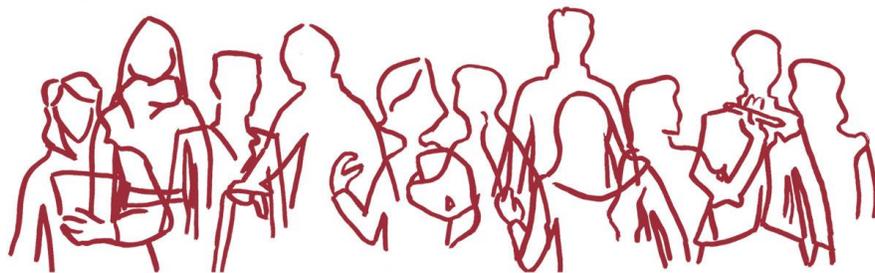


HR Council
for the Nonprofit Sector

Annual Report

2012-2013



Annual Report 2012 – 2013

The HR Council takes action on nonprofit labour force issues.

As a **catalyst**, the HR Council sparks awareness and action on labour force issues. As a **convenor**, we bring together people, information and ideas in the spirit of collaborative action. As a **research instigator** we are building knowledge and improving our understanding of the nonprofit labour force.

© 2013 HR Council for the Nonprofit Sector

Copyright is waived for charitable and nonprofit organizations for non-commercial use, with attribution. All other rights reserved.

ISBN: 978-1-926754-63-5

Aussi disponible en français

201-291 Dalhousie Street | Ottawa, Ontario K1N 7E5
t: 613.244.8332 | tf: 866.594.8332 | f: 613.241.2252
www: hrcouncil.ca | Twitter: @HR_Council

The HR Council is funded by the Government of Canada's Sector Council Program. The opinions and interpretations in this publication are those of the author and do not necessarily reflect those of the Government of Canada.

Message from the Chair

After eight incredible and fruitful years, it is hard to believe that the HR Council will be closing its doors this spring, moving its work and mandate to the Community Foundations of Canada. It has been a year of dramatic change as we finalize details in anticipation of the closure of the organization and the upcoming transition. It has also, however, been a year packed with new undertakings as our work was propelled into new areas of activity.

The past year was demanding: we created the National Occupational Standards for Managers of Volunteer Resources, a step to providing a structured understanding of the skills, knowledge and abilities needed to work in the sector. We experimented with the creation of a nonprofit labour market supply and demand model to assist broadly-based human resource planning for the sector. Our focused support with provincial bodies and networks helped to build the momentum of sector labour force initiatives and the exchange on knowledge nationally.

There was never a dull moment as we worked through these milestones in parallel to the planning of our transition. Finding a safe place for our work to land and our mandate to continue was of key importance; it appeared at first to be a daunting task. We have been overwhelmed by, and greatly appreciate the ongoing offers of support from the nonprofit community, as well as those from the private sector who have offered funds and assistance. We are forever grateful for your incredible efforts, camaraderie, and votes of encouragement that allowed us to find the path forward to continue our vital work of supporting employees and employers throughout the nonprofit sector.

It is fitting that one of our original hosts and incubators, the Community Foundations of Canada, has taken on the role of nurturing our next phase of life. While the HR Council will no longer exist as an independent entity, Community Foundations of Canada will host the on-going work of the HR Council for a transitional period, and lead a process to ensure that the mandate and work of the HR Council will continue into the future. I look forward to their work in engaging in conversations with the nonprofit sector on developing a shared leadership model, and determining a path for the HR Council mandate to evolve and continue.

The HR Council was a structure that provided the sector with the opportunity to be represented alongside other industries and sectors; it made it possible to talk about and develop labour market information and it allowed for the creation and widespread distribution of practical HR tools. It convened dialogues for sector organizations to come together and organize to better understand and support the needs of human resources within the sector. We have established an impressive legacy in our short history.

While we are winding down our formal infrastructure, the story will not end here. The sector continues to develop incredible leadership and greater awareness of nonprofit human resources issues and management, and I am excited to observe and participate in the conversation as it continues. To all who have played a key role in supporting, developing, and ensuring that the HR Council succeeded, thank you. I look forward to meeting you again on our path.

