



Investing in the Development of Workers in Voluntary/Non-profit Organizations

**Presentation to the Provincial Labour
Market Symposium
St. John's
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Nature of the Voluntary/Non-profit Sector

- Large, complex and relatively unorganized (limited structure/networks)
- The sector includes some 161,000 organizations, more than half (56%) of them are registered charities
- Many areas of activity such as Social services, Health, Development & Housing, etc.
- Nearly half (45%) of Voluntary/Non-profit organizations have paid employees. The others rely wholly on volunteers
- Reported revenues of \$75 billion in 2003 (excludes hospitals, colleges and universities)
- 49% of funding comes from government, most of it from provincial sources





Key Characteristics of Organizations the Council is Targeting

- Employ **paid** staff
- Self-governing - have a Board of Directors who are volunteers
- Do not distribute profits to members or shareholders
- Activity extends beyond the organization's membership to serve a broader public (not cooperatives, business and professional associations or labour unions)
- Are not large, publicly funded institutions (hospitals, colleges, universities)





Profile of the Paid Labour Force

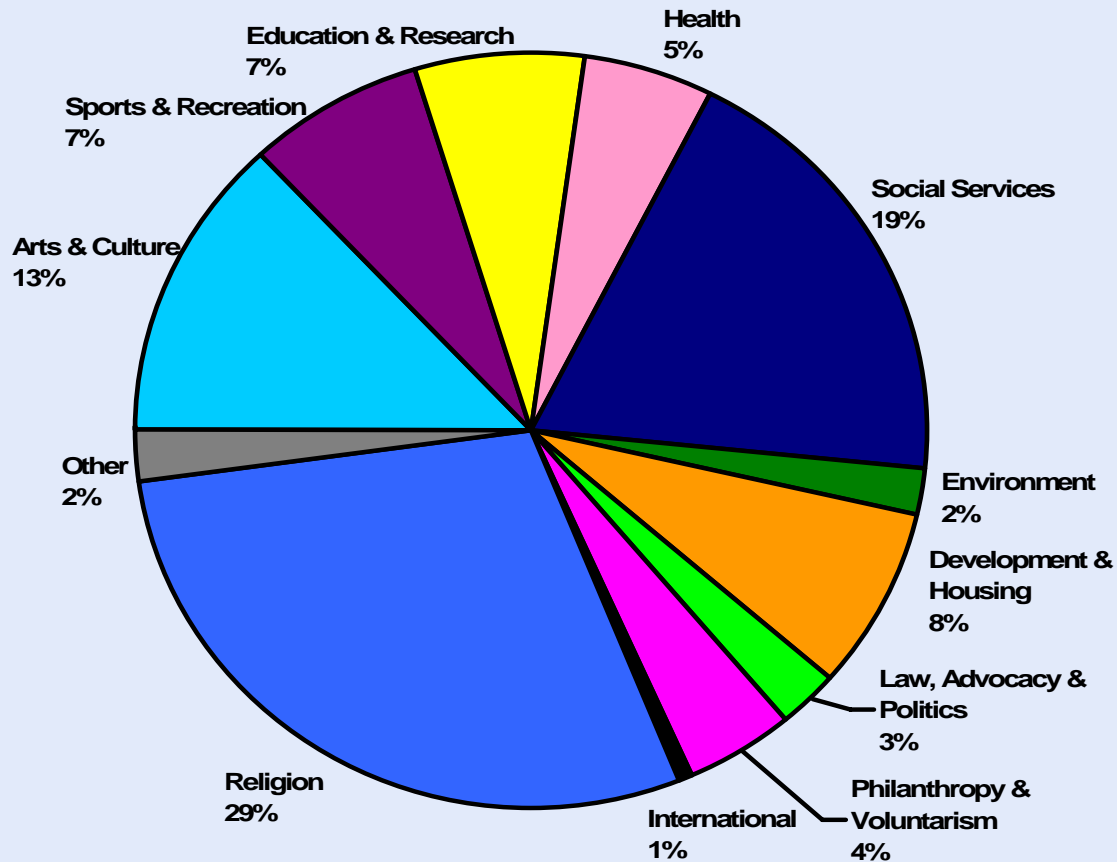
- Voluntary/Non-profit sector organizations include about 1.2 million paid employees - 7.2% of the country's total labour force.
- An estimated 68,000 organizations have paid employees
- More than half of the sector's paid employees work in Social Services, Health or Development & Housing
- 75% are women
- Over 60% of workers have a post-secondary degree or diploma
- About three-quarters of organizations have fewer than 10 employees; only about 3% of them have 100 employees or more

Source: National Survey of Non-profit and Voluntary Organizations (NSNVO), 2003 and CPRN Research Series 2003



