London's Voluntary Sector Employment and Training Needs Study

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Foreword

The voluntary sector has become a vital part of Canada's cultural, social, and economic fabric. Today, Canadians depend on voluntary organizations for an increasing number of essential goods and services, especially in the wake of cuts in the public sector. Interest in studying the voluntary sector has surged in recent years along with recognition of the contributions of the sector.

Within the City of London, thousands of voluntary sector organizations exist serving different needs and populations. The City of London and area has an estimated 1000 charitable organizations, 3500 programs, 800 not-for-profit organizations, over 200 churches, 87 sports groups, 150 different branches of service clubs, 80 child care organizations, 200 senior's care facilities, and 100 local labour organizations consisting of over 30 000 members and numerous professional associations.[1]

Little information exists about the challenges these organizations face. This lack of information led Pillar-Voluntary Sector Network to engage in a research project to profile the voluntary sector and learn more about the challenges and opportunities organizations face. Specifically, the dedicated and passionate individuals employed in the sector are often forgotten when the term "voluntary sector" is used by those unfamiliar with the dynamics of the sector.

The Canadian Policy Research Networks (CPRN) summarizes the results from various studies examining the contributions of voluntary sector organizations. "Estimates of the contribution of nonprofits to the Gross Domestic Product range from 4 percent to over 12 percent. In terms of their role in employment, Sharpe estimates that charities alone employ nine percent of the Canadian labour force with two-thirds of this employment being full-time in nature. In addition, charities draw on the human resources of an estimated 1.6 million volunteers who contributed their time to registered charities in a typical month (with 2.9 million contributing time during peak periods)."[2]

London's Voluntary Sector Employment and Training Needs Study is a starting point for understanding the sector and its role in the City of London as it highlights both the successes and challenges facing the voluntary sector. This report includes a comparison of London results to other studies and research reports conducted worldwide. In addition, focus groups have been conducted with respondents to further probe areas of interest. This report will form the basis of other studies to further our understanding of the voluntary sector.

Acknowledgements

A number of people and organizations contributed both their time and resources to this study. London's Voluntary Sector Employment and Training Needs Study would not exist without their relentless support.

We would like to thank Human Resources and Skills Development Canada (HRSDC) for the research grant which funded this study. Datapix has been a strong supporter of Pillar - Voluntary Sector Network from our inception and we appreciate their support with the online version of the questionnaire.

To support the study, Pillar used its existing research committee, created an advisory group called the research reference group, and formed a team of research volunteers to assist with the day to day activities of the study. Pillar's office volunteers also contributed their time to the study, helping to create the organization database, assisting in the mailing out of invitations, and editing the report documents.

A list of the various committees and the dedicated individuals that serve on each committee is below:

Research Committee	Research Reference Group	Research Volunteers	Office Volunteers that assisted with the study
Shahin Daya	David Carrothers	Alex Achinfiev	Carmen Bisaillon
Beth De Long	Angela Conti-Becker	Branko Kesic	Juan Brito
Paul Hubert	Natalie Champagne	Hua Tang	Jayashree Dutta
Ruth Young	Shahin Daya	Lana Terry	Mindy Gordon
Gerda Zonruiter	Beth De Long		Alex Simmons
	Paul Hubert		Fred Zamostny
	Vicki Mayer		
	Deb Mountenay		
	Tricia Potter		
	Sheila Simpson		
	Janet Tufts Jeny Wallace		
	Ruth Young		
	Gerda Zonruiter		

Other volunteers:
Schulich School of Business Marketing professor Cristian Chelariu
Datapix founder Keith Barklem

Pillar - Voluntary Sector Network is grateful to the contributions of each of the volunteers who assisted with the study. Special thanks go to Alex Achinfiev for volunteering his time to create the online questionnaire.

Lana Terry, one of Pillar's research volunteers, donated an exceptional number of hours to the study and cared passionately about the outcome. Lana has shown dedication and has volunteered with the study from start to finish. She has shared her organization skills with the team and was instrumental in the creation of the organization database.

To all those who contributed to this study by completing the questionnaire or participating in focus groups, we thank you for your time and responses.

Executive Summary

London's Voluntary Sector Employment and Training Needs Study highlights both the achievements and challenges of the City of London's voluntary sector. Over 115 executive directors or organization heads of London voluntary sector organizations shared their experiences and challenges through questionnaires and focus groups.

The study included organizations that met Pillar - Voluntary Sector Network's definition of a voluntary sector organization which is one that:
- has its own decision making process
- exists to serve a public benefit
- depends upon vo lunteers in some way including on a board of directors
- does not distribute profit to members
- is independent from public and private sectors, although some may be dependent upon those sectors for funding and service partnerships

The study attempted to fulfill the following objectives for London's voluntary sector:
1. To develop a profile of the workforce (i.e., the number of organizations, employees, volunteers and their demographic characteristics).
2. To identify labour force needs, anticipated shortages and changes in the structure of the workforce.
3. To identify issues and challenges.
4. To document and prioritize required skill sets and training needs.
5. To document the benefits and non-monetary rewards of working within the sector.
6. To document optimal strategies and best practices for recruiting, hiring and retention.

The questionnaire and report include sections on profiling, services rendered, volunteers, employees, diversity, job quality, training, technology, revenue and expenditures, and sustainability. The remainder of this Executive Summary contains the highlights of each section along with recommendations and conclusions. Full details are available in the full report.

Profile of London's Voluntary Sector

To gain a better understanding of London's voluntary sector and the respondents completing the questionnaire, Pillar asked a series of profiling questions. Overall approximately ¼ of the organizations that completed the questionnaire belong to the social service classification, followed by culture and recreation at 14.9%. Most organizations surveyed are incorporated nonprofits, followed by registered charities. Organizations generally serve the entire City of London including

neighbouring counties and rural municipalities and were formed and incorporated in the nineteen-eighties. London voluntary sector organizations provide a variety of services tailored to the needs of the City of London, however, few perform activities such as fundraising and grant-making.

Services Rendered Demand and Capacity

Statistics show the services provided by London voluntary sector organizations are utilized by many London residents. Approximately 60% of respondents experienced an increase in the number of recipients served/services performed in 2003 and 66% anticipate a further increase in 2004. Although demand for services provided is forecasted to increase, the ability to meet these increased service demands is expected to decline. One in six organizations reported they were unable to meet service demands in 2003 and 1 in 4 organizations projected they would not be able to meet service demands in 2004.

Organizations indicated their inability to meet service demands is due to insufficient funding and a shortage of volunteers. The challenge lies in serving recipients with shifts in funding away from core operations and with reduced support from the government, philanthropic organizations and other sources. Without sufficient funding and dedicated volunteers, the sustainability and quality of service provided by London voluntary sector organizations may be in jeopardy.

Volunteers

As service demands and competition for funding increase, the importance of securing quality volunteers is vital.   Organizations surveyed have either a combination of volunteers and staff or are entirely operated by volunteers. Respondents completing the volunteers section were asked questions about their organization's volunteer base using data from the 12 months prior to completing the questionnaire. Over 92% of organizations had volunteers, other than board members, who contributed to the organization in the last 12 months. In total, respondents had on average 253 volunteers per organization with a median number of 60 volunteers. Volunteers contributed an average of 4 to 66 hours per year. Fundraising volunteers contributed the fewest hours per year at only 4.4 hours. Volunteers were most likely to be engaged in activities such as providing information, canvassing, campaigning and fundraising, and organizing or supervising events.

Organizations experienced a decline, no change, or an increase in the number of volunteers over the last 12 months depending on the activity performed by volunteers. The number of fundraising volunteers declined at a rate higher than all other volunteer positions (13%). Having a declining number of volunteers, or no change in volunteers over the last 12 months, is indicative of future problems as most organizations expected an increase in service demands in 2003 and 2004. Results demonstrate that approximately 1/3 of organizations indicated that there is

a shortage of skilled volunteers with appropriate education, experience and attitude. Focus group respondents indicated that volunteers seem to adhere to an 80/20 rule where 20% of the volunteers do 80% of the work. The shortage of "quality" volunteers and the increasing service demands force dedicated existing volunteers to contribute a higher number of hours, which leads to "volunteer burnout". Other challenges include difficulties in finding leadership volunteers and managing student volunteers.

Respondents indicated it would take 5-6 full-time paid staff to replace the work of their volunteers. When this figure is multiplied by the estimated number of voluntary sector organizations in London (1150) and by the average annual full-time wage in London according to Statistics Canada ($43,811), the economic contribution of volunteers to London's economy can be estimated at over $303 million per year.

Pillar's survey reveals that over 75% of organizations with volunteers have someone specifically assigned to manage volunteers. Even with an employee or volunteer assigned to manage volunteers, organizations did not feel there was sufficient time, funds, and/or resources to effectively organize volunteer work.

Respondents reported that individuals volunteer with their organization because of the self-satisfaction derived from helping others, to give back to society and because of a personal/family experience with the organization's services. Another common reason given was to improve one's chances for securing employment through networking and gaining experience. By emphasizing the benefits of volunteering, organizations may be able to better retain and recruit volunteers.

Strategies to overcome challenges recruiting and retaining volunteers include:
- breaking one large volunteer role into a few smaller ones to encourage volunteers to take on leadership positions
- using virtual volunteering to adapt to busy lifestyles
- having a volunteer coordinator to match volunteers with positions, create clear job descriptions, actively recruit volunteers, and manage staff-volunteer relationships
- recognizing the contributions of existing volunteers,
- communicating with volunteers about the organization and their contribution,
- offering training to volunteers enabling them to learn new skills

Suggestions for recruiting volunteers include posting volunteer positions on Pillar's website (www.pillarv.com), using existing volunteers to identify other volunteers, targeting students, offering training and workshops, and advertising in local media.

Volunteers are the life-blood of many voluntary sector organizations especially those that are entirely volunteer-run. Understanding how to use volunteers so both the organization and the volunteer benefit is essential to retaining volunteers and sustaining organizations.

Board of Directors

The board of directors is an integral part of any voluntary sector organization. The average current number of board members per organization in London is 11.7 with a minimum required number of 8.9 and a maximum of 13.5. Most London directors serve for 3 to 4 years on a board and bring a variety of skills with them. Respondents reported that some skills were lacking on their boards, specifically fundraising/revenue generation. Although most organizations indicated it is difficult to find directors to serve on their boards, respondents are content with the quality of and contributions by existing board members. Respondents reported, however, that individuals from some sectors are not represented on their boards. It is important for the board to reflect London through the inclusion of youth, those of diverse cultural and ethnic backgrounds, and especially the organization's stakeholders.

Employees

Profiling London's voluntary sector workforce involved a detailed analysis of the composition of the sector. Results show that approximately ¾ of organizations surveyed employ paid staff and the average number of employees per organization is 32.5, however the median is much lower at 8. Most organizations employ 1-5 employees (42%) followed by 22% employing 6-10 individuals.

Contract employment in the voluntary sector is expected to rise more than 2% in 2004. More than one in seven people employed are on contract (15.2%) and 29% work "other" arrangements. Permanent positions are expected to decrease by almost 11% to 56% of all positions in 2004. The average number of individuals working as contract employees is highest for management, professional, and intermediate/technical occupational categories.

Full-time positions were forecasted to increase to 72% and part-time positions were forecasted to decrease to 28.5% in 2004. Further analysis reveals that organizations are offering more full-time contract positions as funding shifts away from long-term core operational funding to short-term project specific funding. Senior managers, clerical/administrative support staff, and professional staff are all forecast to have higher part-time than full-time employment for 2004.

Results reveal there are more females than males working in London's voluntary sector (65% female vs. 35% male). Females are more likely to work as clerical/administrative staff (90% female vs. 10% male) than as senior managers (58% female vs. 42% male). Most employees have a college certificate/diploma (48%) and 23% have a university degree. Senior managers are more likely to have a university graduate degree and professional accreditation/certification than other occupational categories. A number of clerical/administrative support staff

have a university degree (19%) university graduate degree (10%) or professional accreditation/certification (9%).

Most employees in London's voluntary sector are in the 26-45 age cohort. Forty-four percent of individuals employed in London's voluntary sector are aged 35 or under. Employees generally have 1-5 years of work experience (28.4%), followed by more than 15 years (27.8%). Having a large pool of young and educated employees in the voluntary sector places London in an advantageous state. The challenge lies in retaining these younger workers when the older, more experienced staff retire.

On average, organizations currently have a shortage of 1-2 employees. From 2002-2003 organizations experienced a loss of 1-2 employees and plan to hire 1-2 employees in the next 12 months. Given the small employee base (median figure of 8), having a shortage of even 1 employee can translate into 13% of an organization's employee base. Above all, lower salaries and lower benefits are the most common explanations for staff shortages. Other explanations include competition from the private and government sectors and lack of career opportunities. Explanations for retention challenges include work overload, insecurity felt by employees due to the lack of permanence of positions, and the fact that employees are required to perform dual positions as part of cost saving measures.

Most employees working in London's voluntary sector are dedicated passionate individuals accepting lower wages and fewer benefits and working in the sector for the self-satisfaction of helping others. As senior managers with a wealth of knowledge and experience begin to retire, the voluntary sector faces challenges finding qualified individuals to lead these organizations into the future. Fortunately, London's voluntary sector is filled with young, educated individuals in line to accept the responsibility of managing the organization. Unfortunately, few organizations are able to afford the time and financial resources to train the future leaders of the sector. Although the sector provides several altruistic benefits to these employees, many are seeking to improve their skill sets in the voluntary sector and possibly move on to the private or public sector which may offer a greater level of job security and compensation.

It is essential to retain the younger educated workers in London's voluntary sector to sustain the future of these organizations. The challenge lies in retaining individuals given the lower salaries, lack of benefits, workload, overtime, and lack of resources. Building on the intrinsic reward of self-satisfaction from helping others is key to recruiting other dedicated individuals seeking inner fulfillment in life. Organizations should consider offering employees opportunities to see the difference their job makes to a client or society as a whole. For example, staff who work in an office might travel to visit with the children benefiting from the work they do. Although each organization and situation is different, it is important to remind employees how their work is helping to fulfill the organization's mission.

London's voluntary sector currently recruits several educated females (with university graduate degrees or professional accreditation/certification) to perform clerical/administrative support roles and other non-management positions. It is crucial for organizations to recognize the education and experience of the women in their organization and to make use of their talents by providing fair promotion opportunities. The same internal analysis should be conducted for an organization's board of directors. Ensuring equal opportunities are provided for females wishing to serve on boards is important to accurately represent the City of London's population and the organization's stakeholders.

Diversity

The study asked respondents to indicate the number of diverse individuals working in their organization either as a volunteer or as paid staff. Diverse categories include newcomers, visible minorities, Aboriginals, individuals with physical disabilities, individuals with developmental disabilities, and consumers of mental health services. Female and youth representation as volunteers were also studied. Results show organizations are more likely to recruit a diverse individual as a volunteer than as a paid employee.

Over 30% of organizations recruited at least one newcomer (someone in Canada for less than 3 years) as a volunteer. Fewer than 10% of organizations recruited at least one newcomer to their board of directors. Approximately one in six organizations (16.2%) employs at least one newcomer in their organization.

Results show only one organization of all the survey respondents recruited Aboriginals. This organization also employs 20 Aboriginals. When it comes to comparing volunteer and employment rates, less than 2% of organizations employ Aboriginals while 9% of organizations have Aboriginal volunteers.

Approximately 37% of organizations recruited at least one visible minority volunteer. The average number of visible minority volunteers in an organization is very low ranging from 1.9 to 14.3 volunteers. Approximately one in five organizations (19.1%) employ visible minorities. The average number of visible minorities per organization is 4.1 and only 1.9% of visible minority employees work as senior managers.

Just under half of all organizations recruited youth volunteers (under 29 years of age). The average number of youth serving on a board was only 1.9 volunteers.

Over 73.9% of organizations have female volunteers, however less than 70% have at least one female on their board. Given that the voluntary sector has a higher percentage of females employed within the sector (65% female and 35% male) and that almost 3 out of 5 organizations (59.1%) indicated their organization primarily

serves women, one would expect to see a greater representation of female volunteers, especially at the board level.

A little less than 30% of organizations recruited at least one volunteer with a physical disability. Approximately 17% of organizations recruited at least one board member who has a physical disability. From an employment standpoint, 17.6% of organizations recruited at least one individual with a physical disability.

Thirteen percent of organizations have at least one volunteer with a developmental disability. Only 5.9% of organizations employ at least one person with a developmental disability.

A little over one in ten organizations recruited at least one consumer of mental health services as a volunteer. Only 4.4% of organizations indicate they employ a consumer of mental health services.

Results show most voluntary sector organizations fail to take advantage of the increasing diversity of London residents. Individuals of diverse backgrounds, youth, and those with disabilities are seldom recruited as employees or volunteers especially on boards.   Organizations that employ or recruit volunteers from diverse categories are able to benefit from the unique perspective and skills of the individual as well as provide an opportunity for that individual to attain a sense of self-satisfaction from affiliating with a voluntary sector organization.

Given the shortage of volunteers and employees in this sector, organizations should consider targeting diverse individuals for these positions. Posting notices and conducting presentations in religious and cultural centers and in organizations that serve diverse populations can help to bring awareness about the opportunities to volunteer or work in the voluntary sector.

Job Quality

Pillar's focus group was filled with motivated, passionate individuals who have a genuine belief in the causes that they work for/volunteer with. Attracting such vibrant individuals is a challenge given the low paying salaries, lack of benefits, and strenuous working conditions.

Overall, most London voluntary sector full-time employed staff are paid in the $25,000 - $34,999 category followed by the $35,000 - $44,999. The most common benefits offered are mileage, personal health care days (sick days), and lieu time. Flex time (or lieu time) is offered by over 34% of organizations employing paid staff, making it one of the more common benefits offered. Senior managers are most likely to have the options of using flexible work arrangements and working from home, followed by management and clerical/administrative support staff. Most employees are paid to work 30 to 39 hours per week with a median figure of 37.5 hours. Senior management and management both have

higher overtime hours than other occupational categories. Most respondents indicated employees are compensated for their overtime hours by compensatory time off (i.e., flex time/lieu time). A number of senior managers and management employees are not compensated for their overtime hours.

Since the voluntary sector is human resource intensive, it is vital for the sector to conduct research and build solid knowledge and understanding of various aspects of job quality such as working conditions, job satisfaction, access to training opportunities, and human resource management practices. Moreover, it is critical to have an accurate assessment of the future voluntary sector human resource needs.

Training

Identification of skill set requirements and training needs and provision of appropriate opportunities for training and skill development are crucial as they contribute to job satisfaction, higher morale, and greater commitment and loyalty to the organization. All are essential to attracting and keeping skilled, paid staff. Thirty-six percent of organizations employing paid staff had at least one employee engage in training in the last 12 months. Respondents indicated over 755 employees from 30 different organizations were assisted with training in the last 12 months. An average of 25 employees per organization received training however the median figure of 5 is more representative. Senior managers were most likely to have the opportunity to engage in training/certification opportunities, followed by management.

The most common areas of training for employees were professional and personal development, group decision-making or challenge solving, and team-building leadership communication. Training was primarily funded by the organizations' core operations budgets, however, approximately 1 in 10 employees paid for a portion of the training provided.

The most common reasons organizations gave for the challenges they face in training staff are the high cost of training coupled with the lack of sufficient funds for training. Due to lack of funds, organizations are unable to pay the cost to replace staff who are undergoing training. In addition, staff members are often so overworked they do not have time to participate in training.

Recognizing the training needs of employees, partnering with other organizations that offer training, and including training in funding applications are all methods used to improve the training situation of organizations.

When training is not viewed as a priority, organizations risk losing staff and volunteers to other sectors or organizations that offer training opportunities. In addition, training staff helps to further the organization by enabling it to compete and benefit from the skills obtained by the individual.

Technology

Approximately half of all respondents survive without simple technology such as electronic mail, voicemail, and computer programs. When implementing technology, the main challenge faced by over half of respondents is insufficient funding. Other challenges include underdeveloped skills of staff and volunteers and lack of support from board members in identifying technology as a priority.

In order to operate efficiently and "catch-up" to other sectors, voluntary sector organizations need to embrace technological innovations. Finding second hand computer equipment by appealing to local businesses for donations and taking advantage of discounts offered to charities are two starting points for implementing technology in one's organization.

Revenue and Expenditures

Respondents indicated that 17% of organizations completing the questionnaire have an operating budget below $10,000. Almost ¾ of respondents (72%) have an operating budget of less than $500,000.

Government, non-donated revenue, individuals, and membership dues make up the largest contributions to an organizations revenue. Changes in funding patterns toward short-term project funding forces organizations to spend their time preparing grant proposals and hoping to receive the limited short-term funding available. This can cause insecurity amongst employees and volunteers. Many respondents emphasized the need for long-term, stable funding to cover operational costs.

Expenditures consist primarily of salaries, program and service delivery costs, and occupancy costs. Salaries and wages make up more than ½ of expenditures. Program and service delivery is the next largest category making up approximately 1/3 of expenses. It is unfortunate that after salaries, program and service delivery costs, and occupancy costs are paid, organizations are left with few funding dollars for crucial costs such as professional development/training, fundraising, and volunteer expenditures.

Organizations need to develop creative ways of obtaining funds and performing services in order to maximize funding dollars. Operating a revenue-generating store or charging a fee to members are just a few examples of ways to diversify an organization's funding base.

Concentrating on fundraising by recruiting fundraising volunteers and staff can also improve the situation. Training on the importance of effective fundraising and grant-making, and techniques that can be implemented for all organizations regardless of size, need to be a priority for organizations. Once techniques are learned, this information should be shared with the organization and fundraising

volunteers to ensure a united effort as a means of revenue generation. Voluntary sector organizations should unite to draw attention to this challenge and the effects on its services and society as a whole.

Sustainability

Most London organizations predicted they will be experiencing growth in the next five years with only 1 in 10 predicting no change and an additional 1 in 10 predicting a decline. Increasing skills to respond to the change in fundraising/resource generation (77%), support from the Government and other organizations (64%), a sufficient supply of volunteers (62%), and paid staff (43%) will contribute to their growth in the next five years.

Although most organizations indicated they have the resources, time, and skills to plan for the future, they also reported they lack the funds and/or resources to implement the plans. Given the importance of a strategic plan, it is significant to note that over 18% of organizations did not update their strategic plan in the last 12 months and only 28% have a staff succession plan in place. Planning for the future is a key initiative that should be undertaken by London voluntary sector organizations in order to identify challenges, develop contingencies, and create a succession plan for employees.

Competition for funding, the lack of ongoing stable funding, the inability to accept services downloaded by the government, and competition from other sectors for skilled labour are some of the major challenges facing organizations.

Organizations offered suggestions on how to improve their sector and the services they indicated are important. Over ¾ of respondents (76%) indicated the importance of networking opportunities. Other training elements of interest to respondents include information on local training resources, seminars on new information, issues and trends in the voluntary sector, training materials provided to member organizations, learning how to manage student volunteers and volunteer training for students in college/university. Promoting London voluntary sector organizations was seen as a key service. Organizations should engage in networking, job fairs, awards ceremonies, building partnerships, and conducting training workshops and seminars in order to develop and strengthen London's voluntary sector.

London's Employment and Training Needs Study provides users with statistics on the profile of the London voluntary sector and compares London's results with other studies. The study also includes suggestions to mitigate several of the challenges facing the sector, provides a framework to work from and identifies issues and challenges where further research is needed. Additional studies on these subjects will lead to implementation strategies to ensure the sustainability and vibrancy of London's voluntary sector.

Research Approach

After receiving a research grant from Human Resources Skills Development Canada (HRSDC) Pillar's Researcher, Mohamed Haitham El-Hourani, conducted a literature review to gain a better understanding of the issues affecting the voluntary sector. Using this information and templates of questionnaires created in other cities and provinces, Haitham formulated a questionnaire to be completed by London voluntary sector organization heads (i.e., executive directors and senior managers). Haitham was offered an exciting opportunity in Eritrea, Africa, with the United Nations and left Pillar; he was succeeded by our current research coordinator, Shahin Daya.

Shahin then condensed the questionnaire and gained input from Pillar's staff, office volunteers, and the research reference group composed of a variety of volunteers from across the voluntary sector in London, Ontario. Changes were made to the survey which was then tested by eight board members and reviewed by Schulich School of Business Marketing professor, Cristian Chelariu.

The final paper version of the questionnaire was ready at the end of September 2003 and the online version was ready at the end of October. During this time a database of organizations operating in London was created from the list of charitable organizations posted on the Canada Revenue Agency (CRA) website and from the Information London website.

An invitation was sent out to 1 586 organizations in the database on the last week of October/first week of November along with a definition of a voluntary sector organization and the deadline for completion in early December. The invitation indicated that respondents were to either visit the questionnaire website, log in and have a password sent to their email account, or call Pillar's research coordinator to have a paper copy of the questionnaire mailed to their organization. The invitation offered an explanation of how the final results would help the organization and offered incentives if the questionnaire was completed. The deadline was extended to mid December 2003 to improve response rates.

Despite technical glitches with the online survey and the extensive length of both the paper copy (32 pages) and the online version (84 question pages) Pillar was pleased to receive 115 questionnaires of qualifying organizations by the deadline.

After careful analysis of the list of organizations from the CRA and Information London websites, it was determined that several organizations did not qualify (i.e., were for-profit organizations) and should not be included in the sample. In addition, Pillar had 44 invitations returned unopened from organizations that no

longer existed or faced other challenges. After removing the organizations that did not qualify, those that had ceased to exist, and those outside of the City of London, a more accurate estimate of 1 150 organizations was obtained as the sample size.

Therefore, Pillar received 115 questionnaires from 1 150 voluntary sector organizations operating in London providing a 10% response rate.

Limitations to Study Results

Many respondents indicated their concern with the state of London's voluntary sector and their appreciation of the work Pillar is doing to aid the sector. Yet, due to time restrictions, they were unable to complete the questionnaire. This is a catch 22 situation where respondents, who are facing funding challenges and are overworked because they do not have the means to hire additional staff or recruit volunteers, are unable to find the time to complete a questionnaire which would ultimately help their situation in the future.

Given the length of the questionnaire, not all respondents completed the entire questionnaire either online or as a paper copy. Table 1 shows that 63% of respondents completed 70-100% of the questionnaire.

Table 1 - London Study Results - Percent of Completion Statistics

	Percent of Completion Statistics				
% of completion	70-100	40-69	10 to 39	1 to 9	less than 1
Number of Respondents	72	17	18	8	8 (not included in the study or response rate)
Percentage of respondents completing more than 1% of the questionnaire	63	15	16	7	

Some sections of the questionnaire were pertinent only to specific organizations. For example, fully volunteer-run organizations did not have to complete the sections on employment, job quality and training. Therefore, although we had 115 organizations complete the questionnaire, some of the questions had very low response rates. To improve the validity of our analysis given our low response rate two focus groups were held and comparisons have been made with other studies.

The research coordinator conducted and moderated two focus groups with respondents of the questionnaire. The first focus group concentrated on employment, funding and volunteer-staff issues and was attended by paid staff of the voluntary sector. The second focus group concentrated on volunteer and funding issues and was attended primarily by volunteers from organizations with few or no paid staff (entirely volunteer operated).

Throughout the report, results from several other studies have been highlighted alongside London results. Appendices at the end of the report provide more detail on the results found in other studies. Although it is difficult to directly compare the results from other cities and provinces to London's results, these studies provide reference points for comparison. As other labour market studies are, Pillar will continue to draw comparisons between London's results and future research studies

Appendices 32 - 37 provide more detailed information on the various studies consulted. Research methodologies for studies such as the WES, Manitoba, British Columbia, Sudbury, Regina, and Niagara can be found in this section. For further information on these and the other studies consulted, please see the Endnotes and References section of this report. For a paper copy of the questionnaire distributed to respondents, please see Appendix 38.

Mean, median, and mode figures have also been used where applicable to mitigate the effect of outliers. The following are definitions of each of these terms:

Mean
- Used most frequently in the report
- The mean is calculated by summing all of the responses and dividing this figure by the number of respondents

Median
- Responses are arranged in order from lowest to highest
- The median figure is the middle number

Mode
- The mode is the number which occurs most frequently
- If there were multiple modes, this value was not used

The analysis will indicate which of the following methods have been used. In most cases the mean figure was used.

Profile of London's Voluntary Sector

The voluntary sector consists of diverse organizations performing a variety of services. Profiling is used to gain a better understanding of how voluntary sector organizations classify their organization and to uncover where efforts are being concentrated.

Profiling London's voluntary sector involves determining the classification category to which each organization belongs. In addition, organizations were asked which services they perform and which geographic area they serve. Organizations were asked to provide information on their incorporation status and years of service, which helps portray a picture of the voluntary sector in London.

Classification

London's voluntary sector is comprised of a number of different organizations each with a specific purpose or mission. In order to enable worldwide comparison, we asked respondents to classify their organization into one of 12 categories using the Johns Hopkins International Classification of Nonprofit Organizations (ICNPO).

Salamon and Anheier (1996) describe the usefulness of this approach. "The International Classification of Nonprofit Organizations (ICNPO) was developed through a collaborative process involving the team of scholars working on the Johns Hopkins Comparative Nonprofit Sector Project. The ICNPO system has proven its usefulness for comparative and cross-national research on nonprofit organizations. In many ways, the existence of such a classification system makes systematic comparisons of the nonprofit sector possible in the first place, or at least facilitates them greatly."[3]

Figure 1 - London Study Results – the ICNPO
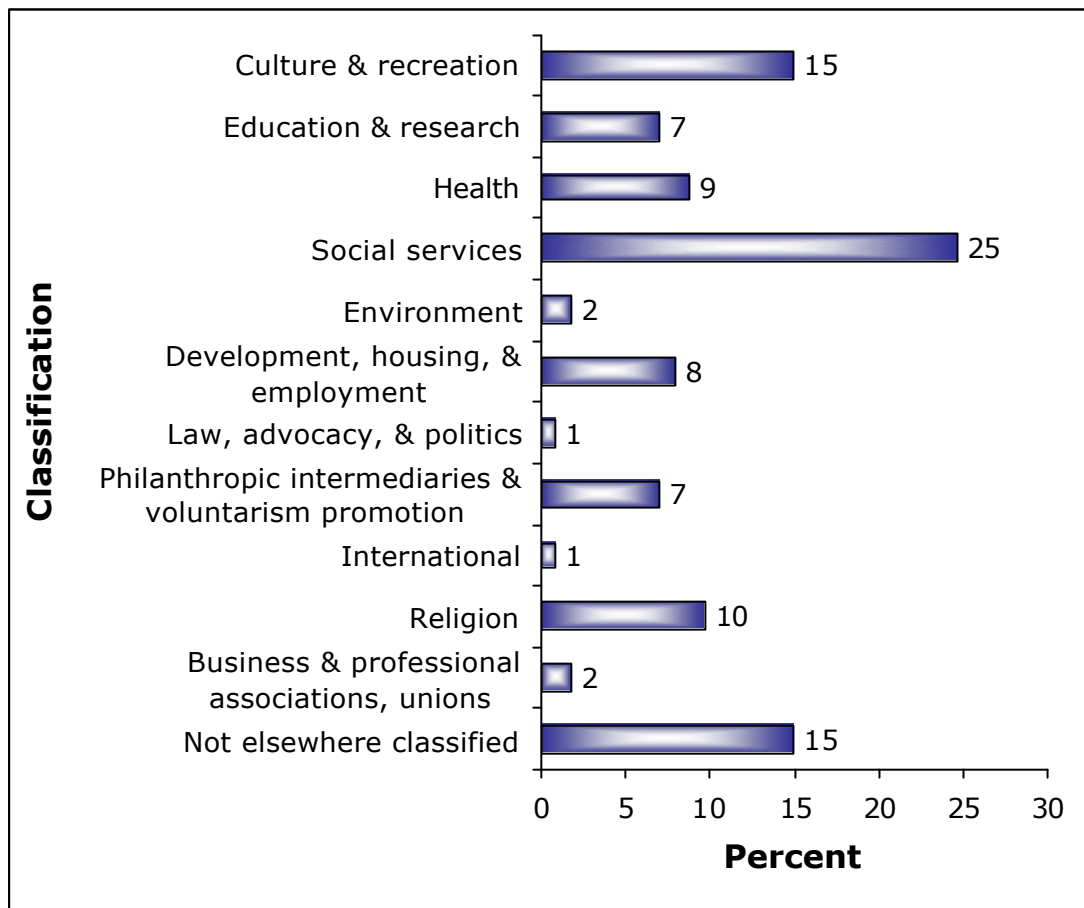
Almost one quarter of respondents (24.6%) defined their organization as "social services". "Culture and recreation" and "not elsewhere classified" are the second largest classification groups at 14.9% each. London study results are compared to Manitoba, Canada, and the U.S. in Table 2 and Figure 2.

Table 2 - Comparison of London, Manitoba, Canada, and U.S. ICNPO

Group	London	Manitoba	Canada*	U.S.**	Description
Culture & recreation	14.9	22.2	14.4	7.3	Includes culture and arts, sports, and other recreation and social clubs
Education & research	7.0	11	4.3	21.4	Includes primary and secondary education, higher education, other education and research
Health	8.8	7.2	28.8	46.3	Includes hospitals and rehabilitation, nursing homes, mental health and crisis intervention, and other health services
Social services	24.6	17.5	25.3	13.5	Includes social services, emergency and relief, and income support and maintenance
Environment	1.8	2.1		0.0	Includes the environment and animal protection
Development, housing, & employment	7.9	5.7		6.3	Includes economic social and community development, housing, and employment and training
Law, advocacy, & politics	0.9	3.6		1.8	Includes civic and advocacy organizations, law and legal services and political organizations
Philanthropic intermediaries & voluntarism promotion	7.0	2.9		0.3	Includes philanthropic organizations and organizations promoting charity and charitable activities.
International	0.9	0.7		0.0	Includes organizations promoting greater intercultural understanding between peoples of different countries and historical backgrounds and also those providing international relief during emergencies and promoting development and welfare abroad.
Religion	9.6	13.5			Includes organizations promoting religious beliefs and administering religious services and rituals; includes churches, mosques, synagogues, temples, shrines, seminaries, monasteries, and similar religious institutions, in addition to related associations and auxiliaries of such organizations.
Business & professional associations, unions	1.8	4.3		2.9	Includes organizations promoting, regulating and safeguarding business, professional and labour interests.
Not elsewhere classified	14.9			0.0	
Other			27.1		

* Source: Salamon et al. (1999a), *The Emerging Sector Revisited: A Summary*. Appendix 1 Table 1. No accurate assessment of Canadian Nonprofit organizations exists. This is an estimate since the necessary data was not collected in all countries. International Comparisons of Composition of Nonprofit Sector, based on Number of Full-time-Equivalent Employees, Selected Countries and Selected ICNPO Industry Groups (Canada)[4]
**Source: John Hopkins Comparative Nonprofit Sector Project (Percent of total civil society FTE paid employment)

Figure 2 - Comparison of London, Manitoba, Canada, and U.S. ICNPO
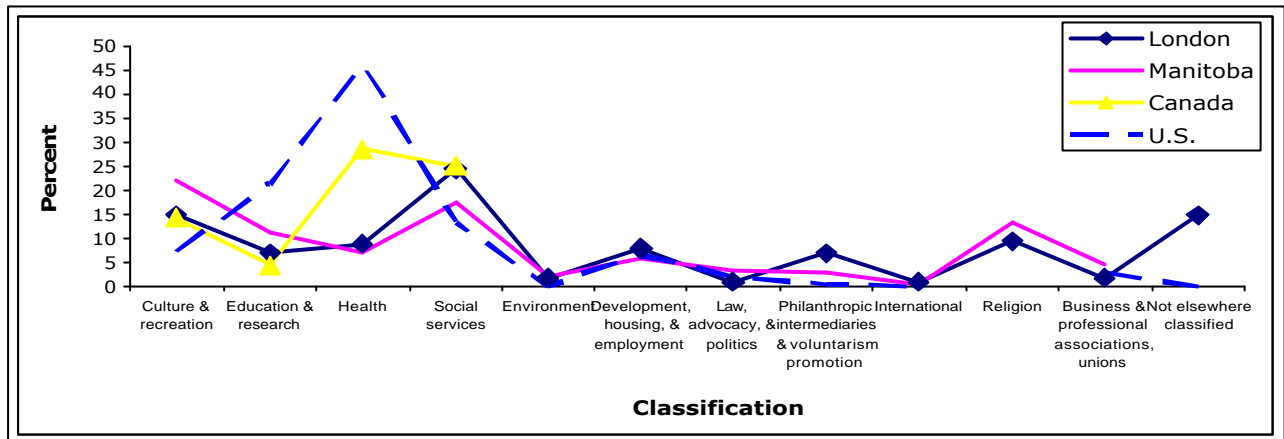
Most London organizations completing the questionnaire defined their organization as offering social services, followed by culture and recreation, religion, and health. Overall, results for Manitoba closely resembled those of London as both studies looked at voluntary sector organizations operated by paid staff and volunteers, and both studies excluded organizations that are heavily government subsidized, including hospitals and universities.

Other studies used broader classifications than all twelve sectors as presented in the ICNPO. The study of Canadian nonprofits classified organizations into only one of five categories making it difficult to compare to the London study results. Furthermore, both Canada and the U.S. only analyzed full-time paid employment eliminating the results from fully volunteer-run organizations and some grassroots operations. In addition, both Canada and the U.S. included hospitals and universities in their analysis which can be seen from the peaks in Figure 2.

Activities and Services Performed

The ICNPO assists in understanding with what sector the organization best identifies. However, the activities and services performed by voluntary sector organizations often spread across a number of sectors. For example, church organizations belong to the "religion" category for ICNPO analysis but provide services crossing over a number of different sectors. For this reason, Pillar's study asked respondents to first classify their organization into <u>one</u> of the twelve ICNPO categories and then select <u>all</u> of the activities performed from a list which combined all sector activities. Please see Appendix 2 for a detailed list of activities along with a comparison of London vs. Manitoba results.

Figure 3 London Study Results - Highlights of the Activities Performed by London Organizations (percent)
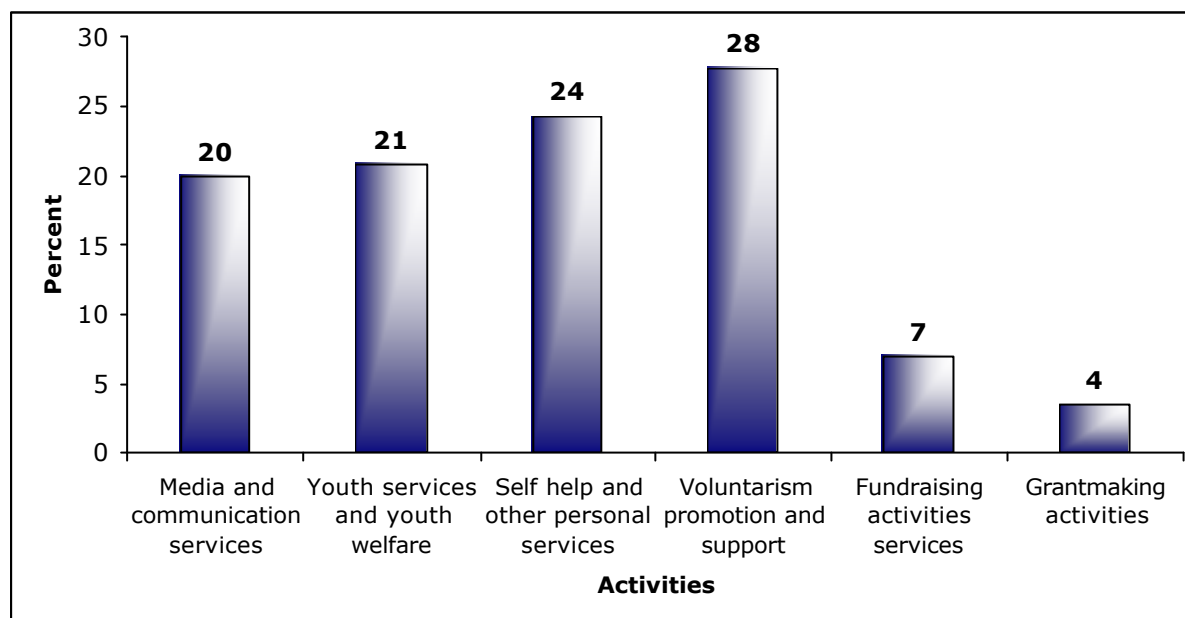
London organizations perform a variety of activities. The four activities receiving the highest responses are featured in Figure 3. Grant-making activities and fundraising activities were selected by only 4% and 7% of respondents overall.

Comparing Manitoba and London organizations in terms of the activities performed, it is clear that Manitoba organizations are more likely to engage in fundraising activities services (29% vs. 7%) and grant-making activities (8% vs. 4%) than London organizations. Fundraising and grant-making are crucial activities that are becoming increasingly important as organizations face funding challenges.

Incorporation

Respondents were asked to indicate the year their organization was formed and the year their organization was incorporated. Results show the median year London voluntary sector organizations were formed was 1980. This result is consistent with the mode of 1982. The mean or average was not used in this instance since there were two outliers which skewed results.

The average year London voluntary sector organizations were incorporated was 1978 with the median being 1986. One organization was incorporated in the late eighteen hundreds (1874) and a few were formed in the past two years.

Legal Status

The majority of London voluntary sector organizations, 48%, described their legal status as incorporated nonprofit organizations. Another 39% of organizations considered their organizations registered charities and 7% were voluntary organizations which are not incorporated. Six percent of organizations classified themselves as other.

Figure 4 - London Study Results - Legal Status of London Voluntary Sector Organizations
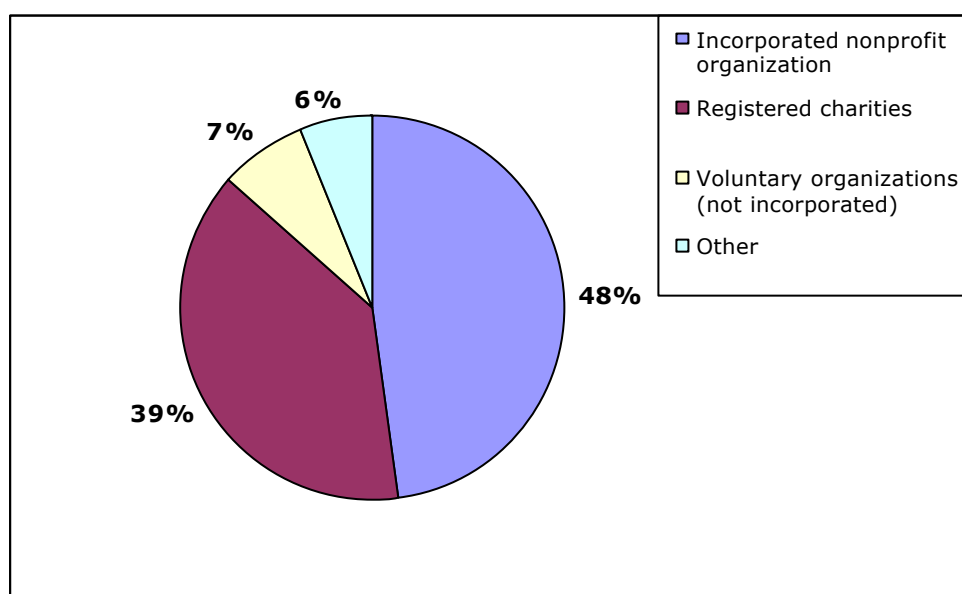
Geographic Area

London is situated in the centre of many small towns, neighbouring cities and counties. For the purpose of this study we did not include organizations outside of the City of London, unless the organization is mandated to serve the London community. The purpose of this question was to uncover which geographic areas are served by London-based organizations.

Table 3 - Geographic Area Served by London Voluntary Sector Organizations

Geographic Area	%
Neighborhood	4.5
More than one neighbourhood but not the entire city, town, village or rural municipality	9.1
The entire city, town, village, or rural municipality	18.2
The entire city including neighbouring counties and rural municipalities	40.0
A region of the province	21.8
The entire province	2.7
National (the entire country)	0.9
International	0.9
Other	1.8

From Table 3 it is apparent that most London voluntary sector organizations serve the entire city of London including neighbouring counties and rural municipalities (40%). Over 20% of London respondents indicate they served a region of the province (i.e., Southwestern Ontario), and an additional 18% serve the entire city, town, village, or rural municipality.

Summary and Implications

Profiling organizations in London is essential to gaining a better understanding of the composition of the City of London and to put into perspective the results obtained in the remainder of the report. Approximately ¼ of the organizations that completed the questionnaire belong to the social service classification, followed by culture and recreation at 14.9%. London voluntary sector organizations provide a variety of services tailored to the needs of the City of London however few organizations perform services such as fundraising and grant-making. Most organizations surveyed are incorporated nonprofit organizations, serving the entire City of London including neighbouring counties and rural municipalities and were formed and incorporated in the 1980's.

Services Rendered – Demand & Capacity

The demand on voluntary sector services has increased quickly in recent years due to government cutbacks of essential parts of its services. Therefore, the voluntary sector now delivers services once delivered by the government.[5] These added responsibilities require human and financial resources that may not be available.

Pillar's study assesses this challenge by collecting information on trends in the number of recipients served and services performed by voluntary organizations over the past few years. This section analyzes the factors contributing to this variation and explores the ability of organizations to meet current and expected demand.

Recipients Served

To gain a better picture of who voluntary sector organizations are serving, we asked respondents to describe the primary recipients served. Results show the majority of voluntary sector organizations in London serve individuals (59%) rather than organizations (5%) or a combination of the two (32%).

Figure 5 - London Study Results - Recipients Served

Recipient Served

Category	Percent
Other	7.8
Our organization's members	27.0
Native peoples	16.5
Immigrants and refugees	19.1
Ethnic communities	14.8
Tenants	9.6
Homeless	13.0
Community	30.4
Offenders	12.2
Victims	12.2
Injured workers	8.7
People who are unemployed	31.3
People with illnesses/disease	22.6
People with other special needs	26.1
People with learning disabilities	28.7
Consumers of mental health services	27.8
People with developmental disabilities	31.3
People with physical disabilities	32.2
Veterans	12.2
Addicts	9.6
Low-income families	40.9
Teen mothers	27.8
Single parents	41.7
Families	50.4
Students	47.8
Seniors	40.9
Infants and toddlers	27.8
Children	53.0
Youth	61.7
Women	59.1
Men	56.5
Not Applicable	0.9

Percent

Pillar's questionnaire asked respondents to identify who their organization primarily serves. This question allowed respondents to select multiple responses. Youth, women, men, children, families, students, single parents, low-income families, and seniors were the most common responses with percentages ranging from 40-62% for the aforementioned categories. The following statistics demonstrate the need for these services in the City of London.

- According to Statistics Canada Health Information Division, London's teen fertility rate per 1000 women aged 15-19 is higher than any other major city in Canada. London's rate in 1997 of 39.6 per 1000 teens is double the Canadian average of 20 per 1000.[6]

- 7 out of 10 children were admitted to Children's Aid Society (CAS) care in 2001 for reasons of neglect, physical abuse, sexual abuse and emotional abuse, up from 4 out of 10 children in 1995. The rate of children who were admitted to CAS care for reasons of physical abuse tripled from 1995 to 2001.[7]

- In 2001, more than half the mothers of children receiving services from the CAS were victims of abuse – 45% of them suffered from a mental health disorder, 23% had a substance abuse problem, and 20% experienced a chronic medical condition.[8]

- Within a wealthy nation, in the wealthiest province, London and Middlesex County has a family poverty rate of 17.1%. For children under the age of 15 London's poverty rate is 24.5%.[9]

- "In 2000, children 17 years and under accounted for 38% of the total use of the London food bank. In the same year, children made up 39% of Canadian food bank use, 34% of that in Ontario. In 2001, 41% of the total London food bank use was by children."[10]

Some of the preceding statistics are from *Investing in Children's Elongated Report Card*. Current statistics from *Investing in Children's Snapshot* study will be released in April 2004 and will confirm the continued need to concentrate on children and youth in the London area. Please see their website for more details http://www.investinginchildren.on.ca.