Owen Charters - Chair

About Us

hrcouncil.ca was created by the HR Council for the Nonprofit Sector (HR Council).

Incorporated as a nonprofit from 2005 to 2013, the HR Council for the Nonprofit Sector (HR Council) took action on nonprofit labour force issues. As a catalyst, the HR Council sparked awareness and action on labour force issues. As a convener, it brought together people, information and ideas in the spirit of collaborative action. As a research instigator it built knowledge and improved the sectors understanding of the nonprofit labour force. The organizations actions were guided by five strategic priorities:

- Strengthen HR management practices
- Support skills development and work-related learning
- Build and share knowledge about the nonprofit labour force
- Promote leadership development and succession planning
- Foster a culture of inclusivity

The organization was funded in part through the Government of Canada's Sector Council Program.

The HR Council's Legacy

In the fall of 2011, the HR Council began a process to determine its future in light of the government's announcement that the Sector Council Program would no longer be in place after March 2013. The process wrapped up in October 2012 and a decision was made to close the organization and to transfer its work to the Community Foundations of Canada (CFC). On April 1st 2013 CFC took on safeguarding the work and the hosting of a nationwide visioning exercise—a conversation with the sector—to develop a shared leadership model and to determine the work moving forward. The HR Council wrote updates as it worked through the process. Read the archived posts.

- December 2011 – [The announcement](#)
- March 2012 – [Reviewing funding options](#)
- June 2012 – [In search of a home](#)
- November 2012 – [The conversation gets bigger!](#)

- February 2013 – [The next chapter in a great story](#) (message from Ian Bird, President and CEO of the Community Foundations of Canada)

The Story of the HR Council

The HR Council interviewed a number of board members, staff, committee members and champions to create an article that looks back through the HR Council’s history, identifies its successes and talks about next steps. It tells the story of the organization and gives readers a peek at what work may lay ahead.

[Shining a light on the nonprofit labour force: The story of the HR Council](#)

Communications and outreach activities

The HR Council continued to explore ways to effectively use a range of social media to connect with stakeholders in meaningful ways. LinkedIn membership has doubled over the past year to more than 500 key stakeholders who facilitate the exchange of information and ideas. The Twitter group has grown to more than 2,000 followers. While the growth in number of followers is an easy metric to report on, the true value of Twitter lies in meaningful interactions with key stakeholders and influencers in the nonprofit sector, which have been instrumental in helping to disseminate news and information to a wider audience. The HR Council’s main communications tool, the e-newsletter, was distributed 10 times throughout the year to nearly 11,000 individual subscribers.

The following statistics apply to the date range April 1st 2012 to December 31st 2012

Visits to hrcouncil.ca: 406,415 (25% increase over the same time frame the year before)

Total number of downloads: 294,555 (2.6% increase over 2011-2012)

Top 5 hrcouncil.ca downloads:

- Recruitment and retention of New Immigrants and Members of Visible Minorities in the nonprofit sector’s workforce – 15,189 downloads
- HR Toolkit: Sample Interview Questions (English) – 6,599 downloads
- Current State Report – 5,626 downloads
- HR Toolkit: Employment Contract Template (French) – 4,431 downloads
- HR Toolkit: Employee handbook (French) – 3,252 downloads

Projects

Labour Market Information

“Armed with a robust understanding of the unique nature of its labour force, the Canadian nonprofit sector will be better equipped to attract and retain skilled workers, cope with changing demographics, build a healthy and inclusive labour force, provide relevant training and learning opportunities, promote the value of

paid work within nonprofit organizations, and compete for talent with other sectors.”

The HR Council continued in 2012-13 to improve Labour Market Information (LMI) for the nonprofit sector.

Making LMI more accessible

- New products in 2012-13 include analytical reports, statistics and “LMI101” guides about key concepts and making use of LMI in strategic planning and HR management.
- With changes made to the website, it is easier to find LMI products and information about ongoing efforts to develop and improve LMI for the sector. Over the course of the year, LMI materials were downloaded from hrcouncil.ca more than 20,800 times.
- A new searchable collection of LMI documents provides access to information in various sources on: What LMI is and how it can be used; Characteristics of the sector's labour force; and Trends and issues affecting the sector's labour force.