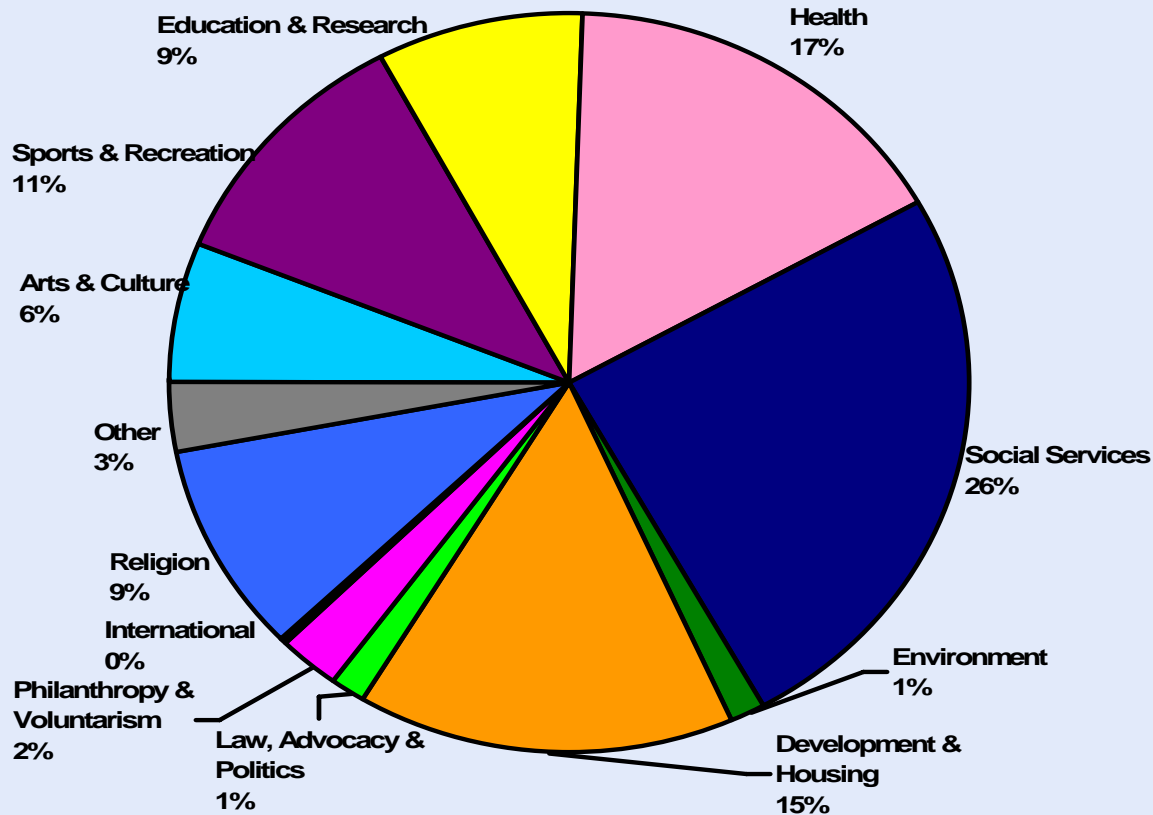


Distribution of Employers





Distribution of Employees





Profile of the labour force in Newfoundland Newfoundland and Labrador

There are over 4,000 voluntary, community-based (VCB) organizations in Newfoundland and Labrador.

Fifty-nine per cent (59%) of VCB organizations in the province have less than 10 paid employees.

Only 1% have more than 50 employees.

Twenty-nine (29%) have no paid employees.

Source: NSNVO, 2003





Key HR Challenges

- Low salaries & inferior benefits
- Difficult to attract & keep the right people
- Perception that the sector and its work is undervalued
- Effective management of staff
- **Relevant, accessible & affordable training**





Work of non-profits/voluntary organizations has become more complex

- Greater demand for services of community-based agencies
- More competition for funds
- Greater demands for financial accountability
- Need to clearly demonstrate results/impact
- Need to make optimum use of technology
- Need to manage information
- Need to build partnerships
- Need to be visionary and innovative





Why invest in workforce training in this sector?

- As a result of downloading, community-based organizations now provide a range of services
- Paid workers can leverage significant unpaid resources and other financial resources
- Newer entrants to the workforce are demanding workplace training; may affect retention
- Increasing complexity demands both organizational management skills AND leadership skills





Some Challenges of Workforce Training

- Affordability
- Accessibility
- Must be sector-specific
- Matrix of multiple jobs/functions in various sub-sectors
- Patchwork of programs and delivery systems across the country





HR Council Focus

- Identification of skills gaps for key positions/job functions that cut across the various sub-sectors such as:
 - Executive Director
 - Financial management
 - Project management
 - Program management
 - Administrative support
 - Management of volunteers
 - Fund development





Perspectives on the Future

- Need for funders and employers to recognize the importance and the value of investing in the development of workers in this sector
- Need for collective approaches to training and ongoing learning
- Better understanding of the skills needs and gaps for key positions
- Assessment of skill needs and gaps by sub-sector and geographically
- Mapping and assessment of the available training
- Common repository of information about supply and demand for training

