.8%) reported having an employee recognition program, with 'other' (28.8%) being the most popular.

TYPE OF PROGRAM	NUMBER OF ORGANIZATIONS	PERCENTAGE OF SAMPLE
OTHER	68	28.2%
RANDOM	54	22.4%
TEAM	26	10.8%
EMPLOYEE OF THE MONTH	17	7.1%

In 2019, the Boland Survey also asked organizations about the prevalence of four recognition program types that had been shared as part of the Other category in the past. The values in the following table total percentage is greater than 100% because many organizations reported using multiple practices.

YEARS OF SERVICE	160	66.7%
BIRTHDAYS OR PERSONAL EVENTS	153	63.8%
WORK ANNIVERSARIES	92	38.3%
PEER TO PEER RECOGNITION (E.G. STAFF NOMINATIONS)	73	30.4%

The most popular types of recognition were thank you notes from managers, or the organization's Executive Director or CEO, celebration events, and cash or gifts. The values in the following table total to greater than 100% because many organizations reported using more than one approach.

Recognition Program Types – All Regions

TYPE OF RECOGNITION	NUMBER OF ORGANIZATIONS	PERCENTAGE OF SAMPLE
THANK YOU NOTE FROM MANAGER/ED/CEO	139	57.9%
CELEBRATION EVENTS	151	62.9%
CASH OR GIFTS	141	58.8%
PLAQUE OR PUBLIC ACKNOWLEDGEMENT	33	13.8%
OTHER	25	19.8%
PAID TIME OFF	42	17.5%

Most organizations spent at the under \$50 level for employee recognition in 2019.

Size of Cash or Gifts – All Regions

SIZE	NUMBER OF ORGANIZATIONS	PERCENTAGE OF SAMPLE
UNDER \$50	122	50.8%
\$50 – \$100	68	28.3%
MORE THAN \$100	50	20.8%

Nationally, 135 (56.3%) believed their recognition programs to be moderately successful.

Success of Recognition Program – All Regions

	NUMBER OF ORGANIZATIONS	PERCENTAGE OF SAMPLE
VERY SUCCESSFUL	74	30.8%
MODERATELY SUCCESSFUL	135	56.3%
NOT MEETING EXPECTATIONS	31	12.9%

Retirement Recognition

Nationally, 40 organizations (16.7%) reported having a formal recognition program for retiring employees. Of these, 37 organizations (92.5%) included all staff in the program.

RECRUITMENT PRACTICES

The Boland Survey asks organizations to provide data on various topics related to recruitment. In 2019, the number of jobs posted by all organizations ranged from 0 to 2440, with an average of 37.1 (median 7.0) jobs posted. Only 14.8% of organizations reported posting more jobs than they did in 2018.

AMOUNT OF JOBS POSTED	NUMBER OF ORGANIZATIONS	PERCENTAGE OF SAMPLE
HIGHER	90	14.8%
LOWER	35	38.0%
ABOUT THE SAME	112	47.3%

Nationally, organizations reported using an average of 4.7 (median 4.0) job boards in the past year and were more likely to post on their own website or job board over other options. The values in the following table total to greater than 100% because many organizations reported using more than one approach.

TYPE OF BOARD	MANAGEMENT	NON-MANAGEMENT
GENERAL JOB BOARD	67.1%	75.8%
NONPROFIT SECTOR BOARD	73.3%	69.2%
CLASSIFIEDS SITE	20.8%	29.6%
OWN WEBSITE OR JOB BOARD	82.1%	83.3%

Organizations were more likely to see large numbers of applicants for non-management jobs than management jobs.

NUMBER OF APPLICANTS	MANAGEMENT	NON-MANAGEMENT
0 – 25	48.3%	26.3%
26 – 50	29.6%	27.5%
51 – 75	13.8%	22.1%
76 – 100	4.2%	10.4%
100+	4.2%	13.8%

The majority of organizations nationally (84.7%) reported that the biggest challenge when it came to recruitment was finding candidates with the right skills. The values in the following table total to greater than 100% because many organizations reported having more than one challenge.

CHALLENGE	NUMBER OF ORGANIZATIONS	PERCENTAGE OF SAMPLE
FINDING CANDIDATES WITH THE RIGHT SKILLS	203	84.6%
ORGANIZATIONAL TIME DEVOTED TO RECRUITMENT	127	52.9%
FINDING DIVERSE CANDIDATES	68	28.3%
THE COST OF POSTING A JOB OR HIRING A SEARCH FIRM	39	16.3%
BEING UNSURE WHERE TO POST A JOB	18	7.5%

OTHER POLICIES

Over 90% of organizations in all regions reported having a harassment and/or workplace bullying policy, but less than half reported having a social media policy. Organizations also reported having a wide variety of other policies including code of conduct, substance abuse, conflict resolution, use of corporate property, performance management, working alone, and diversity in the workplace.

POLICY	NATIONAL PERCENTAGE OF ORGANIZATIONS	AB REGION	BC REGION	ON REGION	PR REGION
HARASSMENT AND/OR WORKPLACE BULLYING (INCLUDING SEXUAL HARASSMENT)	95.8%	96.6%	91.3%	93.1%	100.0%
SOCIAL MEDIA (REGARDING PERSONAL ACCOUNTS)	30.4%	29.8%	21.7%	48.3%	N/A
RELIGIOUS HOLIDAY	67.5%	69.1%	69.6%	55.2%	62.5%
CORPORATE TRAVEL	62.9%	63.5%	52.2%	69.0%	50.0%

Sample