Focus on Compensation

- New data are available on an [interactive map](#) that gives average compensation costs in small charities in cities across Canada. Also available: a report on Compensation of Full-Time Employees in Small Charities in Canada. The information comes from the annual charity returns submitted to Canada Revenue Agency for 2010.
- With the guidance from our [Compensation Data Advisory Committee](#), HR Toolkit information on compensation was refreshed to keep it current.
- “Compensation data: How to make it work for your organization” and three stories from nonprofits -about assessing a compensation program, creating an employee survey and making compensation consistent and competitive - show how compensation data can be put to good use.

Collaborating to improve LMI for the nonprofit sector

- Leaders of nonprofit labour force initiatives in seven provinces (the “Building Cohesion” partners) reconfirmed their commitment to work together on the development of LMI. There is a general feeling that a structure is in place to support future collaboration and it is seen as a testament to the work the HR Council has done in fostering relationships. They developed an action plan for collaborative work over the next couple of years. It focuses on: supporting the collection of quality LMI; developing and demonstrating the value proposition for LMI; classifying nonprofit occupations; and encouraging labour force planning bodies to include the nonprofit sector.

Understanding nonprofit labour demand and supply

- To help the sector anticipate and address recruitment, retention and employee development needs, a panel of experts worked with consultant Robert Fairholm (Centre for Spatial Economics) to assemble data and create a model of nonprofit

labour demand and supply. We now have a framework for the “core” nonprofit sector (not including hospitals, colleges and universities), and a glimpse into the future that shows:

- Canada’s nonprofits will face a shortage of employees between now and 2022. With the nonprofit sector continuing to grow faster than the economy overall and employment growth in this sector outpacing overall labour force growth, this sector will need a bigger share of the labour force pie.
- Most of the need for nonprofit employees will come from replacing the people who leave their jobs (replacement demand): 120,000 to fill vacancies due to retirement and deaths; and between 118,000 and 316,900 to replace those who leave their jobs for other reasons (depending largely on how many people who leave jobs also leave the sector). In addition, about 40,000 people will be needed to fill new positions.
- This initial work sets the stage for continuing to improve forecasts for the sector overall and for creating models for particular geographic areas (provincial/territorial, urban/rural), or other segments of the sector.

Resources:

Information about the nonprofit labour force

<http://www.hrcouncil.ca/labour/about-nonprofit-workforce.cfm>

Information about improving LMI for nonprofits

<http://www.hrcouncil.ca/labour/improving-lmi.cfm>

Search LMI resources

<http://hrcouncil.ca/labour/search-lmi-resources.cfm>

Skills & Leadership Development

Completed in January 2013 this 3 year project moved the HR Council into new areas of work.

Understanding the State of Skills Development

The HR Council’s Labour Force Study drew attention to the availability of learning and development opportunities as a key factor in successful recruitment and retention. While nonprofit employees responded that they are satisfied with their jobs overall, they reported lower satisfaction with opportunities for professional development and career advancement than with other aspects of their jobs.

In response, the HR Council convened with stakeholders to identify skills development goals in addition to recommending further action for achieving these goals. To support stakeholders in this process the HR Council analyzed skills development strategies used by other sectors in Canada and internationally.

This year the following report was completed:

[Skills Development: Using Evidence-Based Information to Inform Practice](#)

The goals and actions outlined in this report are intended to assist nonprofit organizations – in particular HR managers, Executive Directors and other leaders involved in skills development – to identify and act on ways to strengthen skills development at a cost that is manageable for organizations.

Asking the question: Is there a leadership deficit?

There are concerns about where future nonprofit leaders will come from to fill vacancies as baby boomers exit the labour force.