All cities in Canada have special needs and areas of focus for voluntary sector organizations and governments in those areas. The need for voluntary sector organizations in London is evident from the preceding statistics; however these statistics are only an example of some of the services provided by voluntary sector organizations. Appendix 3 includes more details on statistics comparing London, Ontario to other Canadian cities.

Current and Projected Service Demands

London respondents were asked to indicate whether their organization experienced an increase, decrease or no change in the number of recipients served or services performed between 2001 to 2004 (projected).

Figure 6 - London Study Results - Number of Recipients Served or Services
Performed (2001-2004)
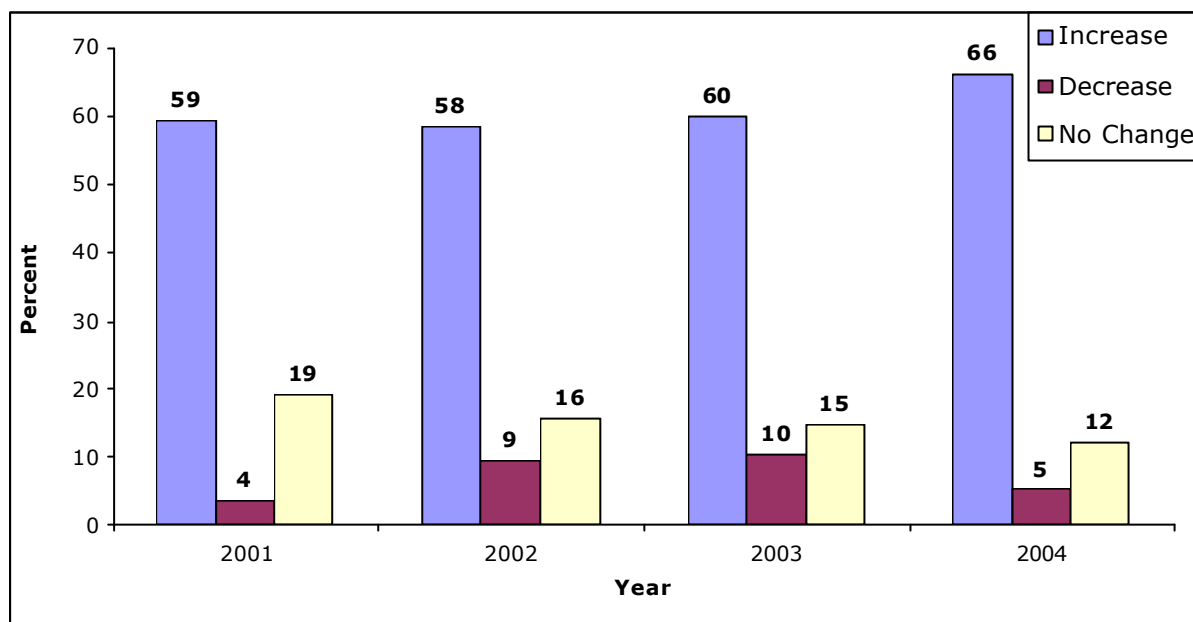
Results show most organizations have experienced an increase in recipients
served/services performed and forecast a continued increase for 2003 and 2004.
This statistic shows demand for services is increasing.

Organizations also identified several challenges which may inhibit their ability to
perform these services. Figure 7 summarizes results about the ability of London
voluntary sector organizations to meet current and projected service demands.

Figure 7 - London Study Results - "Our organization has faced challenges serving recipients or performing services because of…"
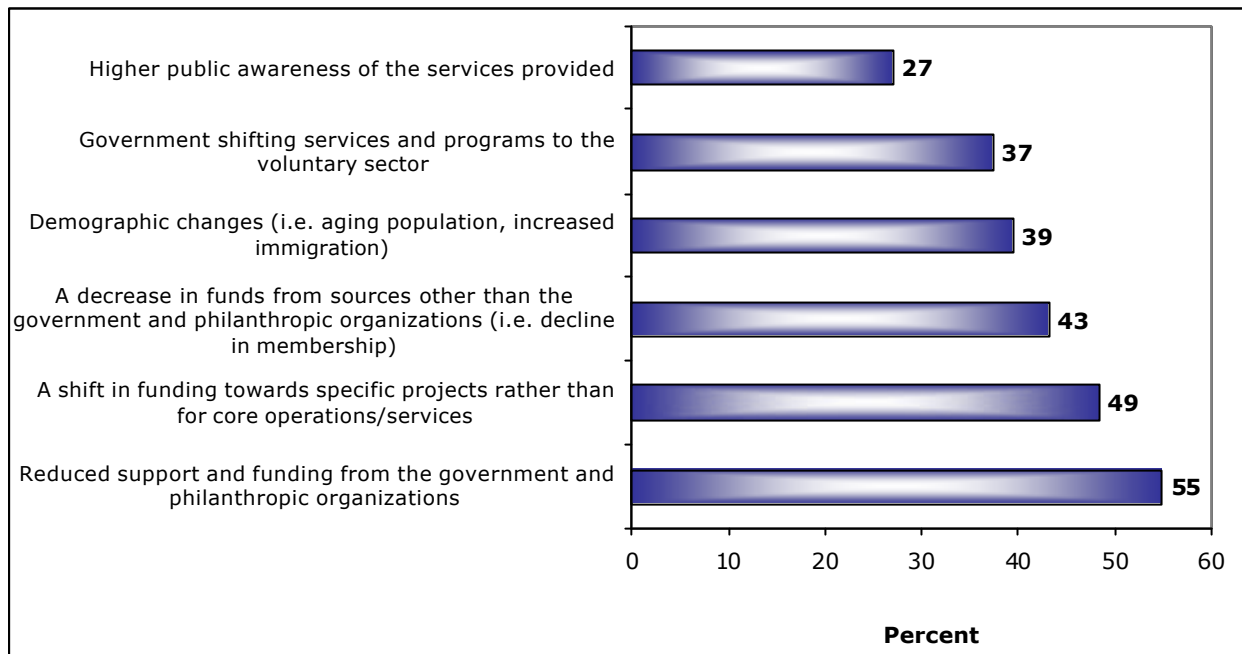
The ability to meet the increase in demand depends on several factors. London respondents were asked to indicate their level of agreement with statements regarding challenges serving recipients or performing services. London respondents indicated "reduced support and funding from government and philanthropic organizations" (54.9%) is the number one cause for the challenges organizations face serving recipients or performing services. Other possible explanations include "a shift in funding towards specific projects rather than for core operations/services" (48.5%), and "a decrease in funds from sources other than the government and philanthropic organizations" (43.1%).

London respondents were given the option of "other" allowing them to fill in their own explanations. Results included "lack of change in government funding in relation to growing demands, deteriorating infrastructure due to unstable funding, no change in core funding for the last 3 years despite increased workload, increase in expenditures not enough funding to cover."

Focus group respondents echoed the common theme of funding challenges. Focus group respondents indicated that the shift in funding towards specific projects rather than for core operations/services has affected their organization in a negative way. Although funding is available for specific projects, focus group respondents identified that, without core operations funding, projects become difficult to manage. This issue will be discussed in more detail in later sections.

Other studies have shown that the demand for voluntary sector services has increased in recent years due to government cutbacks and the downloading of essential services which are now delivered by voluntary sector organizations. "In the last decade, the pressures of globalization and deficit cutting have begun to fundamentally change the relationship between the sectors. As governments have pulled back Canadians are looking to the private and voluntary sectors to take more responsibility for the community and social services once provided by government."[11]

Figure 8 - London Study Results - Ability to Meet Current and Projected Service Demands 2003 to 2004
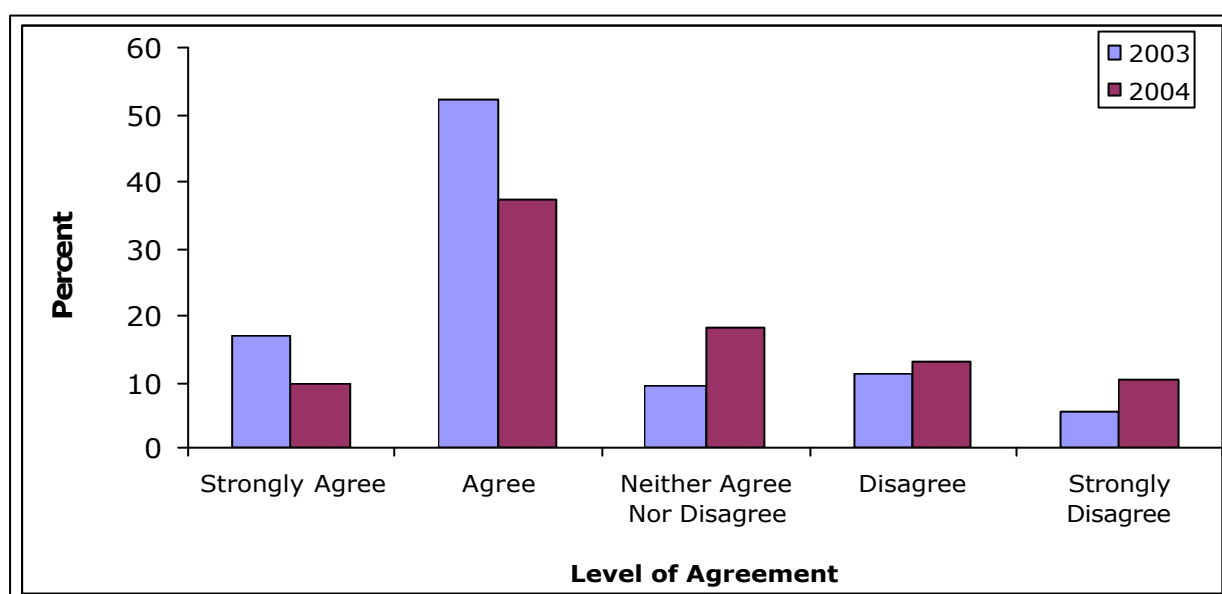
London respondents were asked to forecast their organization's ability to meet current and projected service demands for 2003 and 2004. Results show 69.2% of organizations in 2003 and 50.0% of organizations in 2004 indicated their organization will be able to meet service demands. However, it is important to note that 1 in 6 organizations (16.8%) report they were unable to meet service demands in 2003 and 1 in 4 organizations project they would not be able to meet service demands in 2004.

Comparing results to Niagara[12] and Manitoba[13], it is apparent that voluntary sector organizations are facing challenges meeting future service demands. Respondents were offered a list of explanations as to why organizations may be unable to meet service demands.

Figure 9 - London Study Results - Explanations for the Inability to Meet Service Demands
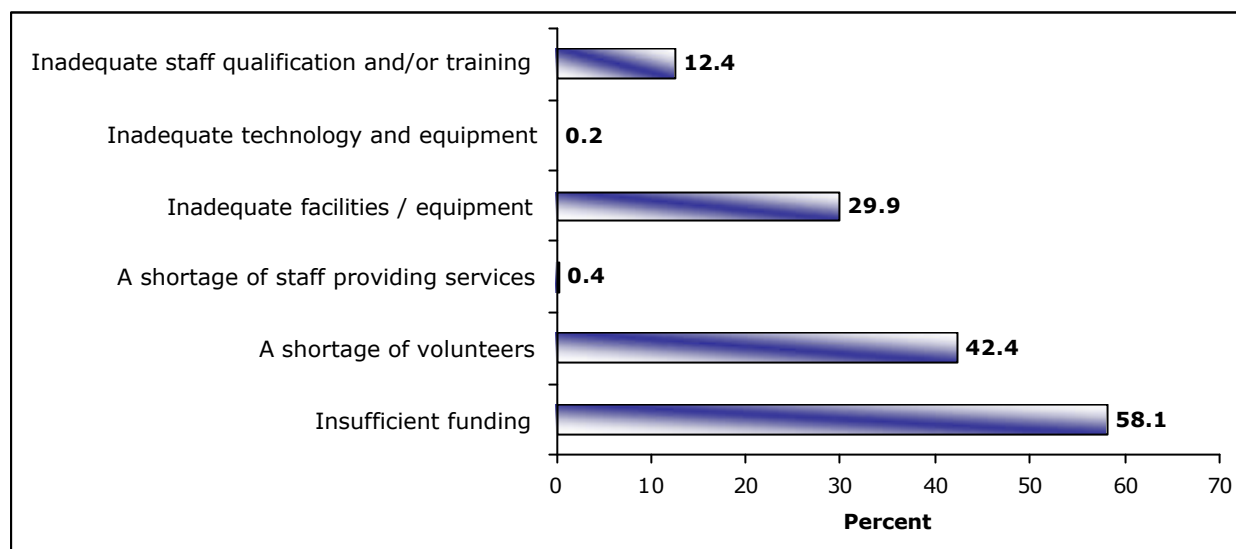
The values in Figure 9 indicate the level of agreement in percent with each of the factors listed. Figure 9 shows London voluntary sector respondents indicated insufficient funds and a shortage of volunteers are the two main reasons their organization is unable to meet service demands (58% and 42% respectively).

Results from the Canadian Centre for Philanthropy (CCP) are similar to the comments made by London respondents, "Some participants observed that continuing growth in the number of nonprofit and voluntary organizations increases the competition for what is perceived as a shrinking supply of available funds. Competition was also viewed as a constraint on the ability of organizations to collaborate and to share resources such as infrastructure. Several participants mentioned that their organizations are facing increasing competition for skilled volunteers and staff, and well-connected board members."[14]

Approximately 30% of London respondents indicated that inadequate facilities/equipment explain why their organization is unable to meet service demands. The CCP has found, "Many participants spoke about the poor working conditions their employees endure. They are frequently housed in small, outdated buildings. Office furniture is cobbled together from an assortment of donations and is in poor condition. While participants were willing to accept less than optimal working conditions, they noted that they fear this will ultimately affect quality of work. Participants also spoke of having to move frequently because they could no longer afford the cost of rent. This lack of basic operational stability can be a drain on time and other resources that could otherwise be used to build a strong infrastructure and deliver programs and services. Partnerships among nonprofit organizations include sharing resources such as office facilities and equipment.

However, it appears that such partnerships are not without problems. For example, organizations that are sharing facilities may run out of space. In cases like these, some participants said that they had to hire people who can work from home."[15]

Figure 10 - London Study Results - Ways to Improve the Quality of Services or Activities of Your Organization
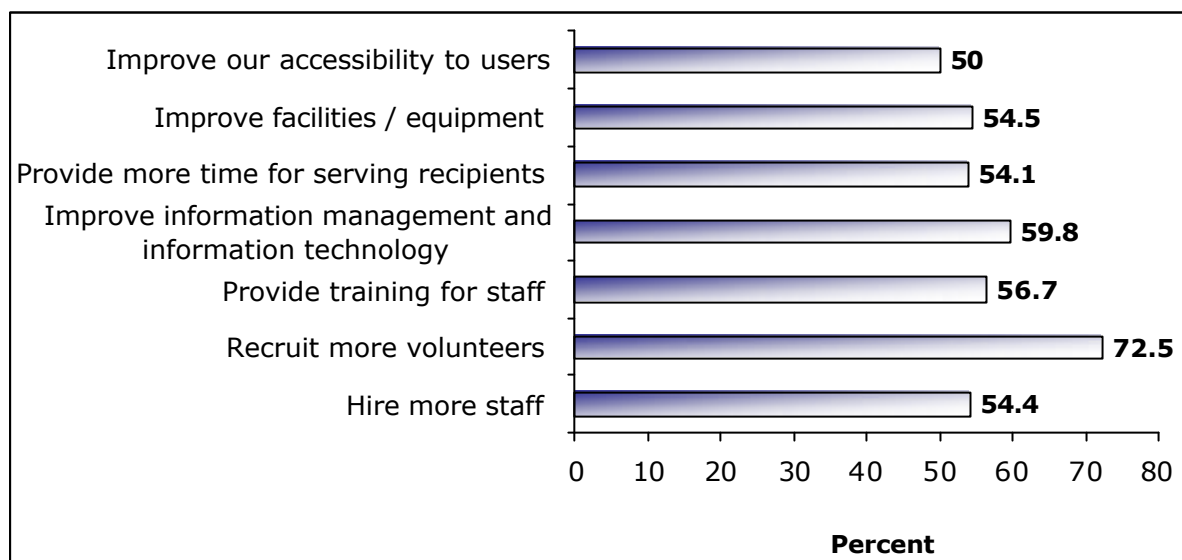
London organizations were asked to indicate their level of agreement on ways to improve the quality of services or activities of their organization. The percentages indicate the number of organizations who agree that the indicated action could help improve the quality of services or activities offered by their organizations.

Results show overwhelmingly that recruiting more volunteers (72.5%) is the number one way to improve the quality of services or activities offered by their organization. Respondents offered suggestions using the "other" category and indicated that advertising and raising awareness of their organization's purpose are two other methods for improving the quality of services or activities of their organization.

More than half of respondents (54.5%) indicated that improving facilities/equipment is a way to improve the quality of services or activities of their organization. This belief is also shared by focus group respondents who indicate, "Working conditions and working standards are the major challenge in our organization. The board doesn't seem to understand the importance of a safe working environment." Another respondent stated, "It is frustrating when we don't have the support that they need i.e., the materials to do the job. We have to turn volunteers away because we don't have the materials to give them."

London respondents answered an open-ended question asking them how their organization has solved service capacity challenges. Responses include:

- Expanding services to other communities
- Collaboration with other agencies - partnering offers support and excitement to programs already established
- We simply do more with less. We have been doing this for over 10 years and we are in a position where this reality is part of our everyday lives. We have taken on more volunteers and we have also appealed to local businesses for donations
- Re-align existing dollars to serve more people but provide fewer hours of service to each person
- We do what we can to address service capacity issues, but we recognize that there are a number of issues that we are not equipped to address due to staff number, size of area, etc. For every item that seems to be moving forward, we have three that we have had to postpone due to a lack of human resources.
- We are a crisis intervention service. We have to meet demand!
- We handle service capacity challenges by first setting priorities, then taking on a few initiatives at a time and finally focusing on initiatives that are easiest to implement with quick benefits.
- Evaluation and analysis of what we do and how we do it is an ongoing function in our organization which helps to ensure we are meeting current needs, not duplicating programs or services, maximizing resources etc. Having a strong vision and consistent goals and objectives to meet our mission really helps us focus on meeting challenges. Since the demand for our services are increasing with population growth and aging, we have to grow our capacity constantly.

Summary and Implications

Results reinforce the need for London voluntary sector organizations for individuals residing in London. The variety of recipients served illustrates the diverse nature and unique mission of each organization. Statistics show the services provided by these organizations are invaluable to many London residents. This need is felt by organizations in London as the majority of organizations have experienced an increase and anticipate a further increase in the recipients served or services performed in 2004.

Although the demand for the services provided is forecasted to increase, the ability to meet this demand is expected to decline in 2004 with 25% of organizations unable to meet service demands. The challenge lies in serving recipients with shifts in funding away from core operations and with reduced support from the government and philanthropic organizations. Insufficient funding and a shortage of volunteers are two of the main reasons organizations cannot meet service demands. Without sufficient funding and dedicated volunteers, the sustainability and quality of service provided by London voluntary sector organizations may be in jeopardy. Funding and volunteer challenges will be explored in further sections.

Volunteers

Studies indicate that volunteers are not as numerous as they once were[16]. It is reported that the total number of hours donated by Canadians through volunteering may be decreasing. This exerts more pressure on the human resource capacity of the voluntary sector. This challenge is delineated further by recent studies indicating a declining availability of skilled and committed volunteers especially those interested in management and administration[17]. In facing this challenge, voluntary organizations need to develop successful approaches to volunteer recruitment and to create aggressive strategies with respect to volunteer promotion, management, and retention.

Volunteers play an important role in London's economy and therefore warrant research and awareness. Thus, Pillar has taken a step forward to delve into the relevant questions concerning the current state of affairs. As evidenced by the report it becomes apparent that people volunteer for a wide variety of reasons. Helping in a cause they believe in, rejoining the work force after an extended leave, building networking connections, increasing employability, or simply making use of skills and experience are just some of the reasons individuals volunteer according to this study. This section of the report also answers important questions such as the number of people volunteering, which volunteer positions are increasing or decreasing over time, and the economic contribution of volunteers to the City of London. The information obtained can help to prepare adequate strategies for both increasing the inflow of new volunteers and creating sufficient incentives to retain those already participating in London's voluntary sector.

Number of Volunteers

Canadian volunteer statistics highlight the importance of volunteering to Londoners. Studies indicate that in 1997 35% of people in the London Census Metropolitan Area volunteered, higher than the rate in both Ontario (32%) and Canada (31%) in that year.[18] Although this figure is encouraging, a declining volunteer rate is a reality for London voluntary sector organizations and requires immediate attention. "In 1997, London volunteers, on average gave less time (138 hours annually) than did either Ontarians (146 hours) or Canadians (149 hours)."[19]

Pillar's definition of a voluntary sector organization requires that organizations depend on volunteers in some capacity including participation on a committee and/or on a board of directors. We asked respondents about their organizations' current volunteers. Survey results reveal 92.1% of organizations have volunteers, other than board members, who volunteered in the last 12 months. The time frame of "in the last 12 months" was chosen because the number of volunteers may fluctuate in an organization during the year for special events, holidays, and different seasons.

The average organization with active volunteers had 42 committee members, 128 fundraisers, 110 service/frontline volunteers, and 349 other volunteers in the last 12 months.

In total, London organizations had on average 253 volunteers. This number is much higher than Niagara's study results which revealed "on average each organization has 60 active volunteers."[20] The median number of volunteers for London was 60 with multiple modes.

One should be cautious with the London results as most organizations did not complete this question. Perhaps calculating the number of volunteers by position and the hours contributed was far too time consuming for time-strapped executive directors of voluntary sector organizations.

Table 4 - London Study Results - Volunteer information from the last 12 months

Position category	Average number of volunteers per organization		Average number of volunteer hours per organization	Change in volunteer hours in the last 12 months			
	Registered	Active		Increase	Decrease	No change	Not applicable
Committee Members	52	42	1286	33.3%	8.7%	47.8%	10.1%
Fundraisers	159	128	567	41.1%	12.5%	17.9%	28.6%
Service/Frontline	134	110	8823	54.2%	8.3%	22.2%	15.3%
Other	210	349	4350	21.2%	6.1%	36.4%	36.4%

Figure 11- London Study Results - Number of Active Volunteers Overall in Categories
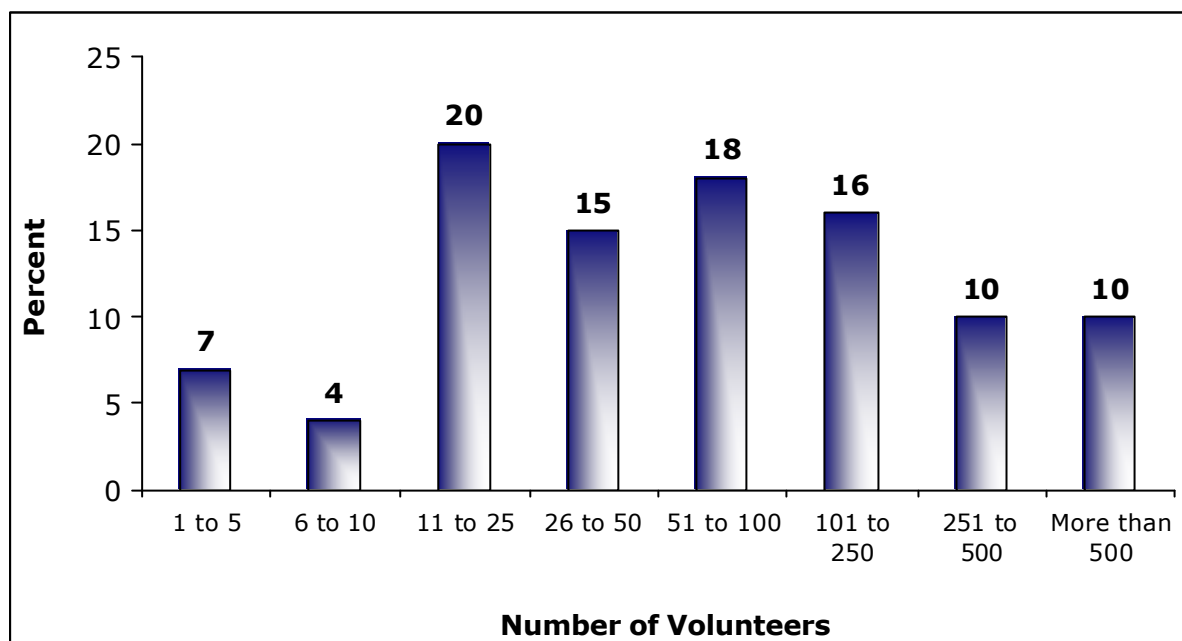
Figure 11 shows 46% of London organizations have 50 or fewer volunteers. Ten percent of respondents indicated they have more than 500 volunteers.

From the figure in Appendix 4 it is clear that most Manitoba organizations operate with fewer volunteers than London organizations. Results in British Columbia (see Appendix 5) are closer to the Manitoba results with a small number of organizations recruiting more than 100 volunteers.

Figure 12 - London Study Results - Number of Volunteers by Category
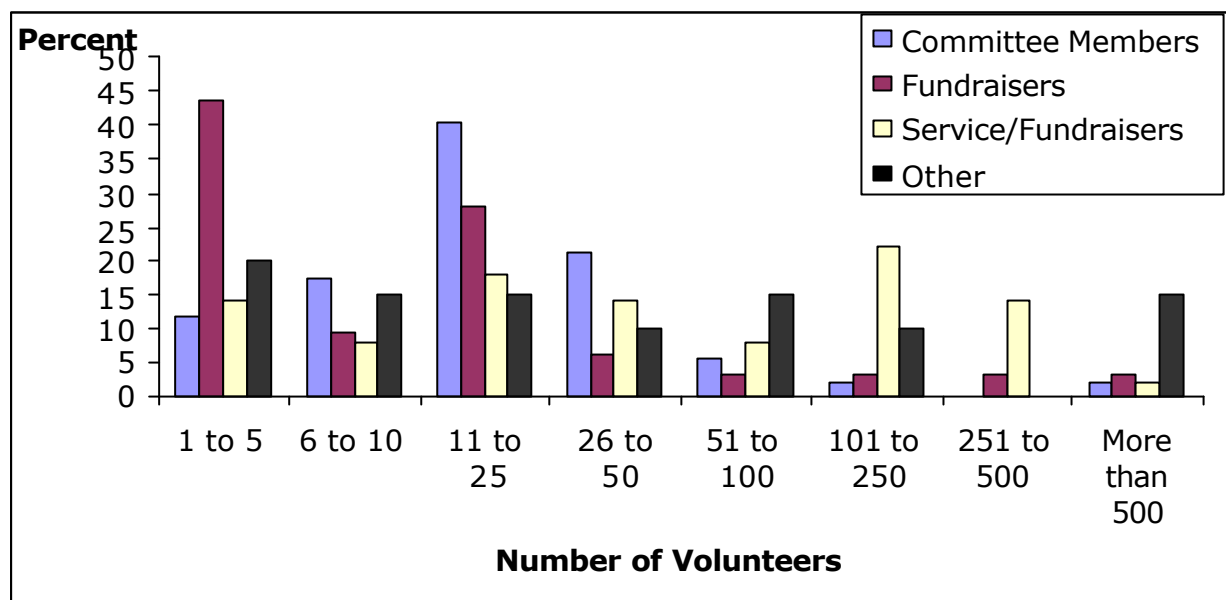
London results reveal positions such as fundraisers and committee members generally have a lower number of volunteers. The number of service/frontline and "other" volunteers vary from 1-5 to more than 500.

It is interesting to note that most organizations have 1 to 5 fundraising volunteers. Table 4 shows fundraisers contribute the least number of hours per organization (there is an average of 128 active fundraisers per organization that contribute 567 hours per year - approximately 4.4 hours per year for each volunteer). For many organizations, having a large base of fundraising volunteers can help to mitigate the funding challenges they face. From the "activities performed" section of the study, we note that few London organizations performed the crucial activities of fundraising (7%) and grant-making (4%). Fundraising and grant-making are two very important areas that deserve the attention of organizations and can be performed by volunteers.

Figure 13 - London Study Results - Change in volunteer hours in the last 12 months
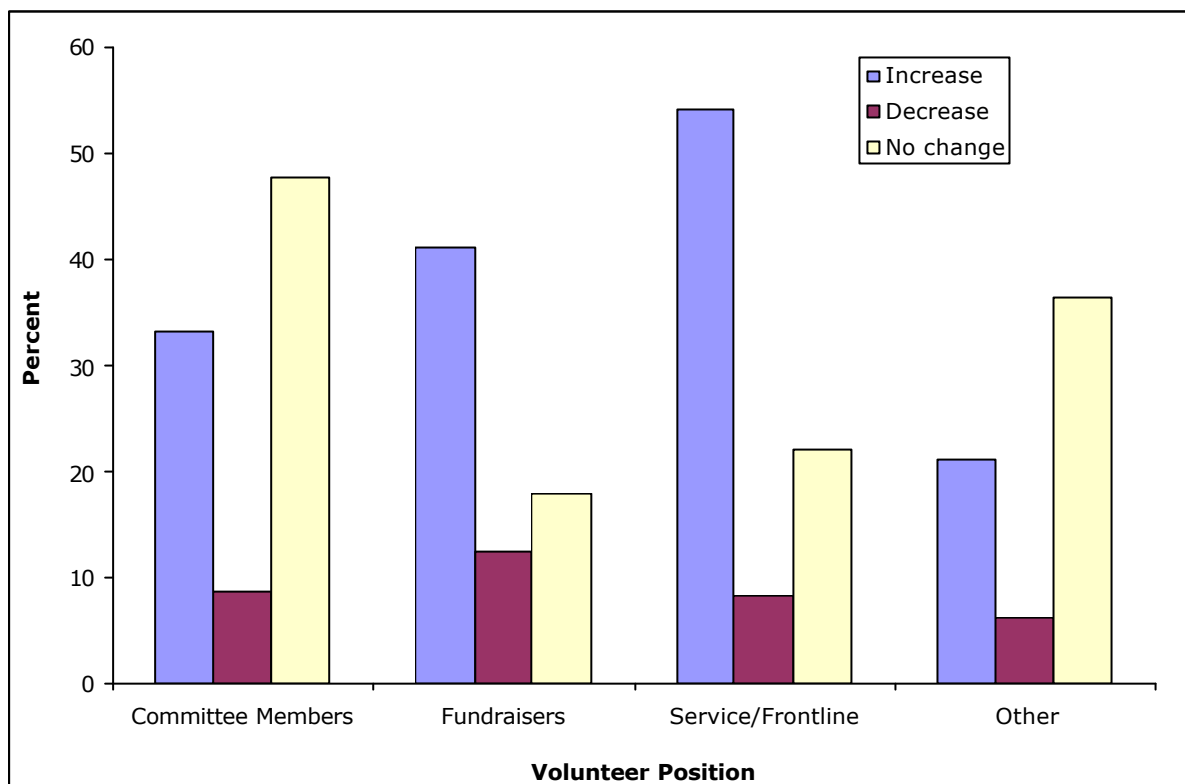
London respondents were asked to indicate if they experienced a change in the number of volunteers over the last 12 months. Results vary for each position category; however, it is important to note that many organizations experienced "no change" in the number of volunteers over the last 12 months. Given the increasing demand for services, having no change in volunteers could lead to a decline in service quality by the organization. In addition, some organizations indicated they had experienced a decrease in the number of volunteers. This decline in volunteers is common across Canada. The National Survey of Giving, Volunteering and Participating (NSGVP) states, "The estimated percentage of Canadians who volunteered in 2000 declined to 27% from 31% in 1997, and the total number of hours volunteered declined by 5% to just over 1 billion. The greatest decline in the volunteer rate was among those employed part-time (from 44% to 33%) and those with a university degree (from 48% to 39%)."[21]

A declining number of volunteers may be one of the explanations why organizations are unable to meet service demands as 1 in 6 organizations indicated for 2003 and 1 in 4 organizations projected for 2004.

The Canadian Centre for Philanthropy offers some insight into why organizations have experienced a declining number of volunteers. The CCP cites changing values

among youth, the role of the economy and work (difficult economic conditions and increased demand from employers) and the changing priorities among specific groups of potential volunteers (i.e., education related debts) as some of the reasons for the decline in the number of volunteers.[22]

Volunteer Hours

From Table 5 it is clear that service/frontline volunteers contributed the highest average number of hours to voluntary sector organizations (361 739 hours). We can derive the average number of hours per volunteer by dividing the total volunteer hours by the total number of active volunteers. Thus, volunteers contribute 4 to 66 hours per year. Since most organizations did not complete this table, these results should be viewed with caution.

Table 5 - London Study Results - Annual average number of hours per volunteer

Position category	Total number of active volunteers in the last 12 months	Total volunteer hours* contributed by volunteers in the last 12 months	Average number of hours per active volunteer**
Committee Members	2 182	56 605	26
Fundraisers	4 083	15 878	4
Service/Frontline	5 476	361 739	66
Other	6 978	73 954	11
Total	18 719	508 176	27

* The response rate for the total number of volunteer hours in the last 12 months by position category was lower than the response rate for total number of active volunteers by position category. This may cause the average number of hours per active volunteer to be understated.

** This calculation may overstate the average number of hours per active volunteer slightly, as it assumes active volunteers have contributed all volunteer hours in the organization within the last 12 months. Therefore it assumes registered volunteers, who are not active, have not contributed any volunteer hours in the last 12 months.

The NSGVP has found, "Much comes from the few - Over one-third (34%) of all volunteer hours were contributed by the 5% of volunteers who gave 596 hours or more of their time. Another 39% of all hours were contributed by the 20% of volunteers who gave between 188 and 595 hours during the year. Although these two groups represent only 25% of volunteers, and less than 7% of Canadians, they accounted for 73% of all volunteer hours."[23] London respondents indicated in an

open-ended response, "Our biggest challenge, like all volunteer based organizations, is the ability to maintain volunteers without 'burning them out.' Our goal is to increase our number of volunteers to work with our core group and relieve pressure on the core group." London focus group respondents indicated that volunteers seem to adhere to an 80/20 rule where 20% of the volunteers do 80% of the work. This situation can place a large burden on volunteers who may face difficulties saying "no" leading to potentially stressful situations. This will be discussed in further sections.

Where People Volunteer

To gain a better understanding of London's voluntary sector, we compared results of the number of volunteers and the ICNPO. With these results, we can see which sectors are able to recruit volunteers and where individuals are most interested in volunteering.

Figure 14 - London Study Results - Number of Volunteers by the ICNPO
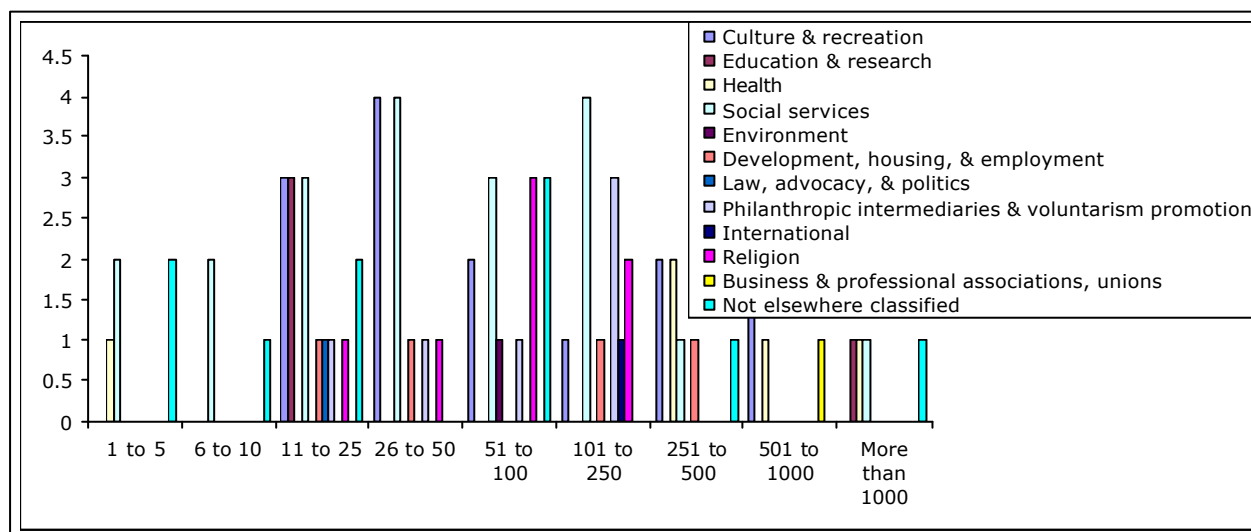
Figure 14 shows London organizations that are in the social services, culture and recreation, and not elsewhere classifications have a wide range of volunteers. Health organizations, for example, have anywhere from 1-5 volunteers to more than 1000. Religious organizations and development, housing and employment organizations, on the other hand, tend to be concentrated between the 11-250 or 11-500 categories.

Activities Performed

London survey results revealed volunteers perform a wide variety of activities. Figure 15 reveals the activities performed by volunteers.

Figure 15- London Study Results - Top Five Activities Performed By Volunteers
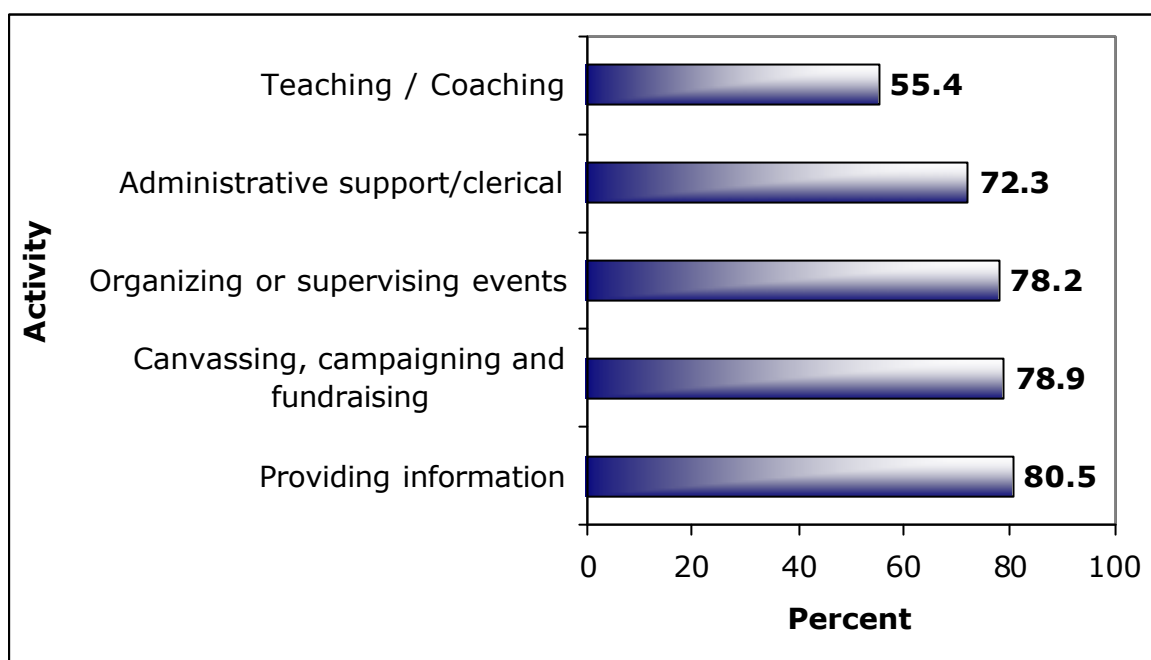
Similar to the results from other studies, most volunteers in London engaged in providing information (80.5%) followed by canvassing, campaigning and fundraising (78.9%), organizing or supervising events (78.2%), and administrative support/clerical (72.3%). Other activities performed can be found in Appendix 6 along with a comparison between the activities performed by London, Manitoba and Canadian volunteers overall.

Economic Impact of Volunteers

Pillar asked respondents to estimate the number of full-time employee positions it would take to replace the work of their volunteers. Results show it would take an average of 16 full-time positions to replace the work of volunteers. Since the standard deviation was 50.614 for this figure, we also calculated the median and mode to reveal that it would take 5 full-time positions to replace the work of an organization's volunteers.

Using the figures provided by respondents we were able to calculate the number of full-time employee equivalents organizations have as volunteers by summing the total number of volunteer hours by position category. We assumed a 40-hour work week for 48 weeks (with time off for holidays, vacation, and sick days) to compare Pillar's results to those of the NSGVP. Results show volunteers contributed a total of 508 176 hours. Dividing this figure by 40 hours and then by 48 weeks provides us with a figure of 265 full-time paid employees. We then divided this figure by 44 (the number of organizations completing this section). Results show it would take an average of 6 full-time paid employees to replace the work of each organization's volunteers. Therefore, although the median and mode revealed that most organizations perceived it would take only 5 full-time positions, our calculation reveals it would actually take 6 full-time positions. This calculation should be viewed with caution as the response rate of those who answered questions relating to the number of hours contributed by volunteers ranges from 17 to 44 (we used 44 so as to not overstate the economic contribution of volunteers).

We determined that the average number of full-time equivalents is 6.015 individuals per organization. Statistics Canada states the average earnings for full-time workers in the City of London is $43,811.[24] Therefore, volunteers contribute $263,538 to each voluntary sector organization in London. Multiplying this figure by 1 150 (the estimated number of voluntary sector organizations in London) we can conclude that volunteers contribute over $303 million dollars to London's economy ($303,068,770 variations exist due to rounding).

Niagara results show volunteers contribute the equivalent of 3.12 full-time jobs per organization with an economic contribution of $29,417,024.[25] The NSGVP found, "In 2000, just over 6.5 million Canadians volunteered approximately 1.05 billion hours – the equivalent of 549,000 full-time jobs (assuming 40 hours of work per week for 48 weeks)."[26] Results from Regina's *Salaries and Benefits Survey* show that about 5,688 volunteers contribute 655 000 hours (or 115 hours per volunteer) giving an annual value of over $9.8 M at $15/hour.[27]

The Canadian Centre for Philanthropy has created a guide to determine the value of volunteers. *Assessing Economic Value to Volunteer Activity* describes steps organizations can follow to more accurately estimate the value volunteers add to the voluntary sector. Specifically, the report takes into account salaries, benefits and out-of pocket expenses incurred by volunteers (e.g., transportation, daycare, telephone, and internet expenses). Further research on the activities performed by each volunteer per hour, costs incurred by the volunteer, and expenses covered by the organization need to be determined in order to more accurately reflect the contribution of volunteers.[28] The analysis conducted by Pillar is by no means as thorough as that recommended by the CCP. The estimate is however a preliminary forecast of the economic value of volunteers.

Why People Volunteer

In order to recruit and retain volunteers in an organization, it is important first to understand why individuals volunteer. London's questionnaire asked respondents to indicate their level of agreement with a series of reasons about why individuals volunteer with their organization.

Table 6 - London Study Results - Why people volunteer?

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not applicable
As part of a government mandate (i.e. to collect Employment Insurance, community service hours, etc.)	8.0	13.6	9.1	22.7	12.5	34.1
As part of a school requirement	8.9	44.4	7.8	11.1	5.6	22.2
To meet people in a social environment	8.0	56.3	12.6	11.5	2.3	9.2
For the self-satisfaction received from helping others	27.8	61.1	5.6			5.6
To gain relevant work experience	13.8	50.6	18.4	3.4	2.3	11.5
As a networking opportunity	9.1	48.9	27.3	5.7	1.1	8.0
To give back to society	27.1	57.6	11.8	1.2		2.4
To further their knowledge base about our organization/voluntary sector	7.0	54.7	23.3	7.0	1.2	7.0
Because of a personal /family experience with our organization's services	13.8	57.5	11.5	9.2	1.1	6.9
Because they were asked to volunteer	12.6	51.7	20.7	9.2	1.1	4.6
To take advantage of incentives offered by our organization for volunteering	3.4	12.6	18.4	26.4	12.6	26.4

Figure 16 - London Study Results - Why people volunteer?
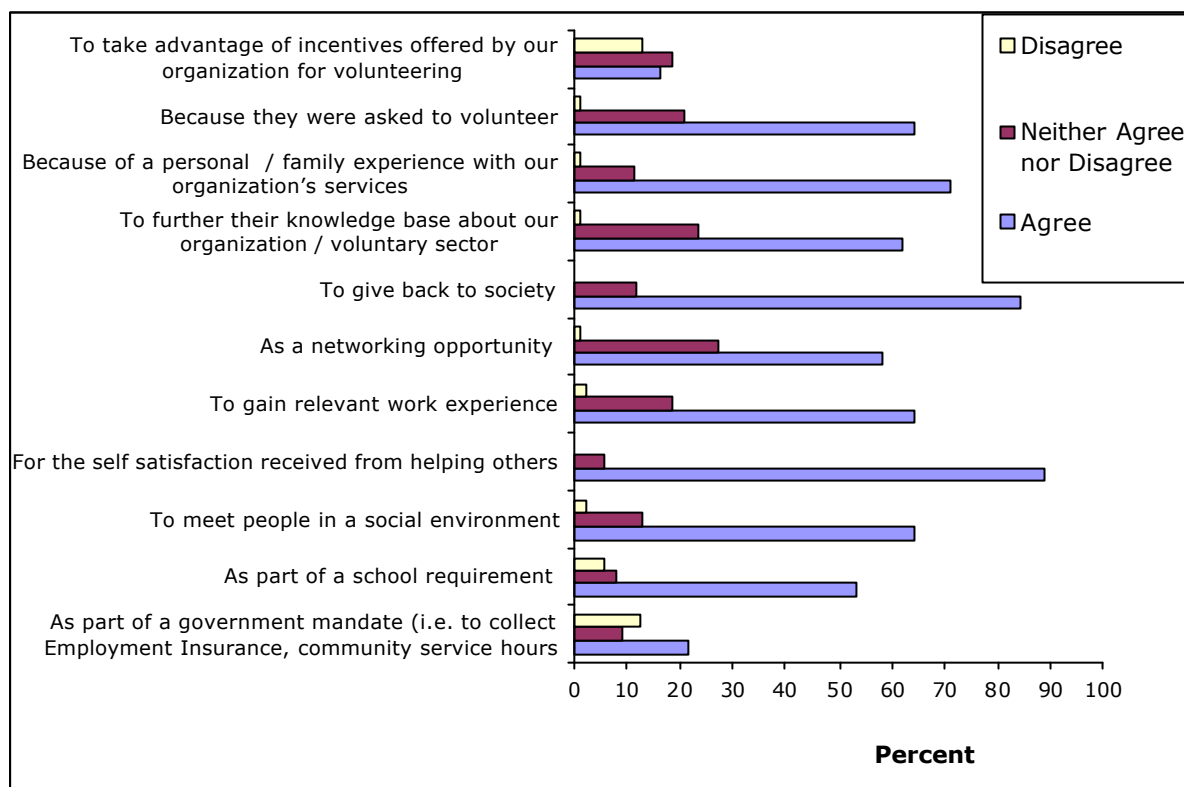
London respondents indicated individuals volunteer with their organization "for the self-satisfaction received from helping others" (89%), "to give back to society" (85%), and "because of a personal/family experience with our organization's services" (71%). Respondents agreed with most of the explanations provided for why individuals volunteer with their organization. Both the Niagara[29] results and Canadian results from the NSGVP[30] found similar results.

