



# Addressing the Staffing Challenges of Small and Mid-sized Foundations

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Saskatoon





## Introductions

- Name, position, organization
- How many staff (ft, pt)
- Describe a staffing challenge for your organization
- What is the single greatest asset that you can offer to employees in your organization ?





## Workshop Objective

To ensure your organization has the knowledge and skills it needs to recruit, retain and maximize the potential of the paid talent in your organization.





## The HR Council for the Voluntary/Non-profit Sector

- Preceded by the project “Developing Human Resources in the Voluntary/Non-profit Sector” led by Community Foundations of Canada and United Way Canada in 2002
- Feasibility study undertaken in 2003
- The HR Council incorporated in August 2005 as a national non-profit organization to take leadership and action on HR issues related to paid employment in the voluntary/non-profit sector
- Board of 18 and staff of 3.5; located in Ottawa





## Overarching Challenges identified in Feasibility Study

- Sector is large and complex: 1.2 million employees, 68,000 organizations active in a variety of sub-sectors such as environment, social services, health, education, philanthropy, housing, etc.
- Funding (nature and amount) affects HR
- Board governance
  - Boards need better understanding of their role and responsibilities re: HR
- Joint effort of paid staff and volunteers
  - Interaction in workplace; effective management of volunteers
- Women are 75% of work force
  - Impact on working conditions





## Key HR Issues identified in the Feasibility Study

- Low salaries & inferior benefits
- Difficult to attract & keep the right people ('we train them and they leave')
- Perception that the sector and its work is undervalued
- Effective management of staff
- Relevant, accessible & affordable training





## The HR Council for the Voluntary/Non-profit Sector

- Focus is on research, promoting good HR practices, fostering training and learning opportunities in the voluntary/non-profit sector, and raising awareness about paid employment in the sector
- For more information go to: [www.hrcouncil.ca](http://www.hrcouncil.ca)





Have you ever been in a situation where the wrong person was hired for the job?

What was the impact on the organization?





Staffing is about "*hiring the right people with the right skills at the right time.*"

- Salaries are the single largest investment for a non-profit organization
- Employees in the voluntary/non-profit sector are key to leveraging other resources- both financial and human
- Getting it wrong can be expensive and time-consuming





## The labour force context

- Lowest unemployment rate in 30 years
- Exodus of the baby boomers over next 10 years
- Increasing competition for talent
- Next generation of workers has different expectations
- Work of community foundations and other community-based organizations has become more complex - need for skilled workers ( ex. community building/community leadership)





## Board is the legal employer

- Key Responsibilities

- Hiring, supporting, directing and evaluating the ED
- Ensuring compliance with provincial and territorial Employment Standards legislation and regulations
- Approving HR policies of the organization
- Board can delegate HR responsibilities for other staff to the ED
- Ensuring there is a process to deal with staff grievances





# Capitalizing on the voluntary sector's unique assets

- People are motivated by the cause, by the prospect of being able to make a difference in their communities and in people's lives
- The ability to influence the decision-making process
- Greater flexibility to accommodate family responsibilities





## Factors to consider before hiring

- Age and stage of the organization
- Its values
- Its workplace culture
- Resources available





# The Staffing Process

- Developing a good job description
- Recruitment of candidates
- Selection
- Orientation





## Job Descriptions

- Job Title
- Job Purpose
- Reporting relationship
- Primary Duties and Responsibilities
- Qualifications
- Experience
- Working Conditions





## Recruitment Strategies

- Within the organization
- Referrals from employees, board members, other organizations
- Print advertisements
- Electronic postings such as Charity Village
- Internships/co-op placements
- Executive search firms





# Selection process

- Interview process
  - Selection panel
  - Preparation of questions
  - Conducting the interview
  - Criteria for selection
  - Checking references





# Hiring

- Making the offer
- Doing the paperwork





## Orientation

- What is the purpose of orientation?
- Who is responsible for orienting employees in your organization?
- What information should be included in an orientation?

*See orientation checklist.*



# HR COUNCIL

FOR THE VOLUNTARY/NON-PROFIT SECTOR



# CONSEIL RH

POUR LE SECTEUR BÉNÉVOLE ET COMMUNAUTAIRE





## Retaining Staff: Job Quality Indicators

- Influence
- Rewards
- Security
- Job Design
- Environment
- Schedules
- Relationships
- Job Demands
- Pay and Benefits
- Training and Skills

*For more info: [www.jobquality.ca](http://www.jobquality.ca)*





## Retaining Staff - key factors for work in the non-profit sector

- Realistic expectations
- Good bosses
- Recognition
- Inclusion
- New challenges
- Pay and Benefits
- Training and Employee development





# Some Methods for Employee Training and Development

- Participation in committees
- Conferences, forums
- Job Rotation
- Shadowing
- Stretch assignments
- Peer learning process





# Work Planning and Performance Assessment

- For Executive Director, work plan and performance assessment must be linked to organization's strategic plan
- Work planning can be done on a weekly, monthly, quarterly basis
- Need for clear objectives and a common understanding of how the work will be done
- Performance assessments to be done on an annual basis





# HR Checklist - How is your organization doing?





## Question period

**For more information, go to:  
[www.hrcouncil.ca](http://www.hrcouncil.ca)**