Our response:

- Providing stakeholders with research-based information about recruitment for top positions
- Stepping up outreach to members of nonprofit boards to support their critical role in recruiting top executives
- Clarifying stakeholder concerns and perspectives in addition to promoting stakeholder dialogue on prospects for future leadership in the sector

Findings from the proposed research and stakeholder inquiry provided evidence-based information about the competencies of newly-hired leaders and the competencies boards recruit for. In doing so, the project identified challenges organizations face in hiring for top paid positions, informed the development of strategies and highlighted specific resources and tools to meet these challenges. Given the changing demographics in Canada's labour force, this research will pay particular attention to inclusion and diversity in hiring for top positions.

This year the following activities were completed:

- Conducted a National Leadership Meeting on Future of Leadership in Canada
- Developed a web employment job posting tool in partnership with LASI World Skills to assist nonprofit board members in find future leaders.
- Conducted 5 workshops to discuss with nonprofit executives the future of leadership development in Canada

Developing an Occupational Standard

As we built upon the overall portrait of skills development in the sector, research and stakeholder input pointed to the need for concrete action to support professional development for one particular key occupation in the sector: Managers of Volunteer Resources. The coordination and administration of volunteers is an important area of nonprofit work; in 2007 alone over 12.5 million Canadians volunteered with various nonprofit organizations.

The HR Council partnered with the [Canadian Administrators of Volunteer Resources \(CAVR\)](#), the national umbrella organization for practitioners, to develop and validate an occupational standard for Managers of Volunteer Resources and to develop related communications materials. This year the [National Occupational Standards for Managers of Volunteer Resources](#) was completed and launched at the

CAVR AGM. The HR Council was also able to conduct 2 workshops on how to implement and use the occupational standard.

Building Cohesion in Labour Force Strategies

Communication between key stakeholders in the nonprofit sector is too intermittent to provide many long-term benefits; the sector would benefit from an ongoing forum for convening partners from across the country to discuss labour force initiatives. To that end, in order to more effectively identify and address nonprofit labour force issues, organizations must work in collaboration to create and share Labour Market Information (LMI). This kind of information provides employers with an evidence-based understanding of the nonprofit sector and its HR needs.

There is also potential for the nonprofit sector to enhance its ability to exchange this information and intelligence while providing support in the development of location-based strategies, however few formal structures exist to facilitate this exchange.

Our response

In response to these needs, this year and a half long project (completed in September 2012) addressed concerns expressed by the sector through an in-person forum on labour force initiatives with partners from across the country. This set the course for collaborative action on the development of labour force strategies while providing the opportunity to monitor trends, identify common issues and address labour force challenges within the sector.

The provinces of Saskatchewan, Ontario and Nova Scotia were identified as benefitting from the HR Council in the development of their respective nonprofit labour force initiatives. Stakeholders from these provinces were provided with assistance as part of the project.

Additionally, the project:

Developed [case studies](#) of sub-sectoral workforce strategies that can be used to identify success factors and common patterns to assist others with their own strategies

Created an [online information portal](#) on hrcouncil.ca for and about provincial labour force initiatives that provides information about initiatives across Canada.

Partners

We would like to recognize and thank the following agencies, institutions, and organizations for their ongoing collaboration and support:

- Canadian Administrators of Volunteer Resources (CAVR)

- Community Initiatives Fund
- Department of Labour and Advanced Education in Nova Scotia
- LASI World Skills
- Ontario Nonprofit Network
- Phoenix Youth Programs/Community-based Sector

Volunteers

We would like to express our sincerest gratitude to the following individuals who volunteered their time, effort and expertise to support our work by participating in HR Council project advisory committees or networks in 2012-2013:

Skills Development advisory committee

- **Sandra Watt** Lutherwood
- **Doug Soo** Langara College
- **Gerda Kaegi** Ryerson University
- **Tamara Cardinal** Centre for Aboriginal Human Resource Development (CAHRD)
- **Nancy Anningson** Prior Learning Centre
- **Rick Blickstead** Wellesley Institute (Adj. Professor University of Toronto)
- **Susan Climie** Big Brothers Big Sisters Canada
- **Wendy MacDonald** W.L. MacDonald and Associates