Pillar's study revealed that some individuals volunteered also to help improve their employability. More than 50% of respondents agreed individuals volunteered with their organization as a 'networking opportunity' and 64% indicated that individuals volunteered to gain relevant work experience. The NSGVP revealed, "More than one in every five volunteers (23%) agreed that improving job opportunities was a reason for volunteering."[31]

Student Volunteers

Pillar's study found that over ½ of respondents (53%) agreed that some of their volunteers are with their organization to fulfill a school requirement (among other

reasons). The 2000 NSGVP found 7% of Canada's volunteers reported that they volunteered because they were required to do so by their school, their employer or the government.[32]

Focus group results revealed that, although students in Ontario must complete 40 hours of volunteer work to graduate from high school, provisions have not been made to assist voluntary sector organizations with this requirement. Organizations with young teenaged volunteers must now accept responsibility for the supervision of minors, potential liability, and the effects of teenager's maturity levels. In the end, some of our focus group respondents chose not to accept teens under the age of 18 to avoid the liability associated with supervising minors. Respondents also indicated, "Students who are volunteering to fulfill their graduation requirement are not committed to the organization and not involved in what we do. Many have attitude problems and do not behave responsibly. They should consider volunteering a privilege not a requirement."

Other focus group respondents have enjoyed having student volunteers: "We have a great need for and use of student volunteers, especially for outdoors during warmer seasons for trips, etc. If they are under 15 years old their parents have to drive them, which brings awareness to the parents of what our organization does." Another respondent indicated the difference between student volunteers who are only volunteering because they have to and those who volunteer because they want to: "You'll find the volunteers that want to volunteer will continue to do so. They have no problem filling the 40 hours and have done so in their first year of high school. It's a mindset and a whole mentality difference in the family structure. The kids that don't volunteer don't get why we do it. The kids tell my children 'Why are you volunteering? You're wasting your Saturday'."

Organizations recruiting student volunteers should attempt to match volunteer roles with the skills of students. Finding exciting and challenging roles for students may be the way to encourage youth to volunteer beyond their high school requirement. Youth are the future volunteers and need to learn the importance of the voluntary sector and how they can contribute.

Leadership Volunteers

Another issue discussed in Pillar's focus group and described in open-ended responses is that of gaining "leadership volunteers". Organizations have found that there are volunteers who would like to help out on a basic level but do not wish to make a commitment to take on the added responsibility of more leadership positions. These positions include board of directors, volunteer managers, event supervisors, etc. One respondent indicated in an open-ended comment, "I would love to see a pool of volunteers interested in being volunteer managers."

The Canadian Centre for Philanthropy found, "Most participants said that there have been significant changes in volunteers' expectations. In particular, they noted that volunteers today prefer short-term assignments, are less committed to their voluntary activities than in the past, and are reluctant to take on leadership or administrative roles."[33]

London focus group respondents faced challenges recruiting long-term volunteers, especially those willing to take on leadership roles. Respondents indicated, "One of the biggest challenges we face is trying to get volunteers for higher positions. To get someone who is willing to take responsibility. To say 'own this and run with it' is difficult. People want to be involved but don't want to be the primary person on a project." Another respondent indicated, "The leadership volunteers have been here for 30 years and we can't find anyone to replace them. And that is becoming a really big challenge. We can find volunteer leaders for a time-specific area i.e. to take on a specific event but it is difficult to find someone to play a clear role to work with staff and to direct information outreach. We have revised our expectations and job descriptions to find leadership volunteers."

Virtual Volunteering

Virtual volunteering allows volunteers to contribute to organizations from home. This mitigates the challenges of finding child care, transportation, and juggling schedules. It also enables individuals to volunteer on their own time schedule especially if they work full-time elsewhere. In addition, virtual volunteering may be an attractive option for someone who may have physical disabilities and prefer to work in a comfortable working environment. Virtual volunteering is an upcoming trend in the voluntary sector and can assist with the challenges faced by individuals who want to volunteer. There are some disadvantages to volunteering virtually. These include needing access to a computer and the Internet, the lack of social interaction especially for newcomers to Canada who want to practice their English skills, and the potential for feelings of isolation and a lack of appreciation.

The Canadian Centre for Philanthropy conducted a study on virtual volunteering and found that "virtual volunteering offers opportunities to those who want to commit a smaller amount of time to volunteering."[34]

Volunteer Manager/Coordinator

London survey results revealed more than 75% of organizations have someone who is specifically responsible for coordinating and managing volunteers. We asked organizations to describe the employment status of this individual.

Figure 17 - London Study Results - Employment Status of Volunteer Coordinator/Manager
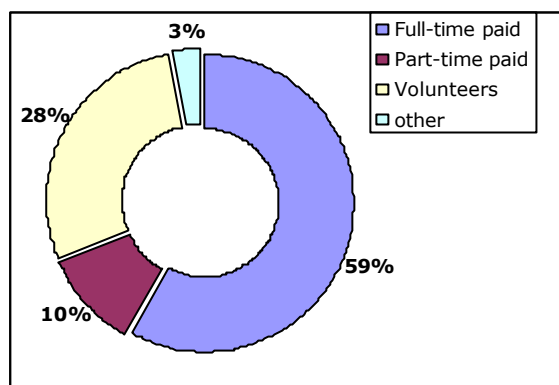
Results indicated that most volunteer coordinators are full-time paid employees (59%), 10% are part-time paid employees, 28% are volunteers, and 3% of organizations indicated "other".

Focus group results revealed the job of managing and coordinating volunteers usually rests on the shoulders of all employees or head volunteers. Therefore, the senior volunteer, executive director or project manager adds volunteer management to their job description, "When you don't have a specified volunteer manager and it becomes everyone's job, there are so many people that fall through the cracks and it becomes no ones job rather than everyone's job."

In some instances, usually with organizations with a large volunteer base, there is an individual solely responsible for coordinating volunteers. Other focus group respondents indicated,

- It is wrong for people to think volunteers are expected to manage themselves because of their commitment. They need a qualified manager.

- We've had a great last 2 years because we had a volunteer coordinator. It is important to put volunteers in the right spot with their interest level and that is part of the coordinator's job.

The Canadian Centre for Philanthropy's report *The Capacity to Serve* revealed, "While many organizations have paid managers of volunteer resources, many others do not. A paid manager or coordinator of volunteer resources was noted repeatedly as the single most important factor in facilitating volunteers' contributions."[35]

Volunteer Management

London respondents were asked to complete the following table. Results are in percentages and indicate the level of agreement with statements regarding volunteer management.

Table 7 - London Study Results - Volunteer Management (percent)

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not applic-able
There is an abundance of skilled volunteers with appropriate education, experience and attitude	9.0	42.7	12.4	23.6	7.9	4.5
There is sufficient time to effectively organize volunteer work	4.5	36.0	10.1	30.3	14.6	4.5
There are sufficient funds/resources to effectively organize volunteer work	3.4	23.9	18.2	34.1	14.8	5.7
Positive volunteer-staff relationships exist within our organization	23.6	51.7	7.9	2.2	2.2	12.4
The volunteer screening process our organization utilizes has not deterred volunteers	14.6	46.1	12.4	10.1	1.1	15.7
Our volunteers perform tasks that should more appropriately be done by paid staff	5.6	8.9	22.2	37.8	13.3	12.2

Figure 18 - London Study Results - Volunteer Management
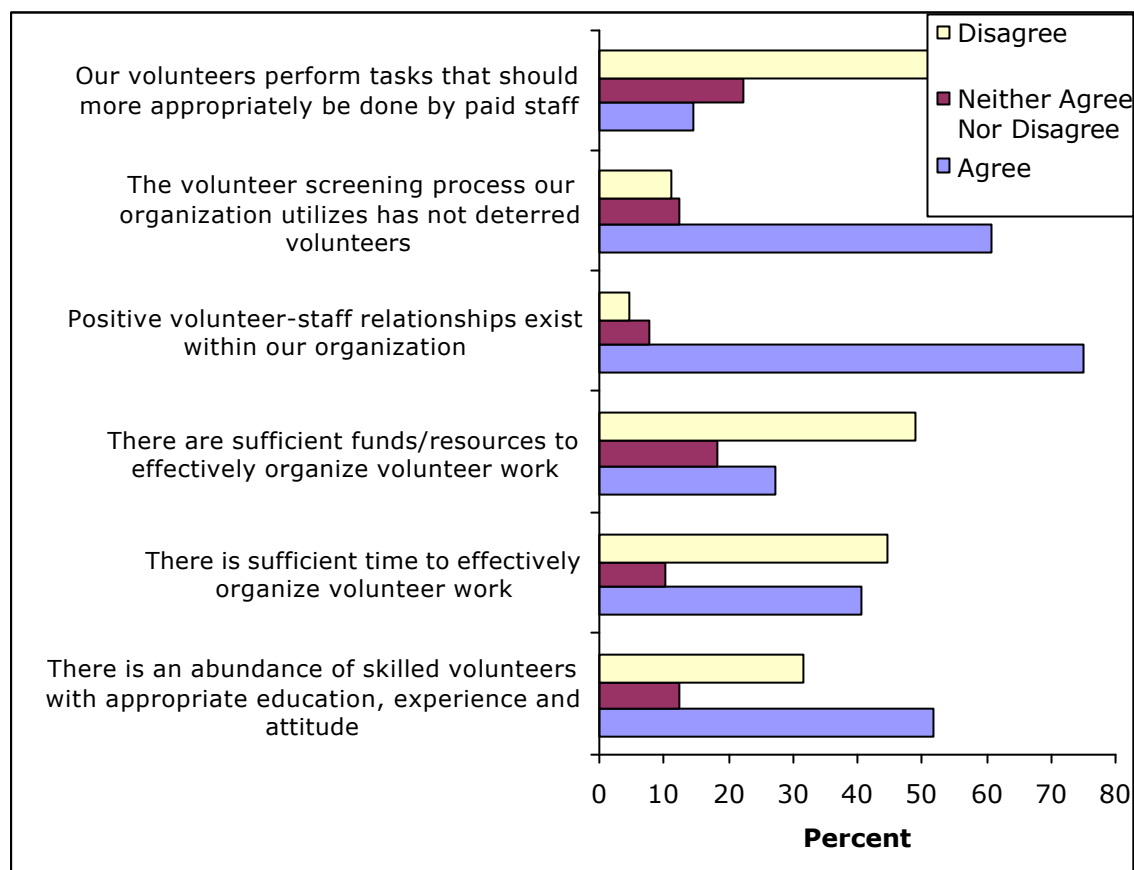
Results from the Manitoba study, which asked a similar question, can be found in Appendix 7. Results from London show that most organizations (52%) believe there is an abundance of skilled volunteers with appropriate education, experience and attitude. It is important to note that 32% of respondents disagreed with this statement. Close to ½ (45%) of all London respondents perceived there was not enough time to effectively organize volunteer work. When asked if there are sufficient funds/resources to effectively organize volunteer work, 34% of respondents disagreed and an additional 15% of respondents strongly disagreed with this statement (total 49%).

Over 75% of organizations reported there were positive volunteer-staff relationships within the organization and 61% of London respondents indicated their volunteer screening process has not deterred volunteers.

Unlike Niagara's results, London voluntary sector organizations perceive volunteers are not performing tasks that should more appropriately be done by paid staff. Niagara results revealed, "34% of those surveyed believe there are jobs being done

by volunteers that should more appropriately be done by paid staff."[36] London results showed only 15% percent of organizations report volunteers are performing tasks that should be done by paid staff and 51% disagreed with this statement. One respondent indicated in an open-ended response, "paid staff could do the work of volunteers but our volunteers are excellent and it would be very costly to hire people with their talents."

London respondents were asked an open-ended question relating to volunteer management, "How would you solve, or how have you solved, volunteer management and volunteer-staff relationship challenges?" Several useful recommendations were derived including:

- Staff and volunteers are asked (and expected) to work together in a co-operative fashion. We have a volunteer coordinator who is responsible for doing monthly coaching with volunteers and any feedback we receive is given attention as soon as possible. The volunteers are able to form relationships with staff and clients and there is an open door policy with managers.
- Staff recognize that they are paid for their participation, while volunteers are giving freely of their time, therefore emphasis is placed on the contributions of the volunteers. Volunteers efforts are acknowledged at every opportunity and public recognition of their contribution is included as part of the planning process for events.
- Clear job descriptions, orientation and training, ongoing support for both volunteers and staff, clear mission and business plans to drive the work that we do, volunteer management policies, volunteer to volunteer discussion and resolution where possible.
- In dealing with volunteer-staff relationship challenges, I have established open communication with our volunteers and maintain consistent contact with each individually. In addition, I recognize and value the contributions made by our volunteers.
- We are all volunteers. The use of a chair or third party helps with personality conflicts. Keeping the discussions on topic and wording solutions in a positive manner.

Recruiting, Retaining, and Motivating Volunteers

Although many suggestions on working with volunteers have been brought forward in previous sections – such as having clear job descriptions, valuing the contribution of volunteers, and communicating with volunteers – focus group respondents had several other suggestions on recruiting, retaining, and motivating volunteers.

London respondents indicated several strategies to recruit and retain volunteers in answers to open-ended questions. Some of these strategies include:

- We tap into community college or university programs and provide experience for students in return for volunteer services. An honorarium is paid to students, but it is small and the turnover of volunteers is continuous.
- Our organization is a small operation. We have been fortunate to attract high quality volunteers. Often they come seeking employment and we ask them if they would like to volunteer. Also current volunteers ask their friends, etc.
- We are constantly recruiting new volunteers. We have "bring a buddy" meetings plus open educational speakers, demos and entertainment meetings. We encourage prospective members to come and "audit" a project while it is in progress. This gives them first hand knowledge of the type of fundraising we do while incorporating some fun into the project. We also, show that we are open to new projects and charities to support. Our organization encourages people to learn, grow, make friends and have fun. We have an ongoing training program where we try to couple a new member with an experienced member when they chose to chair their 1st project. Often the new member will be asked to co-chair some projects. During our meetings we word things in the positive sense. We also remind members that we are all volunteers with varying amounts of free time to offer.
- Volunteers are GOLD to us. They are treated equally with any paid staff, offered personal development skills training, workshops at no charge, recognized as invaluable. As well, supported in their personal visions with letters of reference, recommendations, etc.
- We have improved our recruitment practices. A more thorough interview process has led to greater satisfaction from the individual and our organization. We have also developed job descriptions which help to clarify roles and responsibilities.

Focus group respondents shared similar techniques, but also offered suggestions such as:

- We convince our spouses and children to come and volunteer. We also try to get the users of our service to get involved, but it is difficult.
- We do active advertising (not paid advertising) using local newspapers i.e. The Londoner, London Free Press, local television stations, and we have a membership with Pillar–Voluntary Sector Network.
- We approach the groups we fund to come and volunteer with us for a day. 'If you want some of our money, then help us out.'
- Having a thorough interview and screening process, matching activities to the interest level with the volunteer, encouraging friends and families of volunteers to get involved, and having potential volunteers pay for police check or vaccines helps to find committed volunteers who are willing to contribute to a voluntary sector organization.

Finding a "good fit" for volunteers was key to recruiting, retaining, and motivating volunteers. Focus group respondents revealed,

- It is important to have clear job descriptions for volunteers – not all activities are suitable for all volunteers. We have had to set stringent guidelines for what people can do. We need those who can do the job plus we ask for a commitment of a certain number of hours.
- Volunteers in our organization are not having a social fun time, they have a serious job to do and we have to make that clear to them from the job description.

Pillar asked focus group respondents some of the ways they recognize their volunteers. Respondents indicated that each volunteer is unique and is motivated by different things. Some of their suggestions include:

- The reward comes out of the fact that the individual is working doing what they came here for. We aren't wasting their time. They feel they are needed and are contributing to the organization and helping those that use the service we provide.
- The best thing that works is the sense of belonging they feel. They belong in our organization and they are part of something. They have a sense that they can do and change something.
- Get them more involved in the organization, move forward, give them more responsibility, get them really interested in the organization.
- It is important to be aware of the different reasons people volunteer and fulfilling that need. For many it is social and they achieve the mission of the organization at the same time. You can't thank them enough. You need to give them information on what's going on in the organization so they aren't out of the loop. They are the frontline worker and need to know what is going on in the organization.
- We provide training as an incentive and appreciation – invite professors for seminars. Plus we do dinners, barbecues, birthday cards…etc. But all this requires time and budget dollars. But volunteers like to be recognized, especially those with stressful and tiring positions.

Other more tangible responses include certificates of appreciation, little gifts and tokens, dinners, a personal note of thanks, appreciation pins after a certain number of years of service and the pin for volunteers is the same as for paid staff so the volunteers feel the same sense of worth, volunteer service awards, annual volunteer lunch-in which provides an opportunity for them to meet and share and learn new policies, plaques, birthday cards and gifts, recognition for service in newsletters, badges, and tickets to events and concerts.

Volunteer Evaluation

Although recognizing volunteers with gifts is important, sometimes evaluating their performance and giving the volunteer a chance to share their experience can be

rewarding. Focus group respondents discussed the importance, both for the organization and the volunteer, of evaluating volunteer performance:

- Volunteers have to be supervised and evaluated. They have to understand their role is important and they need to be responsible. We have an annual written evaluation form and an informal regular review for volunteers. It is not a review just on the one volunteer but on all volunteers.
- Volunteers are evaluated as a part of a team. It is both informal and through volunteer-staff meetings. Evaluation must be an information sharing process – how you can improve your skills and how can I help you. I see volunteers on average at least once every 3 months and it doesn't matter whether they have been volunteering for one year or eight years.

Volunteer Burnout

With increasing service demands and a declining number of volunteers in many organizations, it is no wonder that organizations are pushing their employees and volunteers to the limit. In some instances, volunteers see the need for their services increase and almost feel compelled to contribute more hours to help out the organization. Although Pillar conducted two focus groups, one for employees of voluntary sector organizations and one for volunteers with primarily volunteer-run organizations, both focus groups led to the issue of volunteer burnout. Some of the respondents' comments include:

- The increase in need for our service is 50% over the next 3 years. We have to fill this need with volunteers. The work is from 3 to 5 hours on the phone which can be too much. So we need more volunteers. We have to ask for more hours beyond their commitment. We don't want to take advantage of the volunteers but need to meet demand.
- We call ourselves the "gotta get a life club" because we are so involved in our organization. What has ended up happening is we've brought in our spouses and kids so we can share our passion and get to see them more. We instituted a rotation schedule now that our group has gotten efficient at what we do. We rotate it so we get a weekend off every so often and it has been great. But we had one guy come in on his rotation off and he said "I was so lonely, I missed my friends". We've become such close friends that it doesn't feel like work it's a social fun environment where we are raising funds and helping the organization.
- When we started women mostly stayed at home but now all of us work and we try to accommodate people's schedules. We do so many different things. The club members bring in the ideas of what they want to do but again there's the 20% that does all the work.'

London's focus groups revealed that there tend to be a small minority of volunteers who do the work – 20% of volunteers do 80% of the work. The respondents made

several suggestions about ways to properly recruit volunteers and retain them by keeping them motivated, preventing volunteer burnout, and evaluating volunteers.

Several focus group respondents brought up an interesting point relating to family support of the volunteer. One respondent indicated, "When I am out volunteering, my husband is at home taking care of the kids. So you have to remember that our volunteers and staff have other people in their life. It is not just that volunteer or staff you are asking, it is their family also." One suggestion was to invite spouses, partners, children, and parents to social events such as barbeques and gatherings so they can be part of the process and be recognized for their sacrifices also. A focus group respondent said, "On my summer events I invite family and partners to events outside the office to get them to feel involved. I am always amazed how many people come. Involving them means that the volunteer doesn't have to ask her spouse to take care of the kids again when it is a social event she is attending. It is hard to balance due to the nature of the work."

Summary and Implications

Given budget restrictions and service demands, volunteers are an essential component of London's voluntary sector. Respondents surveyed had either a combination of volunteers and staff or were entirely volunteer-run. The importance of finding quality volunteers is a difficult task. In addition to creating a profile of volunteers, respondents offered several suggestions on recruiting and motivating volunteers.

Pillar's study created a profile of the volunteer base in the organizations surveyed. Over 92% of organizations had volunteers other than board members who had contributed to the organization in the last 12 months. In total, London respondents had on average 253 volunteers per organization with a median value of 60. Volunteers contributed an average of 4 to 66 hours per year. The number of volunteers ranges from 1-5 to more than 500 and these volunteers are active in a variety of ICNPO sectors. Fundraising volunteers contribute the fewest hours at only 4.4 hours per volunteer in each organization. Volunteers were most likely to perform activities such as providing information, canvassing, campaigning and fundraising, and organizing or supervising events.

Depending on the volunteer opportunity, some organizations experienced a decline, no change or an increase in the number of volunteers over the last 12 months. Having a declining number of volunteers or even no change in volunteers over the last 12 months is indicative of future problems as most organizations indicated they would be experiencing an increase in service demands in 2003 and 2004. Results show approximately 1/3 (32%) of organizations reported that there was a shortage of skilled volunteers with appropriate education, experience and attitude. The shortage of "quality" volunteers and the increasing service demands has forced

dedicated existing volunteers to contribute a higher number of hours which is leading to "volunteer burnout".

Although volunteers contribute a great amount of time to organizations, there are costs associated with recruiting, supervising and maintaining the volunteer base. Pillar's survey identified that although most organizations identified their volunteer base was equivalent to 5 full-time positions, our calculation revealed the figure was closer to 6. The economic contribution by volunteers is over $303 million. This value is understated as it does not include the costs incurred by the volunteer (i.e., transportation and daycare) and the expenses incurred by the organization.

Pillar's survey revealed that over 75% of organizations with volunteers had someone specifically assigned to manage volunteers. Even with an employee or volunteer assigned to manage volunteers, 45% of organizations did not perceive there was sufficient time to effectively organize volunteer work and 49% of organizations suggest there were not enough funds and resources.

Respondents perceived individuals volunteered with their organization for the self-satisfaction of helping others, to give back to society, and because of a personal/family experience with an organization's services. Another common reason for volunteering was to improve one's chances for securing employment through networking and gaining experience.

Focus group results revealed organizations have experienced several challenges with volunteers. Examples include the mixed feelings with high school student volunteers, the difficulty in finding leadership volunteers, and the challenges of implementing volunteer evaluations to improve performance.

Several suggestions arose from focus groups and other respondents including breaking one large role into a few smaller ones to encourage volunteers to take on leadership positions, using virtual volunteering to adapt to busy lifestyles, and having a volunteer coordinator to match volunteers with positions, create clear job descriptions, actively recruit volunteers, and manage staff-volunteer relations. Overall, effective communication with volunteers, recognition of contributions and achievements, and provision of adequate training and support are all methods for securing an effective volunteer base.

Suggestions for recruiting volunteers include posting volunteer positions on Pillar's website (www.pillarv.com), using existing volunteers to identify other volunteers, targeting students, offering training and workshops, and advertising in local media.

Volunteers are the life-blood of many voluntary sector organizations especially those entirely volunteer-run organizations. Understanding how to use volunteers so both the organization and the volunteer benefit is essential to retaining volunteers and sustaining organizations.

Board of Directors

The board of directors is crucial to the success of any voluntary sector organization. These volunteers dedicate their time, knowledge and expertise. Pillar's study asked respondents a number of profiling questions on board size and tenure. Respondents were then asked about the skills on their board, and the challenges they face relating to boards.

Profile of Board Members

Pillar's survey asked London respondents if their organization had a board of directors or similar governing body. Over 90% of respondents indicated "yes". Pillar's definition of a voluntary sector organization requires that the organization have a board or similar governing body. Organizations that completed this questionnaire were aware of this criterion as it was described in the invitation letter and on the website. Of the remaining 9% of organizations that indicated "no", most organizations indicated that their parent organization had a board or the volunteers within the organization acted as the board without the title of Director.

London respondents were asked the current number of board members, the minimum required number, and the maximum required number. Results show the average number of current board members is 11.7. This number is similar to the median (11) and mode (10).

The mean response for the minimum required number of board members was 8.9 which was similar to the median of 8. The mean response for the maximum number of board members was 13.5 with a median of 12.5. Therefore the average current number of board members in London is 11.7 with a minimum required number of 8.9 and a maximum of 13.5.

Figure 19 London Study Results - Number of Board Members in Categories
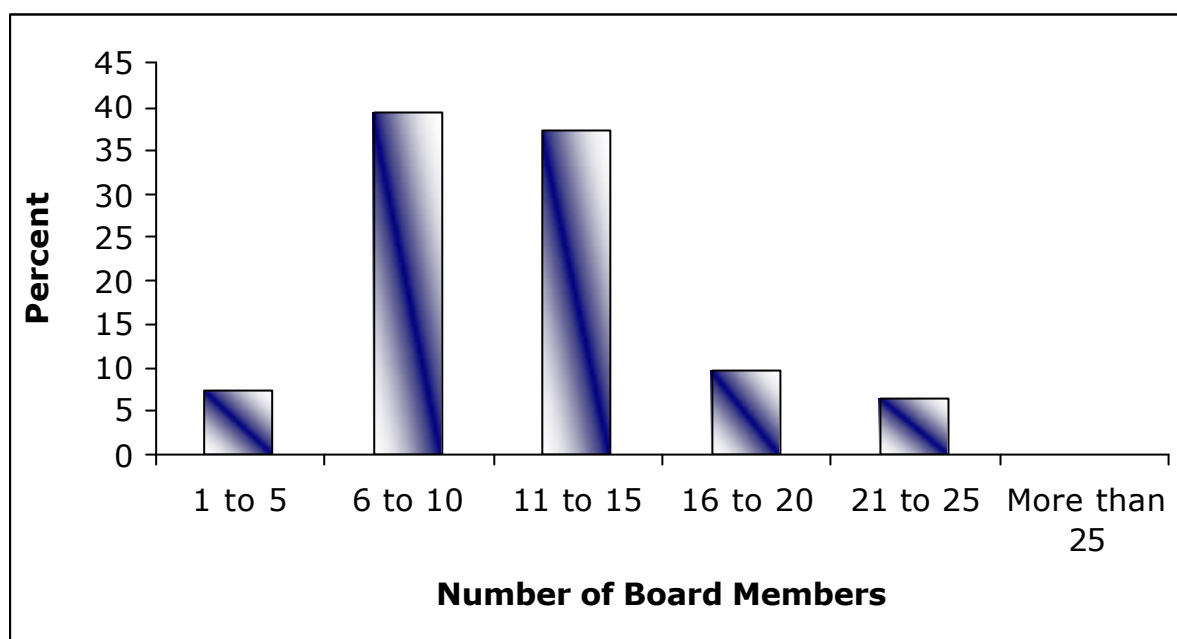
Most London organizations have 6 to 10 directors followed by 11 to 15. London directors serve on average 3 to 4 years (48%) on a board, and an additional 33% of directors serve for 5 years or longer. Appendix 8 and Appendix 9 reveal the results of a comparison between London and Manitoba boards.

Table 8 - London Study Results - Skills of Board of Directors (values in percent)

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not Applicable
Board governance	24.5	60.6	8.5	1.1	1.1	4.3
Fundraising/revenue generation	10.6	37.2	16.0	14.9	9.6	11.7
Research & planning strategies	11.8	58.1	9.7	11.8	3.2	5.4
Marketing & communications	10.6	45.7	18.1	12.8	5.3	7.4
Staff & volunteer administration	10.6	42.6	10.6	13.8	4.3	18.1
Policy Development	18.1	59.6	8.5	6.4	3.2	4.3

London respondents were asked to indicate which of the skills listed in Table 8 directors currently bring to the board. If the skill was not required within the board of directors, respondents were asked to select "not applicable." Although most skills listed seem to be well represented by directors, approximately ¼ (24.5%) of respondents indicated that the fundraising/revenue generation skill was missing from their board. This skill is crucial in the voluntary sector as most organizations indicated securing funding was an ongoing concern. In addition, from the volunteer section, fundraising volunteers contribute an average of only 4 hours per year to an organization.

Challenges with Board Members

Table 9 - London Study Results - Statements relating to the Board (percent)

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not applicable
Our board is full of new ideas to help our organization	19.8	49.5	17.6	9.9	2.2	1.1
Finding volunteers to serve on our board has been easy	7.7	16.5	31.9	29.7	13.2	1.1
There is an interest from youth (under the age of 29) to volunteer on boards	0	15.4	26.4	30.8	16.5	11.0
There is an interest from individuals of diverse cultural and ethnic backgrounds to volunteer on boards	1.1	7.7	48.4	20.9	9.9	12.1
Our board represents all of our organization's stakeholders	6.7	34.4	13.3	25.6	7.8	12.2
Volunteers are aware about the need to serve on boards	8.8	41.8	22.0	14.3	7.7	5.5
There is great communication and involvement between our organization and our board	20.0	52.2	17.8	5.6	2.2	2.2
Our board is aware of our operational and organizational development	31.9	56.0	7.7	0	2.2	2.2
We have representation on our board from the private, public and voluntary sector	24.4	41.1	3.3	12.2	1.1	17.8

Overall, Table 9 highlights positive aspects of London voluntary sector boards. Respondents overwhelmingly indicated their boards are full of new ideas (69.3%), there is an awareness from volunteers about the need to serve on boards (50.6%), communication and involvement between organizations and boards is great (72.2%), boards are aware of the organization's operational and organizational

development (87.9%), and there is representation from the private, public and voluntary sector on their board (65.5%).

There are some areas of concern with London voluntary sector boards that need to be addressed. Respondents disagreed with the fact that it has been easy to find volunteers to serve on boards (42.9%). Almost half (47.3%) indicated that there is limited interest from youth and 30.8% disagreed that there has been an interest from individuals of diverse cultural and ethnic backgrounds to volunteer on boards. Over 1/3 of respondents disagreed that their board represents all of their organization's stakeholders. Similarly Manitoba results also showed that there is a lack of interest from youth in board service (59.8%), and board members do not represent all of the organization's stakeholders (28.7%).[37]

London respondents had the option of entering their own statements regarding their board using the "other" category. One respondent indicated their board members have a strong network within their respective communities. This statement indicates the importance of getting diverse directors to serve on an organization's board in order to tap into the unique contacts and networks of each director.

Summary and Implications

Boards of directors are an integral part of any voluntary sector organization. The average current number of board members in London is 11.7 with a minimum required number of 8.9 and a maximum of 13.5. Most London directors serve for 3 to 4 years on a board and bring a variety of skills with them. Respondents reported some skills were lacking on their board, especially fundraising/revenue generation. Although most organizations indicated it was difficult to find directors to serve on their boards, London respondents seemed overall content with the quality of and contributions by existing board members. Respondents perceived, however, that individuals from some sectors were not represented on their boards. It is important for the board to reflect London's community through the inclusion of youth, those of diverse cultural and ethnic backgrounds, and especially the organization's stakeholders. The section on Diversity will explore this in greater detail.

Employees

The voluntary sector is human resource intensive depending on its paid staff and volunteers to carry out its activities. Voluntary organizations' greatest strengths are their human resources and their ability to draw on their networks and relationships. In order to identify voluntary sector training and employment needs and to enable human resource capacity building, it is essential to profile the sector's human resources and analyze its demographic characteristics.

Pillar's study focuses on analyzing the composition of London's voluntary sector human resources. The study collected detailed information on the size of paid staff employed by voluntary organizations and the demographic characteristics of existing paid staff such as gender, age, education level, work experience, and cultural and ethnic background. The section will begin with a profile of the sector and paint a picture of the employees working in London's voluntary sector. Issues such as employee shortages, recruitment and retention challenges will then be discussed leading to the section on job quality.

Employment Profile

London study results reveal approximately ¾ (73%) of organizations surveyed employ paid staff. This number is much higher than Niagara's study which reported only 31% of Niagara organizations have paid staff.[38] Given the length of the questionnaire, fully volunteer-operated organizations may not have had the resources to complete the questions asked. Further research on the composition of the sector in terms of staff and volunteers is required to create a more complete profile of London's voluntary sector.

Figure 20 - London Study Results - Percentage of Employed Staff
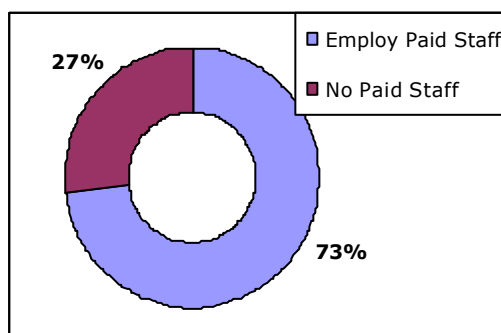
Number of Employees

The average number of employees per organization in London is 32.5, however the median is much lower at 8. The maximum number of employees reported in an organization is 425.

Evidence from external research reveals most nonprofit organizations operate with a smaller number of employees. Results for London are consistent with other provinces and cities and with the Canadian nonprofit sector as a whole. London study results reveal most organizations employ 1-5 employees (42%) followed by 22% of organizations employing 6-10 individuals. Overall, most Niagara and BC organizations employ 1-5 employees. The Workplace Employment Survey indicated that as a whole, the Canadian nonprofit sector employs 1-4 individuals (53.4%) followed by 5-9 individuals (20%). Further analysis of this comparison can be found in Appendix 10.

As in any sector, the small organizational size in the voluntary sector has its disadvantages. The CPRN has found, "the small size of most nonprofit organizations means that they may face particular challenges recruiting and retaining paid staff. As noted above, small firms tend to pay lower wages than their larger counterparts. This, coupled with the fact that wages tend to be relatively low in the nonprofit sector overall, suggests that small firms in the sector are unlikely to be able to offer attractive compensation packages to potential recruits or current employees."[39]

Statistics Canada reveals, "in comparison to large employers, small firms tend to pay lower wages, offer fewer benefits and less job security, have lower union membership, and are less technologically innovative (Drolet and Morissette1998; Idson 1990; MacDermid et.al.1994)."[40]

Employment by Classification

Figure 21 - London Study Results - Employment by Classification
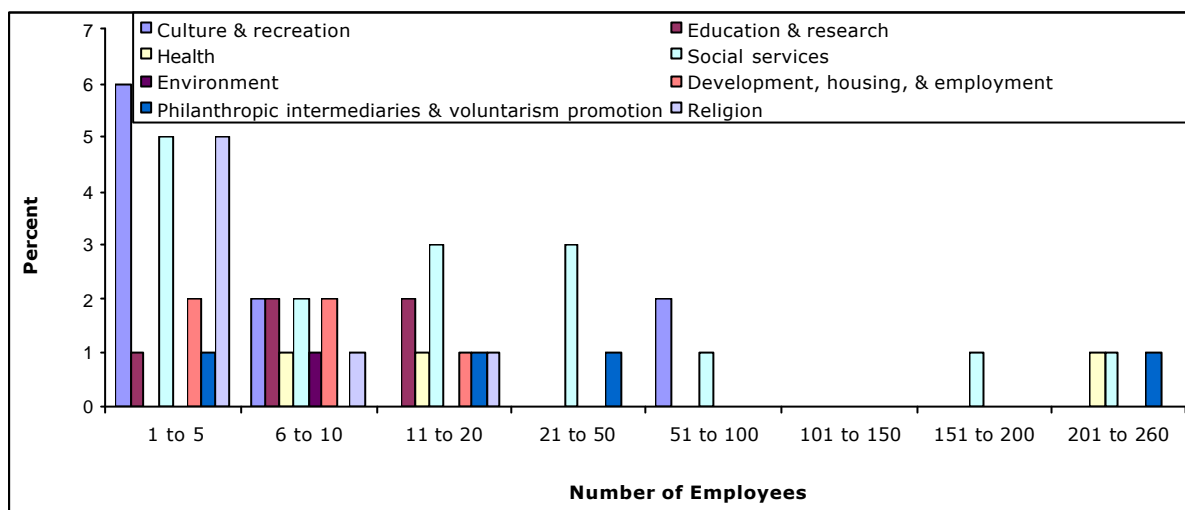
London study results reveal that most culture and recreation, social service, and religious organizations employ 1 to 5 individuals. Social service organizations are unique since they seem to employ any number of employees from 1-5 to over 200 employees. This is explained by the diverse nature of social service organizations.

Philanthropic intermediaries and voluntarism promotion, social services, and health organizations seem to have the largest employee base overall with the number of employees in the 201 to 260 range. A comparison of London and Manitoba can be found in Appendix 11.

Occupational Category

Table 10 - Explanation Given to Respondents of Occupational Categories

Senior Management	(i.e., Executive Director, CEO, Artistic Director)
Management	(i.e., Team Leaders, Supervisors, Program Managers, Coordinators or Curators)
Senior Administrative	(i.e., Volunteer Manager, Office Manager, Fundraiser, etc.)
Clerical/Administrative Support	(i.e., Clerical, Bookkeeping, Box Office)
Professional	(i.e., Researchers, Doctors, Nurses, Engineers, Teachers, etc.)
Intermediate/Technical	(i.e., Technicians, Assistants, Frontline Program, Counsellors, Service Staff)
Other	(i.e., Drivers, Custodians, etc.)

Figure 22 - London Study Results - Percentage of employees by occupational category 2002-2004
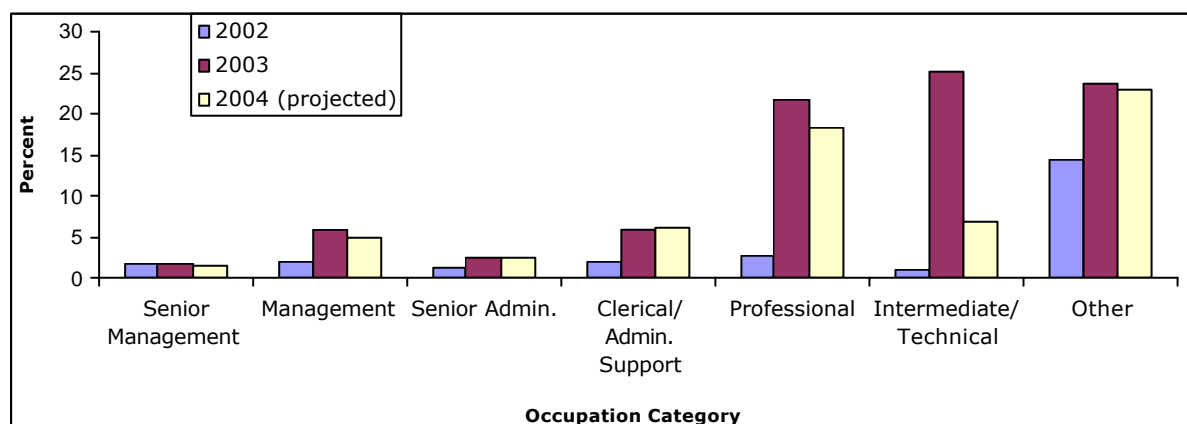
Figure 22 shows other than senior managers, all other occupational categories are forecasted to increase in 2003 and 2004. Please see Appendix 12 for a comparison between London and the Workplace Employee Survey (WES).

Permanent vs. Contract

Without stable funding, it is difficult for organizations to ensure funding exists for permanent positions. With the shift in funding towards short-term project specific

funds and away from core operating dollars, there has been an increasing trend towards contract work from permanent positions.

Table 11- London Study Results - Employment Status in Percent (2002-2004)

	Permanent	Contract	Other
2002	54.2	17.8	28
2003 (projected)	66.4	12.9	20.7
2004 (projected)	55.8	15.2	29

Permanent employees are those with no set termination date
Contract employees are those with the organization for a set period of time or until a project is completed
Other includes temporary, casual and seasonal employees.
Permanent + Contract + Other = Total number of employees

Figure 23- London Study Results - Employment Status (2002 – 2004)
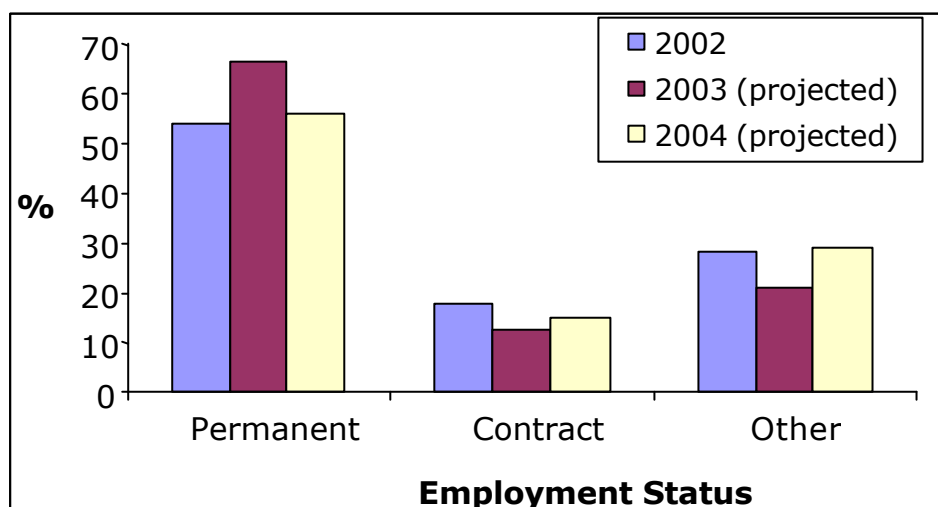
Table 11 reveals the percentage of individuals employed as permanent staff is forecasted to decrease in 2004. Contract employment in the voluntary sector is expected to rise more than 2% in 2004 from the 2003 value. More than one in seven people (15.2%) employed in London's voluntary sector are expected to be on contract in 2004, and 29% work "other" arrangements. Permanent positions are expected to decrease by almost 11% (10.6%) to 56% in 2004.   This number is consistent with percentages derived from CPRN research and Regina's *Salaries and Benefits Survey*.[41]   Further analysis of permanent vs. contract employment can be found in Appendix 13.

As contract/temporary employment becomes more popular, the insecurity felt by employees is also on the rise. Contract employees constantly have to search for other means to support themselves when their contract expires. This insecurity leads many people to leave voluntary sector organizations during their contract for more secure work in the public and private sectors.

Part-time vs. Full-time

Table 12- London Study Results – Total Number of Full and Part-Time Employees (2002-2004)

	Full-Time	Part-Time	Total
2002	844	585	1429
2003 (projected)	1072	714	1786
2004 (projected)	1432	572	2004

Part-time employees are those who normally work less than 30 hours per week.
Full-time employees normally work 30 hours or more per week.
Contract employees should be classified as either Full-time or Part-time depending on the number of hours worked
Full-time + Part-time = Total number of employees

Figure 24- London Study Results - Percentage of Full-Time and Part-Time Employment (2002-2004)
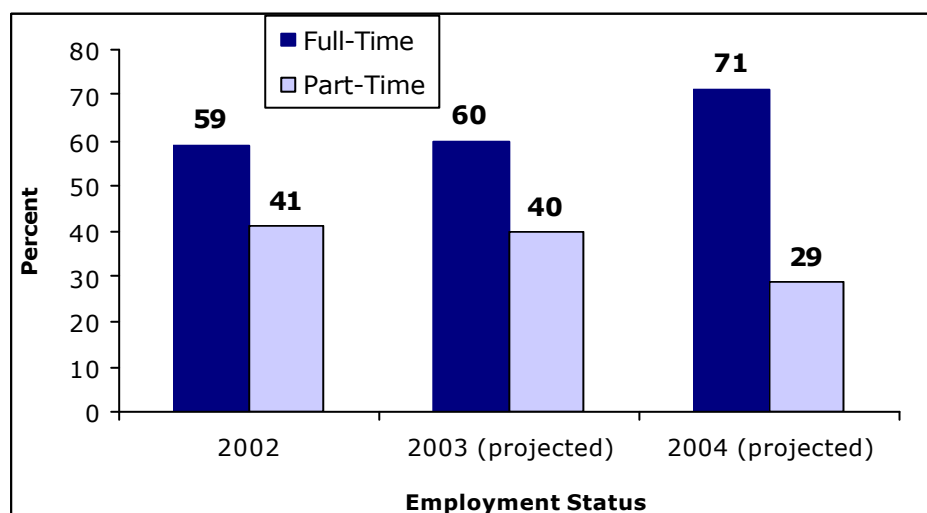
Although contract positions tend to be increasing and permanent positions are expected to decrease, London study results revealed the number of full-time positions is expected to increase in 2004. Full-time positions were forecasted to increase to 72% and part-time positions were forecasted to decrease to 28.5% in 2004.

Part-time workers consist both of those workers who would prefer full-time positions but are unable to secure these positions, and those selecting part-time jobs over full-time positions. "We know from the Labour Force Survey, for example, that 29.4 per cent of part-time workers are 'involuntary,' preferring a full-time job if they could find one. We also know that 10.6 per cent choose part-time work because they also were caring for children, and another 4.2 per cent cited personal or family reasons (Statistics Canada 1998a)."[42]

The WES shows that the education and health services, nonprofit groups industry had a higher percent of employees working part-time than the industry average (26.6% vs. 16.7% respectively).[43]

Combining results, it is evident that the number of full-time positions which are contract (temporary) are increasing rather than full-time permanent positions. Further information regarding full-time and part-time employment can be found in Appendix 14.

Gender

Figure 25- London Study Results – Gender of Employees
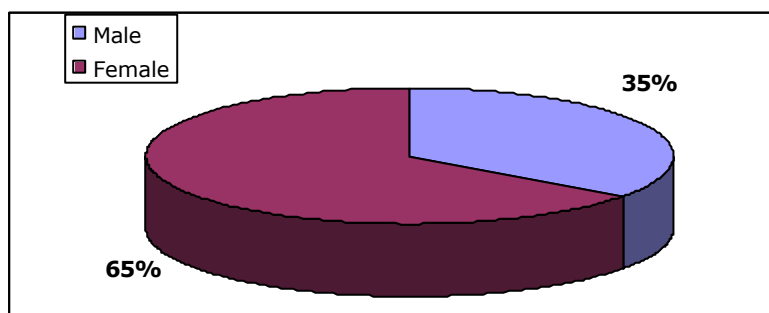
Table 13- London Study Results - Gender of Employees

Gender	Total number employed	Percentage Employed	Average employed per organization
Males	318	35%	9.1
Females	584	65%	13.6

London study results reveal there are more females than males working in London's voluntary sector (65% female vs. 35% male). Further analysis reveals that on average 9.1 males and 13.6 females are employed per organization. Although the proportion of females may seem high, it is still lower than results from Niagara[44],

Regina[45], CPRN studies[46], and WES[47] results for Canada overall. Most of these research studies cited results in the seventy percentile for the number of women employed.

Table 14- London Study Results - Percent of Males vs. Females for each occupational category

Demographical characteristics		Occupational Category						
		Senior Manage-ment	Manage-ment	Senior Admin.	Clerical/ Admin. Support	Profes-sional	Interme-diate/ Technical	Other
Gender	Males	42	27	16	10	17	26	51
	Females	58	73	84	90	83	74	49

After uncovering a clear majority of women are employed in the voluntary sector, one would assume the 65/35 breakdown to be somewhat consistent across the various occupational categories. A CPRN study found, "While there are differences in the pay accorded to managerial positions across the three sectors, the nonprofit sector appears to provide women with greater latitude for entry into managerial, professional and other roles, and with greater flexibility."[48] Further analysis of London study results revealed males working in the sector are more likely to be senior managers than any other occupational category. Senior management positions are split almost evenly (42% male and 58% female) amongst the two genders unlike other occupational categories. Approximately 90% of clerical/administrative support positions are held by females. Limitations to promotion opportunities for women may contribute to the difficulty retaining paid staff in organizations.

A major difference between Niagara results and London results were the number of females working as senior managers. Niagara results found "77% of those holding the most senior position within Niagara organizations are female"[49] whereas only 58% of females worked as senior managers in London.