Occupational Standard advisory committee

- **Donna Carter** Canadian Administrators or Voluntary Resources (CAVR)
- **Chris Peacock** Canadian Administrators or Voluntary Resources (CAVR)
- **Donna Lockhart** The RETHINK Group/PAVR-O
- **Rachel Stoparczyk** Canadian Journal of Volunteer Resources Management
- **Linda Doucette-Hébert** Vitalité Health Network, Beausejour zone
- **Karen Preston** Capital Regional District – Regional Parks
- **Kathryn Ohashi** Child Care Human Resources Sector Council (CCHRSC)

Leadership Development advisory committee

- **Amanuel Melles** United Way Toronto
- **Barbara Grantham** Barbara Grantham Consulting Services, Inc.
- **Diana Smith** EcoSol Consulting Inc./Ginger Group Collaborative/University of Victoria (Adj. Faculty)
- **Grant MacDonald** College of Continuing Education, Dalhousie University
- **Neil Cohen** Community Unemployed Help Centre
- **Sheri Benson** United Way of Saskatoon & Area
- **Sonia Kowalewich** MFL Occupational Health Centre
- **Tina Edan** The Maytree Foundation

Building Cohesion advisory committee

- **Barbara Grantham** - GNPI
- **Catherine Crucil** – Vancouver Foundation
- **Mandie Abrams** – Edmonton Chamber of Voluntary Organizations (ECVO)
- **Mike Grogan** – Calgary Chamber of Voluntary Organizations (CCVO)
- **David Sax** – Catholic Family Services Regina
- **Shellie Pociuk** – Family Service Regina
- **Trish St. Onge** – Catholic Family Services Saskatoon
- **Sid Frankel** – Manitoba Federation of Non-Profit Organizations
- **Heather Laird** – Ontario Nonprofit Network (ONN)
- **Sue Wilkinson** - Ontario Nonprofit Network (ONN)
- **Annette Vautour-MacKay** – Volunteer Centre of Southeastern New Brunswick
- **Veronica McNeil** –Voluntary Sector Consultants
- **Kimberley Yetman-Dawson** Newfoundland Housing & Homelessness Network
- **Bruce Pearce** Newfoundland Housing & Homelessness Network

LMI advisory committee

- **Mandie Abrams** – Edmonton Chamber of Voluntary Organizations (ECVO)
- **Cynthia Duncan** – Community Sector Council of Nova Scotia
- **Mike Grogan** – Calgary Chamber of Voluntary Organizations (CCVO)
- **Sid Frankel** – Manitoba Federation of Non-profit Organizations, Inc.
- **Ginger Gosnell-Myers** – Vancouver Foundation
- **Heather Hay** – Vancouver Foundation
- **Jayne Hunter** – Community Sector Council of Nova Scotia
- **Heather Laird** – Ontario Nonprofit Network
- **Tracey Mann** – Community Initiatives Fund
- **David Murphy** – NL Housing & Homelessness Network
- **Trish St. Onge** – Catholic Family Services
- **Shellie Pociuk** – Family Service Regina
- **Cathy Taylor** – Ontario Nonprofit Network
- **Annette Vautour-MacKay** – Volunteer Centre of Southeastern NB
- **Kimberly Yetman Dawson** – NL Housing & Homelessness Network

Expert panel on modeling nonprofit labour supply and demand

- **Céline Charpentier** – Comité sectoriel de la main-d'oeuvre de l'économie sociale et de l'action communautaire
- **Peter Clutterbuck** – Social Planning Network of Ontario
- **Blair Dimock** – Ontario Trillium Foundation
- **Peter R. Elson** – Institute for Nonprofit Studies, Mount Royal University
- **Wilf Falk** – Manitoba Bureau of Statistics
- **Nancy Gale** – Cariboo Chilcotin Child Development Centre
- **Mike Grogan** – Calgary Chamber of Voluntary Organizations (CCVO)

- **Martin Itzkow** – Manitoba Federation of Non-profit Organizations, Inc.
- **David Lasby** – Imagine Canada
- **Debra Mountenay** – Elgin Middlesex Oxford Workforce Planning and Development Board
- **Ross Reid** – Voluntary and Non Profit Secretariat, Government of Newfoundland and Labrador
- **Robin Wisener** – Principal Consultant, Myro & Partners