Other studies have attempted to hypothesize as to why more women are employed in the voluntary sector than other sectors. "Possible reasons include: a traditional concentration of women in 'caring' occupations, like health and education; nonprofits may offer more flexible working arrangements that are attractive to women seeking to balance work and family-care responsibilities; or nonprofits may offer women greater opportunity to assume senior management roles than is the case for other sectors. It may also be the case that relatively fewer men are willing to accept the kind of work and working conditions that the sector is able to offer."[50]

The CPRN has found, "A question for further research is whether some individuals, and women in particular, seek work in the nonprofit sector especially during the years in which they have the heaviest family responsibilities – when their children

are very young or when they have increasing eldercare responsibilities. This raises retention issues if individuals leave the sector once those responsibilities begin to lighten. The higher rate of dissatisfaction with pay and benefits among individuals aged 45 or more, despite being satisfied with the job overall, suggests that some individuals, at least, may be reevaluating these trade-offs."[51]

Education

Table 15- London Study Results - Highest Level of Education Obtained

Highest level of Education Obtained	High School Diploma	College Certificate/ Diploma	University Degree	University Graduate Degree	Professional Accreditation/Certification
Number of employees	118	355	168	51	41
Percentage	16%	48%	23%	7%	6%

Figure 26 - London Study Results - Highest Level of Education Obtained
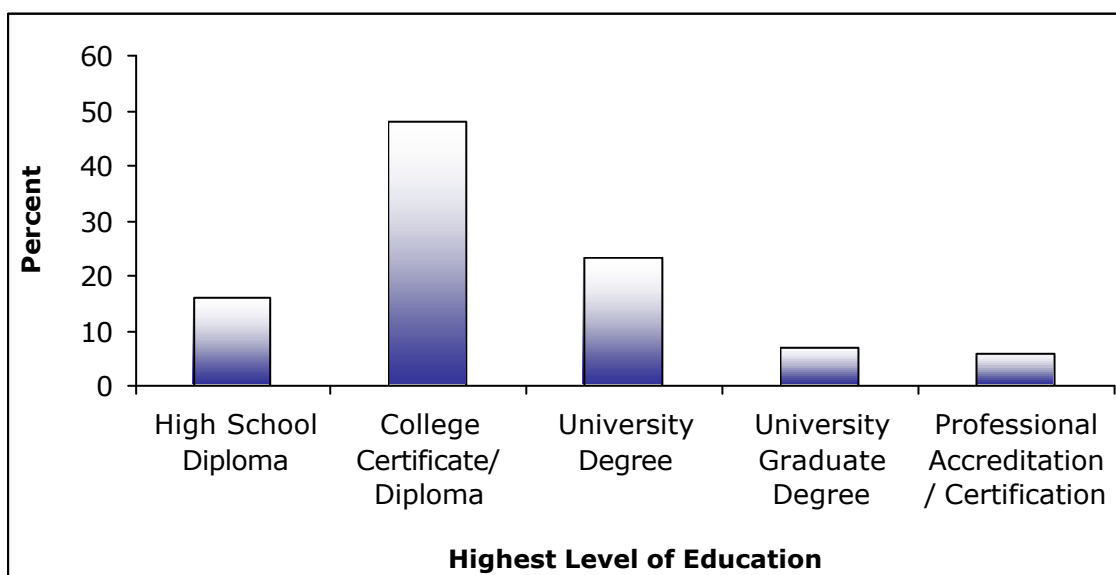
London study results show most employees have a college certificate/diploma (48%) and 23% of respondents have a university degree. London's results are higher than Niagara's[52] and much higher than the for-profit sector overall[53].

Senior managers were more likely to have a university graduate degree and professional accreditation /certification than other occupational categories. What is interesting to note is the number of employees working as clerical/administrative support that have a university degree (19%) university graduate degree (10%) or professional accreditation/certification (9%). Further analysis can be found in Appendix 15.

The ability to attract educated and dedicated individuals to the voluntary sector is commendable given the challenges faced working in a voluntary sector organization. The ability to retain individuals may pose a challenge in the future.

Age

Figure 27– London Study Results – Percentage of employees belonging to each age cohort
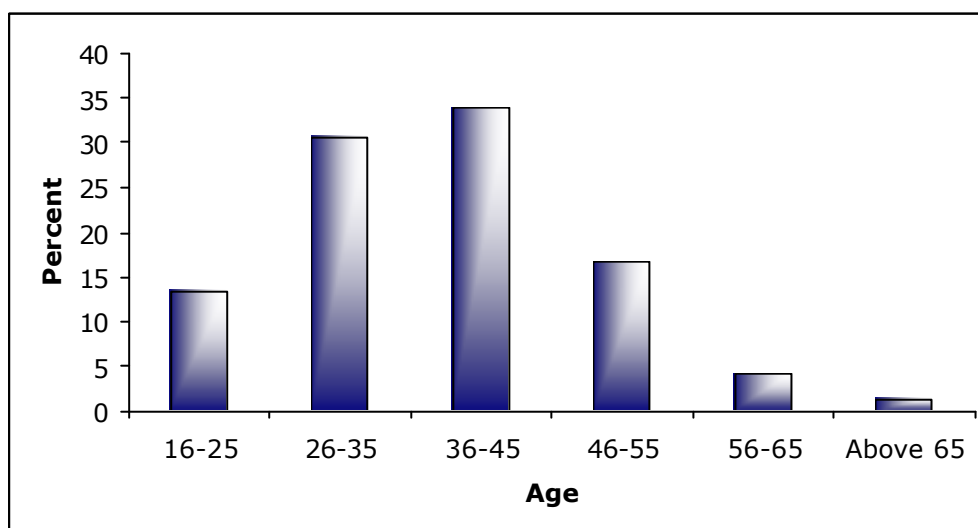
Figure 27 shows most employees in London's voluntary sector are in the 26-45 age cohort. These results are consistent with Statistics Canada research using the 2001 Census.[54] From their research, the 25-44 age group is composed of over 50,000 Londoners (approximately 13% of London's population). Similar to Statistics Canada's results, there were very few employees in the 56-65 age cohort (4.1%) and almost no employees in the above 65 age group (1.3%). Further analysis can be found in Appendix 16.

CPRN Research states, "Only 25% of nonprofit employees are under the age of 35, compared to 37% in the for profit sector – a recruitment challenge looms."[55] London's results found 44% of individuals employed in London's voluntary sector are aged 35 or under, leaving London in a more favourable position. Although

London voluntary sector organizations are able to recruit younger individuals, retaining these individuals in the sector is another challenge which will be discussed in other sections of the report.

CPRN studies have found, "Recruitment of younger workers, succession planning and the need to address a number of human resource management issues in the industry are key issues, since it is expected that many experienced managers will be retiring over the next few years."[56] Other research shows, "In a survey conducted on behalf of the Public Service Commission that interviewed 3,000 students from 20 universities across Canada only 2% of students under the age of 25 selected the voluntary sector as the one they would most prefer to work for."[57]

Work Experience

Table 16- London Study Results - Work Experience

	Less than 1 year	1-5 years	6-10 years	11-15 years	More than 15 years
Percent of employees	3.7	28.4	23.2	16.8	27.8

Table 16 shows London voluntary sector employees generally have 1-5 years of work experience (28.4%), followed by more than 15 years of work experience (27.8%). As can be seen from the tables in Appendix 16 and 17, those individuals identified as having more than 15 years of work experience are usually much older. As these individuals retire, they will be taking the knowledge obtained from many years of work experience with them. Results from the CPRN show over 70% of workers in the nonprofit sector have 10 or more years of work experience. [58] London results, however, show only 46% of employees have over 10 years of work experience.

When analyzing work experience by occupational category it is evident that those individuals employed as senior managers have been working the longest. Professional staff seem to be working for fewer years, generally 1-5 years. Further details can be found in Appendix 17.

Summary and Implications

Profiling London's voluntary sector workforce involved a detailed analysis of the composition of the sector. Results show approximately ¾ (73%) of organizations surveyed employ paid staff with a median figure of 8. Most organizations employ 1-5 employees (42%) followed by 22% of organizations employing 6-10 individuals.

Contract employment in the voluntary sector is expected to rise more than 2% between 2003 and 2004. More than one in seven (15.2%) people employed in London's voluntary sector are expected to be on contract in 2004 and 29% work "other" arrangements. Permanent positions are expected to decrease by almost 11% (10.6%) to 56% in 2004.

Full-time positions were forecasted to increase to 72% and part-time positions were forecasted to decrease to 28.5% in 2004. Senior managers, clerical/administrative support staff, and professional staff are all forecasted to have higher part-time employment than full-time employment for 2004.

London study results reveal there are more females than males working in London's voluntary sector (65% female vs. 35% male). Although a higher percentage of females work in the voluntary sector, females are more likely to work as clerical/administrative staff (90% female vs. 10% male) than as senior managers (58% female vs. 42% male). A number of clerical/administrative support staff have a university graduate degree or professional accreditation/certification. Each organization should conduct an internal analysis to ensure gender equality.

Most employees in London's voluntary sector are in the 26-45 age cohort. London's results found 44% of individuals employed in London's voluntary sector are aged 35 or under, leaving London in a more favourable position when baby boomers retire. London voluntary sector employees generally have 1-5 years of work experience (28.4%), followed by more than 15 years of work experience (27.8%). London study results show most employees have a college certificate/diploma (48%) and 23% of respondents have a university degree.

London's voluntary sector is fortunate to have 44% of its workforce aged 35 or under who can sustain its organizations after receiving training from retiring and departing senior staff. Organizations should encourage the sharing of knowledge between experienced employees and those employees who are less experienced but committed to the sector. In addition, by increasing the rate of permanent positions employees may feel their positions are more secure and this can help deter valuable educated staff from seeking employment elsewhere.

Shortage

The next three sub-sections of the report deal with shortages, recruitment and retention. Each of these areas is key to the success of an organization with paid staff. Having a shortage of employees may lead to existing employees performing duties additional to those outlined in their job descriptions. This can lead to staff feeling overworked and unappreciated.

For 9.8 million baby boomers in Canada, retirement will be a reality in the next 6 to 10 years (2010-2015).[59] This means a large departure of skilled employees who will be taking their years of experience with them. Voluntary sector organizations will face the challenge of competing with each other as well as with the for-profit and government sectors for the recruitment, hiring and retention of skilled workers. Analyzing the impact of demographic changes on shortages will enhance our knowledge and understanding of this challenge and of the importance of the workplace regarding job quality, access to training opportunities, and human resource management practices.

Pillar's questionnaire asked respondents if they have or expect to have vacancies for paid staff positions within the next 12 months. Approximately 36% of organizations indicated "yes" and 64% indicated "no."

Figure 28 – London Study Results – Expectations for vacancies for employees in the next 12 months
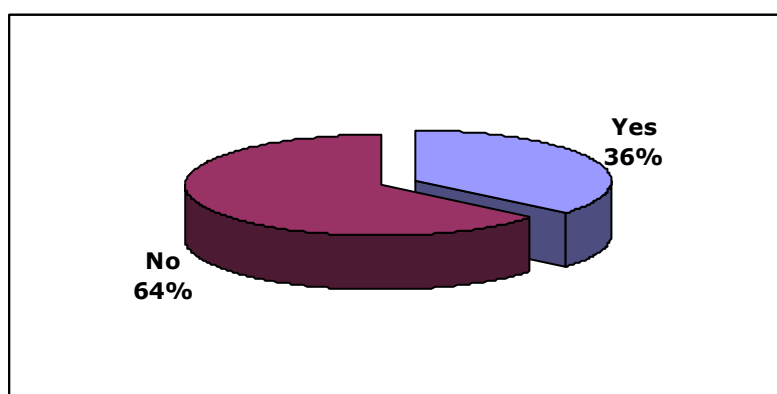
Table 17 - London Study Results - Staff Shortage by Occupational Category
(Frequencies)

	Occupational Category						
	Senior Manage-ment	Manage-ment	Senior Administra-tion	Clerical/ Admin. Support	Profes-sional	Intermedi-ate/ Technical	Other
Average # of unfilled positions	1	1.4	2	1.3	3.5	1.3	8.3

Of those organizations that responded to this question, it appears that most have a staff shortage of 1-2 employees. Organizations are experiencing more of a shortage in the professional and other categories with average shortage rates of 3.5 and 8.3 employees respectively. Although having a shortage of 1 or 2 employees may seem insignificant in London's voluntary sector the median number of employees per organization is only 8 individuals and approximately 64% of organizations have 10 or fewer employees. Therefore, having a shortage of even 1 employee can be equivalent to 13% of one's employee base.

Pillar's questionnaire asked respondents to indicate why vacancies exist within their organization. These results should be viewed with caution as the response rate for this question was very low. From the responses obtained, it appears that the two most common explanations were "our organization has just begun the hiring process" and "other reasons". Other responses include "too few applicants", "most applicants lacked educational requirements", "most applicants lacked job experience", and "most applicants declined job offer."

With the lucrative private and public sectors posing as competition for voluntary sector organizations explanations for why employees may decline job offers include salary, benefits, working conditions, job responsibilities, etc.

Open-ended responses included: "we have a well developed hiring process which includes two interviews and a selection committee - we have been able to hire exceptional candidates in this manner"; and "the challenge is that there are not enough individuals out there with the necessary qualifications."

Table 18 - London Study Results - Statements Regarding Staff Shortages

"Our organization has encountered a staff shortage challenge due to…"	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not applicable
A high demand for our organization's services	9.1	13.6	27.3	22.7		27.3
A shortage of skilled labour due to demographic changes (i.e. aging population)	4.8	4.8	28.6	28.6		33.3
High competition from the private sector for the skilled labour force	18.2	36.4	9.1	9.1		27.3
High competition from the government sector for the skilled labour force	13.6	22.7	22.7	13.6		27.3
Salaries and wages being lower in the voluntary sector than in other sectors	18.2	59.1	4.5	4.5		13.6
Benefits (i.e. dental) being lower in the voluntary sector than in other sectors	13.6	40.9	4.5	22.7		18.2
The lack of career opportunities in our organization	9.5	23.8	28.6	28.6		9.5
The lack of training provided in our organization		9.5	14.3	42.9	19.0	14.3
Working conditions being poorer than in other sectors/organizations	4.8		23.8	33.3	23.8	14.3

Figure 29 – London Study Results – Statements regarding staff shortages
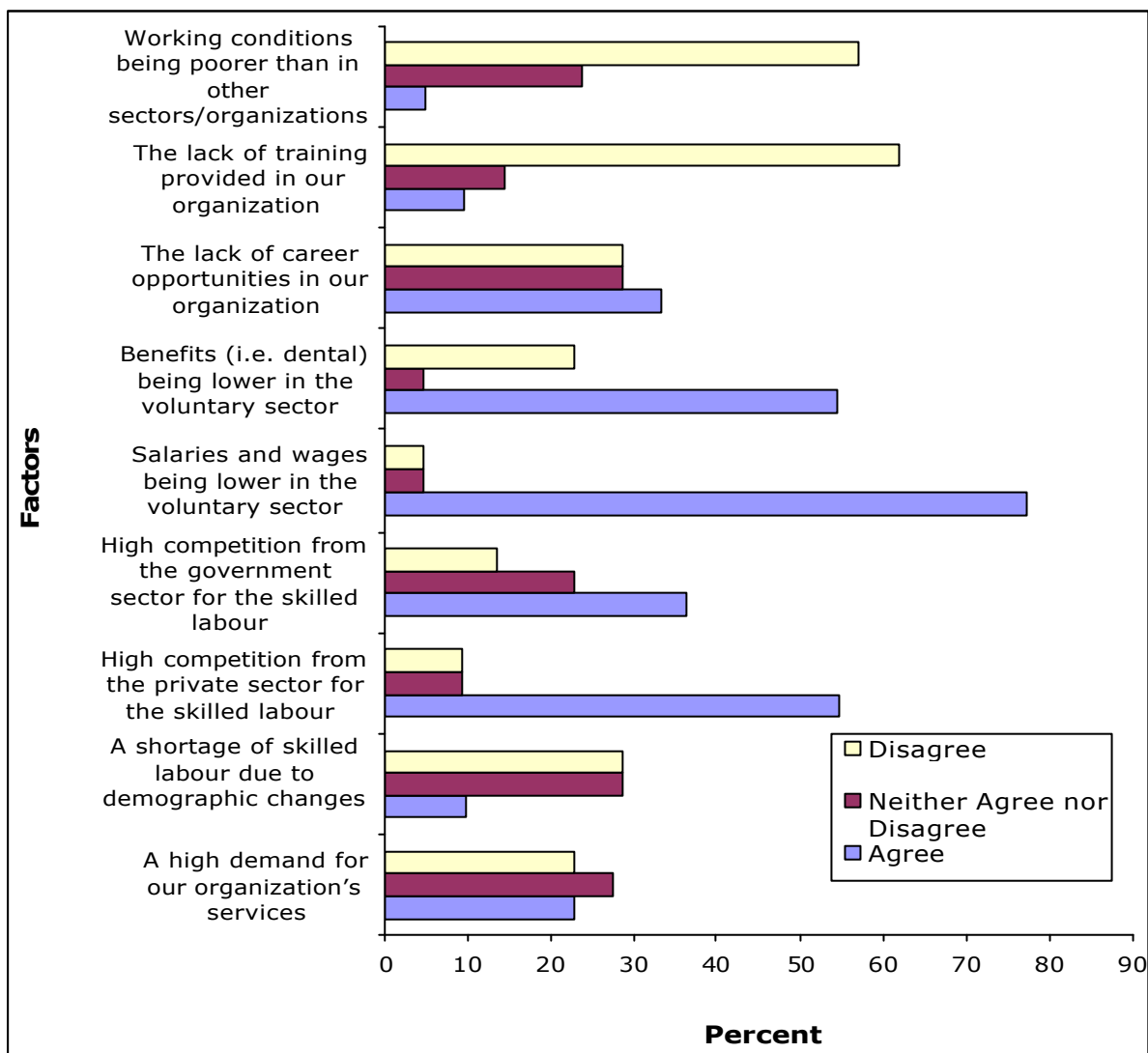
Organizations with staff shortages indicated that the competition from the private sector and government sector contribute to their staff shortage 55% and 36% respectively. Above all other reasons, lower salaries (77%) and lower benefits (55%) were the most common explanations for staff shortages. The lack of career opportunities in the organization was cited by 1/3 (33%) of respondents.

In another question, respondents were asked which incentives were used in their organization. Promotion opportunities were cited by less than 8% of organizations.

Table 19 - London Study Results - Promotion Opportunities by Occupational Category

Incentives	NA	Occupational Categories						
		Senior Manage-ment	Manage-ment	Senior Admin.	Clerical/ Admin. Support	Profes-sional	Interme-diate/ technical	Other
Promotion opportunities	14.8	7.0	7.8	6.1	6.1	6.1	5.2	4.3

The Canadian Centre for Philanthropy summarizes the spiral associated with human resources capacity issues. "The second most frequently identified human resources capacity issue was the need for more paid staff and, in particular, for more staff with specialized skills (e.g., managers, fundraisers, accountants, and information technology specialists). The vast majority of participants we consulted mentioned this problem, and most attributed its source to the external funding environment. Participants reported that the restrictive, unstable, and unpredictable nature of project funding leads to a host of human resources problems, including overwork and burnout among staff. These, in turn, can lead to recruitment and retention problems, which were identified as significant issues by most of the participants. Several participants mentioned staff training as another area of concern."[60]

The effects of not having enough employees will be further discussed in the Job Quality section of the report, as having a shortage of staff members can affect the job quality of all employees especially in organizations with only a few employees. In addition, other elements which affect job quality and may lead to qualified applicants declining job offers will be explored.

Recruitment

Although the response rate was low, in the next 12 months organizations are planning to hire individuals by occupational category in numbers consistent with the areas where staff shortages exist. Respondents indicated they plan to hire an average of one staff member for each of the positions of senior management, management, senior administration, clerical/administrative support, and intermediate/technical. Organizations indicated they plan to hire an average of two professional staff members and 8 "other" staff members to fill shortages.

Table 20 - London Study Results - Recruitment Challenges

"Our organization faces challenges hiring individuals because…"	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not applicable
High competition exists from the private sector for skilled labour force	6.1	30.6	18.4	20.4	2.0	22.4
High competition exists from the public sector for skilled labour force i.e. universities, government	12.2	18.4	20.4	22.4	2.0	24.5
Salaries and wages in our organization are lower than in other sectors	22.4	40.8	8.2	12.2		16.3
Our organization cannot offer the same benefits (i.e. dental) as other sectors/organizations	22.4	28.6	10.2	16.3	4.1	18.4
Jobs in our organization are not viewed as career opportunities	4.2	6.3	20.8	37.5	10.4	20.8
Our organization cannot provide sufficient training	2.1	10.6	12.8	40.4	14.9	19.1
Our organization cannot provide the same working conditions as other sectors/organizations	8.5	25.5	12.8	40.4	14.9	19.1
Our organization provides contract rather than permanent positions	8.2	30.6	18.4	20.4	4.1	18.4

Figure 30– London Study Results – Recruitment Challenges
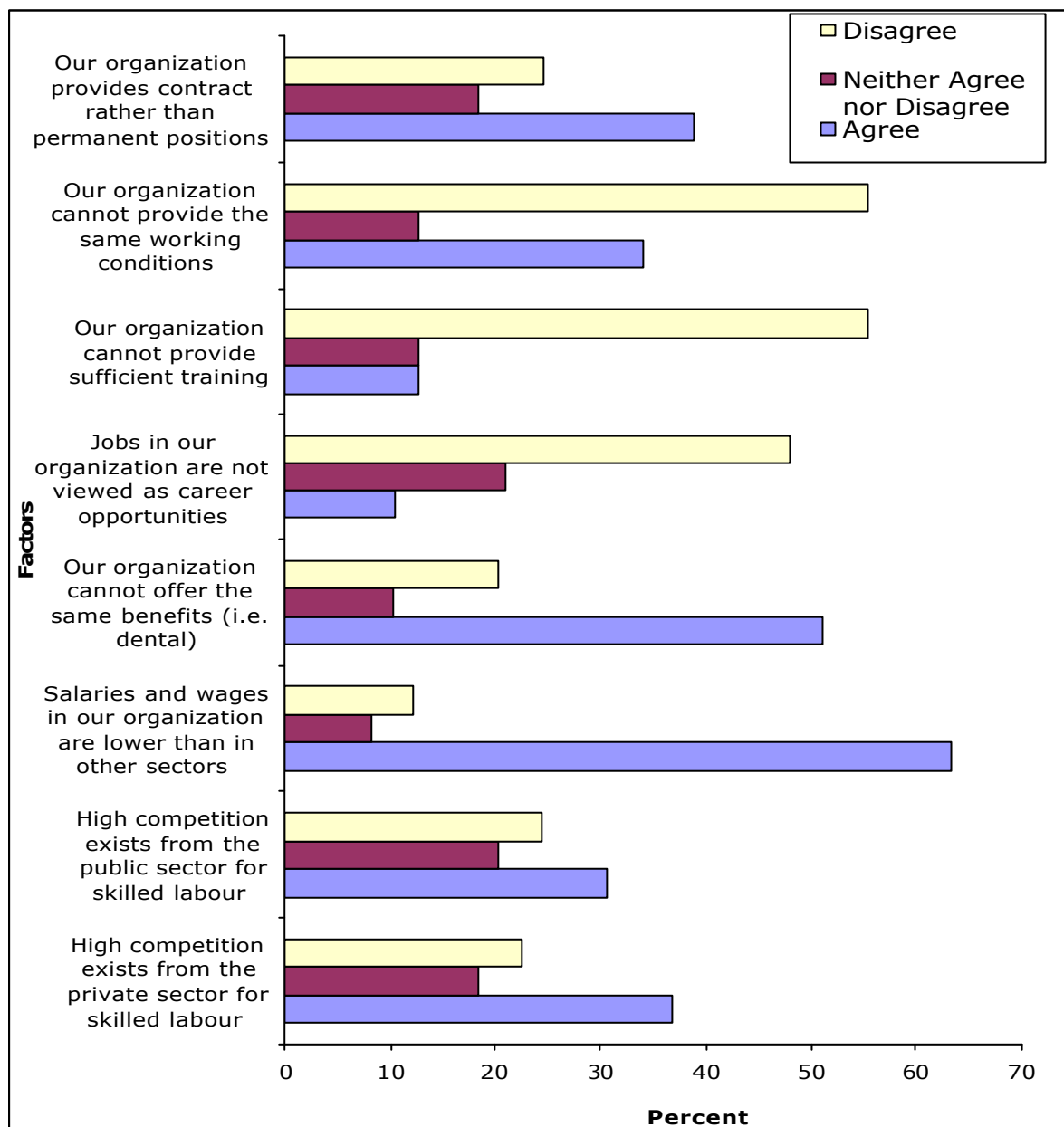
As expected, explanations for recruitment and hiring challenges are similar to those for staff shortages. In summary, competition from the private sector (36.7%), competition from the public sector (30.6%), lower salaries and wages (63.2%), lower benefits (51.0%) and lack of permanent positions due the increasing number of contract positions available (38.8%) were explanations for recruitment challenges.

Retention

Pillar's study asked respondents to "Enter the number of employees who permanently left your organization during the years 2002 and 2003. Include contract em ployees only if they left your organization before completing the terms of their contract." Of the organizations that responded to this question, most had 1-2 employees leave their organization each year during 2002 and 2003. Higher figures were found for the Professional and Intermediate/Technical category with approximately 2-4 individuals leaving per year. Since the response rate for this question was relatively low, results should be viewed with caution.

London respondents were then asked to indicate their level of agreement with statements relating to retention.

Table 21 - London Study Results - Statements Relating to Challenges Retaining Staff

"Our organization faces challenges retaining staff because…"	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not applicable
There is substantial unpaid weekly overtime worked by staff with no lieu time taken	2.0	14.3	10.2	30.6	18.4	24.5
Increased pressure in the workplace exists due to work overload	6.1	24.5	18.4	18.4	8.2	24.5
High competition exists from the private sector for skilled labour force	8.5	12.8	17.0	29.8	6.4	25.5
High competition exists from the public sector for skilled labour force i.e. universities, government	10.4	10.4	20.8	29.2	6.3	22.9
Employees find workplace relationships unsatisfactory		4.1	18.4	36.7	18.4	22.4
Jobs in our organization are not viewed as career opportunities	2.1	4.3	23.4	38.3	12.8	19.1
Employees feel insecure due to the lack of permanence of positions (i.e. contract work)	6.3	22.9	20.8	18.8	12.5	18.5
Employees are not accustomed to the different working environment in the voluntary sector	2.1	10.4	18.8	39.6	8.3	20.8
Work conditions and arrangements do not allow employees to maintain a good work/life balance	4.2	14.6	14.6	27.1	16.7	22.9
Employees are forced to perform different job duties than those they were hired to do	6.5	10.9	10.9	34.8	15.2	21.7
Employees are required to perform dual positions as part of cost saving measures	8.3	31.3	6.3	20.8	12.5	20.8

Figure 31 – London Study Results - Statements Relating to Challenges Retaining Staff
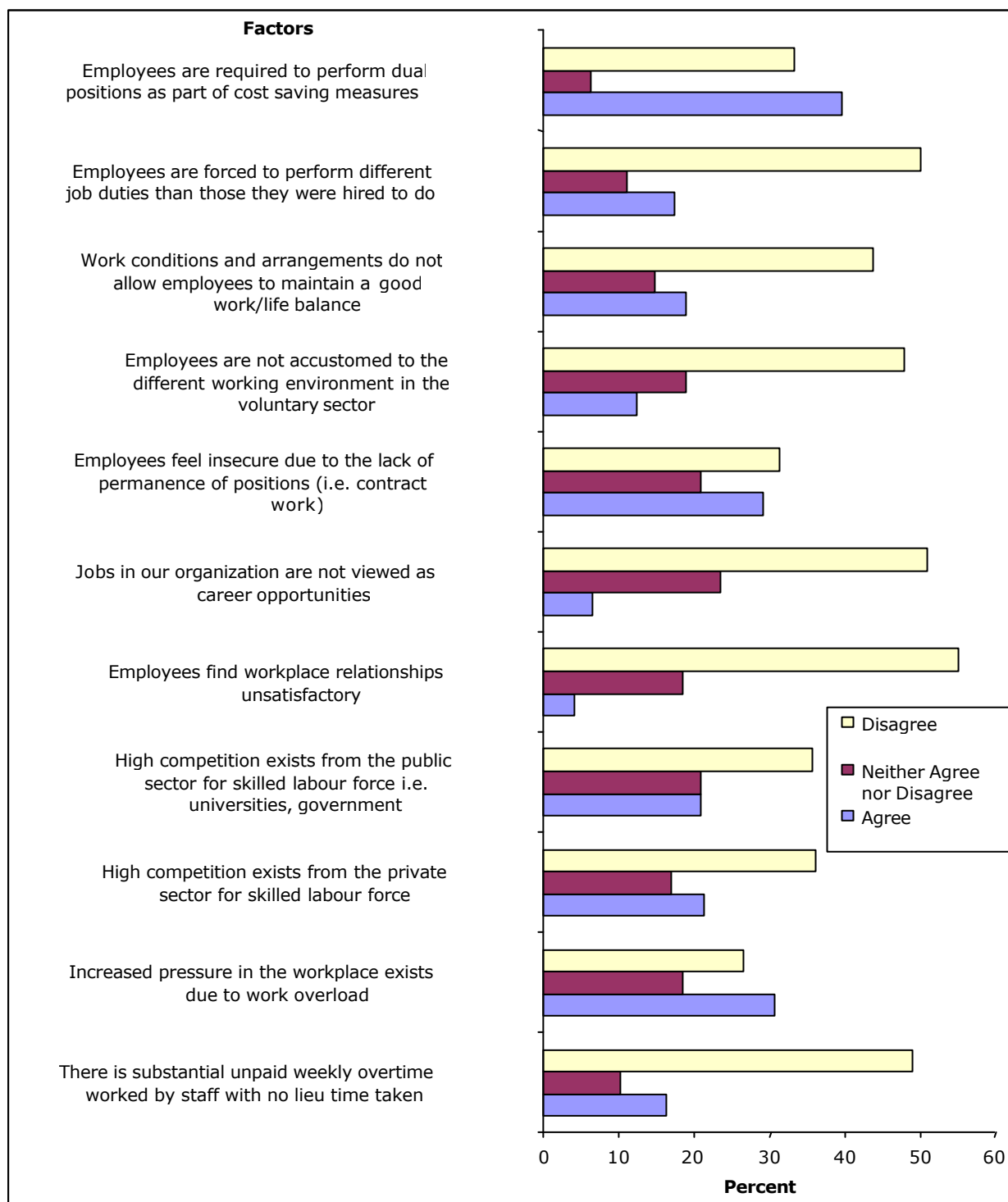
Explanations for retention challenges in London voluntary sector organizations include work overload 30.6%, the insecurity felt by employees due to the lack of permanence of positions 29.2%, and the fact that employees are required to perform dual positions as a part of cost saving measures 39.6%. The Niagara study found, "In some organizations, administrative positions have been cut, leaving management or other front-line workers to take care of answering the phone or bookkeeping activities. In some cases, support positions have been cut or reduced to part-time leaving the remaining staff to become 'Jack or Jills of all trades' likely contributing to a more stressful environment."[61]

Most organizations reported that unpaid overtime (49.0%), private and public competition (36.2% and 35.5%), unsatisfactory workplace relationships (55.1%), the lack of career opportunities (51.1%), the difference in working environment in the voluntary sector (47.9%), the work/life balance in their organization (43.8%), and performing different duties than they were hired for (50.0%), did <u>not</u> contribute to their retention challenges.

As Bavendam Research Incorporated reports in *Effective Management through Measurement* (2000), "Organizations typically underestimate the impact and cost of turnover. True turnover costs are more complex than simply figuring out the average cost of replacement and include:
- The costs of the lower productivity of an employee prior to separation
- The disruption to the workgroup during and after the employee separated
- The cost of the separation process itself
- Attracting and acquiring replacement personnel
- Training them
- The mistakes the new-hires made
- The loss of productivity while the new-hire came up to speed
- The loss of productivity of experienced employees who were interrupted as the new-hire asks inevitable questions"[62]

Since the costs involved with turnover are so high, suggestions were made to improve employee retention. London respondents were asked to identify ways their organization could eliminate/alleviate their retention challenge. Responses include:
- Improving salaries and other incentives (61%)
- Improving benefits (48%)
- Providing training opportunities to paid staff (47%)
- Providing promotion opportunities (48%)
- Improving job security by using permanent rather than contract positions (48%)

From the "other" category, respondents indicated restructuring to reduce workload would eliminate/alleviate their retention challenge. One London respondent indicated, "Some full-time positions will probably always have a 'turn-over' as they are entry level positions; full-time staff size and the structure of the organization permits virtually no advancement opportunities within the organization."

Open-ended responses in Pillar's questionnaire, offered some solutions to retaining employees: "we pay particular attention to operating in a team environment, empowering staff members to take the lead in their areas of expertise"; "staff enjoy the inter-relationships at work and the work environment and only leave due to higher wages and more secure opportunities elsewhere"; "we also recognize the work-home balance required by staff members and the importance of flexibility in the workplace." Security, flexibility and having a positive working environment are all components of job quality which will be discussed in the Job Quality section.

The Niagara study made the following recommendations to improve the labour situation of voluntary sector organizations in the Niagara region:

- "An additional new potential labour force market may be those 'baby boomers' or early retirees who are financially secure but want to make a difference
- Continue ED Networking Breakfasts – cross-sectoral, short focused meetings that share solutions to common issues
- Develop strategies to attract untapped labour market force (i.e. seniors, immigrants)
- Development of resources or practices to assist the sector with non-traditional hires
- Student mentoring may be a vehicle for introducing the voluntary sector as a potential career path"[63]

See Appendix 18 for detailed suggestions on solving shortage, recruitment, and retention challenges.

Summary and Implications

Having a shortage of employees, facing challenges recruiting individuals, and overcoming obstacles in retaining employees have become an accepted way of doing business for voluntary sector organizations. Operating with fewer staff than needed, however, creates challenges for all existing employees and can lead to burnout and further retention challenges.

Approximately 36% of organizations indicated they have or expect to have vacancies for paid staff positions within the next 12 months. Most organizations have a staff shortage of 1-2 employees which may translate into over 13% of the employee base given that the median number of employees per organization is 8. Above all other reasons lower salaries and lower benefits were the most common explanations for staff shortages. Other explanations include competition from the private sector and government sector and lack of career opportunities.

Respondents indicated they planned to hire an average of one staff member for each of the positions of senior management, management, senior administration, clerical/administrative support, and intermediate/technical. Organizations indicated they planned to hire an average of two professional staff members and 8 "other" staff members to fill shortages. In summary, competition from the private sector, competition from the public sector, lower salaries and wages, lower benefits, and lack of permanent positions due to the increasing number of contract positions available were explanations for recruitment challenges.

Most organizations experiencing retention difficulties had 1-2 employees leave their organization each year during 2002 and 2003. Higher figures were found for the professional and intermediate/technical category with approximately 2-4 individuals leaving per year. Explanations for retention challenges in London voluntary sector organizations include work overload, the insecurity felt by employees due to the lack of permanence of positions, and the fact that employees are required to perform dual positions as part of cost saving measures. Organizations did indicate they could eliminate/alleviate their retention challenge by improving salaries and other incentives, improving benefits, providing training opportunities to paid staff, providing promotion opportunities, and improving job security by using permanent rather than contract positions.

Diversity

It is important to have representatives from the various categories of diversity both as volunteers and as employees in London's voluntary sector. Individuals from each diverse category bring their own unique perspective which benefits both the organization and service recipient. The following tables and figures will be analyzed within each of the diverse category subheadings. The diverse categories of youth and females will only be analyzed in terms of volunteers for this section. Analysis of paid staff from these diverse categories can be found under the Employment section, subheading Gender and Age.

Table 22 - London Study Results - Diversity Categories of Volunteers - Percent of respondents with individuals from each diversity category and average number of diverse individuals per organization

Position category	New-comers	Visible Minorities	Aboriginal	Youth under 29	Females	People with physical disabilities	People with develop-mental disabilities	Consumers of mental health services
Board Members (% of total)	9.6	20.9	4.3	23.5	68.7	17.4	2.6	4.3
Average number of Board Members	2.6	1.9	1.4	1.9	5.6	1.6	1.0	1.2
Committee Members (% of total)	10.4	12.2	3.5	14.8	33.9	9.6	0.9	2.6
Average number of Committee Members	4.2	3.3	1.3	8.6	16.9	2.5	3.0	1.7
Fundraisers (% of total)	8.7	7.0	1.7	9.6	23.5	4.3	1.7	1.7
Average number of Fundraisers	28.3	4.0	3.5	29.1	82.6	4.6	4.5	3.5
Service/ Frontline (% of total)	21.7	24.3	5.2	27.0	33.9	9.6	8.7	7.0
Average number of Service/ Frontline	34.7	14.3	4.8	26.9	49.3	7.5	3.5	9.8
Other (% of total)	3.5	2.6	0	6.1	7.0	3.5	0.9	0
Average number of Other volunteers	5.8	5.0		15.9	78.1	6.5	3.0	

Diversity – the factors in this section may overlap where an employee may belong to several categories at once (for example a volunteer may be a newcomer, and a visible minority). In this case the volunteer was counted twice.
Newcomers refers to immigrants who have been in Canada less than 3 years;
Visible minorities – Non-Caucasian in race or non-white in colour
Aboriginal – First Nations, Non-status, Metis, Inuit

Table 22 and Figures 32 and 33 demonstrate that diverse volunteers still are not representative in London voluntary sector organizations. To simplify Table 22 we will use an example of how to interpret the results. Our example will be

"Newcomers – Board Members (% of total)". The 9.6 indicates that approximately 9.6% of all organizations responding had board members that were newcomers to Canada. The 2.6 number below indicates that of the 9.6% of organizations that had newcomers as board members the average number of newcomer board members per organization is 2.6 individuals. Please note, this does not mean that the average organization has 2.6 board members that are newcomers. This data is repeated in Figures 32 and 33 to add a visual element to the chart.

Figure 32 - London Study Results - Percentage of total respondents that had individuals volunteering with them belonging to one of the categories of diversity
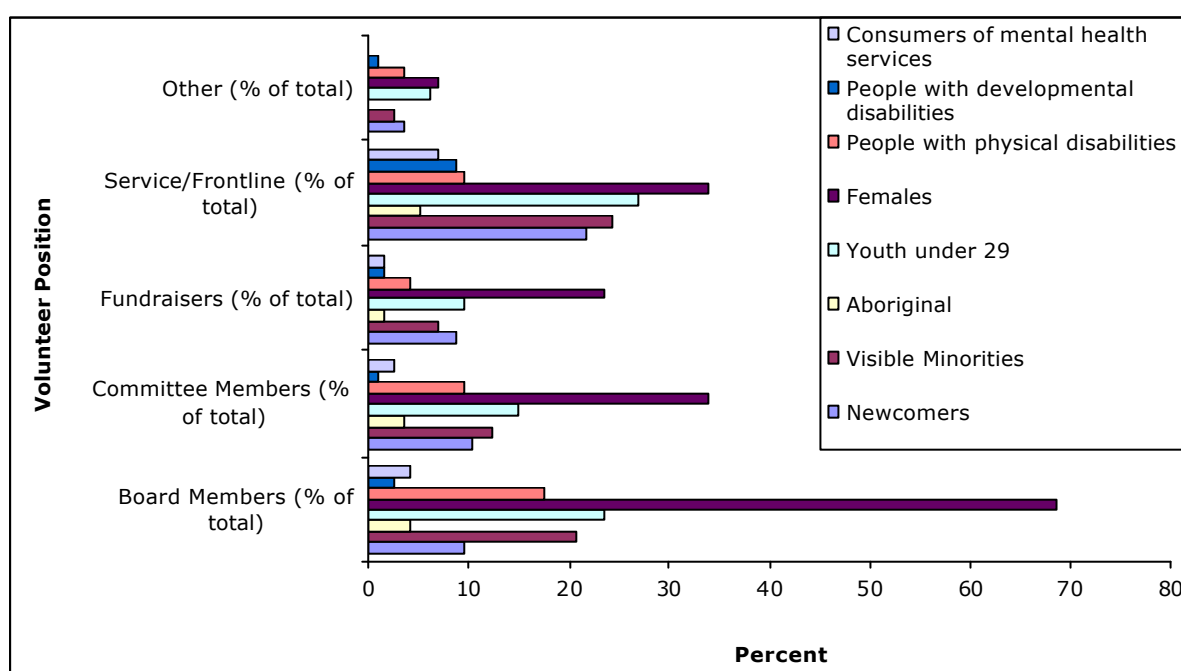
Figure 33- London Study Results - Average number of diverse individuals per organization with diverse volunteers
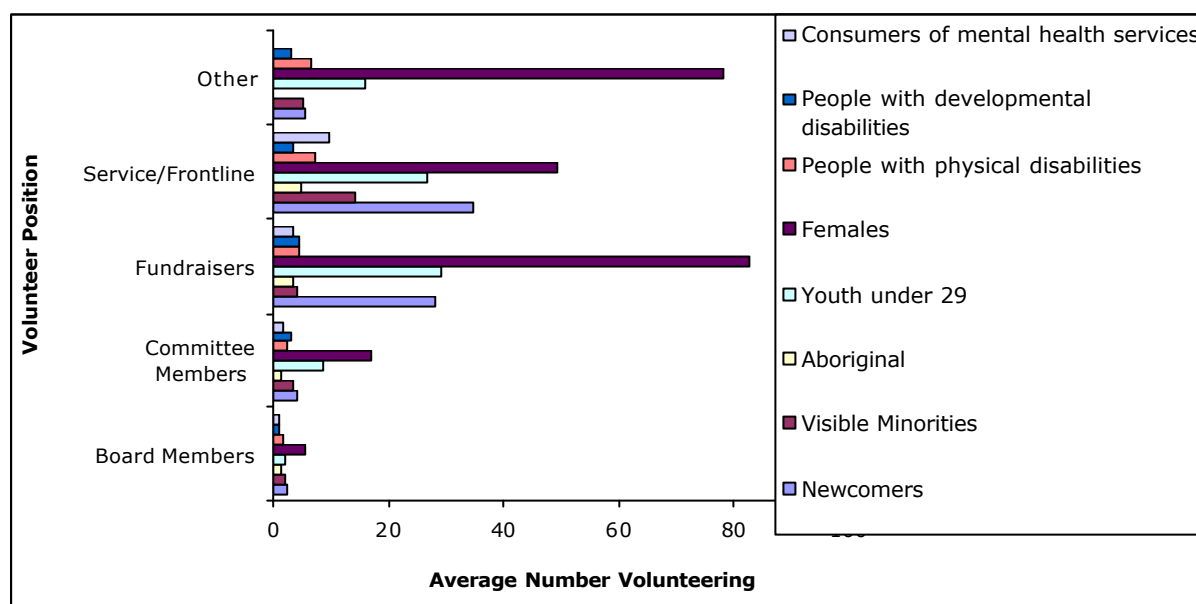
Table 23 – London Study Results - Percent of organizations recruiting from each of the diverse categories and average number of employees per organization

Position category	New-comers	Visible Minorities	Aboriginal	People with physical disabilities	People with develop-mental disabilities	Consumers of mental health services
% of organizations employing someone from the diverse categories	16.2	19.1	1.5	17.6	5.9	4.4
Average number of employees from the diverse categories	3.5	4.1	20.0	11.1	8.3	4.0

Table 23 above is similar to Table 22 on volunteers. To simplify this table, we will go through an example using newcomers. The first figure of 16.2 indicates that there are 16.2% of organizations that have paid staff and also employ newcomers.

The 3.5 indicates that <u>of the 16.2% of organizations</u> that employ newcomers, there are an average of 3.5 employees who are newcomers per organization.

Table 24 - London Study Results - Diversity by Occupational Category

Demographical characteristics		Occupational Category						
		Senior Manage-ment	Manage-ment	Senior Admin.	Clerical/ Admin. Support	Profes-sional	Interme-diate/ Technical	Other
Diversity **The # of employees who are/have...**	Newcomers	2.6	15.4	2.6	5.1	23.1		51.3
	Visible minorities	1.9	13.2		13.2	7.5	5.7	58.5
	Aboriginal people							100
	Physical disabilities					6.1	3.0	90.9
	Developmental disabilities					8.3		91.7
	Consumers of mental health services				7.1	21.4		71.4

Table 24 provides greater detail by classifying diverse individuals by occupational category.

Table 25 - London Study Results - Employment vs. Volunteering for Diversity Categories. (percent)

	Volunteer	Employment
Newcomers	32.2	16.2
Visible Minorities	37.4	19.1
Aboriginals	8.7	1.5
Youth	46.1	
Females	73.9	
Physical Disabilities	29.6	17.6
Developmental Disabilities	13.0	5.9
Consumers of Mental Health Services	12.2	4.4

Figure 34 - London Study Results - Employment vs. Volunteering for Diversity Categories.
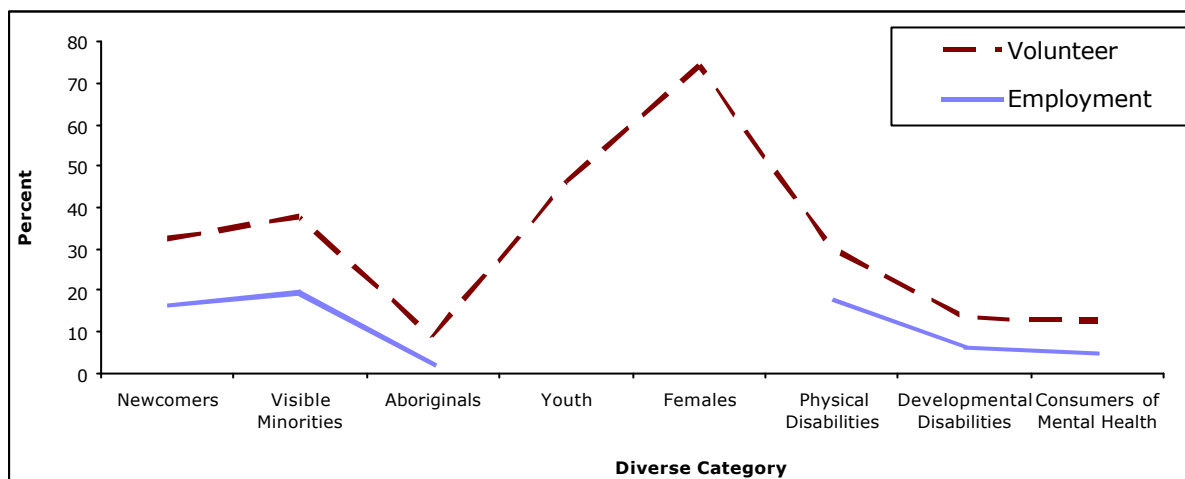
Figure 34 shows the number of organizations that have recruited diverse individuals as either volunteers or paid staff. To create this figure, the organizations reporting at least one volunteer for each diverse category was summed and divided by the total response rate. The employment line was created by summing the number of organizations employing at least one individual for each diverse category and dividing this figure by the total number of organizations employing paid staff. For example, the blue line demonstrates that over 32% of organizations have recruited at least one individual who is a newcomer to Canada. The pink line shows that only 16% of organizations with paid staff have employed a newcomer in their organization.

From the figure above the number of diverse individuals who are employed with an organization is less than the number of diverse individuals who are recruited to volunteer. This suggests that organizations are more likely to have a greater level of diversity amongst their volunteer base than amongst their paid staff. This is especially true for consumers of mental health services (volunteer 12% vs. employed 4%) and Aboriginals (volunteer 9% vs. employed 2%). The other categories have approximately a 1 to 2 ratio with twice the number of organizations recruiting diverse volunteers than employees.

Further analysis of results revealed that most organizations had volunteers who were similar to the stakeholders served. For example, organizations that served females had a higher percentage of female volunteers.

The tables and figures that have been presented will now be analyzed by diverse category.

Newcomers

London study results revealed over 30% of organizations recruited at least one newcomer (someone in Canada for less than 3 years) as a volunteer. Newcomers were likely to be involved as service/frontline volunteers (22% of organizations recruited at least one newcomer volunteer and an average of 35 newcomers volunteered as service/frontline volunteers per organization) and fundraisers (9% of organizations recruited at least one newcomer volunteer and an average of 28 newcomers volunteered as fundraisers per organization).

Fewer than 10% of organizations recruited at least one newcomer to their board of directors. Results from Pillar's survey revealed some organizations choose not to hire newcomers and youth to their board since they perceive these individuals do not bring with them the experience and contacts that other candidates provide. In an open-ended response, one organization indicated, "The board volunteers are required to have extensive networks within the business community and geographic area they represent. This requires that they have been involved in their local communities and are quite active when they join our board. They must also join the board as a high profile representative of a particular constituency or business organization. This precludes newcomers and youth from taking an active role on the board. However, they are able to participate at the committee level."

Part of the reason approximately 70% of organizations have not recruited even one newcomer to their organization may be a lack of interest or awareness by immigrants. The NSGVP found, "Survey data show that Immigrants have a lower propensity to volunteer regardless of period of arrival."[64] The same study found, "About 30% of newer immigrants indicated improving their job opportunities as a motive for volunteering. Newer immigrants, at more than twice the national average, reported not knowing how to become involved as a reason for not volunteering more or at all."[65]

A study was conducted in London in 1999 which surveyed 1678 immigrant professionals and trades people in order to uncover their employment experiences. Results show, "Top reasons thought to prevent people from finding relevant work included: a lack of Canadian experience (38%), a lack of Canadian certificate (28%), lack of references and networks (13%), and difficulties with English (7%)."[66]

Volunteering enables newcomers to Canada to learn more about the Canadian workplace culture, practice their English skills, gain Canadian references and establish Canadian networks and contacts. These elements are important for entrance to the workforce in London.

Employment statistics for newcomers in London show approximately one in six London organizations (16.2%) employed at least one newcomer in their

organization. Organizations employed an average of 3.5 newcomers per organization recruiting newcomers. The majority of newcomers are employed in the "other" category (51.3%), followed by professional (23.1%), and management (15.4%). Research shows immigrants to Canada are generally more educated than those born in Canada which explains the high number of individuals employed as professionals. "Compared to Canadian-born individuals, recent immigrants are generally more educated. In recent years, the education gap has been widening. For example, 16% of Canadian-born men in our sample had a university degree in 1990 (reference year); by 2000, this had risen to 19%. In contrast, 25% of recent immigrants had a university degree in 1990; by 2000, this shot up to 44%. Likewise, the proportion of individuals with a university degree rose much more among recent female immigrants than among their Canadian-born counterparts between 1990 and 2000. Not surprisingly, recent immigrants have fewer potential years of work experience than the Canadian-born. This is because recent immigrants are younger and have spent more time in school than their Canadian-born counterparts."[67]

Table 26 - Canada Study Results from WES - Selected Characteristics of Employees, by Sector and Industry, 1999[68]

	% of employees who are immigrants
Nonprofit Sector – Total	14.1
For-Profit Sector – Total	18.4

Source: Based on data from the *WES*, 1999

The WES's study on the number of immigrants in the nonprofit sector reveals that London results are higher than Canada overall. London's recruitment is even still higher than Canada overall as London respondents were asked to indicate if they recruited newcomers (those who immigrated to Canada in the last three years) instead of immigrants who may have been in Canada for much longer. From this standpoint, London is faring well against the Canadian average.

Newcomers offer a wealth of education and experience and are looking for a place to share this information. In many cases newcomers, especially foreign trained immigrants, are invited to come to Canada but, once here, face obstacles in securing employment. Demographic shifts occurring in Canada and London require organizations to embrace immigrants as a solution to the forecasted labour shortage, "Canada's population is aging, its fertility rates are decreasing and its training systems are not producing the numbers of skilled workers needed for the labour force. We are already experiencing labour force shortages in a number of occupations. By the year 2011, it is estimated that 100 percent of Canada's net labour force growth will depend on immigration. Attracting and integrating skilled immigrants into Canada's labour market have taken on new urgency. While it is true that Ontario has been attracting significant numbers of immigrants every year

(33 641 in 2002), the majority of whom are highly educated (61% of those destined to Toronto in 2002 had post secondary education), the statistics show that there is an increasing level of unemployment, underemployment and poverty rates among recent immigrants as compared with previous cohorts despite the increasing education levels of the current immigrant pool. Skilled immigrants attempting to enter the labour market in their occupations face hurdles such as lack of information, inadequate assessment and recognition of qualifications achieved abroad, lack of upgrading opportunities, lack of occupational specific language training, and lack of opportunities to gain Canadian work experience."[69]

The City of London is fortunate to have immigrants selecting London from the number of cities across Canada, "…from 1998 to 2000, the number of immigrants coming to London annually grew by 46%. During that time, a total of 4829 new immigrants came to the London Census Metropolitan Area."[70] From the research project, *Making Use of Immigrant Skills to Strengthen the City of London*, it is noted that, "London has enjoyed a relatively high proportion of the immigrant skills coming to Ontario. Currently 20% of London residents are immigrants. The 2001 Census has shown that between 1991 and 2001, 18 475 new Canadians came to London. Major immigrant groups during this period include: Poland, China, Yugoslavia, Bosnia and Herzegovina, Iraq, United States, Vietnam, Iran, Lebanon, India."[71]

Immigrants, and newcomers should be embraced by the City of London. These individuals bring with them a unique culture, valuable experience, and a higher level of education. Whether it is by offering them volunteer opportunities or employment positions, the City of London should be proud so many newcomers to Canada have chosen this city to call their own.

Aboriginals

From Table 23, it is interesting to note that only 1.5% of organizations recruit Aboriginals but the average number employed per organization is 20. Further analysis reveals there was only one organization that recruited Aboriginals out of all survey respondents, and this organization employed 20 Aboriginals. This organization indicated all Aboriginals were performing "other" job duties with no Aboriginals in occupational categories such as senior management and management.

Although there is a small percentage of Aboriginals in London's voluntary sector as paid staff, results indicate that a higher number of organizations recruited Aboriginal volunteers. When it comes to comparing volunteer and employment rates, Figure 34 shows that although less than 2% of organizations employed Aboriginals, 9% of organizations had Aboriginal volunteers. Of the organizations that did recruit Aboriginal volunteers, most were contributing their skills at the board level, on committees, and as service/frontline volunteers. When the average

number of Aboriginals volunteering per organization is analyzed, it is clear that although 9% of organizations recruit volunteers each organization recruits a small number of people from this diverse category. The average number of Aboriginals volunteering per organization ranged from 1.3 – 4.8 volunteers.

Statistics Canada reveals London is home to approximately 5 640 Aboriginals or approximately 1.3% of London's population.[72]

Table 27 - Statistics Canada results for London 2001 Census - Aboriginal Population London (2001)[73]

	Total
Total - Aboriginal and non - Aboriginal population	427 215
Total Aboriginal identity population	5640
North American Indian single response	4415
Métis single response	980
Inuit single response	55
Multiple Aboriginal responses	10
Aboriginal responses not included elsewhere	185
Total non-Aboriginal population	421 570

Visible Minorities

Unlike Aboriginals, there seems to be a greater percentage of organizations recruiting visible minority volunteers (37.4%). Over one in five organizations recruited visible minority volunteers to their board (20.9%) and as service/frontline volunteers (24.3%). The average number of visible minority volunteers in an organization ranged from 1.9 – 14.3 volunteers.

Overall, there were more Manitoba organizations recruiting visible minority volunteers[74] than London organizations even though London has a higher percentage of visible minorities residents. Results from the 2001 Census by Statistics Canada reveal Manitoba's visible minority population is similar to London's. Approximately 7.89% of Manitoba's population for 2001 are visible minorities.[75] This percentage is just slightly under London's result of 8.97%.[76]

The percentage of London organizations employing visible minorities in the workforce is similar to those that recruit volunteers. Approximately one in five (19.1%) organizations employ visible minorities with an average of 4.1 individuals per organization. Although the 19.1% figure may seem low, Table 23 reveals that visible minorities are more commonly recruited than any other diverse category analyzed. Only 1.9% of visible minority employees work as senior managers. Most are employed in the "other" occupational category (58.5%).

A study by CPRN reveals, "Visible minorities, which now constitute the majority of immigrants to urban Canada, face greater systemic barriers to social inclusion than earlier groups of immigrants."[77] Volunteering can aid visible minorities by giving them confidence and a sense of belonging in Canada. Approximately 9% of London's population are visible minorities. [78]

Table 28 - Statistics Canada results for London 2001 Census - Visible Minority Population London (2001)[79]

	London
Total population	**427 215**
Total visible minority population	38 300
Black	7 610
South Asian	4 925
Chinese	4 660
Korean	1 705
Japanese	525
Southeast Asian	3 165
Filipino	1 615
Arab/West Asian	7 545
Latin American	4 470
Visible minority, not included elsewhere	1 205
Multiple visible minority	875

Source: Statistics Canada, Census of Population. Last modified: April 24, 2003.

Youth

London study results reveal a little less than half of all respondents recruited youth volunteers (under 29 years of age). Almost one quarter of organizations had at least one youth representative on their board (23.5%). In addition, the average number of youth serving on a board was only 1.9 volunteers. Youth were recruited for positions such as service/frontline (27% of organizations recruiting at least one youth with an average of 26.9 youth per organization) and fundraising volunteers (9.6% of organizations recruiting at least one youth with an average of 29.1 youth per organization).

The Thames Valley District School Board in London encourages students to participate on their board. A recent article featured in *The London Free Press* indicated, "Four of the five student trustees elected to the Thames Valley board have been from London high schools."[80] Since youth are the future of London's voluntary sector, it is important to involve them in activities to help them gain a better understanding of the sector, the missions of the organizations, and governance issues. Volunteering with an organization, especially at the board or committee level, may even lead to employment in the sector.

Females

Table 25 demonstrates that of the diverse categories studied, females are most likely to be recruited as volunteers for an organization. This finding is not surprising given the population of females far surpasses any of the other diverse categories in London. Given the fact that females make up approximately 50% of London's population, one would expect females to be represented in almost every organization. This is not the case. Over 73.9% of organizations had female volunteers, however less than 70% of organizations had at least one female on their board. This means that over 30% of organizations had no females at the board level. The section on Board of Directors demonstrated that many organizations indicated that their boards did not represent all stakeholders. In addition, the Employment section indicated that the voluntary sector has a higher percentage of females employed within the sector (65% female and 35% male). The section on Services Rendered revealed that almost 3 out of 5 organizations (59.1%) indicated their organization primarily serves women. Figure 32 demonstrates that not only is female representation missing from some boards, many organizations have not recruited female volunteers to positions such as committee members, fundraisers, and service/frontline workers. The high proportion of females working as clerical/administrative staff is another example of how females may be prevented from attaining leadership positions in voluntary sector organizations. Further research about the barriers facing women in both employment and volunteer positions should be conducted.

People with Physical Disabilities

A little less than 30% of organizations recruited at least one volunteer with a physical disability. Approximately 17% of organizations recruited at least one board member who had a physical disability. The average number of volunteers with a physical disability ranged from 1.6 – 7.5 volunteers per organization.

From an employment standpoint, 17.6% of organizations recruited at least one individual with a physical disability. The average number recruited per organization was 11.1. Those with physical disabilities were employed in the "other" category (90.9%), as professionals (6.1%), and as intermediate/technical staff (3.0%). There were no individuals with physical disabilities employed as senior managers, managers, senior admin., or clerical administrative support.

A Human Resources Development Canada study, entitled *Promising Practices in Employability Assistance for People with Disabilities (EAPD) Funded Programs and Services*, highlighted the challenges Canadians with disabilities faced when securing employment. This study concluded with a series of suggestions to improve the position of Canadians with disabilities. Specifically, the report cited the importance of educating employers about the value of people with disabilities in Canada. Education should be followed up with training on ways to incorporate people with disabilities into the workplace, which may lead to partnerships with employers to encourage employment of individuals with disabilities.[81]

People with Developmental Disabilities

Thirteen percent of organizations had at least one volunteer with a developmental disability. Of any of the diverse categories listed, developmental disabilities, consumers of mental health services, and Aboriginals were among the least represented. Of the few organizations that did recruit individuals with developmental disabilities most recruited an average of 1.0 - 4.5 volunteers.

Only 5.9% of organizations employed at least one person with a developmental disability. The average number of employees recruited per organization was 8.3. Those with developmental disabilities were employed in the "other" category (91.7%) and as professional staff (8.3%).

Pillar - Voluntary Sector Network encounters a number of individuals with developmental disabilities wishing to volunteer at an organization listed on Pillar's website. Unfortunately, a number of organizations do not have positions available or do not have the ability to recruit and supervise individuals with developmental disabilities. Many of these individuals want an equal opportunity to help others and

feel that sense of satisfaction and belonging to an organization. Hutton House in London currently has a program designed to build a community where everyone participates. Their *Access Voluntarism Program* involves training, supporting and evaluating adults with disabilities who wish to volunteer in the community. Organizations looking to include those with disabilities in their organization can contact Hutton House for more information.

Consumers of Mental Health Services

Just over one in ten organizations recruited at least one consumer of mental health services to their organization as a volunteer. Given the large number of individuals that will experience mental illness, one would expect more organizations to recruit volunteers that are consumers of mental health services. "Statistics show one in five Canadians will suffer a mental illness in their lifetime."[82] Many consumers of mental health services were recruited as service/frontline volunteers (7% recruiting at least one consumer of mental health services with an average of 9.8 per organization).

Only 4.4% of organizations indicated they employed a consumer of mental health services. One possible explanation for this low figure is that many consumers of mental health services do not share their disease with their co-workers for the fear of being labeled by their illness. An article in *The London Free Press* revealed, "Most people with mental illness don't like to share the news they have a problem, fearing colleagues' and supervisors' reactions, including derogatory labels such as 'crazy'."[83] Most consumers of mental health services worked in the other category (71.4%), followed by professional (21.4%) and clerical administrative support (7.1%).

Summary and Implications

Pillar's study found more diverse individuals are recruited as volunteers than as employees. In addition, organizations serving diverse populations were more likely to recruit volunteers and employees who came from diverse backgrounds.

Over 30% of organizations recruited at least one newcomer (someone in Canada for less than 3 years) as a volunteer. Fewer than 10% of organizations recruited at least one newcomer to their board of directors. Approximately one in six London organizations (16.2%) employed at least one newcomer in their organization.

Results show there was <u>only one</u> organization that recruited Aboriginals out of all survey respondents, and this organization employed 20 Aboriginals. When it comes to comparing volunteer rates with employment rates, although less than 2% of organizations employed Aboriginals, 9% of organizations had Aboriginal volunteers.

Approximately 37% of organizations recruited at least one visible minority volunteer.   The average number of visible minority volunteers in an organization was very low ranging from 1.9 – 14.3 volunteers. Approximately one in five (19.1%) organizations employed visible minorities. The average number of visible minorities per organization is 4.1. Only 1.9% of visible minority employees work as senior managers.

London study results reveal a little less than half of all organizations responding to the questionnaire recruited youth volunteers (under 29 years of age). The average number of youth serving on a board was 1.9 volunteers.

Over 73.9% of organizations had female volunteers, however less than 70% of organizations had at least one female on their board. Given the higher percentage of females employed within the sector and the fact that many organizations primarily serve women, one would expect to see a greater representation of female volunteers, especially at the board level.

A little less than 30% of organizations recruited at least one volunteer with a physical disability. Approximately 17% of organizations recruited at least one board member who had a physical disability. From an employment standpoint, 17.6% of organizations recruited at least one individual with a physical disability.

Thirteen percent of organizations had at least one volunteer with a developmental disability. Only 5.9% of organizations employed at least one person with a developmental disability.

Just over one in ten organizations recruited at least one consumer of mental health services in their organization as a volunteer. Only 4.4% of organizations indicated they employed a consumer of mental health services.

Organizations that employ or recruit volunteers from diverse categories are able to benefit from the unique perspective and skills of the individual as well as provide an opportunity for that individual to attain a sense of self-satisfaction from contributing to a voluntary sector organization.

Given the shortage of volunteers and employees in this sector, organizations should consider targeting diverse individuals. Posting notices and conducting presentations in religious and cultural centres and in organizations that serve diverse populations can help to bring awareness about the opportunities to volunteer or work in the voluntary sector.

Job Quality

The analysis of job quality in the voluntary sector has become important for the survival and progress of the sector, especially at a time when it faces tremendous challenges in its external environment, including shortages of funding and increased demand for its services. The concept of job quality is directly linked to human resource issues such as retention, recruitment, and hiring of new employees and the ability of the organization to compete for skilled employees with the for-profit and government sectors. Despite the economic and social significance of the voluntary sector, studies[84] indicate that little is known about the quality of jobs in this sector or its ability to compete for skilled workers in the future. Although there is high motivation to work within the voluntary sector, paid staff in the sector are concerned about job quality in their organizations. Studies[85] indicate that there are significant warning signals regarding job quality and the condition of staff employed by voluntary organizations. These warning signals include work load, stress, job insecurity, lower pay and benefits, and work/life conflict.

The following section concentrates on the assessment of job quality in London voluntary sector organizations. Pillar's questionnaire assesses the nature of job quality and workplace environment by analyzing certain indicators such as the level of salary and benefits, provision of certain incentives, overtime payment, and training opportunities. To gain a better understanding of what job quality entails see Appendix 19.

Salary

Pillar's research on why individuals volunteer for an organization revealed most volunteer for the self-satisfaction received from helping others (89%) and to give back to society (85%). Since volunteers do not receive a salary for their work, compensation generally comes from personal satisfaction. With paid employment, although these individuals may believe in the cause they are working for, salary plays a role in the level of satisfaction. One focus group respondent indicated, "There is a feeling that because you work in a voluntary sector organization you should give away or sacrifice a competitive salary, benefits, etc. After many years of battling finally our board is looking at benefits (i.e. RRSP) in order to retain employees and benefit from their knowledge and history with the company. It requires a change in attitude from the board especially." Another respondent stated, "If the organization started out as entirely voluntary then it is a mindset. At first we were all volunteers and we did as much as we could. But once you decide to hire individuals it is difficult to change that mindset. You have to develop

structure and policies, and offer salaries, and it becomes more of a business thing. This is a good thing."

Table 29 - London Study Results - Salary by Occupational Category - Total of each column equals 100.

Salary Range	Occupational Category													
	Senior Management		Management		Senior Admin.		Clerical/ Admin. Support		Professional		Intermediate /Technical		Other	
	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT
Less than $15,000					6.8		6.6	41.1		26.2		33.3	48.2	83.9
$15,000-$24,999	2.1	50.0			6.8		23.9	47.0	2.0	4.8	2.0	16.7	31.3	16.1
$25,000-$34,999	2.1		12.7	50.0	70.5	50.0	67.4	11.9	44.7	69.1	58.0	50.0	13.2	
$35,000-$44,999	18.7		47.9	50.0	15.8	50.0	2.2		47.5		40.0		7.3	
$45,000-$54,999	22.9	50.0	35.2						4.9					
$55,000-$64,999	27.1		4.2						1.0					
$65,000-$74,999	18.7													
$75,000-$84,999	2.1													
$85,000-$94,999	4.2													
$95,000-$104,999														
$105,000-$114,999	2.1													
$115,000-$124,999														
$125,000+														

Gross annual salary is the total remuneration paid to employees before deductions. The amount should be equivalent to the sum of the monthly taxable employment income reported in box 14 of the T4 slip and on the Revenue Canada "Remittance Form for Current Source Deductions." It includes: regular wages and salaries, commissions, overtime pay, paid leave, piecework payments, special payments, taxable allowances and benefits that are recognized by Revenue Canada. It excludes: Employer's contributions to pension plans, employment insurance premiums and other employee benefits, compensation in kind, travel expenses, non-taxable allowances and benefits, recreational facilities provided by the employer, moving expenses paid by the employer and employee counselling services

Although these figures provide a range as to the average or typical salary of individuals by occupational category, they should be used with caution. London results show;
- Senior management salaries range from $15,000 to $114,999 with the median being in the $55,000 - $64,999 category.
- Management employees are paid $35,000 to $54,999.
- Senior administrative and clerical/administrative support salaries range from $25,000 - $34,999.
- Professionals are in the $25,000 - $44,999 range.
- Intermediate/technical staff are paid in the $25,000 - $34,999 range.
- Fourteen London respondents also indicated they distributed an average of $1,316 in honorariums in the last 12 months.

Figure 35 – London Study Results – Salary Ranges for Full-time staff (percent)

Salary Range	Percent
Less than $15,000	9.8
$15,000-$24,999	11.4
$25,000-$34,999	38.5
$35,000-$44,999	25.9
$45,000-$54,999	8.4
$55,000-$64,999	3.5
$65,000-$74,999	1.8
$75,000-$84,999	0.2
$85,000-$94,999	0.4
$95,000-$104,999	0.0
$105,000-$114,999	0.2
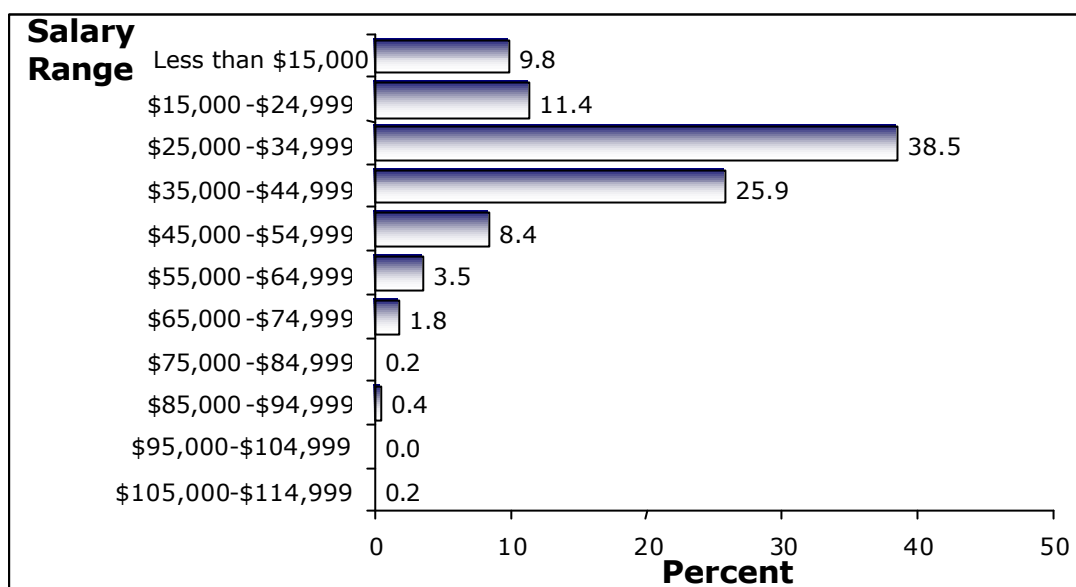
Overall, most London voluntary sector full-time paid staff are in the $25,000 - $34,999 (39%) category followed by the $35,000 - $44,999 (26%). London results were similar to Niagara's and Regina's. For details on the salary values in these cities see Appendix 20. Results for all full-time workers in the City of London demonstrate the wage differential in voluntary sector organizations.

Table 30 – Statistics Canada Results - Average annual wage (full-time workers only)[86]

	London			Ontario		
	Total	Male	Female	Total	Male	Female
Average earnings (worked full year, full-time $)	**43,811**	50,082	35,097	**47,247**	53,923	37,720

Comparing results to Ontario overall, it is clear London's voluntary sector average salary range is below the Ontario average. The City of London figure of $43,811 is somewhat close to the average London voluntary sector figure of $25,000 - $34,999 however still leaves a gap of at least $8,812 per employee. Taking into consideration the fact that most employees in London's voluntary sector are female (65%), the voluntary sector rate is more comparable with City of London females earning of $35,097, only $98 higher than the $25,000 - $34,999 category of London's voluntary sector. Due to the low response rate for the salary question, further statistical analysis could not be conducted with accuracy.

Analyzing just the salaries of executives or senior managers, it is clear there is a much higher wage differential between the voluntary and public/private sectors. Further elements affect the salary of an executive such as gender, age, experience, whether an incentive or bonus is paid, and whether benefits are included. Appendix 21 details the findings of the Canadian Society of Association Executives (CSAE) which publishes an annual report on not-for-profit executive salaries.

Further analysis of Pillar's results reveals there is a correlation between organization size and salary. This indicates that organizations that have a higher number of employees are able to pay higher salaries. When analyzing full-time salaries using the ICNPO, religion, social services and not elsewhere classified have employees in the $64,000 - $84,999 range, and one social service organization has an employee in the $95,000 – 114,999 range. Although social services is the classification that pays in the highest salary bracket, it also includes several of the lower salary ranges.

Analysis to discover whether organizations with a higher operating budget offer higher salaries revealed that there is not a correlation between operating budget and salaries. In fact, organizations employing staff in the highest salary categories had both the lowest and highest operating budgets. Without a higher response rate, further analysis could not be conducted.

Benefits

Providing benefits such as medical or dental, affects salary levels and job quality overall. One London respondent indicated in an open-ended question, "We have an excellent benefits package which helps compensate for salary. Even so, our salaries have grown as our fundraising results have and there are performance based raises. Working conditions are also very important to retention and we work hard to make this a positive place to be."

Figure 36– London Study Results – Percent of all organizations offering benefits of the total number of organizations employing paid staff
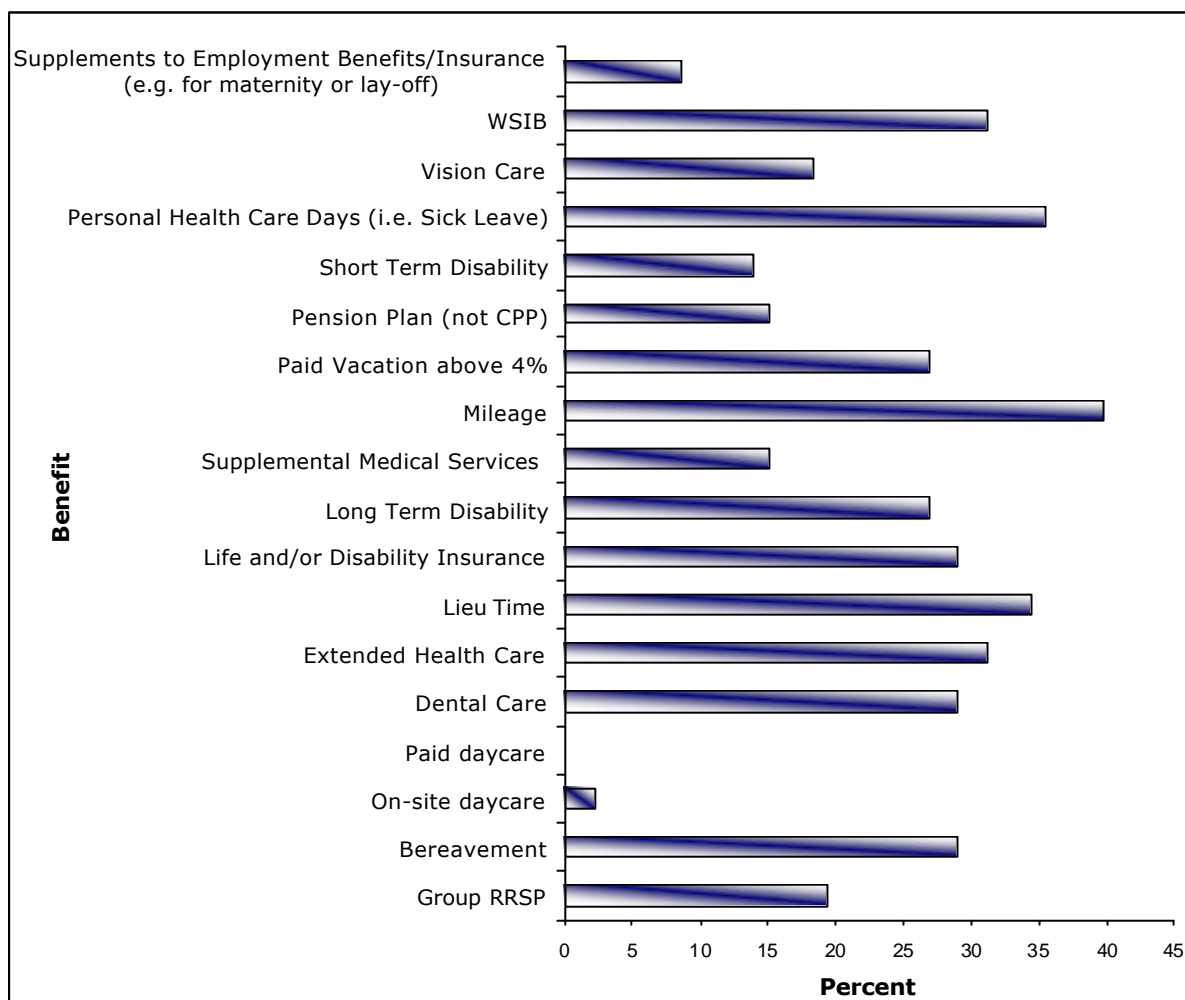
Figure 36 was created by summing the number of organizations offering each benefit by occupational category and then dividing this figure by the total number of organizations employing paid staff. Results show, mileage (40%), personal health care days (sick days) (36%), and lieu time (34%) are the most common benefits offered to paid staff.

By comparison, London results are lower in every case except group RRSP, when comparing results to various cities and Canada as a whole. This is especially noticeable for benefits such as pension plans, supplemental medical benefits, dental care, life and/or disability insurance, and extended health care. A comparison between London results and Niagara, Regina, Canada, and the WES can be found in Appendix 22.

One London respondent indicated their organization offers a percentage of wages in lieu of benefits. This allows the employee to spend the additional income towards benefits, or in any other manner. This method does not include contributions to pension or RRSP's from the organization on behalf of the employee.

In an open-ended response, one London respondent indicated, "Benefits improved by about 15%, and more tailored to employees needs i.e., dropped semi-private hospital but increased dental and drugs to 90%, increased personal days from 2 to 5, decreased sick days from 18 to 15. Sick days taken are down, likely as a result of the greater individual control." One London focus group respondent indicated, "Our salaries and benefits are comparable with others in similar organizations but we would love to some time down the road have a pension plan but it depends on what the government decides for how much funding they will provide us."

By breaking down the benefits offered by occupational category it is clear that senior managers are most likely to receive benefits followed by managers and clerical/administrative staff. Those employed in the "other" category and as intermediate/technical staff were least likely to receive benefits. The figure in Appendix 23 demonstrates that the percentage of organizations that offer benefits by occupational category does not peak past the 25% point and that is for personal health care days (i.e. sick days).

Several explanations have been given about why benefits are lower in voluntary sector organizations than other workplaces. Size of employee base, wages, and skepticism from insurance agencies all play a role. The HRVS Developing Human Resources in the Voluntary Sector has created two documents entitled *Employee Benefits Strategy for the Voluntary Sector - Report #1: Barrier Identification* and *Retirement Plans in the Voluntary Sector - A Primer for Discussion.* These reports outline a number of challenges voluntary organizations cite as reasons for not implementing a benefits plan. See Appendix 24 for more details.

Flexible Schedules and Working from Home

Offering flexible schedules to employees can be a cost effective way to attract individuals to voluntary sector organizations. Flex time (or lieu time) was offered by over 34% of organizations employing paid staff making it one of the more popular benefits offered. CPRN studies have found, "Overall in 1999, close to one-half of all employees in the nonprofit sector (46.2 percent) were able to work flexible hours, that is, they worked a certain number of core hours, but were able to vary the start and stop times."[87]

Table 31 - London Study Results - Flexible work arrangements by occupational category

Incentives	NA	Occupational Categories						
		Senior Manage-ment	Manage-ment	Senior Admin.	Clerical/ Admin. Support	Profes-sional	Interme-diate/ technical	Other
Flexible work arrangements	7.8	20.0	14.8	9.6	12.2	9.6	5.2	6.1

Table 31 shows senior managers are most likely to have the option of using flexible work arrangements (20%), followed by management (14.8%) and clerical/administrative support (12.2%). The CPRN has found "It's easier for nonprofit employees to work flexible hours. That's good for work/life balance, but may entail lower earnings and reduced access to benefits."[88]

The use of flex-time in voluntary sector organizations recognizes the need for individuals to work flexible shifts to meet family responsibilities. This could explain why the voluntary sector attracts so many females. The Elgin, Middlesex, Oxford Local Training Board Environmental Scan has uncovered "[There are] Complex barriers for working women – Women prefer to have access to part-time positions - there are few part-time positions that are 'career-oriented' which makes it difficult to progress in a career, while at the same time having time with family unless you choose to accept a cut in pay, which in turn detracts from your 'image' on the resume. It is hard to actually find the full-time jobs that will offer the flexibility needed as a parent, especially as a single parent; and it's even harder to find that flexibility if you have a non-traditional job."[89]

Table 32 - London Study Results - Work from Home by Occupational Category

Incentives	NA	Occupational Categories						
		Senior Manage-ment	Manage-ment	Senior Admin.	Clerical/ Admin. Support	Profes-sional	Interme-diate/ technical	Other
Work from home	13.9	13.9	8.7	7.8	1.7	3.5	0.9	0.9

As with flexible work arrangements, London study results reveal senior managers are most likely to have the ability to work from home (13.9%). One focus group respondent indicated the importance of involving individuals who work from home in activities to prevent feelings of isolation. In the respondent's organization, there was only one employee who worked at their home office. "I am the board chair for an organization that has only one full-time year round staff and we face the

challenge of the 'isolated worker,' which exists in the nonprofit sector. In addition, it is difficult to make a team environment when there are only 1 or 2 employees."

"Higher proportions of both men and women in the nonprofit sector have flexible work arrangements compared to workers in other sectors. Such flexibility can suit the needs of both employers and employees. But, there can be a downside in that the prevalence of such jobs has important implications for job security, benefit coverage, and annual earnings."[90] The Changing Employment Relationship Series by CPRN states, "Almost one-half of paid employees agree with the statement that "employees who work in an office where their employer sees them every day are more likely to get promotions than employees who work from their home" (Ekos Research Associates 1998)."[91]

"Moreover, one perceived benefit of home-based work is the potential it may offer to balance paid employment with family responsibilities. This could have a bearing on workers' stress levels and their overall sense of well-being. In the Ekos Research Associates survey, 42 per cent of respondents who worked at home some of the time reported that their family life was 'much better', 40 per cent reported that working hours were 'much better', and 30 per cent indicated that time pressures were 'much better.' There are disadvantages, though, which include longer working hours and difficulties separating family and work responsibilities (Treasury Board Secretariat 1996; Mirchandani 1999). This convergence of work and family relationships, expectations and obligations can be stressful (Duxbury and Higgins 1998; Duxbury et al. 1999), which partly reflects the fact that many home environments are not well suited to paid work activity. "[92]

For many individuals, flexible work arrangements are viewed as a positive element of their job. One London respondent indicated that strategies to retain workers include the flexibility of hours and days of work and working from home.

For details on merit pay and skill based pay see Appendix 25.

Overtime

Table 33 - London Study Results - Paid and Overtime Hours by Occupational
Category

Avg. work time per week	Occupational Categories						
	Senior Manage-ment	Manage-ment	Senior Admin.	Clerical/ Admin. Support	Professional	Intermediate/ Technical	Other
Paid hours (excluding overtime)	39.0	39.0	35.0	31.0	38.0	33.0	30.0
Overtime hours (hours in addition to 'normal' working hours)	11.8	9.4	4.9	2.5	3.1	7.5	17.5

London study results revealed that most employees are paid to work 30 to 39 hours
per week. The median and mode figure for most occupational categories was 37.5
hours per week.

Overtime hours range from 17.5 hours for the "other" category to 2.5 hours for
clerical/administrative support. Senior management and management both had
higher overtime hours than other occupational categories (11.8 and 9.4 hours
respectively per week).

Figure 37 - London Study Results - Compensation for Overtime Hours
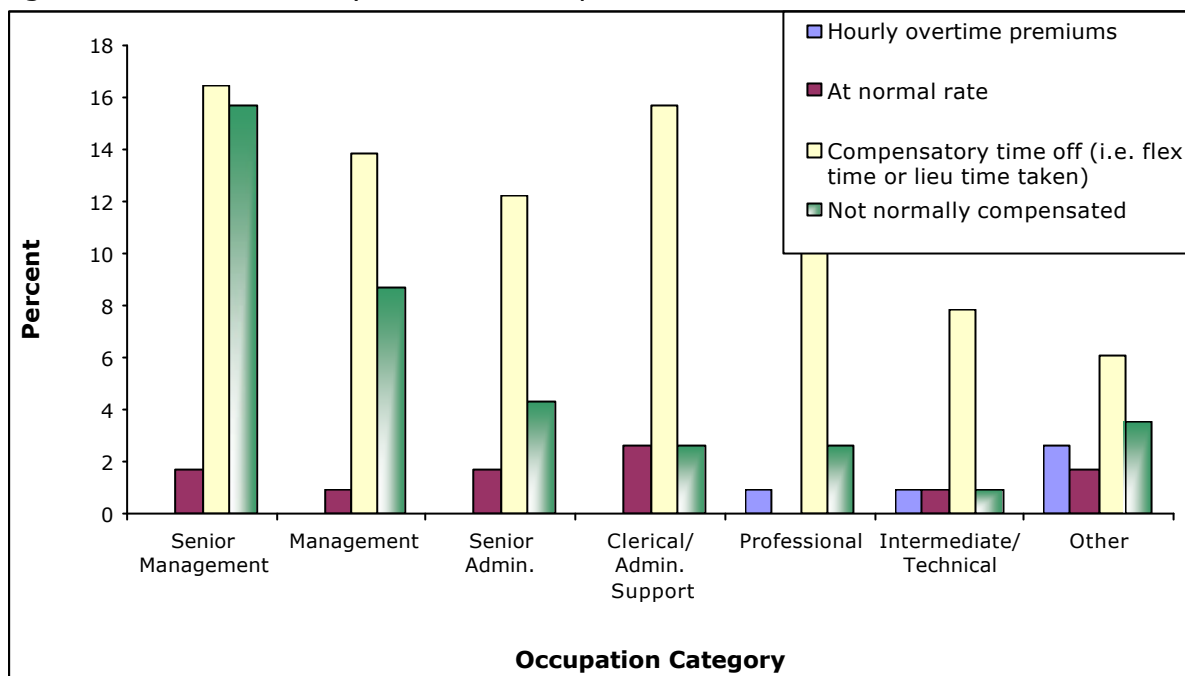
Figure 37 shows most London respondents indicated employees in their organization are compensated for overtime hours through compensatory time off (i.e., flex time/lieu time).   A number of senior managers and management employees are not compensated for their overtime hours (15.7% and 8.7% respectively). Very few individuals (less than 2.6%) are paid for overtime hours either at their normal rate or at a premium. Appendix 26 highlights overtime results from other studies.

Some of the challenges with working overtime were revealed during one of the London focus groups. "We have lieu time but I have heard of so many executive directors that are expected to work overtime and consider it volunteer time. So you are working your 5 days and 4 nights and weekends and that extra time is your commitment to the organization by volunteering. The staff can't demand lieu time otherwise they would be fired." Another respondent indicated, "I went to a job interview and I was told I was expected to volunteer 12 hours a week in addition to my 9-5."

Although working overtime hours may be a necessity in some o ccupations, the number of hours spent working has an effect on a person's mental well-being. Focus group respondents agreed with the following comment: "I almost dread my holidays because I have to work so much beforehand and then the day I come back the work is piled high, as the other staff can't do many of the things I do. Also, other employees also have so much on their plate already, I don't want to ask them to cover my work as well."

The CPRN has found, "Moreover, the prevalence of unpaid overtime hours, some of which consist of additional work at home outside of normal working hours, suggests that for many employees, the job is not over at the end of the shift. This may reflect employees' 'dedication to the cause' and their willingness to put in extra hours on their own time, or, less positively, to onerous workloads that employees in understaffed organizations are expected to shoulder."[93]

London focus group respondents revealed, "Often there is no possibility even to take lieu time to compensate for hundreds of hours of overtime. Time off is often disruptive to the work of other staff. We had told the board of our situation and they said that I couldn't do my job properly because I had so much lieu time and didn't have time to take it. It became my fault that we had an overload of work."

The 2001 National Work-Life Conflict Study has researched a number of interesting variables relating to overtime hours. In particular, the study found that not-for-profit employees have the most extensive demands for overtime work, "It is also interesting to note that men and women in the not-for-profit sector sample had particularly onerous work loads. The men in the not-for-profit sector sample were shown to have the heaviest burdens with respect to paid overtime. The women in this sector were more likely to feel that they could not refuse overtime. Both men and women in this sector were more likely to engage in supplemental work at home, work unpaid overtime and travel on the weekends. They also 'donated' the most time to their employer. The heavy workloads in this sector are consistent with the budget cuts and downsizing initiatives experienced within both the education and health care fields in the last few years (i.e., fewer bodies to do the same amount of work). It should also be noted that private-sector employees also spend a high number of hours per week in paid employment. The travel and overtime demands reported by those in the private sector are, however, lower."[94]

Inadequate compensation for work performed combined with a lack of benefits and increasing overtime hours can lead to a lack of job satisfaction for the employee and potential health problems. The concern lies not only in the well-being of the employee but in their ability to service clients in the best way possible. Job security is one explanation for why individuals continue to work overtime hours ignoring the fact that it is placing stress on their family life.

Work Life Balance

With options such as flexible work schedules and time off for overtime contributed, one would expect employees in the voluntary sector to have a well balanced life with enough time for their family and social life. London focus group results revealed how burnt out employees in the sector feel:

- I don't have a family so my job is never-ending. Everyone else has a family and children and they look at me and say – she'll do it, she has no other commitments. When you're the last one standing and you're getting paid, you have a hard time saying no. And this is how you destroy yourself in the process. There are things you just have to say "no" to.
- When you work with volunteers they tend to forget that you are a staff. Yes you have a commitment to the organization as well, but there is a limit.
- For a long time I didn't have an answering machine because I would hear the panic in a volunteer's voice and it would make me shiver and I would call back and find out the crisis was already over. Even after hours or on holidays I would be constantly thinking about my job.
- On holidays I have to leave the country to get away from work. You have to get right away – far away. It's not until you are on the airplane till you feel "now I can leave it and relax."

CPRN studies have found, "One-fifth of all paid workers in the nonprofit sector are women who have at least one child less than 12 years of age at home…Employers in the nonprofit sector will therefore need to be sensitive to the fact employees with family responsibilities, especially those with younger children, will be more likely to encounter competing demands from work and family and experience stress due to 'time crunch'."[95]

As population dynamics change, individuals in the workplace are facing a combination of work demands and increasing responsibility at home. *The 2001 Work-Life Conflict Study* found, "Dependent Care Responsibilities of the Respondents **-** The majority of employees in the sample have responsibilities outside of work. Seventy percent are parents (average number of children for parents in the sample is 2.1); 60% have elder care (average number of elderly dependents is 2.3); 13% have responsibility for the care of a disabled relative; 13% have both child care and elder care demands (i.e. are part of the 'sandwich generation')."[96]

Pillar's survey found that 40% of respondents indicated that employees are required to perform dual positions as part of cost saving measures. The increasing responsibility of workers is due to a number of factors such as downsizing and a lack of funding. *The 2001 Work-Life Conflict Study* found, "Span of Control **-** The demands associated with supervision are substantial as the typical supervisor has a very wide span of control (an average of 20 direct reports). This span of control is significantly higher than was observed in the 1991 sample (an average of 6 direct reports), a finding that is consistent with the fact that many organizations shed layers of management as part of their downsizing and restructuring initiatives. These data suggest that one consequence of this strategy is an increased workload for the supervisor that 'survived'."[97]

An increased span of control due to downsizing coupled with family responsibilities of both children and elders has placed voluntary sector organization employees in a

tight squeeze. The lack of provisions for individuals who face such pressures can lead to feelings of dissatisfaction and result in burnout. Ultimately a decision has to be made about the status of their employment with the organization. The CCP has summarized the effect of having stressed employees on the organization, "If they become overworked or burned out and decide to leave the organization, they take with them all of the knowledge and skills that they developed on the job."[98]

One London focus group respondent revealed what was done in her organization to prevent burnout, "We are very family-oriented so we understand balancing work and family life. We try to be very accommodating to our staff. People need some other experiences outside the work they do at our organization. We allow leave of absences to give them a chance to do another position at another organization and if they choose to come back after their leave they bring a spark back with them. They need some other experience outside of what we do whether it's taking care of a child, spouse, parent, and we allow them this flexibility. This prevents staff from getting burnt out."

What Attracts Individuals to the Voluntary Sector?

After concluding that the voluntary sector offers below average compensation, few or no benefits, and difficult working conditions with unpaid overtime, one may wonder what attracts so many dedicated and intelligent individuals to the voluntary sector.

Figure 38 - London Study Results - Employees work in our organization…
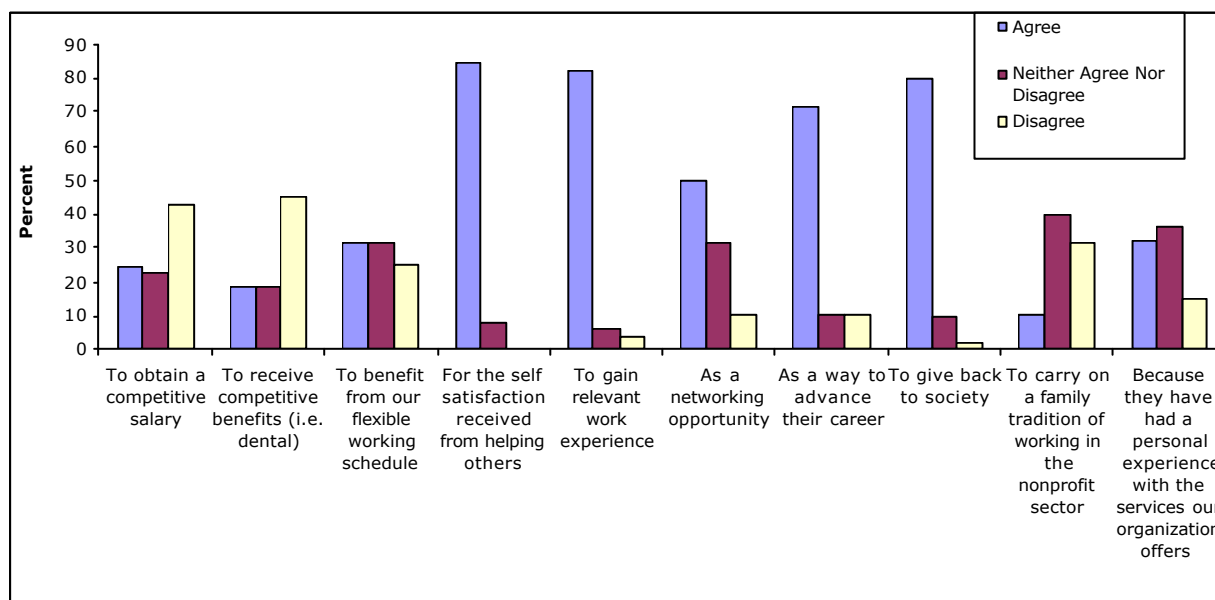
Pillar's questionnaire asked respondents to indicate why employees work in their organization. Figure 38 visually demonstrates that most respondents disagreed with the notion that employees work in their organization to obtain a competitive salary (43% disagreed) and to receive competitive benefits (45% disagree). The most common response was for the self-satisfaction received from helping others (84%) and to give back to society (80%). The Niagara, Sudbury and HRVS studies found positive working environments, the satisfaction from helping others, and the feeling of making a difference are some of the main reasons why people work in the voluntary sector. See Appendix 27 for these results.