Our People

Board of Directors

Paul Bubelis Executive Director Sustainability Network Toronto, ON	Darrell Lang Vice President, Human Resources Bethany Care Society Calgary, AB
Maggy Burns Internal Director Phoenix Halifax, NS	Veronica McNeil Executive Director Federation of Community Organizations Dartmouth, NS
Céline Charpentier Executive Director Comité sectoriel de maind'oeuvre de l'économie sociale et de l'action communautaire Montréal, QC	Avnish Mehta Creative Director BaxterBean Calgary, AB
Owen Charters – Chair President & CEO CanadaHelps Toronto, ON	Carl Nicholson - Treasurer Executive Director Catholic Immigration Centre of Ottawa Ottawa, ON
Tim Crooks Executive Director Phoenix Halifax, NS	Tanara Pickard (non-voting) Executive Director HR Council for the Nonprofit Sector Ottawa, ON
Marlene Deboisbriand – Past chair Vice-President Member Services - Boys & Girls Clubs of Canada Gatineau, QC	Karen Stone - Secretary Executive Director BC Non-Profit Housing Association and the Society for Affordable Housing Education, Awareness and Development Vancouver, BC
Gay Hamilton (non-voting) Executive Director HR Council for the Nonprofit Sector Ottawa, ON	Veronica Utton Managing Director - V. Utton & Associates Toronto, ON

Kathy Johnson National Representative Canadian Union of Public Employees Scarborough, ON	Sandra Watt Director of Human Resources & Administration Lutherwood Waterloo, ON
---	--

Staff

Gay Hamilton Executive Director (stepped down in October 2012)	Tanara Pickard Executive Director (as of November 2012)
Michelle Jondreau Communications Coordinator	Bonnie Shiell Research Manager
Erica Paradis Project Assistant	Leona Wall Finance & Administration Manager
Conrad Prince Project Manager	

Our Financials

The HR Council for the Nonprofit Sector's financial statements for the 2012-2013 fiscal period were audited by Marcil Lavallée in accordance with Canadian generally accepted auditing standards. These standards require that an audit be planned and performed to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In the opinion of Marcil Lavallée, these financial statements present fairly, in all material respects, the financial position of the HR Council for the Nonprofit Sector as at March 31, 2013 and the results of its operations and its cash flows for the year that ended in accordance with Canadian generally accepted accounting principles.

Statement of operations for the year ended March 31, 2013

Revenue	2013	2012
Contributions from Human Resources and Skills Development Canada (HRSDC)	\$ 1,224,125	\$ 1,487,401
Other	\$ 3,500	\$ 24,834
Total	\$ 1,227,625	\$ 1,512,235
Expenses		
Salaries and benefits	\$ 508,473	\$ 595,912
Professional fees	\$ 336,191	\$ 475,085
Travel expenses	\$ 142,689	\$ 177,904
General project costs	\$ 142,599	\$ 254,600
Total	\$ 1,229,952	\$ 1,503,501
Excess (Deficiency) of Revenue over Expenses	\$ (2,327)	\$ 8,734

Statement of financial position for year ended March 31, 2013

Assets			
Current assets	2013	2012	April 1, 2011
Cash	\$ 180,631	212,694	\$ 86,781
Accounts and harmonized sales tax receivable	\$ 60,448	\$ 70,191	\$ 54,366
Contributions receivable	-	-	\$ 24,889
Total	\$ 241,079	\$ 282,885	\$ 166,036
Liabilities			
Current Liabilities	2013	2012	April 1, 2011
Accounts payable and accrued liabilities	\$ 85,864	\$ 146,188	\$ 50,643
Due to HRSDC	\$ 107,136	\$ 6,115	-
Deferred contributions and grants		\$ 80,176	\$ 73,721
Total	\$ 193,000	\$ 232,479	\$ 124,364
Net Assets			
Unrestricted	\$ 48,079	\$ 15,406	\$ 6,672
Internally restricted - Opportunity Reserve Fund	-	\$ 35,000	\$ 35,000
Total	\$ 48,079	\$ 50,406	\$ 41,672
	\$ 241,079	\$ 282,885	\$ 166,036