London focus group respondents revealed:
- There have been times in the past several years where there was incredible turnover, but over the past years and now it is a bit steadier. Yes the compensation is important and their work needs to be recognized, but there is an overwhelming drive to make a difference. So much of our working conditions are fairly positive which has helped make a difference.
- The commitment to the issues is the reason volunteers and paid staff stay with our organization a long time. When we look internally and then externally at the remuneration that we receive as staff, it's peanuts. We do the work not for the money, we do it because we believe in it. We have limited funding and have to spread it out into small chunks. For example, we apply for a full-time permanent staff member and have to hire a part-time contract staff member because that is all we were funded for.

Approximately 82% of respondents indicated employees work in their organization to gain relevant work experience, 71% as a way to advance their career, and 50% as a networking opportunity. These figures indicate employees use voluntary sector organizations as a stepping stone to other positions, possibly in either the private or public sector. The CPRN has found "Firms are more likely to invest in employee training when anticipated payoffs are high (Betcherman et al. 1997). A major barrier to training is the employer's concern that a recently trained worker will move to another employer – a condition that is built into most forms of non-standard work."[99] The high turnover rate in many companies leads not only to a high cost to retrain individuals on job functions but also to the cost of losing a valuable employee and their knowledge.

Two London organizations shared a similar theory but had very different outlooks on this issue. The first indicated "if our industry was better funded and staff was better paid, the industry would not face a difficulty in recruiting and maintaining qualified staff. What occurs is many move on to better paying positions or use this experience as a stepping stone to go on to other related higher paying fields. This cannot be resolved by a single organization. It is very much an issue of societal views and values." The other organization viewed this change in a more positive light, "We expect employees and volunteers to move on to more secure employment opportunities as they occur. We provide employees and volunteers an opportunity to network with other organizations and expand their personal network.

The downside for the organization is that we will continue to lose employees to other employment and are in a perpetual training situation with respect to new employees/volunteers."

Approximately 30% of London respondents noted individuals worked with their organization to benefit from their flexible working schedules. CPRN studies have found, "In the literature on nonprofit employment, attention is often drawn to the intrinsic rewards that individuals derive from working in the sector. It is argued that while wages may be low, other factors such as the opportunity to make a contribution to the community or to help others, provides an incentive for individuals to work in the sector. The opportunity to have flexible work arrangements may also be such an intrinsic benefit."[100]

Although the flexible working schedule is a perk for some staff, the Niagara Study found, "It is very clear that other than flexibility in working hours, there aren't a lot of other additional perks such as pensions, medical plans, dental coverage etc to attract new people, particularly a young labour force, to work in the sector. This lack of benefits serves as a deterrent particularly to those with young families. Additionally, very little has been done to market the benefits of working within the sector (i.e., to make a difference)."[101]

Several suggestions for improving job quality in an organization have been discussed. Some of these include: creating a positive work environment, evaluating employees to let them know where they can excel, offering flexible work schedules, improving relevant benefits if salaries cannot be improved, accepting the "non-work" responsibilities of employees and reducing overtime hours, communicating with employees and involving them in decision making, giving employees the chance to see how their contribution is making a difference (e.g., provide an opportunity for administrative staff to meet the people their organization is helping), and offering training opportunities to employees.

Summary and Implications

Pillar's focus groups were filled with motivated, passionate individuals who had a genuine belief in the causes that they worked for/volunteered with. Attracting such vibrant individuals as those working in London's voluntary sector is a challenge given the low paying salaries, lack of benefits, and strenuous working conditions.

Overall, most London voluntary sector full-time paid staff are paid in the $25,000 - $34,999 category, followed by $35,000 - $44,999. Of those organizations offering benefits, the most common include mileage, personal health care days (sick days), and lieu time. Flex time (or lieu time) was offered by over 34% of organizations employing paid staff making it one of the more popular benefits offered. Senior managers are most likely to have the option of using flexible work arrangements and working from home, followed by management, and clerical/administrative

support staff.   London study results revealed that most employees are paid to work 30 to 39 hours per week with a median figure of 37.5 hours per week. Senior management and management both had higher overtime hours than other occupational categories. Most London respondents indicated employees in their organization are compensated for their overtime hours through compensatory time off (i.e. flex time/lieu time).   A number of senior managers and management employees are not compensated for their overtime hours.

The section on employment identified the potential for the educated younger staff of the organization to succeed those retiring baby boomers with more than 15 years of work experience. If Canadian society is to depend on the voluntary sector to the extent that we do today, important steps need to be taken to improve job quality in this sector. Failure to do so may result in the voluntary sector's loss of thousands of skilled, paid staff to the for-profit and government sectors. Consequently, this will affect our communities who have come to depend on voluntary organizations for the vital services they need.

The challenge lies in retaining these individuals given the lower salaries, lack of benefits, workload, overtime, and lack of resources. Building on the intrinsic reward of self-satisfaction from helping others is key to recruiting other dedicated individuals seeking inner fulfillment in life. Organizations should consider offering employees a chance to see the difference their job is making to a client or society as a whole. For example, staff who work in an office might travel to visit with the children benefiting from the work they do. Although each organization and situation is different, it is important to remind employees how their work is helping to fulfill the organization's mission.

Since the voluntary sector is human resource intensive, it is vital for the sector to conduct research and build solid knowledge and understanding of various aspects of job quality such as nature of the work condition, job satisfaction, access to training opportunities, and human resource management practices. Moreover, it is critical to have an accurate assessment of what voluntary sector human resource needs will be in the near future. Specifically, identification of skill set requirements and training needs and providing appropriate opportunities for training and skill development are crucial as they contribute to job satisfaction, higher morale, and greater commitment and loyalty to the organization. All are essential to attracting and keeping skilled, paid staff.

Table 34 - London Study Results - Summary of Employment & Job Quality Statistics

2003 figures or 2004 projected figures		Percentage
Employment Terms	Permanent	56
	Contract	15
	Other	18

Employment Terms	Full-time	71.5
	Part-time	28.5
Gender	Males	35
	Females	65
Education	High School Diploma	16
	College Certificate/Diploma	48
	University Degree	23
	University Graduate Degree	7
	Professional Accreditation/Certification	6
Age	16-25	13
	26-35	31
	36-45	34
	46-55	17
	56-65	4
	Above 65	1
Work Experience	Less than 1 year	4
	1-5 years	28
	6-10 years	23
	11-15 years	17
	More than 15 years	28
Salary Range	Less than $15000	9.8
	$15,000-$24,999	11.4
	$25,000-$34,999	38.5
	$35,000-$44,999	25.9
	$45,000-$54,999	8.4
	$55,000-$64,999	3.5
	$65,000-$74,999	1.8
	$75,000-$84,999	0.2
	$85,000-$94,999	0.4
	$95,000-$104,999	0.0
	$105,000-$114,999	0.2

For a summary of Regina's statistics see Appendix 28.

Training Needs

Human resources are key in modern society and to its success in meeting new challenges. While this is the case in all industries, it is especially true for the voluntary sector because of the following factors:

- The voluntary sector depends on paid staff and volunteers to carry out its activities.
- The voluntary sector faces tremendous change as the demand for its services is increasing while constrained funds limit corresponding increases in the supply of human resources.

It is critical that employees in the voluntary sector receive the training and develop the skills they need to cope with the changing environment and added responsibilities efficiently and confidently.

Providing training opportunities to paid staff in the voluntary sector demonstrates that employers recognize that staff are constantly faced with new skill demands. This recognition affects the quality of employment relationships, productivity, morale, retention, and recruitment. Therefore it is important that the sector continues to deepen its understanding of what its skills and training needs are while it strives to be efficient and cost effective.

Training areas and skill set requirements for voluntary organizations are numerous and include planning programs and projections, professional and personal development, financial management, working with the community, working with boards of directors, fundraising, and strategic planning. In addition, it is important to investigate technology, communication and technological capacity building.

Pillar's study focuses on analyzing skill requirements and training needs for the sector. The questionnaire collected detailed information on the amount of structural training London voluntary sector organizations provide for paid staff, the support provided (such as subsidized training fees), and the source of funding for training. The questionnaire investigated in detail the skill sets required and the training needs for paid staff according to the various activities in which they usually engage. Also, the questionnaire analyzed factors that impede the training of staff.

Profile

Given the importance of training employees in an organization, Pillar dedicated an entire section of the questionnaire to training. The questionnaire asked respondents "how many employees the organization subsidized, reimbursed, or assisted with training in the last 12 months." Respondents indicated over 755

employees from 30 different organizations were assisted with training in the last 12 months.

36% of organizations employing paid staff had at least one employee engage in training in the last year. An average of 25 employees per organization received training however the median figure of 5 and the mode of 1 are more representative given a standard deviation of 51.9.

Figure 39 - London Study Results - Training/Certification/Career Development Opportunities by Occupational Category
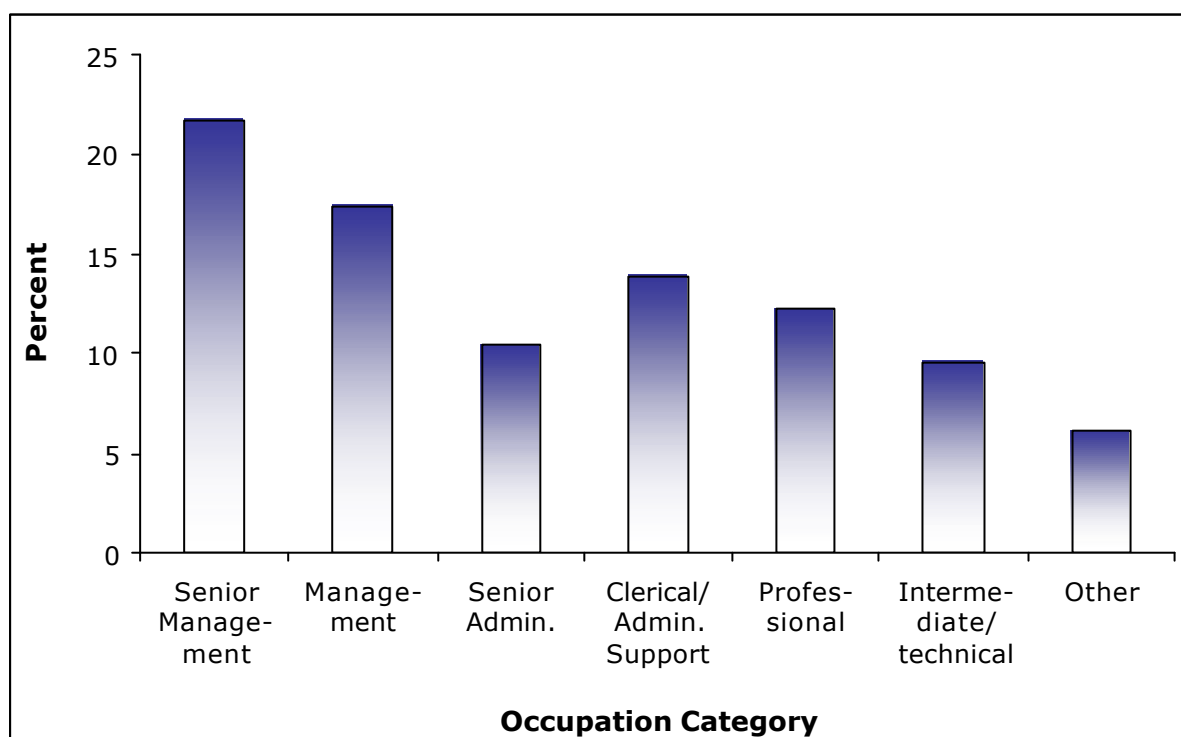
London results revealed senior managers are most likely to have the opportunity to engage in training/certification opportunities (21.7%), followed by management (17.4%).

A CPRN study has found, "Participation in training tends to increase with an employee's education level and with skill level and tends to be higher for those with a post-secondary education and for those in managerial, professional and technical occupations."[102]

Table 35 - London Study Results – Area of training for employees

Area of training	Average number of employees who have participated in this training
Professional and personal development	31.8
Group decision-making or challenge-solving	25.4
Team-building, leadership, communication	19.2
Project/program planning & management	17.4
Working with the community	14.5
Strategic planning	9.6
Information technology (computer hardware & software)	8.5
Financial management	7.8
Fund development	7.7
Communications, public relations and marketing	5
Human Resource management	4.6
Volunteer management	3.6
Management & business administration skills	3.1
Board development	3
Liability/legal issues relating to the voluntary sector	2.3

From Table 35 the most common areas of training for London voluntary sector employees are professional and personal development, group decision-making or challenge-solving and team-building, leadership, communication.

In the "other" category, a few London respondents indicated their employees engaged in health and safety training and CPR and first aid classes. When asked about how to deal with service capacity challenges, one London respondent indicated leadership training was the solution, "I would upgrade the level of skills and capabilities of our organization's leadership. Example: strong leadership in the past has provided vision and direction that helped meet the need of the organization's objectives."

Figure 40 - London Study Results - Sources of Funding for Training
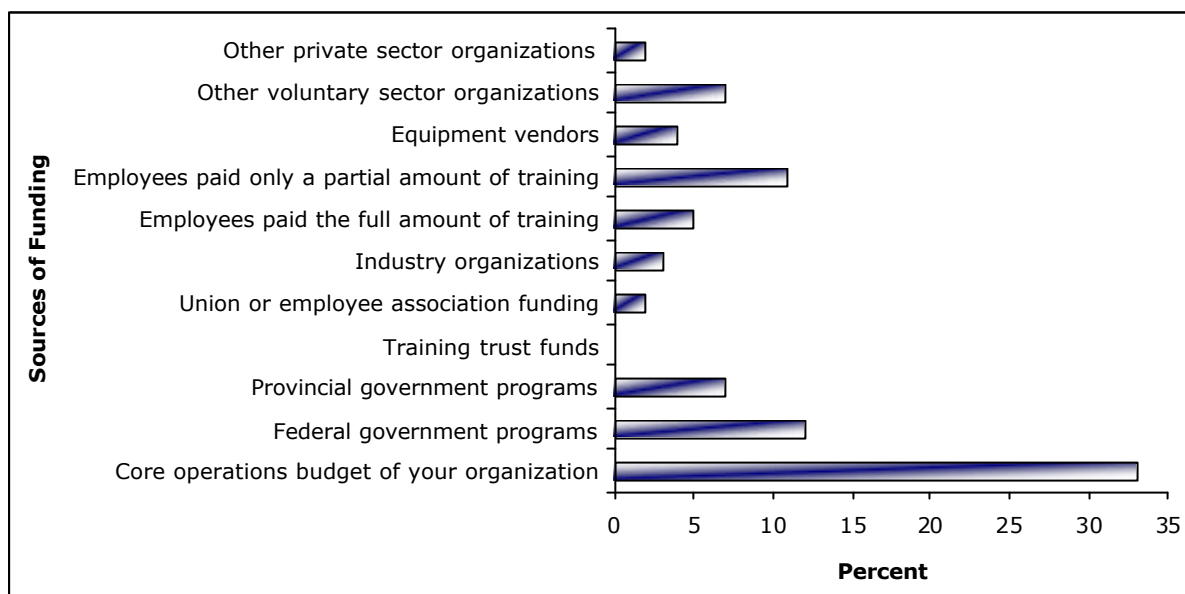
London study results revealed training for employees is primarily funded by the organization's core operations budget (29%). Approximately 1 in 10 employees paid a portion of the training provided, and 4.6% of employees paid the full amount of training.

CPRN studies have uncovered the positive outcomes of training programs, "For establishments, there is evidence of a positive association between training and performance. Establishments with training programs performed better in terms of revenues and productivity; furthermore, this advantage was greatest for those with the strongest commitment to training (Betcherman et al. 1997). Some of the impacts of training reported by employees include increased self-confidence, improved employability, and increased job satisfaction – in fact, employees rated these more highly than tangible impacts, including increased earning power, qualification for new types of work, and qualification for promotion (Betcherman, Leckie and McMullen, 1997). Lowe and Schellenberg (2001) found that individuals who have adequate resources to do their jobs – defined as having the information, equipment, resources, and training they need to do their job well – have higher trust, commitment, better communications and more influence than individuals who lack these elements. They conclude that the quality of these employment relationships and organizational performance are 'organically linked' and mutually reinforcing."[103]

By offering paid training for staff, an organization demonstrates that they are willing to invest in an employee. This indicates that the organization values the staff member enough to spend operational dollars on their training. It also offers a

needed level of job security to the employee since organizations generally do not train individuals they plan on losing. Training not only enhances the employee's sense of job quality but also leads to the development of skills which benefit the organization.

One London respondent indicated, "All our staff are very keen about engaging in professional development opportunities. On average our staff attend perhaps 8 to 10 opportunities annually. It is also a requirement to maintain employment here although the mindset here is: You <u>get</u> to attend professional development activities and not you <u>have</u> to attend professional development activities."

Skills Required and Critical Training Needed

London respondents were asked the following question and provided with the example below for simplicity.

Table 36 - London Study Results - Skills Sets and Training Needs

"Indicate which of the following skill sets are required to perform each job function <u>AND</u> where critical training is needed for paid employees to perform their job function."

> For example **"**recruiting, hiring, writing job descriptions, orientating volunteers" is a skill <u>required</u> for our management employees, however, it is a skill that our management requires critical <u>training</u> on (therefore a check or X should be placed under Management for column "1" <u>and</u> column "2".

Skill sets	Management	
	1	**2**
Recruiting, hiring, writing job descriptions, orientating volunteers and staff	[X] skill required	[X] critical training needed

"1" represents <u>skills required</u> to perform job function, and
"2" represents <u>critical training needed</u> on these skill sets

Skill sets	Senior Manage-ment		Manage-ment		Senior Admin.		Clerical / Admin. Support		Profes-sional		Interme diate/ Techni-cal		Other	
	1	**2**	**1**	**2**	**1**	**2**	**1**	**2**	**1**	**2**	**1**	**2**	**1**	**2**
Working with Volunteers and Staff ; Volunteer – Staff Relations														
Recruiting, hiring, writing job descriptions, orientating volunteers and staff	27	7	17	6	9	5	3	2	6	3	2	1	0	0

"1" represents <u>skills required</u> to perform job function, and
"2" represents <u>critical training needed</u> on these skill sets

Skill sets	Senior Manage-ment		Manage-ment		Senior Admin.		Clerical / Admin. Support		Profes-sional		Interme diate/ Techni-cal		Other	
	1	2	1	2	1	2	1	2	1	2	1	2	1	2
Performance appraisal, evaluation, discipline and termination of volunteers and staff	26	9	16	2	8	5	2	1	5	3	1	1	1	0
Developing constructive volunteer - staff working relationships	22	7	13	9	5	5	2	6	3	3	3	1	1	0
Dealing with conflict, harassment, discrimination, grievances of staff and volunteers	27	10	15	9	9	7	4	4	8	4	3	2	2	3
Supervising, motivating, appreciating, giving feedback to volunteers and staff	29	9	16	8	12	5	8	5	10	5	4	3	3	1
Financial Management														
Setting up bookkeeping systems, accounts, payroll, banking, etc.	15	8	7	5	10	3	10	6	1	1	2	2	1	0
Developing organizational financial policies	22	6	10	5	7	3	3	3	1	2	0	1	1	0
Understanding financial statements, audits and monitoring income and expenditures	24	6	12	6	8	2	7	3	2	2	0	1	1	1
Budget development - annual program/department /project budgets	25	5	14	8	9	3	2	1	2	2	1	1	0	1
Financial reporting to boards, funders, and governments	26	6	12	6	5	0	3	3	0	1	1	0	0	1
Fundraising – donations, gaming, lotteries, special events and memberships	23	10	10	5	9	3	3	3	2	2	0	0	1	1

"1" represents <u>skills required</u> to perform job function, and
"2" represents <u>critical training needed</u> on these skill sets

Skill sets	Senior Management		Manage ment		Senior Admin.		Clerical / Admin. Support		Profes-sional		Interme diate/ Technic al		Other	
	1	**2**	**1**	**2**	**1**	**2**	**1**	**2**	**1**	**2**	**1**	**2**	**1**	**2**
Grant and proposal writing – applying for funding from various sources	24	9	14	7	5	2	3	1	4	3	1	0	0	0
Technology														
Basic computer skills and computer use	28	8	16	5	17	5	21	3	15	2	7	1	6	2
Specific computer program training (i.e. MS Word, Excel, AccPac, Windows, etc)	29	6	17	6	18	6	20	10	12	4	8	1	3	3
Using the Internet, Web search and electronic mail	28	7	17	4	17	3	19	3	13	3	7	1	4	3
Working with the Community and Marketing														
Marketing, promotion and positioning in the community, media relations and publicity	27	11	14	7	9	3	4	3	7	6	2	2	3	2
Inclusion, diversity, and ethno-cultural sensitivity	21	12	14	9	10	6	10	9	9	7	4	3	5	1
Planning Programs and Projects														
Project planning, needs assessment and goal setting	28	10	16	9	11	2	3	3	10	7	3	2	3	0
Project development, monitoring, evaluation and outcome measurement	29	10	15	9	6	2	3	3	9	7	3	2	2	0
Benchmarking – organizational efficiency, effectiveness and performance improvement	25	12	12	7	4	1	3	2	5	4	2	1	2	0
Professional and Personal Development														
Time and stress management	27	7	15	7	13	3	13	4	10	5	3	3	3	3
Leadership skills	28	8	17	8	9	2	5	2	9	3	2	1	3	2
Facilitation skills, running effective meetings	28	10	17	8	8	1	3	2	9	6	2	1	2	1

**"1" represents <u>skills required</u> to perform job function, and
"2" represents critical training needed on these skill sets**

Skill sets	Senior Management		Management		Senior Admin.		Clerical / Admin. Support		Profes-sional		Intermediate/ Technical		Other	
	1	2	1	2	1	2	1	2	1	2	1	2	1	2
Problem solving skills	29	7	17	7	14	3	13	3	10	4	3	1	4	2
Board Development and Working with Boards														
Recruiting, orientating and training Board members	25	9	3	2	2	2	1	1	2	1	1	1	2	1
Board member roles, responsibilities, legal duties and liabilities	25	9	6	3	3	2	1	1	1	1	1	1	2	1
Reporting to, and communicating with, Boards	29	6	8	3	5	1	3	3	3	3	1	2	2	2
Motivating and supporting Boards and Board Committees	27	11	7	3	4	2	3	2	2	3	0	1	0	1

From Pillar's questionnaire, it seems senior managers, followed by managers, are required to have a diverse skill set. Other than the skill of "setting up bookkeeping systems, accounts, payroll, banking, etc." over 20% of respondents indicated that all of the skill sets listed were required for senior managers. Bookkeeping seemed to be reserved for senior administrators and clerical administrative staff. "Supervising, motivating, appreciating, giving feedback to volunteers and staff" was high for professionals and senior administrators (indicating that in some organizations the senior managers and managers may share supervision duties with other occupational categories). A number of senior managers and management staff needed critical training in fundraising and grant proposal writing. Other areas include: dealing with conflict, project planning, project development, facilitation skills, benchmarking and leadership skills. Knowing where training is needed can help organizations develop training programs. Acquiring information on what skills are required for each occupational category can help organizations develop job descriptions and benchmark performance.

See Appendix 29 for training results from other studies.

Challenges Training Staff

Table 37 - London Study Results - Challenges with Training Staff

"Our organization faces challenges training staff because…"	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	N/A
Of a lack of sufficient funds for training (insufficient operating budget to cover the cost of training)	25.5	36.2	14.9	14.9		8.5
Of the high cost of training	21.7	45.7	13.0	10.9	2.2	6.5
Of the shortage of trainers in specific skill areas	11.6	18.6	30.2	30.2		9.3
Our staff does not have time to participate in training	8.7	30.4	23.9	28.3	2.2	6.5
Of the cost to replace staff who are undergoing training (reassigning tasks/hiring temporary staff, etc.)	11.1	31.1	20.0	26.7		11.1
Our staff is not interested in acquiring training	2.3	20.5	38.6	31.8		6.8

Figure 41 - London Study Results - Challenges with Training Staff "Our organization faces challenges training staff because…"

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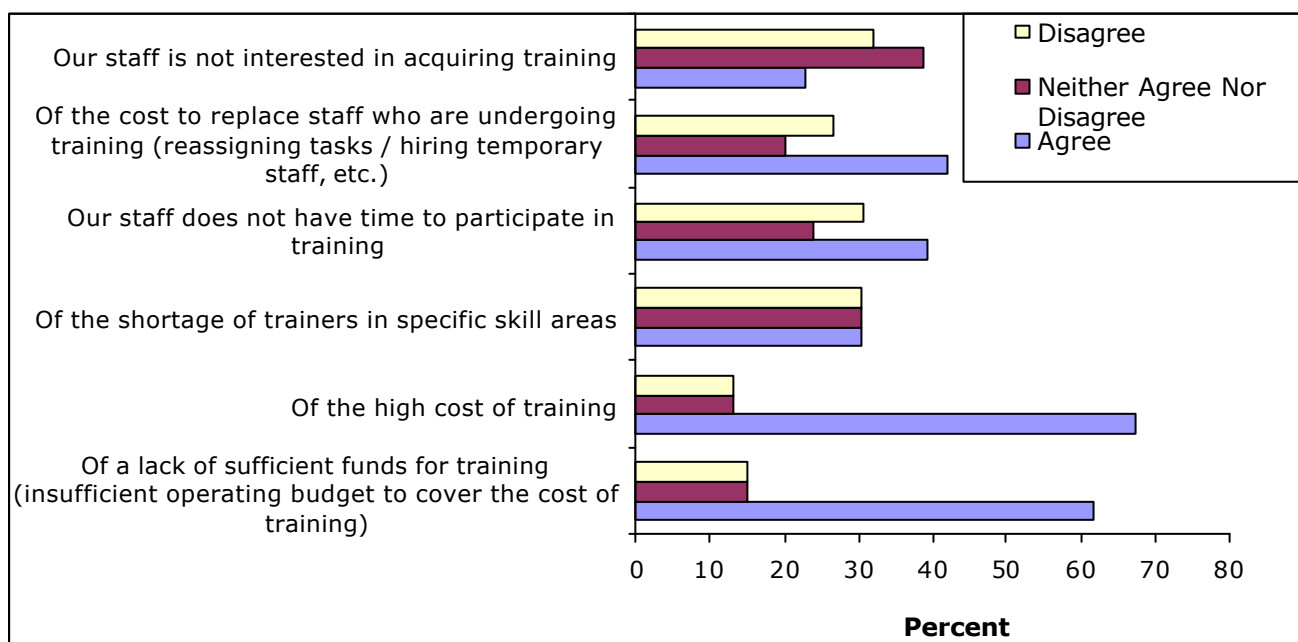
From the figure of London study results it is clear that the most common explanations for why organizations experience challenges training staff are the high cost of training (67%) and the lack of sufficient funds for training (62%). Funding is also responsible for the other explanations that organizations are unable to pay the cost to replace staff who are undergoing training (42%) and because of funding crunches staff members are so overworked they do not have time to participate in training (39%). Niagara and Sudbury faced similar challenges with their training programs.

The HRVS has found, "Adequate funding for nonprofit organizations continues to be a concern. While the need to use resources to provide employee training and development increases, the resources to do so may not be available. In fact, funding for training and development may be one of the first items to be eliminated in time of financial uncertainty."[104]

CPRN studies have found, "Another consequence of the change in the funding environment is that often, now, organizations must seek funding on a project-by-project basis rather than being able to count on core funding. That has led to two outcomes. First, instability in funding has led to instability for the organizations, affecting their ability to make long-term commitments either to programs and the clients they serve or to employees, with the consequence that many are employed on a temporary basis (McMullen and Schellenberg 2003). Second, the need to secure project funding has increased the need for managers and workers in the sector to be 'entrepreneurial' in the development of projects and partnerships; to have strong writing skills for the preparation of proposals, applications for funding, and reports; to have strong project management skills; and to employ formal accounting processes. The lack of core funding means that, often, agencies must propose new programs and services in order to get project funding, while there is no core funding to maintain well-established programs and services (Roberts 2001). Finally, dependence on short-term funding makes long-range planning difficult, if not impossible. All of these changes bring with them new skill requirements for workers in the nonprofit sector."[105]

London respondents suggested partnerships with other organizations are a way to enable staff to attend training opportunities, 'We are lucky to have very wide diverse training opportunities for staff supplied by other agencies as well as networking groups with guest speakers and workshops for supervision.' Another organization indicated, 'We partner with other institutions within the sector to reduce training costs, and take advantage of specialized training available to the sector through employment support organizations.'

Summary and Implications

Thirty six percent of organizations employing paid staff had at least one employee engage in training in the last 12 months. Respondents indicated over 755 employees from 30 different organizations were assisted with training in the last 12 months. An average of 25 employees per organization received training however the median figure of 5 is more representative. London results revealed senior managers are most likely to have the opportunity to engage in training/certification opportunities, followed by management.

The most common areas of training for London voluntary sector employees are professional and personal development, group decision-making or challenge-solving and team-building, leadership, communication. Training for employees is primarily funded by the organization's core operations budget, however, approximately 1 in 10 employees paid a portion of the training provided.

The most common reasons organizations give for the challenges in training staff are the high cost of training coupled with the lack of sufficient funds for training. In addition, organizations are unable to pay the cost to replace staff who are undergoing training, and employees do not have time to participate in training.

Recognizing the training needs of employees, partnering with other organizations that offer training, and including training in funding applications are all methods used to improve the training situation of organizations.

When training is not viewed as a priority, organizations risk losing staff and volunteers to other sectors or organizations that offer training opportunities. In addition, training staff helps to further the organization by enabling it to compete and benefit from the skills obtained by the individual.

Technology

Technological capacity building is an important area of investigation in London's voluntary sector. Pillar's study collected information on the current technological innovation (information and communication technology) that is being used in voluntary organizations and investigated the factors that impede implementation of information technology.

Figure 42 - London Study Results - Use of Technological Innovations (percent)
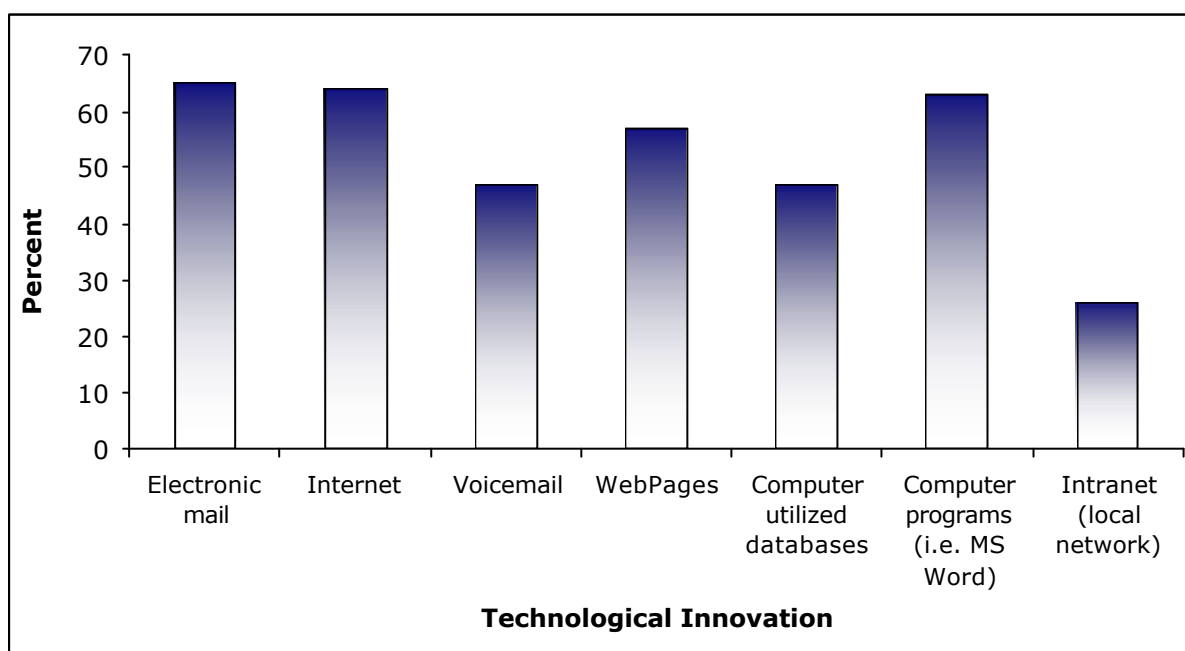
Overall, London study results revealed that organizations most commonly used electronic mail (57%), the Internet (56%), and computer programs (55%).

Technology such as computer programs and electronic mail are so crucial today it is interesting to note that almost ½ of organizations are doing without such fundamental keys to success. Further investigation revealed some organizations did not have an actual physical space and therefore did not use technological innovations. In these cases, respondents indicated that their own personal technological innovations were used for the organization.

One London respondent indicated, "Embracing technology has given us excellent tools and abilities to serve clients better including a national website with local information, toll free confidential telephone counselling support and information, leading to more efficient administration."

Challenges Implementing Technology

London respondents were asked to answer a few statements regarding technology challenges.

Table 38 - London Study Results - Challenges Implementing Technology

"Our organization faces challenges implementing new technology because..."	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not applicable
Members of our organization are not interested in acquiring information technology		4.2	11.1	47.2	23.6	13.9
Our organization does not have the funds to purchase, maintain, and update information technology	26	31.5	13.7	13.7	6.8	8.2
Our staff and volunteers do not have the skills to make use of information technology	2.7	13.7	13.7	39.7	19.2	11
Our board of directors have not identified Info Management/Info Technology as a priority	4.2	15.3	19.4	27.8	12.5	20.8

Pillar's study uncovered that the strain on funding dollars compels organizations to rationalize all expenditures so that salaries, operating expenses, and project specific items take priority over implementing and training individuals on technology. Organizations are interested in acquiring technology; however the funds to acquire and maintain the technology do not exist. From Table 38 the study revealed that funding is the primary explanation for why organizations face challenges implementing technology (57.5%).

Similar to the results found by the CCP,[106] approximately 1 in 5 London respondents indicated their organization's challenge with implementing technology arises because their board of directors has not identified technology as a priority.

Approximately 16% of London respondents indicated underdeveloped skills of staff and volunteers prevents their organization from implementing new technology.

Summary and Implications

Approximately half of all respondents survive without simple technology such as electronic mail, voicemail, and computer programs. Funding challenges impede an organization's ability to operate more effectively and efficiently. Insufficient funding is the main challenge faced by over ½ of respondents when implementing technology. Other challenges include underdeveloped skills of staff and volunteers and a lack of support from board members in identifying technology as a priority.

In order to operate efficiently and "catch-up" to other sectors, voluntary sector organizations need to embrace technological innovations. Finding second hand computer equipment by appealing to local businesses for donations and taking advantage of discounts offered to charities are two starting points for implementing technology in organizations.

Revenue and Expenditures

Without funds, an organization is limited in what it can achieve. A lack of funding explains many of the challenges discussed in the earlier sections of this report: the inability of organizations to meet service demands; the challenges serving recipients and performing services; the inability to hire qualified staff leading to employee shortages and recruitment and retention challenges; the resulting additional burden on volunteers and staff leading to volunteer and staff burnout; the increase in contract and/or part-time employees; and job quality issues such as lack of benefits, lower salaries, limited training opportunities, and job insecurity.

This section takes a closer look at the operating budget, revenue sources and expenditures of respondents.

Operating Budget (Revenue)

Figure 43 - London Study Results - Operating Budget
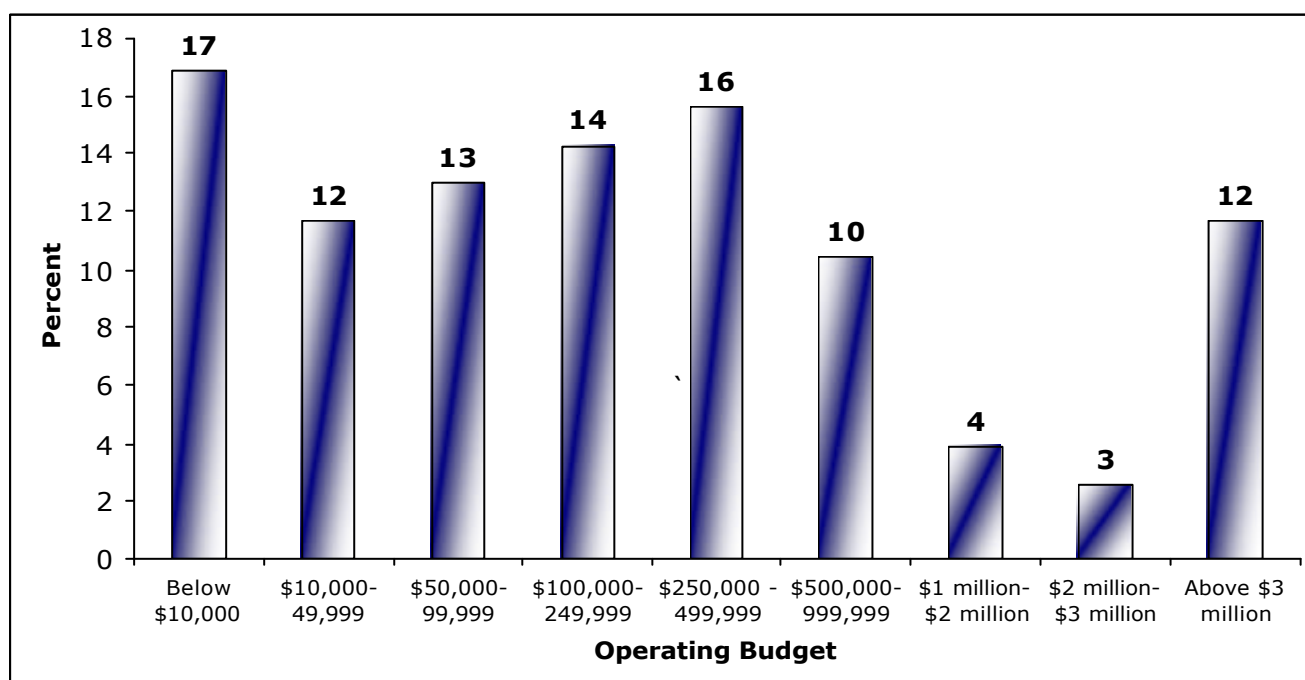
London respondents indicated that 17% of organizations completing the questionnaire had an operating budget below $10,000. Almost ¾ of respondents (72%) had an operating budget of less than $500,000. This is not surprising given most organizations are relatively new (formed and/or incorporated in the 80's) and

have only a few employees (42% of organizations have between 1-5 employees and 64% of respondents have 10 or fewer employees).

Close to 12% of respondents indicated their organization's operating budget is greater than $3 million. Further analysis revealed some respondents who classified their organization as social service, philanthropic intermediaries, and health organizations have operating budgets greater than $3 million. Although culture and recreation organizations tended to occupy the less than $1 million category, there was one organization in the above $3 million range. Other classifications seemed quite spread out in the less than $1 million range. Operating budgets for Niagara, British Columbia, Manitoba and CPRN can be found in Appendix 30.

Sources of Revenue

Figure 44 - London Study Results - Sources of Revenue
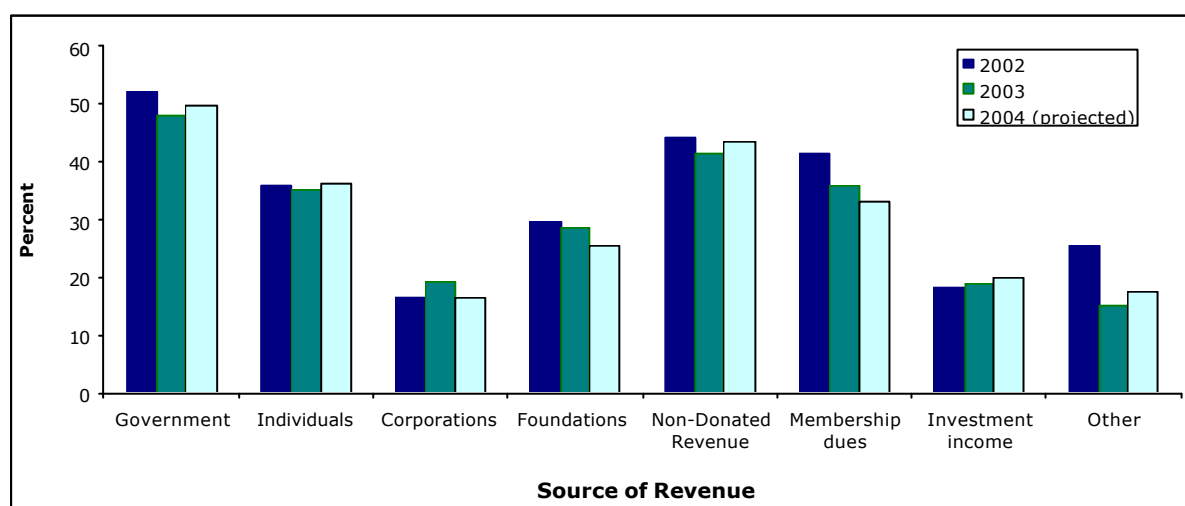
London study results revealed that most contributions to operating budget come from government sources (approximately 50%). This value decreased slightly in 2003 (48%) but is expected to increase again in 2004 (50%). The contribution from government sources is not expected to reach its 2002 level of (52%) in the upcoming year. This trend of contributions going down in 2003 compared to 2002 and then rising somewhat in 2004 is common for government, non-donated revenue (includes earned revenue), and other income.

According to Pillar's study results, corporations contribute the least funds to London's voluntary sector. The CCP offers an explanation for this finding, "A number of participants, particularly those from smaller organizations and in smaller communities, reported difficulty in accessing funding from corporations and

businesses. According to these participants, corporations are deluged with funding requests. In one community, participants suggested that corporate charitable giving has been centralized in head offices and that businesses tend to allocate funding to the larger metropolitan areas, larger organizations, and 'safe' causes. Participants also reported that businesses appear to be putting up more walls between applicants and corporate funding committees, allocating their funds more strategically, and avoiding higher-risk organizations. A number of participants, particularly from smaller organizations, identified a lack of human resources skills to build relationships with corporations."[107]

One London respondent shared the challenge involved in relying on donations as a source of revenue, "As a charitable organization, we depend on support by way of donations from the people who are a part of our religious organization. We find it very difficult to meet all the needs that we would like to because of a shortage of finances. Our local congregation consists of elderly, single parents, children from poor neighbourhoods and people on low income. We find our facility is not proper to meeting all of the needs of our local community; we are looking for a suitable facility where we can operate on a more consistent level." One focus group respondent whose revenue was entirely from donations revealed, "Our revenue is all donations but we are affected by the economy and we face competition for donor dollars. We have to keep the balance and watch how we are growing and spending our dollars and keep our focus on our mission."

The London focus group offered several ways to deal with the funding challenges:

- We don't get funding. We raise money and receive revenue from the store. It actually works well to build your own retail outlet or store. This allows us to grow a business and have full autonomy on how to spend the money we earn.

- We try to partner with community business and leaders since we don't get any government funding.

- We have a very broad funding base and that is how we are able to survive. We are not solely relying on one specific area. Other sites across the province have disappeared simply because they relied on one source of funding.

Source of Expenditures

Figure 45 - London Study Results - Annual Expenditures (percent)
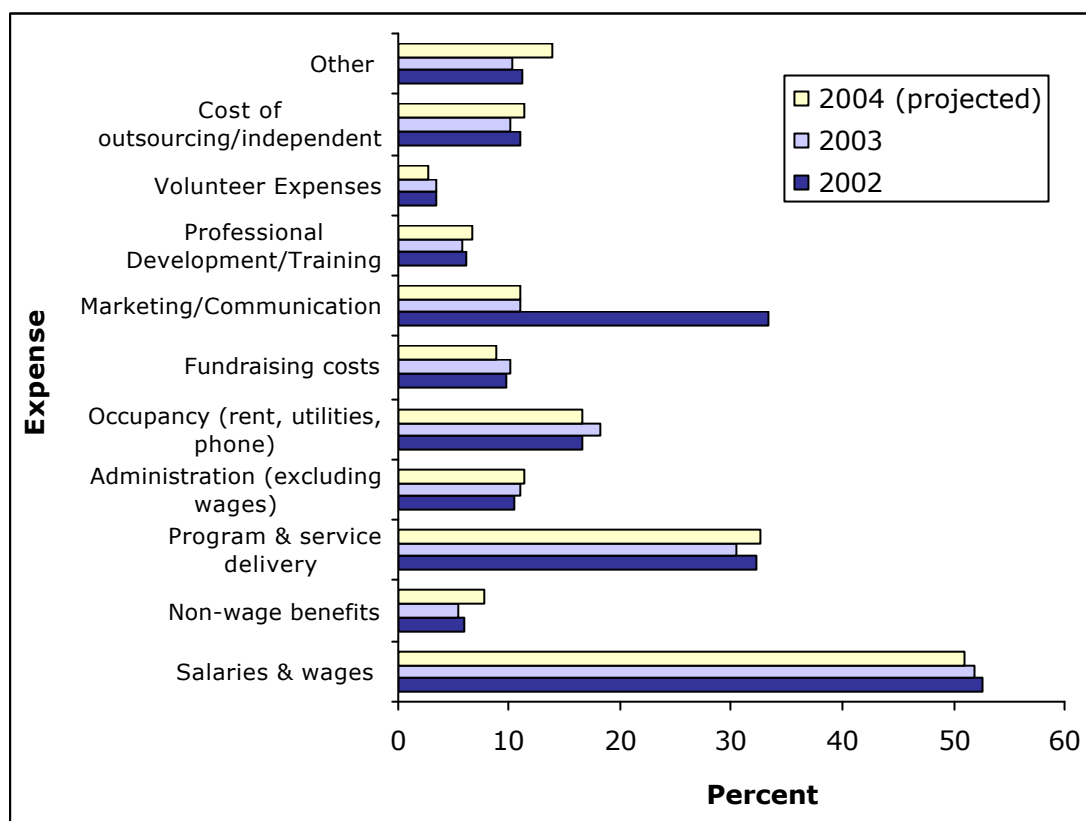
From Figure 45 it is clear that salaries and wages make up more than ½ of London voluntary sector expenditures. Program and service delivery is the next largest expenditure category making up approximately 1/3 of expenses. It is unfortunate that after salaries, program and service delivery costs, and occupancy costs are paid, organizations are left with few funding dollars for crucial costs such as professional development/training, fundraising, and volunteer expenditures. For details on Niagara's expenditures, please see Appendix 31.

Revenue and Expenditure Challenges

Focus group respondents indicated the importance of long-term funding and operational funding. The group specifically identified the challenges facing their

organizations when project funding seems to be the only source of funding available.

- We have to obtain money to survive. Our organization's function is a very costly function and it is something that is not sexy. We need money for upkeep and it is difficult to get funding for day-to-day maintenance.

- The expectation is that you should manage with volunteers with little operating funding. Operating funding is a dirty word.

- You end up with all project-based funding. All it ends up being is a make work project. It ends up being added to someone's job to supervise a project that we received funding for.

- We need money to survive, sustainable, core level funding to allow us to do our job and not project funding.

- We need funds to cover rent and utilities which are huge challenges for organizations.

Short-term funding was also identified as a concern by London respondents in open-ended responses, "We have managed to deliver services to the community by offering a series of short-term special projects. This is the majority of the funding available. The downside of 'project funding' is the inability of an organization to provide a long-term stable vision." Another respondent indicated, "Pilot projects which are 'innovative' are the only things given new funding so we constantly offer new programs to try to get funding." A third respondent mentioned, "We only hire staff when funding is secured for a project. Once funding ends, the individual is generally out of a job. Our Board is working on becoming more self-sustaining so that we can have "core" positions."

The CCP offers an explanation of what these funding terms mean and how they affect the organization. "The organizations that participated in our study appear to rely on external funders such as government, foundations, and corporations as their primary sources of revenue. These funders tend to provide *project funding,* which supports specific programs and activities, rather than *core funding,* which supports an organization as a whole. Participants frequently reported that project funding was short-term and that little of it could be used to support the organization's administration and infrastructure (i.e., structural capacity). Participants whose organizations operate largely with project funding reported that they have limited autonomy and independence; they need to search continually for new project funding to maintain their existence; they have difficulty recruiting and retaining staff; and they find it difficult to engage in long-term planning."[108]

Project and short-term funding affect the organization in more ways than just the "bottom line." The amount of operating dollars an organization has and the funding

dollars available directly affect the organization's ability to recruit paid staff and volunteers. The CCP has found, "Most reported that funders are now more likely to provide project funding, and that this type of funding is often time-limited and allows organizations little discretion in how it can be applied. Many organizations noted the difficulty they have in trying to use project funding to pay for administrative support and infrastructure. This leads directly to problems in recruiting and retaining paid staff. It also leads indirectly to difficulties with volunteer and board management because of the role that staff play in supporting volunteers and board members. Because project funding is typically short-term in nature, it also places constraints on the ability of organizations to engage in long-term planning."[109]

Organizations receiving funding have to complete proposals and applications to receive funding dollars, and then play the "waiting game" to hear results of their requests. This process can undermine the stability of the organization as employees, who are waiting anxiously to find out if their position will be funded, are often constantly looking for more stable and secure positions elsewhere. This affects the recruitment and retention abilities of the organization and also its capacity to meet client service demands.

In the event that funding is received, organizations are frequently asked for regular reports and feedback by the funder. One respondent from the London focus group revealed, "Almost every dollar we get in the social service sector has a string attached to it." London organizations indicated in open-ended responses, "Funders have narrowly defined their funding criteria so they are not providing access to a large number of needy individuals."

Summary and Implications

London respondents indicated that 17% of organizations completing the questionnaire had an operating budget below $10,000. Almost ¾ of respondents (72%) had an operating budget of less than $500,000. This is not surprising given most organizations are relatively new (formed and/or incorporated in the 80's) and have only a few employees (median of 8).

Government, non-donated revenue, individuals, and membership dues make up the largest contributions to operating budgets. Expenditures consist primarily of salaries, program and service delivery costs, and occupancy costs. Salaries and wages make up more than ½ of London voluntary sector expenditures. Program and service delivery is the next largest expenditure category making up approximately 1/3 of expenses. It is unfortunate that after salaries, program and service delivery costs, and occupancy costs are paid, organizations are left with few funding dollars for crucial costs such as professional development/training, fundraising, and volunteer expenditures.

Changes in funding patterns toward short-term project funding has forced organizations to spend their time preparing grant proposals and hoping to receive the limited short-term funding available with insecurity looming amongst employees and volunteers. Many voluntary sector respondents emphasized the need for long-term, stable funding to cover operational costs.

Organizations need to develop creative ways of obtaining funds and performing services in order to maximize funding dollars. Operating a revenue-generating store or charging a fee to members are just a few examples of ways to diversify one's funding base. In addition, recruiting fundraising volunteers and staff is another initiative to secure budget dollars. The funding challenges experienced in the voluntary sector have led to the need for creative revenue generation strategies. Given competition for funding dollars and the lack of core operating dollars, voluntary sector employees are forced to become entrepreneurs and business executives in addition to being driven by their organization's mission.

Sustainability

Results have shown declining funding, a shortage of volunteers, and difficulty recruiting and retaining paid staff are all challenges faced by many voluntary sector organizations in London. These significant challenges threaten the future of many organizations. The impact of these and other challenges on the sustainability of London voluntary sector organizations will be explored in this section.

Figure 46 - London Study Results - Sustainability Over the Next 5 Years
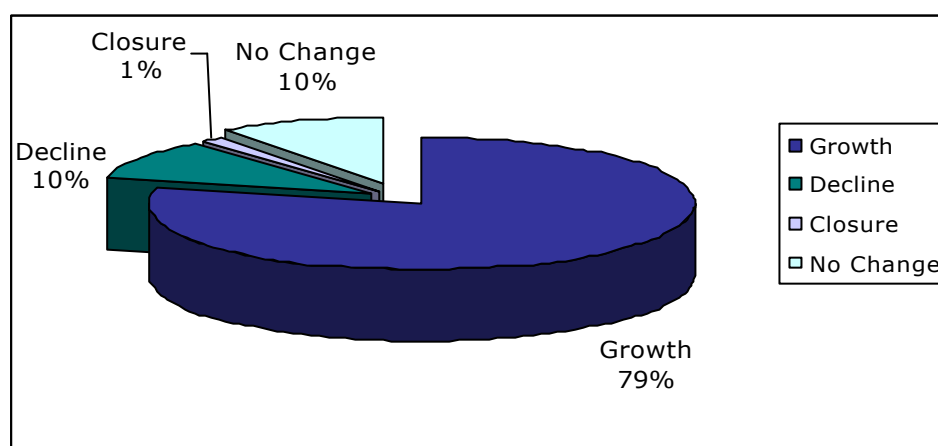
Pillar asked respondents to indicate where they perceive their organization will be in the next five years. Results show that the majority of respondents (79%) indicated their organization will be experiencing growth, followed by no change (10%). decline (10%), and closure (1%). Compared to Manitoba results, London respondents seemed much more optimistic about the future of their organization as only 47% of Manitoba respondents predicted growth for their organization, 43% predicted the organization would remain about the same, and 3% indicated the organization would cease to exist. [110]

Respondents were asked a series of questions relating to their organization's growth in the next five years.

Table 39 - London Study Results - Factors Contributing to Growth (percent)

"The following factors will contribute to our organization's growth over the next five years..."	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not applicable
Ongoing support from government and/or other organizations	36.0	28.0	9.3	2.7	4.0	20.0
Increasing skills to respond to the change in fundraising/resource generation	27.0	50.0	12.2	1.4	1.4	8.1
A shift in demand for the services provided by voluntary organizations	16.7	22.2	34.7	6.9	2.8	16.7
Sufficient supply of appropriate persons to hire as paid staff	12.2	31.1	21.6	5.4	2.7	27.0
Sufficient supply of volunteers	27.0	35.1	14.9	10.8	5.4	6.8
Continued support from other organizations' services or activities that support our organization's services or activities	30.7	32.0	16.0	1.3	2.7	17.3

Figure 47 - London Study Results - Factors Contributing to Growth (percent)
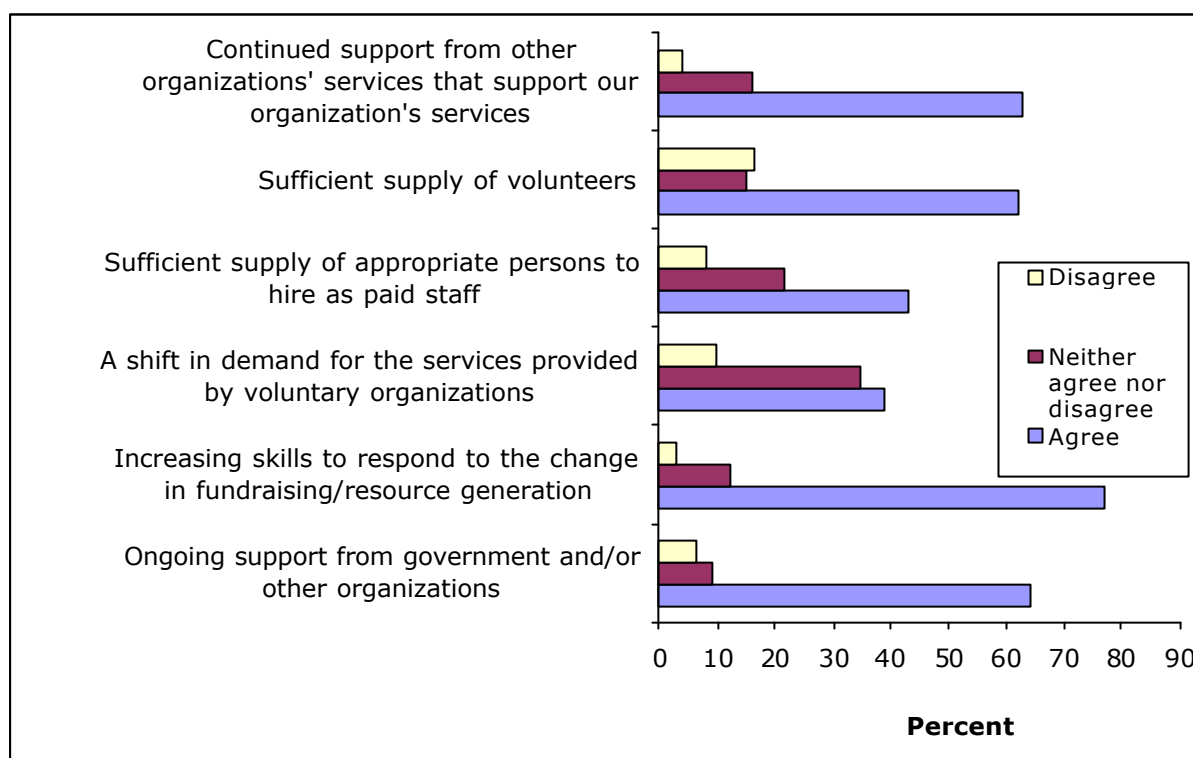
Respondents agreed that increasing skills to respond to the change in fundraising/resource generation (77%), support from the government and other organizations (64%), a sufficient supply of volunteers (62%), and paid staff (43%) will contribute to their growth in the next five years.

When asked why their organization would not be growing, London respondents revealed:

- Although we answered no change, we cannot state with all truthfulness the status of the organization five years out. We hope that it will grow and be a viable alternative for athletes, but the reality is that we honestly do not know and no matter how well we plan, unless we have financial resources in place to cover expenses we probably will not survive.

- As an organization we expect to grow. However, as core operating funding is on an annual basis, unless we are able to secure an external funding source, the life of the organization is out of our hands.

- The need for our services will grow, but our capacity to meet the need is going to decline due to the changing focus of government, a decline in the number of volunteers, and funding shortages.

Pillar asked respondents to indicate the strategies they have implemented to face challenges to their organization's sustainability. Some respondents indicated:

- We have increased our organizational profile with funders and community members.

- We have diversified and broadened the services we deliver.

- We have developed partnerships and a commitment to increase awareness about our organization, the voluntary sector, and issues relevant to volunteer management and volunteerism.

Strategic Planning and Insurance

The difficulty obtaining funding, especially long-term funding that is not project based, leads to other challenges for organizations. Without stable funding for operational costs, organizations find it difficult to invest in insurance and to plan for the future. Strategic planning and insurance require thinking about the future and setting up contingencies.

The CCP has found, "The lack of stable, long-term funding also appears to make long-term planning difficult. Participants frequently reported that, ironically, project-funding applications require organizations to demonstrate sound long-term strategic planning, even when funding is allocated on a short-term basis and support for long-term planning activities is not provided."[111]

Table 40 - London Study Results - Planning Initiatives (percent)

"Our management, Board of Directors and volunteers have…"	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not applicable
The resources to conduct strategic planning	22.1	46.8	13.0	9.1	1.3	7.8
The time to plan for the future	13.0	53.2	9.1	15.6	1.3	7.8
The skills for strategic planning	22.1	49.4	9.1	11.7		7.8
The funds and/or other resources to implement the plans	10.3	23.1	23.1	30.8	7.7	5.1

Figure 48 - London Study Results - Planning Initiatives (in percent) "Our management, Board of Directors and volunteers have…"
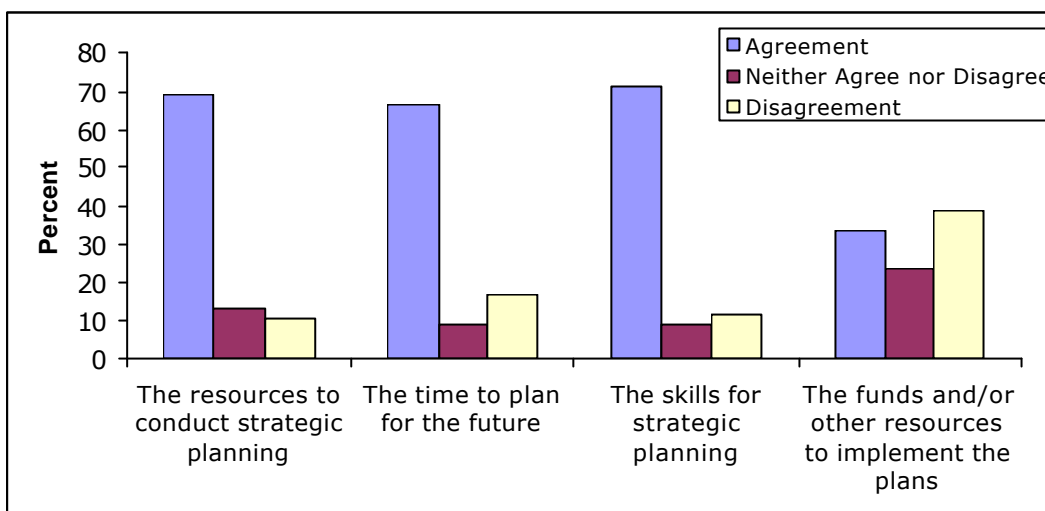
London study results show that most organizations indicated that they had the resources (69%), the time (66%) and the skills (72%) to plan for the future; however, they lacked the funds and/or resources to <u>implement</u> the plans (39%).

Figure 49 - London Study Results – Plans within the organization
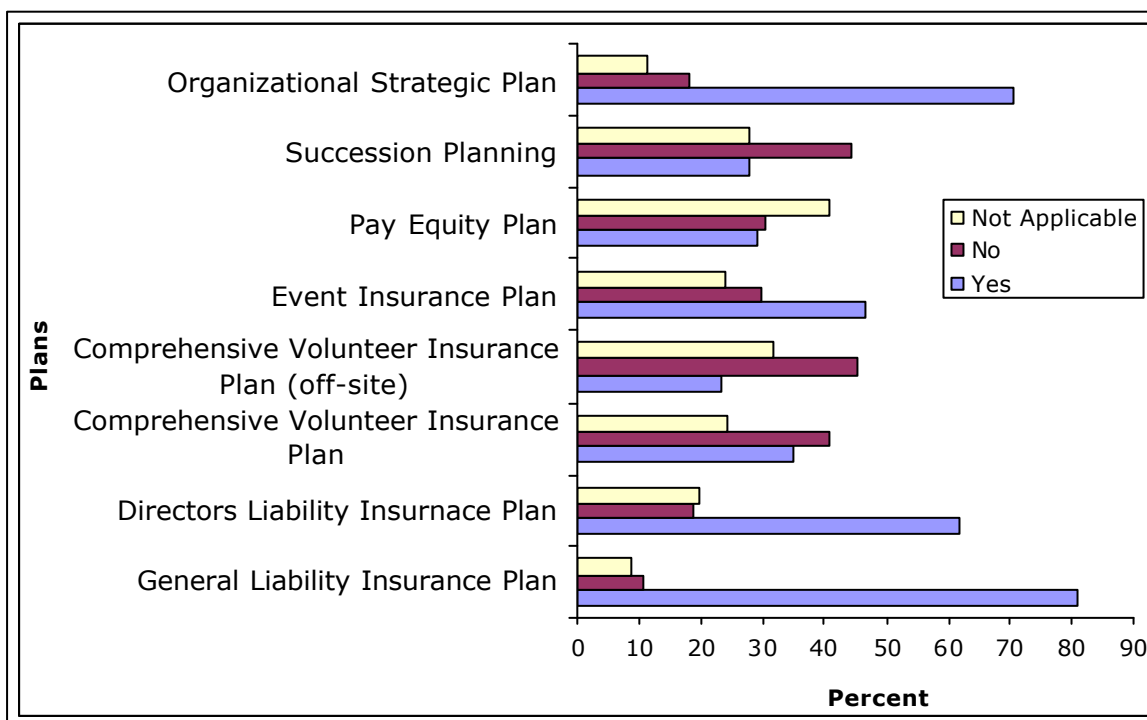
Overall more than 8 out of 10 organizations have a general liability insurance plan and over 7 out of 10 have an organizational strategic plan. Given the importance of a strategic plan, it is important to note that over 18% of respondents indicated their organization did not have a strategic plan updated in the last 12 months. London organizations are more likely to have insurance and other plans in place than Niagara organizations. More specifically, 50% of Niagara organizations do have a strategic plan that was updated within the previous 12 months and 27% do not have liability insurance.[112]

From the "other" category relating to strategic planning, one respondent indicated "Our Directors make time to do planning." This attitude stresses the importance of planning to the extent that other short-term priority items are set aside to ensure the sustainability of the organization.

Only 28% of organizations have a staff succession plan in place in London. In Niagara, 77% of organizations <u>do not</u> have a staff succession plan in place.[113] Although all organizations surveyed had volunteers within their organization, only 35% of respondents had comprehensive volunteer insurance and 23% had comprehensive volunteer insurance off-site.

Niagara's results led to several suggestions to improve the situation of Niagara's voluntary sector. Below are a few recommendations as suggested in the Niagara study,

- "Implement free or low cost training sessions on strategic planning, liability, succession planning, and pay equity
- Investigate the possibility of a regional group benefit plan. This will be especially important for smaller organizations.
- Develop and disseminate information and resources that will assist with insurance issues, pay equity, staff succession planning, etc.
- Encourage funders to insist that organizational strategic plans be mandatory
- Provide subsidized facilitators for organizational strategic planning sessions
- Educate board members about the importance of strategic planning and their responsibility for making sure it happens"[114]

Overall Characteristics

Table 41 - London Study Results - Overall Characteristics

"Our organization currently has…"	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not applicable
Ongoing stable funding	2.5	40.5	17.7	26.6	10.1	2.5
The ability to accept services downloaded by the government	9.3	17.1	19.7	22.4	11.8	25.0
An overall awareness by the general public on the changing roles of voluntary organizations	5.3	24.0	30.7	16.0	10.7	13.3
Competition from similar voluntary organizations for funding and resources	17.1	40.8	14.5	11.8	2.6	13.2
Competition from other sectors for skilled labour	6.7	32.0	14.7	12.0	1.3	33.3
The ability to respond to changes in government policies and procedures	6.6	47.7	17.1	3.9	3.9	21.1
The flexibility in determining how to spend funding dollars	9.2	46.1	14.6	14.6	6.6	9.2

Figure 50 - London Study Results - Organization Characteristics
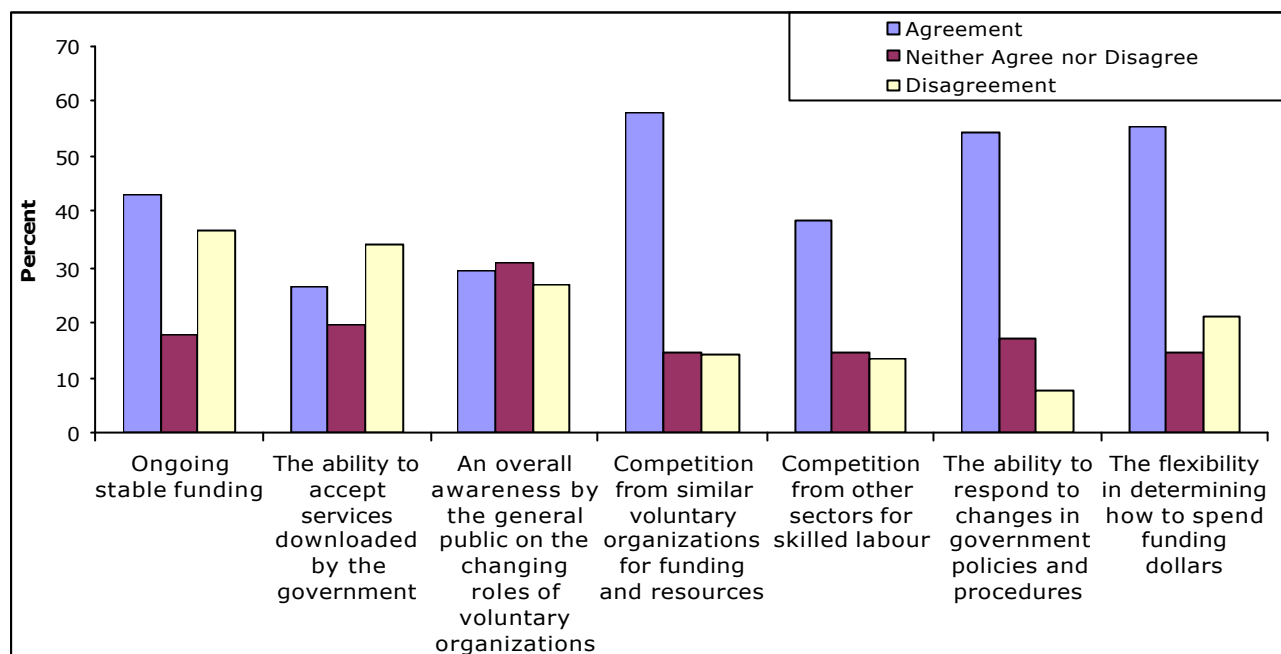
Pillar respondents indicated that their organization faces competition for funding (58%) with 1 in 6 (17%) strongly agreeing with this statement. Less than half (43%) reported their organization had ongoing stable funding with 37% of respondents disagreeing with this statement.

Only 26% of organizations were able to accept services downloaded by the government and approximately 39% face competition from other sectors for skilled labour. One London respondent indicated, "Volunteer organizations should provide the 'added benefit' to the community not the 'essential services' that are downloaded from various levels of government. The strongest volunteer organizations are those that come together around an area of common interest whether it is sports, religion, or a particular community concern. Issues that are deemed to be in the public interest to address by government need to have long-term commitments versus short-term commitments in order to reflect the time required to address the need. Presumably, if short-term solutions were sufficient, they would already have been implemented." Other responses include, "If government bodies become responsible for the needy - our organization would not be needed."

Pillar's results indicate that over half of respondents reported their organization was able to respond to changes in government policies and procedures (54%), and 55% reported they had flexibility in determining how to spend funding dollars. There were several respondents who indicated in open-ended questions that their organization was not able to respond to changes in government policies and

procedures and they were not able to accept services downloaded by the government. For example, one respondent indicated, "It is becoming more difficult for families to qualify for subsidy for childcare. Since the province downloaded fee subsidies to the municipality, less and less families qualify. This forces more families into the unregulated system which we operate." One London focus group respondent indicated, "With each change in government we are always under the threat of not having enough funding. We don't know how much of a subsidy we will be getting and we have become extremely dependent on government funding. As each government comes and goes, each makes different decisions, which affect our funding levels and organization structure."

Table 42 - London Study Results - Suggestions for Developing and Strengthening London's Voluntary Sector

	Very Important	Important	Neither Important nor Un-important	Un-important	Not at all import-ant	Not applic-able
Improving networking among voluntary organizations	30.7	58.7	5.3	1.3		4
Building partnerships and alliances among organizations and within the sector	34.2	51.3	6.6	2.6		5.3
Conducting joint training workshops and seminars for the staff of voluntary organizations	25.3	49.3	14.7	4.0		6.7
Creating an awards ceremony to celebrate accomplishments and build awareness of the voluntary sector	16.0	45.3	29.3	4.0	2.7	2.7
Increasing the awareness of the voluntary sector through job fairs	21.3	46.7	22.7	5.3		4.0

Respondents revealed that most organizations suggested improving networks (89.4%), building partnerships (85.5%), conducting training workshops and seminars (74.6%), creating awards ceremonies to build awareness (61.3%), and having job fairs (68%), were important for developing and strengthening London's voluntary sector. These results can be used to determine future services offered to the voluntary sector.

Pillar respondents were asked their level of agreement with the following statement: "The voluntary sector needs an organization to represent and support its members (Similar to the Chamber of Commerce and the Ontario Federation of Labour)."

Figure 51 - London Study Results - Does the voluntary sector need an organization to represent and support its members?
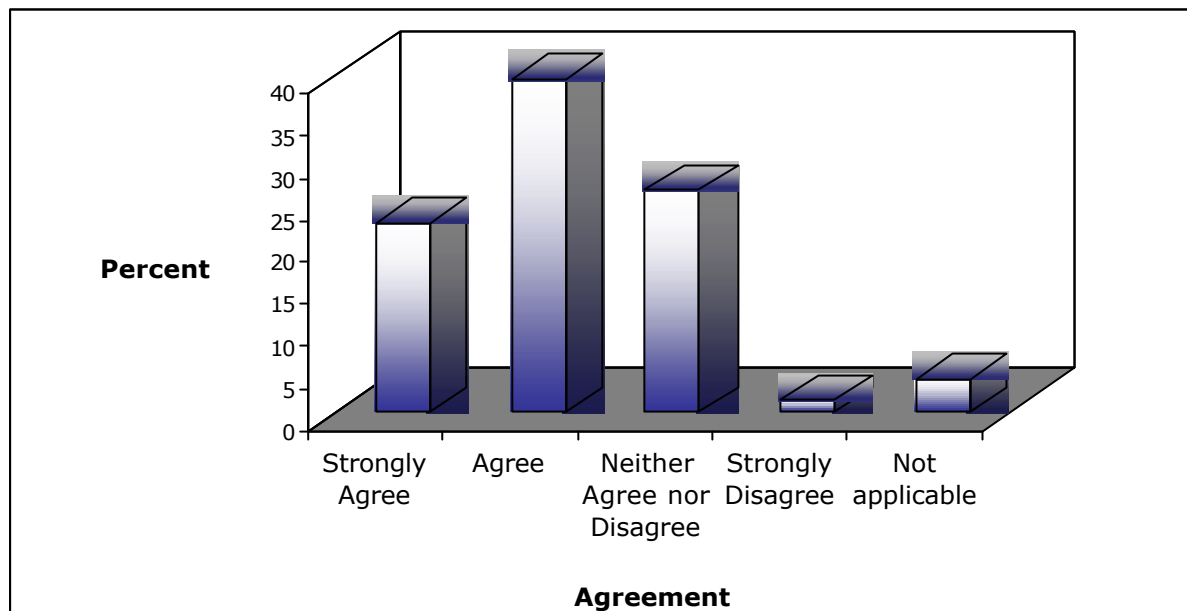
Results show 61.9% of organizations agreed that the voluntary sector needs an organization to represent and support its members. Only 1.3% of organizations strongly disagreed with this notion.

Pillar respondents were then given a list of information and services that may be provided by an umbrella organization representing and supporting the London voluntary sector. They were asked to indicate the level of importance of the following information and services to their organization.

Table 43 - London Study Results - Services offered by an umbrella organization

	Very Important	Important	Neither Important nor Un-important	Un-important	Not at all import-ant	N/A
Media and publicity for promoting voluntary organizations in the London area	32.4	47.3	12.2	1.4	2.7	4.1
Information on additional funding resources other than the government	39.9	37.0	11.0	5.5	2.7	4.1
Newsletters on human resource issues and trends in the voluntary sector	16.9	45.1	15.5	8.5	7.0	7.0
Seminars on new information, issues and trends in the voluntary sector	20.0	48.6	15.7	5.7	4.3	5.7
Information on local training resources	18.6	51.4	11.4	7.1	4.3	7.1
Training materials provided to member organizations	17.1	52.9	14.3	2.9	4.3	8.6
Partnership in the delivery of training workshops	17.1	47.1	18.6	4.3	5.7	7.1
Workshops on board development and training	21.7	37.7	21.7	4.3	5.8	8.7
Workshops on organization, planning and management	13.2	44.1	23.5	4.4	7.4	7.4
'Train the trainers' workshops for managers to become self-sufficient in their own training efforts	19.1	38.2	20.6	4.4	8.8	8.8
Seminars/workshops on volunteer training for students in college/university	16.2	39.7	23.5	4.4	5.9	10.3
Seminars/workshops for staff on how to manage student volunteers	10.1	36.2	26.1	5.8	5.8	15.9

	Very Important	Important	Neither Important nor Un-important	Un-important	Not at all import-ant	N/A
Partnership in Volunteer Management Certification programs	11.6	34.8	29.0	8.7	5.8	10.1
Advocacy on behalf of voluntary organizations	21.7	46.4	20.3	1.4	2.9	7.2
Volunteer referral between organizations and volunteers	23.2	43.5	18.8	2.9	4.3	7.2
Networking services	25.7	50.0	10.0	4.3	4.3	5.7
Research on the sector	13.0	46.4	23.2	4.3	5.8	7.3
Sustainability tools and resources	23.2	44.9	17.4	2.9	5.8	5.8
Standards of practice, accountability and governance	30.0	35.7	17.1	2.9	5.7	8.6

Figure 52 - London Study Results - Level of importance of the following information and services to your organization.
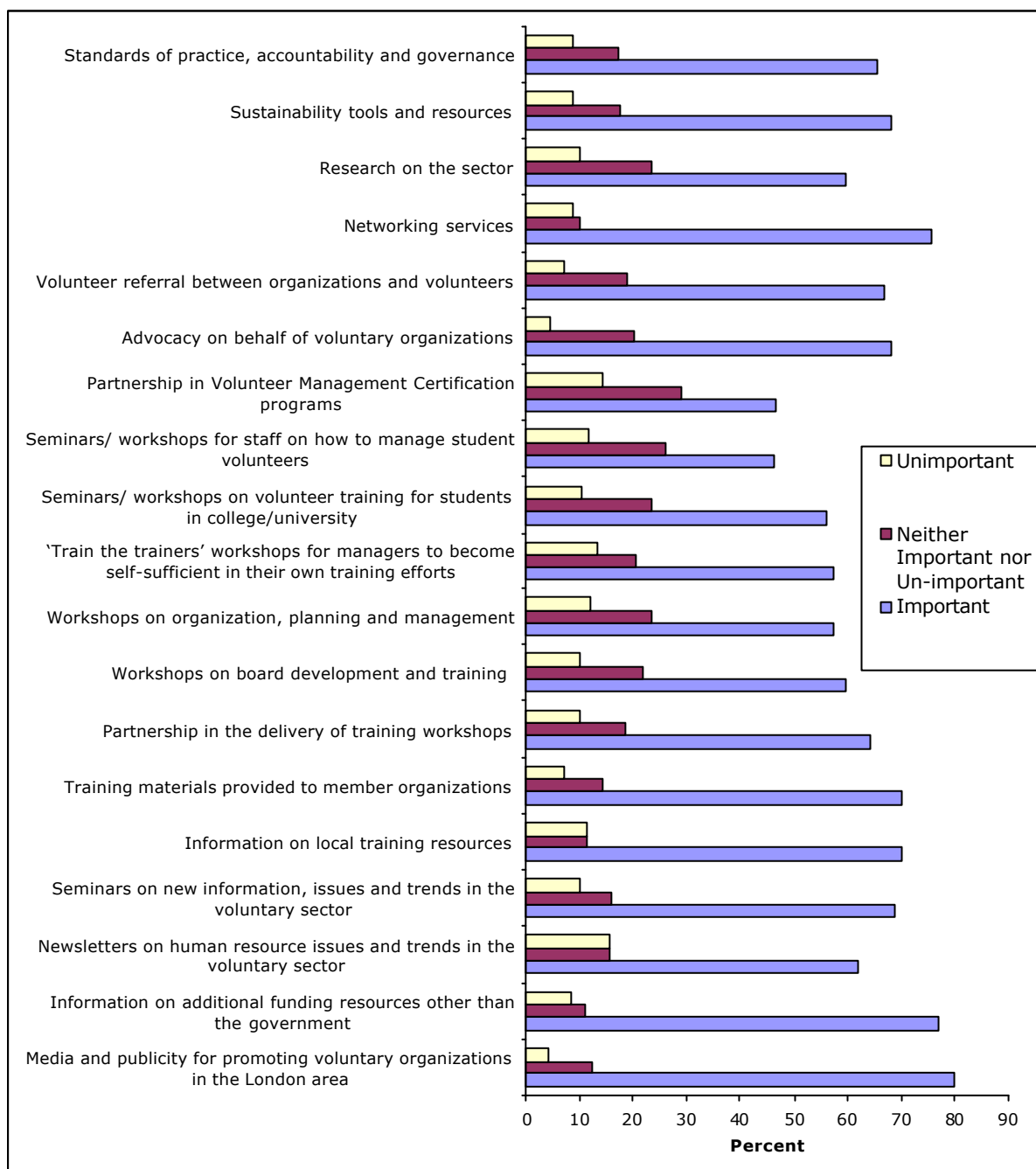
Most London respondents agreed the information and services listed were important to the voluntary sector and their organization.

Over ¾ of respondents (76%) indicated networking opportunities is a service that would be important to their organization. We learned more about the importance of networking from conducting focus groups with representatives from different classifications within London's voluntary sector. It was remarkable to see the sharing of information and the contacts made during these focus groups with respondents. After one of the focus groups, a respondent came to the Research Coordinator and mentioned how much she learned from the other participants. This included sharing information on where to get free meeting rooms, the success these organizations have had with different fundraising methods, and rewards for volunteers. Respondents ended up exchanging business cards and phone numbers in order to follow-up with some of the valuable information they shared with one another.

Networking is a broad term that includes the sharing of information. Respondents to CCP studies indicated, "…better cooperative networks for strategic planning and organizational development can help to improve knowledge about available resources and sources of support. A number of participants told us that it would be useful to have a central repository of information that could be accessed widely throughout the sector."[115]

In this section on sustainability, we asked respondents several questions regarding specific training areas. Results indicated "information on local training resources" (70%), "seminars on new information, issues and trends in the voluntary sector" (69%), and "training materials provided to member organizations' (70%) were only a few training elements important to London voluntary sector respondents.

In addition, results show "seminars/workshops for staff on how to manage student volunteers" (46%) and "seminars/workshops on volunteer training for students in college/university" (56%) are of interest to respondents of the questionnaire and was an issue discussed in both focus groups. The importance of guidelines and training on managing student volunteers was discussed in the volunteer section of this paper.

Approximately 80% of respondents indicated that "media and publicity for promoting voluntary organizations in the London area" was an important service that could be offered to their organization. From Table 41 we see that only 29% of organizations agreed with the fact that their organization had "an overall awareness by the general public on the changing roles of voluntary organizations." Having positive publicity on the numerous events held, services provided, and the overall importance of London's voluntary sector are crucial to gaining support for the sector.

Summary and Implications

Most London organizations indicated they will be experiencing growth in the next five years, with only 1 in 10 experiencing no change and an additional 1 in 10 declining. Increasing skills to respond to the change in fundraising/resource generation (77%), support from the government and other organizations (64%), a sufficient supply of volunteers (62%), and paid staff (43%) will contribute to their growth in the next five years.

Although most organizations indicated they had the resources, time, and skills to plan for the future, they also indicated they lacked the funds and/or resources to implement the plans. Given the importance of a strategic plan, it is significant to note that over 18% of respondents indicated their organization did not have their strategic plan updated in the last 12 months and only 28% of organizations have a staff succession plan in place. Planning for the future is a key initiative that should be undertaken by London voluntary sector organizations in order to identify challenges, develop contingencies, and create a succession plan for employees.

Competition for funding, the lack of ongoing stable funding, the inability to accept services downloaded by the government, and competition from other sectors for skilled labour are just a few of the major challenges facing London voluntary sector organizations.

Organizations offered suggestions on how to improve their sector and the services they felt were important. Over ¾ of respondents (76%) indicated the importance of networking opportunities. Other training elements of interest to respondents were information on local training resources, seminars on new information, issues and trends in the voluntary sector, training materials provided to member organizations, learning how to manage student volunteers, and volunteer training for students in college/university. Promoting London voluntary sector organizations was also seen as a key service.

Recommendations and Conclusions

The following section has been derived from both questionnaire and focus group responses of London's Voluntary Sector Employment and Training Needs Study. The basis for these statements and recommendations can be found throughout the report.

Canada's voluntary sector has entered a significant period of change. This change is evident in the perceived role of the sector in Canadian society as it takes more responsibilities for delivering essential services formerly provided by the government. While Canadians have become more and more dependent on voluntary organizations for an increasing number of important services, the voluntary sector is facing difficult challenges.

While the demand for services has increased, the funding base of voluntary sector organizations has been squeezed by public sector retrenchment. It has been asserted that funding cutbacks and a changing funding environment are the most difficult challenges voluntary organizations face at the present time. This poses an increasingly constraining environment in conducting operations and providing services.

There is a growing tendency for funders to support short-term projects rather than long-term activities and operational or core costs. This tendency poses substantial challenges that prevent voluntary organizations from realizing their potential to serve the community better. Limited revenues and financial uncertainty negatively affect the human resource capacity of voluntary sector organizations. This may result in fewer permanent jobs since these organizations are uncertain of their funding on a year to year basis. As a result, these organizations are unable to offer their employees permanent or full-time positions. This may result in heavier workloads and fewer benefits leading to poor job quality along with further shortage, retention and recruitment challenges.

The structural capacity of voluntary organizations depends in large part on existing financial and human resource capacities.[116] It is clear that financial resource capacity has a great impact on building human resource capacity. A greater access to stable and operational funding would enable voluntary organizations to better develop their human resource capacity. Hence, voluntary sector organizations need flexible funds to give them a degree of autonomy so they can decide what activities to pursue and to develop and maintain their human resources. Challenges to structural capacity are largely the result of a dependence on project based and time limited funding that does not support organizational infrastructure. In addition, lack of structural support affects the application of information management and

information technology innovations necessary for the development and progress of voluntary organizations.

Services Rendered Demand & Capacity

London voluntary sector organizations are facing similar challenges to those across Ontario, Canada, and even worldwide. Overall, results show the demand for services provided by London's voluntary sector organizations is increasing; however, organizations are not able to meet this demand due to a shortage of volunteers and insufficient funding.

Volunteers

Volunteers are seen as essential to an organization. With an increased workload due to the increasing service demands, volunteers are working in stressful environments. Organizations face declining volunteer rates, a shortage of quality volunteers, challenges managing student volunteers and difficulties recruiting leadership volunteers.

Strategies to overcome these challenges include:
- breaking one large role into a few smaller ones to encourage volunteers to take on leadership positions
- using virtual volunteering to adapt to busy lifestyles
- having a volunteer coordinator to match volunteers with positions, create clear job descriptions, actively recruit volunteers, and manage staff-volunteer relations
- recognizing the contributions of existing volunteers
- communicating with volunteers about the organization and their contribution
- offering training to volunteers enabling them to learn new skills

Suggestions for recruiting volunteers include posting volunteer positions on Pillar's website (www.pillarv.com), using existing volunteers to identify other volunteers, targeting students, offering training and workshops, and advertising in local media.

Employees

Most employees working in London's voluntary sector are dedicated passionate individuals accepting lower wages and fewer benefits and working in the sector for the self-satisfaction of helping others. As senior managers carrying a wealth of knowledge and experience begin to retire, the voluntary sector faces challenges finding qualified individuals to lead these organizations into the future. Fortunately, London's voluntary sector is filled with young, educated individuals in line to accept the responsibility of managing the organization. Unfortunately, few organizations are able to afford the time and financial resources to train the future leaders of the sector. Although the sector provides several altruistic benefits to these employees, many are seeking to improve their skill sets in the voluntary sector and possibly

move on to the private or public sector which offers a greater level of job security and compensation.

It is essential to retain the younger educated workers in London's voluntary sector to sustain the future of these organizations. Improving salaries, benefits, training opportunities, job security, and workload in voluntary sector organizations will enable the voluntary sector to be more competitive with other sectors and can help recruitment and retention in the organization. By promoting the altruistic benefit of working in the voluntary sector many individuals seeking the self-satisfaction from helping others may be drawn to the voluntary sector. Offering an opportunity for employees to see the way their day-to-day work affects the lives of the clients or improves society at large can stimulate employees and remind them how their contribution counts.

London's voluntary sector currently recruits several educated females (with university graduate degrees or professional accreditation/certification) to perform clerical/administrative support roles and other non-management positions. It is crucial for organizations to recognize the education and experience of all employees and make use of their talents by providing fair promotion opportunities. The same internal analysis should be conducted for an organization's board of directors. Ensuring equal opportunities are provided for females wishing to serve on boards is important to accurately represent society and the organization's stakeholders.

Diversity

Most voluntary sector organizations fail to take advantage of the increasing diversity of London residents. Individuals of diverse backgrounds, youth, and those with disabilities are seldom recruited as employees or volunteers (especially on boards). Representation of these individuals enables an organization to benefit from differing perspectives and outlooks and is important when the diversity of the recipients served continues to change. Organizations should perform an internal audit of the number of diverse individuals in their organization both as volunteers and employees. Strategies to recruit diverse individuals include targeting religious and cultural centres, hospitals, and organizations serving these diverse individuals in order to encourage employment and volunteering within the voluntary sector.

Sustainability

Many London voluntary sector organizations are unable to implement strategic plans and live a "day-to-day" routine sustaining the organization for the short-term. Without engaging in training to upgrade the skills of employees and the organization as a whole, the sector is at a loss. Several organizations do not have simple technological innovations such as electronic mail and computer software programs that could improve the operating efficiency of the organization. Funding and lack of board support prevent such attainments. Ideally, organizations should engage in strategic planning, look at ways to obtain second hand technological

equipment, and attempt to partner with other organizations for training sessions. London voluntary sector organizations provided suggestions for ways to build a vibrant and sustainable voluntary sector. Organizations should consider engaging in networking, job fairs, awards ceremonies, building partnerships, conducting training workshops and seminars in order to develop and strengthen London's voluntary sector. Most importantly, promoting voluntary organizations in the London area using media and publicity is essential to raising the profile of London's voluntary sector.

Funding

Funding issues pervade almost every challenge faced by London's voluntary sector. Particular attention is paid to the shift in funding from core operating dollars to project specific funds and the increasing guidelines from the funder for the way money is spent. Specifically, funding challenges have led organizations to increase the proportion of contract work, rather than permanent positions, creating insecurity for staff and volunteers. In addition, without stable funding dollars, organizations face difficulties planning for the future, meeting service demands, recruiting and retaining employees, training staff and volunteers, and organizing the work of volunteers.

In order to alleviate funding challenges, organizations should consider alternative means of funding (e.g., memberships, fundraising, appealing to businesses) in order to diversify their funding base. Collectively, voluntary sector organizations should unite to draw attention to this challenge and the effects on its services and society as a whole.

Fundraising and grant-making skills are important given funding challenges facing London voluntary sector organizations. Not only are few organizations engaged in these activities, fundraising/revenue generation has been identified as the weakest skill on an organization's board. Fundraising volunteers contribute the fewest ho urs per year to an organization and organizations face the greatest decline in fundraising volunteers. In addition, only a small proportion of an organization's operation dollars are dedicated to fundraising. Overall, organizations identified fundraising as being important to the sustainability of their organization, however they are doing little to implement fundraising activities in their organization. Training on the importance of effective fundraising and grant-making to an organization and techniques that can be implemented for all organizations regardless of size needs to be a priority for organizations. Once techniques are learned, this information should be shared with the organization and fundraising volunteers to ensure a united organization goal as a means of revenue generation.

There are many challenges in London's voluntary sector however it is important to remember all sectors face challenges. What is unique about the voluntary sector is the passion that drives these organizations and flows amongst the dedicated staff and volunteers. Without passion, the sector would have succumbed to the funding

challenges, shortage of volunteers and staff, and increased demands a long time ago, but it persists against the odds. To these individuals who climb uphill to help serve the people, the environment and the betterment of society: we applaud you for your perseverance. Without those who shape this sector and bring to fruition the numerous causes and essential services, our world would not be the same.

Appendices

Appendix 1

Information on the International Classification of Nonprofit Organizations (ICNPO)

The Johns Hopkins Comparative Nonprofit Sector[117] project defines non-profit organizations as those that are:

1) *Organized* – they are "institutionalized to some extent … This is signified by a legal charter of incorporation, some degree of internal organizational structure … or meaningful organizational boundaries. Excluded are purely ad hoc and temporary gatherings of people with no real structure or organizational identity."

2) *Private* – "i.e., institutionally separate from government … They are 'nongovernmental' in the sense of being structurally separate from the instrumentalities of government, and they do not exercise government authority."

3) *Self-governing* – "… organizations must control their own activities to a significant extent, have their own internal governance procedures, and enjoy a meaningful degree of autonomy."

4) *Non-profit distributing* – "i.e., not returning profits generated to their owners or directors. Nonprofit organizations may accumulate surplus in a given year, but the profits must be plowed back into the basic mission of the agency…"

5) *Voluntary* – "i.e., involve some meaningful degree of voluntary participation … the organization must engage volunteers in its operations and management, either on its board or through the use of volunteer staff and voluntary contributions."

Source - The International Classification of Nonprofit Organizations (ICNPO), Revision 1, developed by The Johns Hopkins Comparative Nonprofit Sector Project

Appendix 2

London vs. Manitoba Study Results – Activities Performed

Table 44 - London vs. Manitoba Study Results – Activities Performed [118]

Type of Culture & Recreation Activity	% of all London Organizations	% of all Manitoba Organizations
Media and communication services	20	9.4
Visual arts, architecture, ceramic arts	5.2	4.4
Performing arts	5.2	9.8
Historical, literary and humanistic	7.0	8.1
Museums	4.3	4.3
Zoos and aquariums	0	0.8
Recreation/pleasure or social clubs	13.9	22.2
Service clubs	7.8	n/a
Type of Education & Research Activity	**% of all London Organizations**	**% of all Manitoba Organizations**
Primary/secondary education	12.2	13.5
Higher education	4.3	8.6
Vocational/technical education	5.2	5.7
Adult/continuing education	9.6	15.5
Medical research	0.9	2.8
Science and technology	0.9	2.5
Social science research, policy studies	7.8	4.6
Type of Health Related Activity	**% of all London Organizations**	**% of all Manitoba Organizations**
Hospital care	0	3.10%
Rehabilitation services	2.6	4.1
Inpatient nursing home services	2.6	2.9
Psychiatric treatment, inpatient	0.9	0.7
Mental health treatment	2.6	3.2
Crisis treatment	9.6	1.9
Public health and wellness education	6.1	11.1
Health treatment, outpatient	0.9	2.3
Rehabilitative medical services	0.9	1.6
Emergency medical services	0	1.2
Type of Social Service Activity	**% of all London Organizations**	**% of all Manitoba Organizations**
Child welfare, child services, day care	11.3	14.8
Youth services and youth welfare	20.9	12.2

Family services	18.3	13.1
Services for handicapped	13.9	9.6
Services for elderly	10.4	11.9
Self help and other personal services	24.3	11.9
Emergency prevention, relief and control	0.9	3.6
Temporary shelters	0.9	2.6
Refugee assistance	1.7	5.1
Income support and maintenance	1.7	2.1
Material assistance to the needy	10.4	11.1
Type of Environmental Activity	**% of all London Organizations**	**% of all Manitoba Organizations**
Pollution Abatement and control	3.5	3
Natural resources conservation/protection	3.5	5.8
Environmental beautification and open spaces	2.6	7.2
Animal protection and welfare	0.9	2.5
Wildlife preservation and protection	0	3.4
Veterinary services	0	0.5
Type of Development and Housing Activity	**% of all London Organizations**	**% of all Manitoba Organizations**
Community and neigbourhood improvement	11.3	12.5
Economic development	4.3	5.9
Social development	18.3	9.9
Housing construction and management	1.7	4.3
Housing assistance	2.6	5.4
Job training	18.3	7.8
Vocational counselling and guidance	11.3	5.8
Vocational rehabilitation/sheltered workshop	10.4	1.7
Type of Civil Rights and Advocacy Activity	**% of all London Organizations**	**% of all Manitoba Organizations**
Advocacy	14.8	12.8
Civic rights promotion	4.3	5.3
Promotion of ethnic solidarity and heritage	3.5	6.1
Civic associations	6.1	7.2
Legal services	0.9	1.9
Crime prevention and public safety	1.7	7.2
Rehabilitation of offenders	1.7	2.7
Victim support	4.3	4.7
Consumer protection	0.9	3.3
Individual personal advocacy		0.4
Broader group advocacy		0.7
Other		0.5

Type of Philanthropy & Voluntarism Activity	% of all London Organizations	% of all Manitoba Organizations
Grant making activities	3.5	7.6
Voluntarism promotion and support	27.8	17.8
Fundraising activities services	7.0	29.1
Political parties and organizations	0	n/a

Type of International Activity	% of all London Organizations	% of all Manitoba Organizations
Exchange/friendship/cultural programs	4.3	8.7
Development assistance	1.7	6
International disaster and relief	1.7	7
International human rights and peace	0	6.7

Type of Business and Professional Association or Union Activity	% of all London Organizations	% of all Manitoba Organizations
Business association	0.9	4.7
Professional association	1.7	7.7
Labour unions	0	2.2

Type of Religious Activity, Religious Activities	% of all London Organizations	% of all Manitoba Organizations
Religious activities, preaching, ceremonies, sacraments	n/a	19.8
Congregations	8.7	n/a
Associations of congregations	6.1	n/a

Comparing Manitoba and London organizations in terms of the activities performed, it is clear that the London organizations surveyed were more likely to offer self help and other personal services (24% vs. 12%), engage in social development (18% vs. 10%), offer job training (18% vs. 8%), vocational counselling and guidance (11% vs. 6%), vocational rehabilitation/sheltered workshop (10% vs. 2%), and voluntarism promotion and support (28% vs. 18%). Manitoba organizations were more likely to engage in fundraising activities services versus London organizations (29% vs. 7%).

Appendix 3

Statistics Canada results comparing London to other Canadian cities

Table 45 - Percent Receiving Social Assistance, Canada, Selected Regional Municipalities 1996, 1998[119]

	Canada	Halifax Regional Municipality	City of Ottawa	City of Toronto	York Regional Municipality	Peel Regional Municipality	City of Hamilton	Waterloo Regional Municipality	City of London	Halton Regional Municipality
Social Assistance 1998	6.9	5.0	8.1	6.4	2.6	4.0	8.0	6.3	**8.3**	2.0
Social Assistance 1996	7.8	5.3	9.3	7.7	3.2	5.0	9.3	7.4	**9.4**	2.5

Table 46 - Percent of Lone-Parent Families* Canada, Selected Regional Municipalities, 1998[120]

	Canada	Halifax Regional Municipality	City of Ottawa	City of Toronto	York Regional Municipality	Peel Regional Municipality	City of Hamilton	Waterloo Regional Municipality	City of London	Halton Regional Municipality
Lone Parent Families (%) 1998	15.4	17.1	15.6	15.5	10.3	14.0	16.3	14.0	**17.0**	11.1

*Lone-Parent Family refers to a parent with at least one never-married son or daughter living in the same dwelling
The highest city in Ontario is Windsor at 17.7 but London is second highest with 17.0

Table 47 - Teen Fertility Rate Per 1000 Women Aged 15-19, Canada, Selected Regional Municipalities, 1997[121]

	Canada	Halifax Regional Municipality	City of Ottawa	City of Toronto	York Regional Municipality	Peel Regional Municipality	City of Hamilton	Waterloo Regional Municipality	City of London	Halton Regional Municipality
1997	20	22.4	10.9	14.5	5.2	9.5	22.9	18.8	**39.6**	5.9

London is higher than any other city across Canada, the City of Saskatoon comes in second place with 37.1%

Appendix 4

Number of Volunteers - London and Manitoba

Figure 53 - Number of Volunteers in Categories (London vs. Manitoba)
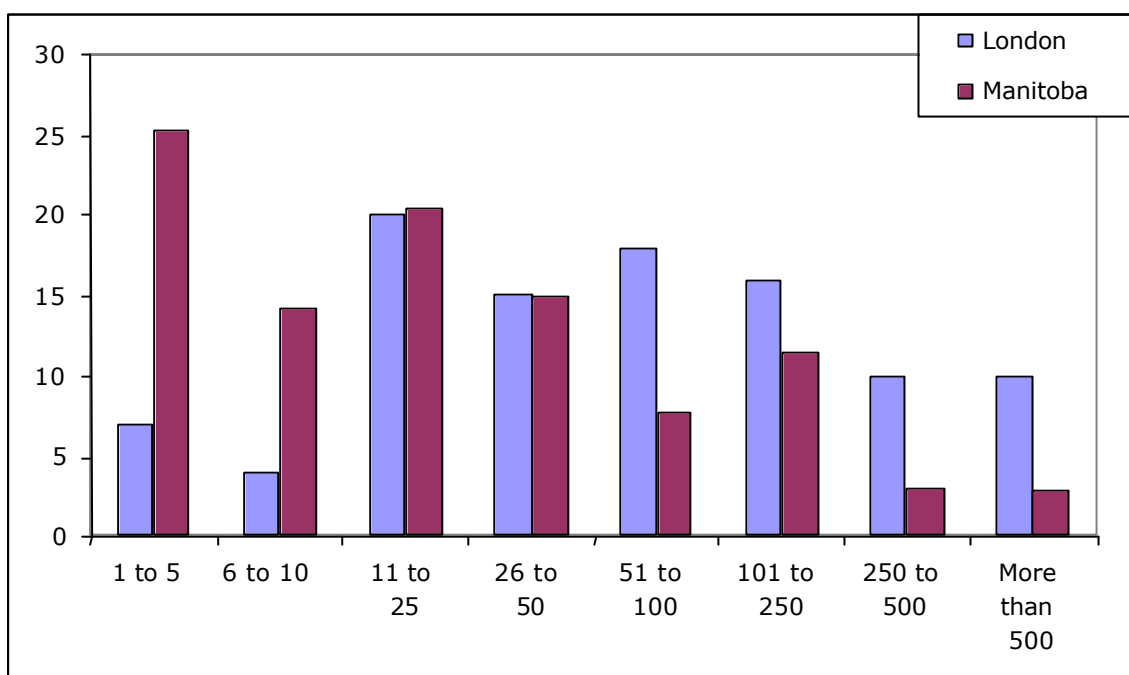
The average London organization has 253 volunteers with a median of 60 and a standard deviation of 588. Manitoba results showed the average number of volunteers was 125.8 volunteers but there was a great deal of variation (s.d. = 908.20).

Appendix 5

Number of Volunteers - BC Results

Table 48 - BC Study Results – Number of Volunteers[122]

Number of Volunteers (Volunteer and Emerging Centres)	No.	Number of Volunteers (Community Organizations)	No.
10 or less	8	10 or less	11
11 to 30	3	11 to 30	27
31 to 50	3	31 to 50	16
51 to 100	2	51 to 100	20
101 to 200	1	101 to 200	8
201 to 300	-	201 to 300	3
301 to 500	2	301 to 500	3
More than 500		More than 500	6
Missing Information	4	Missing Information	4
Total Responses	23	Total Responses	98

Average number of volunteers managed: 70*	Average number of volunteers managed: 92.3*
Range: 0 to 450*	Range: 1 to 800

The number of volunteers managed was interpreted by some Centres to refer only to 'in-house' volunteers and not the total referred and placed. Thus, this datum under-reports the total number of volunteers managed by the Centres.

Appendix 6

Activities Performed by Volunteers - London vs. Manitoba

Table 49 - Activities Performed by London Volunteers

Activity	% of respondents (London)	% of respondents (Manitoba)
Providing information	80.5	49.1
Canvassing, campaigning and fundraising	78.9	70.3
Organizing or supervising events	78.2	
Teaching/Coaching	55.4	
Administrative support/clerical	72.3	52.8
Public relations	67.6	63.0
Assisting with computer technology	65.4	51.0
Providing recreational activities	63.9	57.5
Advocacy	57.4	40.8
Community development work	56.2	43.1
Teaching/Coaching	55.4	
Support services (custodial, cleaning, food services)	44.4	45.9
Visiting people	43.7	44.1
Volunteer management/recruitment	43.5	
Financial work (including budgeting)	38.0	36.9
Providing counselling	32.4	27.9
Transportation	30.6	33.0
Training staff	28.8	21.7
Providing personal care	23.5	20.5
Managing paid staff	9.9	10.3

Figure 54 - NSGVP Results - Activities Performed by Canadian Volunteers Overall (Percent)
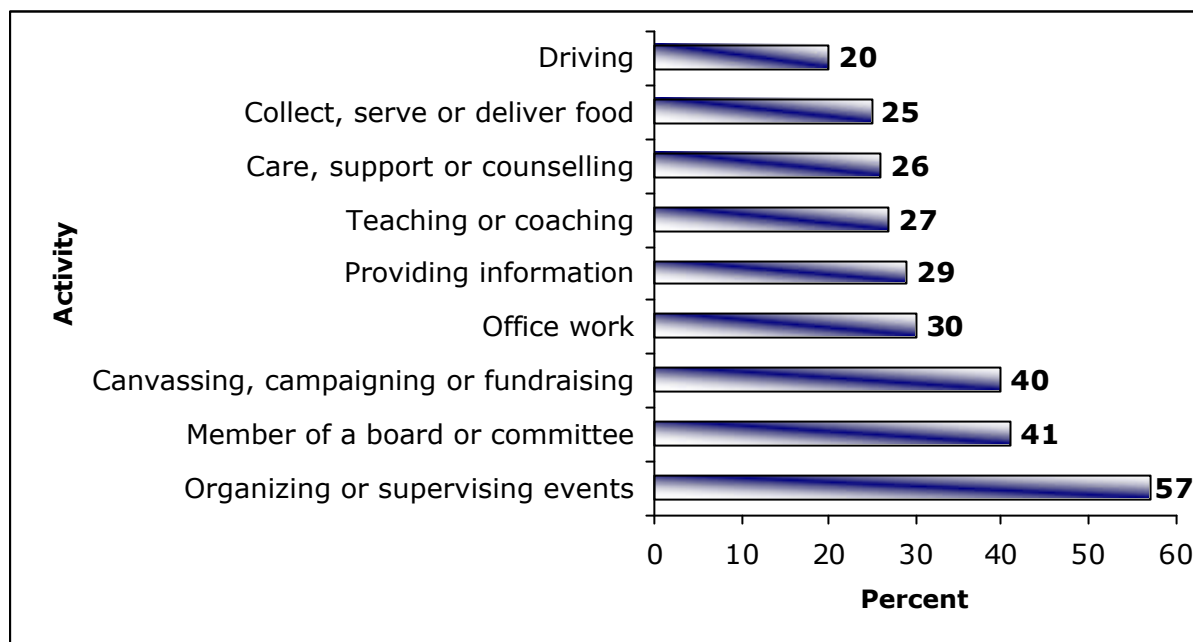
London results were somewhat similar to the National Survey of Giving, Volunteering and Participating which found, "Volunteers undertake a wide range of activities. The most common was organizing or supervising events, which accounted for 57% of all volunteer activities. The second most common volunteer activity was acting as an unpaid board or committee member (41% of all volunteer events)."[123] Results from London were also similar to Manitoba's results located in the column beside the London results. Overall, London results are much higher than Manitoba's for most categories listed. Manitoba did not include activities such as 'organizing or supervising events' which made it difficult to compare results to London and Canada overall.

Appendix 7

Volunteer Study Results - Manitoba

Table 50 - Manitoba Study Results – Participation of Volunteers in Different Activities – Ranked by Frequency of Responses per Category [124]

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
We lack time to properly use volunteers	21.2%	23.0%	14.9%	28.0%	12.9%
Our organization has insufficient funds to properly use volunteers	21.5%	23.0%	16.3%	23.9%	15.4%
Our volunteers and staff do not get along well together	75.5%	12.6%	9.1%	2.2%	0.7%

Appendix 8

Number of Board Members - London vs. Manitoba

Figure 55 - Number of Board Members (in Categories) London vs. Manitoba[125]
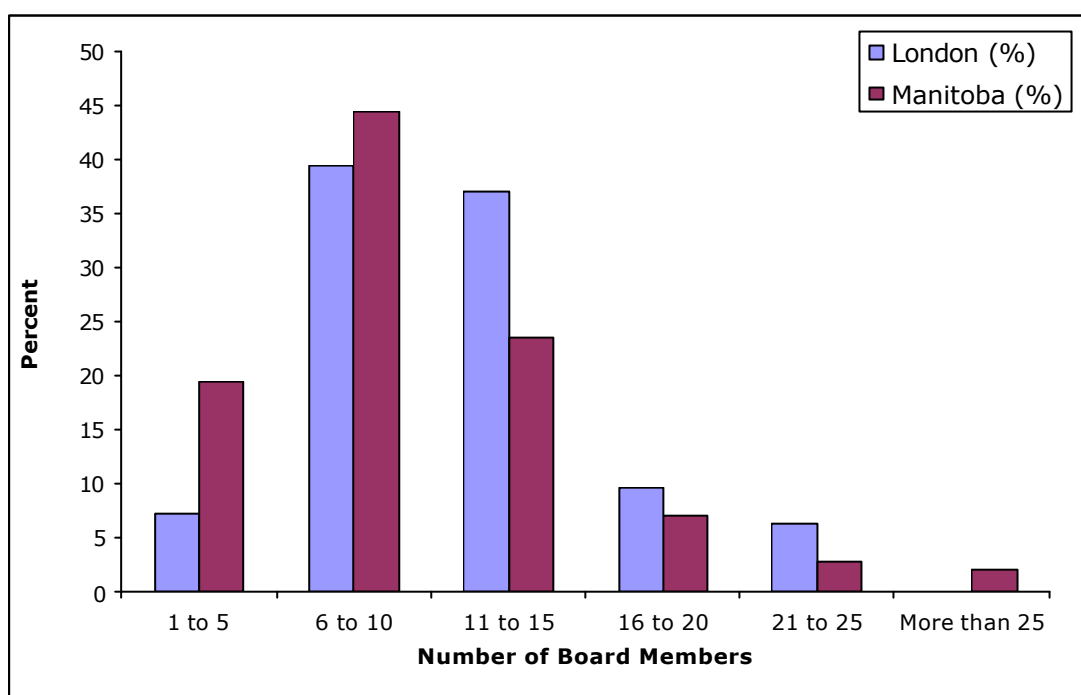
Comparing the number of board members to Manitoba's results reveal that Manitoba voluntary sector organizations seem to have smaller sized boards with most organizations having between 6-10 members (45%). There were more organizations in London with 11-15, 16-20, and 21-25 directors on each board, however 2% of organizations in Manitoba had more than 25 directors on a board.

Appendix 9

Tenure of Board Members - London vs. Manitoba

Figure 56 - Tenure of Board Member - London vs. Manitoba[126]
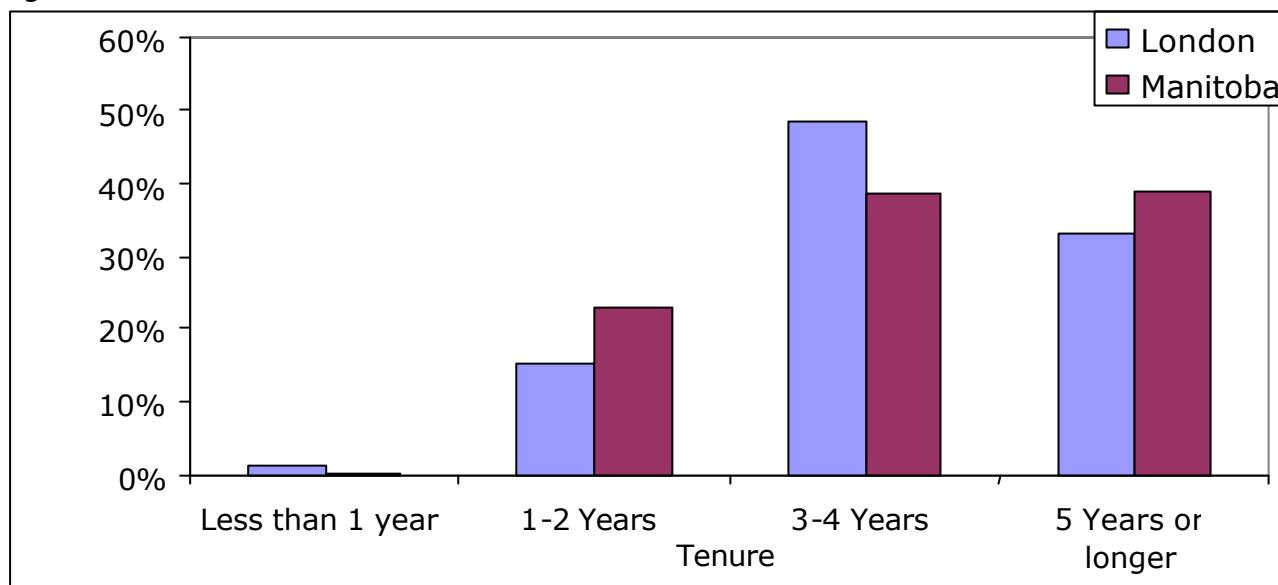
From the figure above it appears board members in Manitoba and London have similar tenures with their organization. London directors generally serve between 3-4 years (48%) and an additional 33% of directors serve for 5 years or longer. In Manitoba, "The median is between three and five years with approximately one in four (23.0%) reporting typical board members of briefer tenure, and more than one in three reporting typical tenures of more than five years. Relatively long tenures are very common with more than five years being the modal category."[127] London and Manitoba used slightly different categories to evaluate the number of board members.

Appendix 10

Number of Employees per Organization

Table 51 - London Study Results - Number of Employees

	# Employees 2003 (London)
1-5	42%
6-10	22%
11-20	16%
21-50	7%
51-100	6%
101-150	0%
151-200	2%
201-260	6%

Table 52 - Results for all Canadian Non-Profit organizations from the WES 1999
Distribution of Establishments by Number of Employees, by Sector, Canada, 1999[128]

	Non-profit sector
1 to 4 employees	53.4
5 to 9 employees	20
10 to 19 employees	12
20 to 49 employees	9.4
50 or more employees	5.2
Total	100

Source: Based on data from the *WES* 1999.

Table 53 - BC Study Results – Number of Paid Staff[129]

Number of Paid Staff (Volunteer and Emerging Centres)	No.	Number of Paid Staff (Community Organizations)	No.
0	2	0	5
1 to 5	12	1 to 5	32
6 to 10	5	6 to 10	16
11 to 20	3	11 to 20	8
21 to 30		21 to 30	8
31 to 50		31 to 50	8
51 to 100		51 to 100	10
101 to 200		101 to 200	5
More than 200		More than 200	3
Missing Information	1	Missing Information	3
Total Responses	23	Total Responses	98

Average number of paid staff positions: 3.9	Average number of paid staff positions: 23.1*
Range: 0 to 16	Range: 1 to 150

Table 54 - Niagara Study Results – Number of Staff [130]

Number of Staff	Staffed
# not indicated	6.15%
1 to 5	32.40%
8 to 10	4.40%
11 to 12	3.50%
13 to 15	1.80%
18 to 20	2.60%
23 to 24	2.60%
34 to 36	1.80%
44 to 45	1.80%
90 to 100	3.3%
95	0.88%
175	0.88%
224	0.88%
280	0.88%

Appendix 11

Employees by Classification

Manitoba's highest category (50 or more employees) had employees from each classification with greater representation from health, education and research, and social services. The social services and health categories are consistent with London's results as employing more staff; however, London excluded universities from its study explaining why London's results for education and research are much lower. Although the Manitoba study also compared number of employees using the ICNPO unfortunately, the employee categories were very broad and only analyzed in detail organizations with less than 50 employees. In addition, Manitoba used a percentage system for each of the ICNPO categories limiting comparisons.

Table 55 - Manitoba Study Results - Distribution of Non-profit Employers Outside Government, by Estimated Number of Full-time-Equivalent Employees, by ICNPO Major Activity Group, (Canada 2002)[131]

	1 to 9 employees	10 to 24 employees	25 to 49 employees	50 or more employees	Total
Culture and recreation	81.0	12.0	3.0	4.0	100
Education and research	62.0	20.0	8.0	10.0	100
Health	51.0	23.0	9.0	17.0	100
Social services	58.0	30.0	7.0	6.0	100
Development and housing	77.0	12.0	3.0	5.0	100
Law, advocacy and politics	81.0	13.0	3.0	3.0	100
Philanthropic intermediaries and voluntarism promotion	83.0	12.0	2.0	2.0	100
Religion	94.0	4.0	1.0	1.0	100
Business and professional associations, unions	74.0	17.0	4.0	5.0	100
Other	68.0	15.0	5.0	11.0	100

Appendix 12

Employees by Occupational Category London vs. WES

Overall, the percentage of employees in all occupational categories increased over the years 2002 to 2003 for London, except for senior management and the other category. The percentages are similar to those found in the WES study below in Table 57.

Table 56– WES Results - Occupational Composition of Employment, by Sector[132]

	Non-Profit Sector (%)
Managerial	14.9
Professional	33.0
Technical/Trades	31.8
Sales/Marketing	--
Clerical /Administrative	10.8
Production	8.1
Total	100%

Note: '–'Estimates are not shown due to high sampling variability.
Source: Based on data from the *WES* 1999

Appendix 13

Permanent, Contract and Other Employment

Table 57- London Study Results - Average number of Employees (Permanent, Contract, Other) by Occupational Category

Year	Employment Terms	Occupational Category						
		Senior Management	Management	Senior Admin.	Clerical/ Admin. Support	Professional	Intermediate/ Technical	Other
2002	Permanent	1.4	4.5	2.2	3.5	6.8	5.1	11.9
	Contract	1	3.4	1.2	1.4	4.2	3.5	5.4
	Other	0	1.5	0	4	4.3	1	42.8
2003	Permanent	1.5	4.2	2.2	3.9	6.7	33.6	13.1
	Contract	1	4	1	1.7	3.8	2.5	5.4
	Other	0	1	0	2	3.8	1	36.5
2004 Projected	Permanent	1.4	4.3	2.1	2.6	7.3	6.6	12.9
	Contract	1	4.3	1.2	1.7	3.5	2.2	5.5
	Other	0	1.7	0	2.5	4.7	1	47.6

The average number of individuals working as contract employees is highest for management, professional, and intermediate/technical staff. This is similar to the results from the CPRN studies, "Rates of temporary employment are considerably higher among both professionals and workers in technical/trades occupations in the non-profit sector than they are in the for-profit sector. This is especially the case for professionals, with the rate in the non-profit sector being close to four times the rate in the for-profit sector (16.3 percent versus 4.3 percent)."[133]

The CPRN has also found, "Temporary work is increasing (Krahn 1995). In 1998, one in ten paid employees were in temporary positions (Figure 1). Over one-quarter (28 per cent) of all paid employees who joined the labour force that year did so through temporary jobs. The rise of temporary employment suggests that job tenure patterns are changing. The distribution of jobs overall has grown somewhat more polarized, with more lasting 6 months or less and fewer lasting beyond 5 years (Heisz 1996). Consequently, temporary workers are finding it more difficult to access a permanent job and those who lose long-term jobs have difficulty finding an equivalent one. Still, there is some movement from temporary positions into jobs without specified end-dates."[134]

"There are concerns about the long-term financial implications for workers. The demographic shift to an aging population, combined with the growing fear of an overburdened Canada Pension Plan as the Baby Boomers retire, mean that the long-term effects of shifting to a contractual or contingent model of employment exposes workers to potential financial hardship in their later years."[135]

Appendix 14

Full-Time vs. Part-Time Employment in London

Table 58- London Study Results Employment Terms (Full-time, Part-time) by Occupational Category

Year	Employ-ment Terms	Occupational Category						
		Senior Manage-ment	Manage-ment	Senior Admin.	Clerical/ Admin. Support	Profes-sional	Interme-diate/ Technical	Other
2002	Full-time	1.7	4.8	2.7	4.8	15.6	7.2	12.5
	Part-time	3	4.5	1.3	4.5	17.8	2.6	21.3
2003	Full-time	1.7	5.2	2.5	5	14.4	21.2	12.5
	Part-time	1.3	3	1.5	5	16.1	14.8	22.2
2004 Projected	Full-time	1.6	4.9	2.5	4.9	12.4	7.4	13.7
	Part-time	2.5	2	1.8	5.6	15	2	19.2

Analysis of London results broken down by occupational category revealed those employed in the other category are likely to be employed as part-time staff rather than full-time staff.   In addition, senior managers, clerical/administrative support staff, and professional staff are all forecasted to have higher part-time employment than full-time employment for 2004.

Appendix 15

Education by Occupational Category

Table 59- London Study Results - Level of Education by Occupational Category

Level of education	Senior Management	Management	Senior Admin.	Clerical/ Admin. Support	Profess-ional	Interme-diate/ Technical
High School Diploma	11.3	9.6	7.8	11.3	3.5	5.2
College Certificate/ Diploma	26.1	17.4	12.2	19.1	10.4	7.8
University Degree	24.3	18.3	11.3	19.1	8.7	6.1
University Graduate Degree	14.8	11.3	8.7	10.4	5.2	3.5
Professional Accreditation/ Certification	13.9	10.4	6.1	8.7	5.2	6.1

Appendix 16

Age and Employment

Table 60- London Study Results - Age by Occupational Category

Demographical characteristics		Occupational Category						
		Senior Manage-ment	Manage-ment	Senior Admin.	Clerical/ Admin. Support	Profes-sional	Interme-diate/ Technical	Other
Age	16-25		0.2		0.8	2.1	0.1	10.1
	26-35	0.5	2.9	1.7	2.8	4.9	0.8	17.1
	36-45	2.7	2.8	2.1	3.2	3.6	1.6	18.0
	46-55	2.5	3.0	0.7	2.2	1.3	3.8	3.0
	56-65	0.8	0.6	0.1	0.6	0.2	0.6	1.1
	Above 65				0.2			1.1

Table 60 was calculated by taking the sum of employees for each age cohort and occupational category and dividing this figure by the total number of employees. To simplify the results, an example will be used. The 0.2 figure within the age cohort 16-25 and under the occupational category of management indicates that 0.2% of all employees are between the ages of 16-25 and are working in management. Results show that the 'other' category is composed of individuals of all age groups, especially those aged 26-45. From this table it is evident that most senior managers are older than the average worker and are in the 36-55 age category. Management staff are generally between the ages of 26-55. Professionals are generally younger in the age group of 26-35, and then 36-45. There were few employees in the 56-65 category, and even fewer in the above 65 category. This table suggests that employees in the voluntary sector retire or seek employment in a different sector as they get older.

Niagara results revealed, "Among all employees within the sector, the majority (57.7%) are between the ages of 31 and 45. 46% of the most senior positions within the sector are held by those over the age of 45 years."[136]

Appendix 17

Work Experience and Employment

Table 61 - CPRN - Years of Full-time Work Experience Among Paid Employees, by Sector, 1999[137]

	Non-Profit	For-Profit
Less than 5	18.5	17.3
5 to 9 years	10.7	14.3
10 years or more	70.8	68.4

Table 62- London Study Results - Work Experience by Occupational Category

Total years of work experience[1]	Senior Manage-ment	Manage-ment	Senior Admin.	Clerical/ Admin. Support	Profes-sional	Interme-diate/ Technical	Other
Less than 1 year				0.7	1.6		1.5
1-5 years	0.2	1.3	1.3	1.9	4.5	0.6	18.5
6-10 years	0.2	1.8	1.1	3.1	2.8	1.2	12.9
11-15 years	2.7	1.6	0.5	0.8	1.3	2.2	7.7
More than 15 years	4.8	3.3	0.8	3.3	2.3	3.6	9.7

Appendix 18

Suggestions to Mitigate Employee Shortages and Retention Challenges

The Ontario District Health Councils conducted a labour market study of their sector. Results show, "Similar to the reasons prospective employees provided for not accepting employment, inadequate remuneration and the inability of the agency to offer full-time employment are perceived to be the factors most responsible for retention difficulty…Those agencies who have effectively offered paid benefits, in-house skills training, paid travel time, flexible working hours, access to continuing education and time off for professional development are less likely to have difficulty retaining current employees."[138]

"Lowe (2000) discusses in his report "Work, Employment and Society", the voluntary sector will need to take measures to build a stronger sense of security and allegiance for its employees in order to compete, which translates into:
- Higher base salaries and greater benefits packages;
- Fewer part-time and short-term contract positions, and more full-time, full-year salaried positions with benefits;
- More concerted human resource evaluation and feedback opportunities
- More respect for the workers and their life-work boundaries: i.e., no expectation of regular, unremunerated overtime."[139]

The Niagara study offers the following suggestions to deal with the shortage of skilled labour in the higher occupational categories,
- "Increase knowledge and respect for the profession of voluntary sector leaders/managers (investigate means of validating the profession such as certification, accreditation, competency development, and benchmarks).
- Consider a mentoring program that would partner more experienced senior management with those just entering the field
- As the sector may not be able to offer competitive wages, the benefits that can be offered need to be examined more closely i.e. offer and promote the availability of "flex-time," compressed or reduced work weeks, telecommuting, or other alternative working arrangements to attract employees wanting to balance work with child care and/or elder care
- Implement a regional voluntary sector job fair
- Encourage organizations and funders to step up benefits such as group pension and insurance plans, as well as daycare
- Promote voluntary sector leadership/ management as a career choice for secondary and post secondary students. Promote the supportive, creative, fair, and respectful work environments provided within the sector"[140]

Also, see the study "Attracting and Keeping Good Employees"[141] prepared by Chloe O'Loughlin, WCWH Limited, Vancouver, B.C. for the HRVS
http://www.hrvs-rhsbc.ca/hr_practices/pg004d_e.cfm

Appendix 19

Job Quality Dimensions from the CPRN

"Dimensions of Job Quality

Extrinsic rewards
- Earnings
- Benefits
- Job Security

Intrinsic rewards
- Interesting work
- Sense of accomplishment
- Use of creativity and initiative

Employment relationships
- Respect
- Communication
- Trust and commitment
- Fairness

Hours and Scheduling
- Work hours, including overtime
- Flexibility
- Work-life balance

Organizational structure
- Employee influence
- Participation in decision-making
- Information sharing

Skill use and development
- Training and learning opportunities
- Opportunities for promotion
- Use of technology

Job design
- Autonomy and control
- Feedback
- Resources

Health and safety
- Physical work environment
- Physical demands of job
- Psychological demands of job"[142]

Appendix 20

Comparison of Salary Values

The Niagara study revealed, "The majority (38.3%) of those working within the sector make between $25,000 and $34,999 although the majority of those holding the most senior positions i.e. Executive Directors and CEO's are higher paid. 36.2% make between $35,000 and $49,999 and 39.7% make between $50,000 and $75,000 annually. By way of comparison, within the entire Niagara workforce, the average wage earner makes $42,002.00. The Ontario average wage is $47,247.00 [Statistics Canada 2002]…It may be that while the salaries of Executive Directors/Senior Managers appear competitive, they may have in fact been improved to compensate for the cutback of middle management positions."[143]

Regina Salary and Benefits Survey results "Average salaries stand near $42,000 for Executive Directors, $31,000 for Program Managers, and $25,000 for Support Staff."[144]

CPRN research has found, "On average, managers in the non-profit sector have average hourly earnings that range between about $20.50 and $21.50. Such wages are lower than those received by managers in most for-profit sectors, with a difference of about $2.00 to $9.00 per hour in most cases."[145]

The CPRN research study goes on to state, "Overall, the median earnings of non-profit employees in managerial, professional and technical/trades occupations are about $2.00 to $4.00 per hour lower than for their counterparts in the for-profit sector."[146]

The effect on job quality is demonstrated by a CPRN study which states, "The annual earnings gap is even larger when temporary or part-time employment is taken into account. Almost 40% of non-profit employees are dissatisfied with their pay and benefits. Only 20% of for-profit employees feel likewise. Performance-based pay systems are rare in the non-profit sector and common in the for-profit sector, a fact that further widens the compensation gap between the two. Limited revenues and financial uncertainty among non-profits may result in fewer permanent jobs, limits to benefits, and heavier workloads"[147]

Appendix 21

Salaries for Executives

"The Canadian Society of Association Executives (CSAE) publishes this report annually to provide a benchmark for executives and employers in the not-for-profit sector. The 2003 report, published jointly with the Association Resource Centre Inc., contains the results of a survey in which close to 500 associations (CSAE members and non-members) participated. Results are as follows

The average annual CEO salary ($97,349) in a Canadian not-for-profit organization consists of an average of $92,314 in base salary plus $5,035 in additional cash compensation such as bonus or incentives. Less than one-quarter of all associations pay incentive compensation, however, and these are most likely provided in the industry sector.

Age is a bonus when it comes to cash compensation. Almost half (49 per cent) of CEOs are over 50, while almost another quarter are between 46 and 50. There is a definite correlation between age and compensation with salaries increasing steadily with age from $64,800 for those 35 and under, until they level off around the $106,000 mark for those over 50.

A salary gender gap still exists. Women and men are represented almost equally at the top, but not at the bank. While there is a fairly even gender split among CEOs (56 per cent male), there is a large (33 per cent) disparity between average salaries. Male CEOs earn an average of $109,478 compared to an average of $83,250 for female CEOs.

Benefits are far more important than incentive compensation to the association CEO, and can total over $20,000 in extra value to overall compensation. For CEOs who receive them, the average values of benefits are $7,000 for retirement benefits, $5,800 for automobile benefits, $4,200 for health benefits and $4,600 for fringe benefits.

CEOs are most likely to have worked in either the not-for-profit sector or the business sector before joining their current organizations. Those who were previously employed in the government sector, however, tend to earn the highest average compensation.

Over 60 per cent of CEOs have written employment contracts. Contracts are only financially rewarding if they are two years or longer or have no fixed term. In fact, CEOs with shorter contracts actually earn less compensation than those without contracts, suggesting that Boards are willing to pay more for security.

Objective, third party information helps CEOs obtain higher salaries. The 62 per cent of CEOs who referenced industry and association surveys in negotiating their salaries earned an average of 25 per cent more than those who didn't. With 87 per cent using it, the CSAE *Association Executive Benefit and Compensation Report* remains the most widely used survey and is clearly recognized as the sector benchmark."[148]

Unlike London's study, the CSAE includes all non-profit organizations including Government run organizations, hospitals, and universities.

Appendix 22

Comparison of Benefits

Table 63 – Comparison of benefits offered by region

Benefit	London	Niagara[149]	Regina*[150]	Canada Overall	WES Education and health services, non-profit groups[151]	WES of non-profit sector benefits[152]
Group RRSP	19.4			17.6	15.0	10.4
Bereavement	29.0		92			
On-site daycare	2.2					
Paid daycare	0.0					
Dental Care	29.0	65.6	78	51.8	55.0	
Extended Health Care	31.2	70.0				
Lieu Time	34.4					
Life and/or Disability Insurance	29.0		80	56.2	61.4	
Long-term Disability	26.9	67.0	78			
Supplemental Medical Services Mileage	15.1 39.8	45.6	69	52.9	56.0	
Paid Vacation above 4%	26.9		85			
Pension Plan (not CPP)	15.1	39.7	59	37.8	57.7	17.5
Short-term Disability	14.0					
Personal Health Care Days (i.e. Sick Leave)	35.5					
Vision Care	18.3					
WSIB	31.2					
Supplements to Employment Benefits/Insurance (e.g. for maternity or lay-off)	8.6					

*Regina's results only include the 62% of organizations offering benefits

Regina Salary and Benefit survey results are much higher than other cities and Canada overall since their results show the type of benefits offered by organizations already offering benefits. The Regina study does not take into account the 38% of organizations that do not offer any benefits at all. [153]

The WES figure includes education and health services, in addition to non-profit groups. The last column in Table 63 removes the education and health services component leaving only the benefits offered by non-profit groups. "According to a survey of non-wage benefits in Canada by sector (Workplace and Employee Survey 1999), 17.5% of employers provided an employer-sponsored pension plan while 10.4% provided a Group RRSP. This is significantly fewer, by a margin of as much as 50 percent, than the number of participating private sector and broader public sector employers. The figure varies further depending on whether the agency is unionized or not. This exacerbates already significant compensation shortfalls so prevalent in the sector."[154]

The Sudbury survey results revealed the following, "over half of the employees described their benefits as below average or non-existent. When faced with making cutbacks in order to balance lower agency budgets the benefit package was often first to go. Managers also reported a very wide range when asked about their benefit package from above average to average to none. Both managers and employees, 59% stated they had dependants under 18 years of age. It is hoped that these dependants are covered by a partner's benefits plan, otherwise this could be a significant financial burden on the family."[155]

CPRN research studies have found, "Just over one third of non-profit workplaces offered supplemental medical insurance, dental plans or life/disability insurance to their full-time/permanent staff in 1999. Just under one-fifth of non-profit workplaces offered an employer-sponsored pension plan, while 10 percent or less offered a group RRSP or supplemental Employment Insurance benefits. Quite clearly, only a minority of non-profit employers offer benefit packages to their full-time permanent staff. Most do not. Readers will recall that the vast majority of non-profit (and for-profit) workplaces employ fewer than 10 employees, and most employ fewer than five. It is these small workplaces that are least likely to provide benefits to their employees. Consequently, the fact that just over one-third of non-profit employers offer a dental plan, for example, and over one-half of non-profit employees participate in a dental plan reflects greater provision of and access to such a benefit in larger workplaces. Within the non-profit sector, employers in health, education and social services were most likely to provide various benefits to their full-time, permanent staff while employers in recreation, culture and associations, and in other non-profit industries were less likely to do so."[156]

Appendix 23

Benefits by Occupational Category

Figure 57- London Study Results - Benefits by Occupational Category
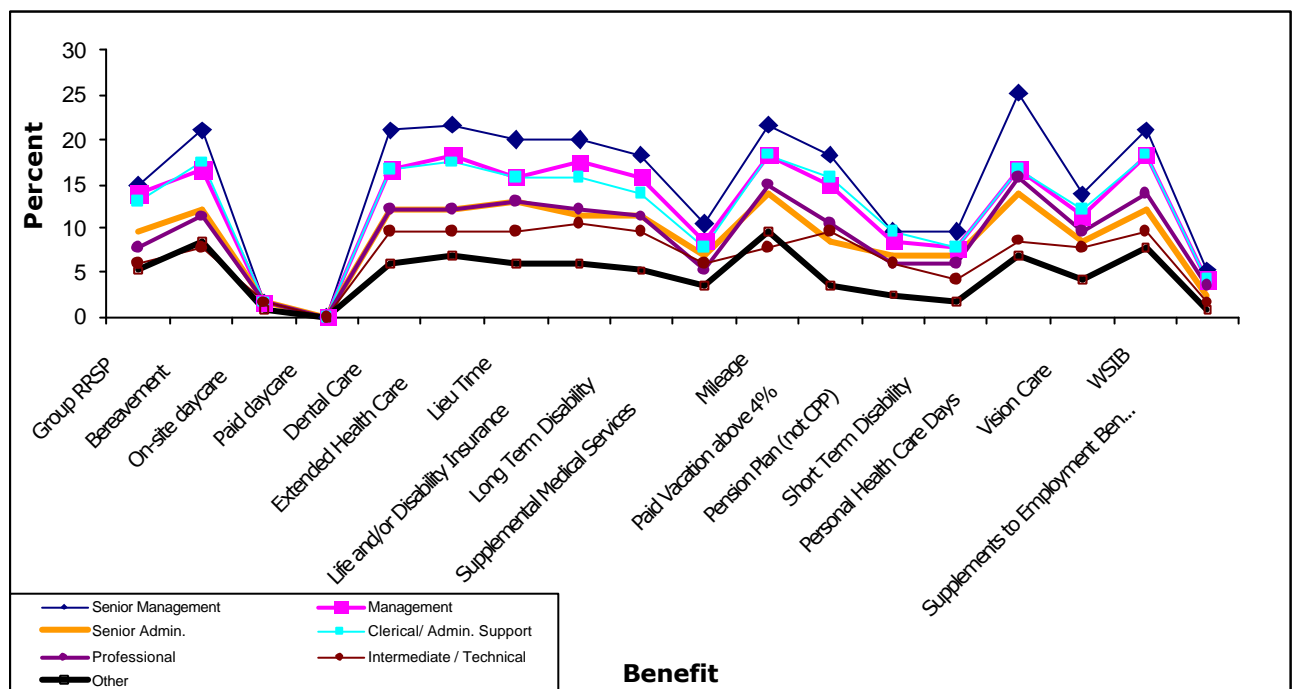
Appendix 24

Suggestions for Benefits and Pensions from the HRVS study

"The lower average wage in the Voluntary Sector means that workers have less capacity to contribute to premiums. Shared cost models have become one way to continue to provide employee benefits plans in a very inflationary marketplace. Low salaries in the sector also translate into poor/minimal benefits because when costed as a percentage of the salary and wages budget, the available funds cannot purchase reasonable levels of benefit."[157]

"In large part, the Insurance Industry does not see the Voluntary Sector as a market of choice. The costs normally associated with administration on small accounts, the margins on these accounts and the apparent risk associated with them, tend to turn carriers and brokers away from this business."[158]

"Securing reasonable rates for group plans is a significant challenge. Associations indicated that insurers do not consider the voluntary sector a 'good risk' because they; a) do not understand the nature of most not-for-profit work, b) view the sector as poorly funded, c) perceive them to have an unstable work force ('revolving door'), d) have a high percentage of part-time employees."[159]

"Issues preventing employees in the non-profit/voluntary sector from accessing adequate pensions are similar to the impediments in other employee benefit areas:

- Affordability: Agencies are unable to budget for pension contributions.

- Employment: Temporary or contract employees are often not considered eligible by employers for participation in pension plans. Many agencies have "permanent" staff who fall into this category. It should be noted that the practice of issuing term contracts for employees based on project funding does not override the "permanent" status of an employee under labour law who may have had multiple contracts with the same VSO over a period of years, based on funding patterns.

- Funders: Funders do not fund pension (or Group RRSP) contributions, and project based funding encourages the use of non-permanent staff.

- Employee Affordability: Employees are often unable to make payments to employer sponsored RRSPs and, therefore, do not trigger employer contributions.

- Employer Knowledge: Employers are unaware of options or are unable to explore options fully because of lack of knowledge (e.g., the tax and investment

implications of providing RRSP contributions directly to employees in the example provided previously).

- Employee Knowledge: Employees with no or small RRSPs are unaware of the risk they may already face even twenty plus years away from retirement. While there is certainly flexibility in a Group RRSP, for example with respect to transferring RRSPs from one employer to another or into a private account, often employees may not have been appropriately informed so as to understand how their plan works and how to make the best of it.

- Pension Industry: Pension plan management and investment firms are not motivated to sell into the sector because of the lower proportion of individual wealth found there. While investment firms will certainly take on the business of a VSO's Group RRSP (see the last paragraph under the section "Challenges"), it is important to keep in mind that the individuals who make up these plans are typically not high-income earners. Investment advisors often see Group RRSPs as a way of capturing the business of the individual contributors and "high net worth" individuals are more likely to be found in private sector plans."[160]

Appendix 25

Merit Pay and Skill Based Pay

Table 64 - London Study Results - Merit Pay and Skill-Based Pay by Occupational Category

Incentives	NA	Occupational Categories						
		Senior Manage-ment	Manage-ment	Senior Admin.	Clerical/ Admin. Support	Profes-sional	Interme-diate/ Technical	Other
Merit pay and skill-based pay	21.7	5.2	3.5	2.6	3.5	3.5	0.9	0.9

London study results show a very small percentage of organizations offer merit pay and skill-based pay. This payment is most prevalent amongst senior management (5.2%).

The CPRN has found, "When all four types of systems are considered, 40 percent of for-profit organizations offered some type of variable pay to their employees, compared with 23 percent of organizations in the non-profit and quango sectors (Leckie et al. 2001). This difference is not surprising given that, by definition, non-profit organizations do not distribute profits and hence cannot offer profit-sharing plans. Even so, variable pay systems that do not necessarily involve a redistribution of profits are not very common in non-profit organizations. Only 9 percent of non-profit organizations have a merit pay system in place compared with 17 percent of for-profit organizations, while the figures for incentive pay are 14 and 31 percent respectively."[161]

Appendix 26

Statistics on Overtime in the Voluntary Sector

Table 65 – CPRN - Percentage of Employees Reporting Working Unpaid Overtime, by Occupation, 1999[162]

	Non-Profit Sector
Managers	43.8
Professionals	28.0
Technical/Trades	26.1
Clerical/Administrative Occupations	18.3

Sudbury Study results revealed the following, "Over 80% of employees surveyed said they were compensated for overtime with time off….it was expected and whatever work accumulated during the time away from the office would need to be taken care of upon the employees return. The two main reasons chosen for overtime hours were getting all the work done and required as part of the job. Overtime policy within the voluntary sector rated very poorly on the life-work boundaries scale."[163]

Table 66 - Workplace and Employee Survey, 1999 - Work at Home

Employee characteristic	Payment for work done at home			
	Paid and within normally scheduled work hours	Paid and in addition to normal hours	Unpaid and in addition to normal hours	Never working at home
Overall	5.1	3.3	18.4	73.2
Education and health services, and non-profit groups	6.6	3.0	28.3	62.2

The WES chart in Table 66 shows that education and health services, and non-profit groups have a higher percentage of employees working from home, and unpaid in addition to normal working hours than the overall category.[164]

Table 67 – Niagara Study Results – Weekly overtime hours where no lieu time is taken

	Senior Manager	Manager	Intermediate	Senior Administrative Support	Administrative Support Level	Other	Avg.
Number of unofficial weekly overtime hours (where no lieu time is taken)	7	6	2	2	2	2	3.5

The Niagara Study revealed, "Unpaid overtime is prevalent within the sector. Those in senior staff positions work an average of 7 unpaid overtime hours per week (over and above lieu time). Those in other positions work from between 2-6 unpaid additional hours per week."[165]

The Niagara study revealed, "While the voluntary sector workforce has been able to meet the needs of their stakeholders to date by working unpaid overtime (senior managers are working an average of the equivalent of one full day per week!), this also puts this workforce at risk for stress and burnout. This is further complicated by board members who may believe that because the cause of the organization is so important that overtime is expected (especially because they themselves are volunteer board members who aren't getting a pay cheque for their contribution)."[166]

Job security is one explanation for why individuals continue to work overtime hours ignoring the fact that it is placing stress on their family life, "For individuals, lower levels of job security may result in them working harder to meet employers' expectations. One might wonder whether the trend towards longer weekly work hours has not been fuelled, in part, by workers' feelings of insecurity and their drive to perform beyond employers' expectations simply to keep their jobs. The negative impacts of employment insecurity have been extensively documented in the research literature. Numerous studies have shown that insecurity and unemployment are associated with a range of negative health outcomes (Ferrie, et.al. 1998; Lavis 1998), as well as negative consequences for marital and family relationships and even child development (Wilson et.al.1993; Barling et al.1998). To the extent that insecurity is a predominant feature of an employment relationship, these risks are elevated."[167]

Appendix 27

Why People Work in the Voluntary Sector

Niagara Study Results revealed, "Respondents were asked to list the most commonly cited examples of the benefits and rewards of working within the sector:
- To "make a difference" (over 50% of all respondents)
- Positive work environment (supportive, creative, fair, respectful)
- Personal Growth
- Flexible work hours/lieu time" [168]

The Niagara study found, "Despite the challenges, it is also apparent there are good reasons for working in the sector. While it was expected that many are working in the sector because they want to work in a flexible work environment where they can make a difference and find opportunities for personal growth, it was somewhat surprising to learn that one of the most common benefits of working with the sector was the positive working environment. Supportive, creative, fair, and respectful work environments can serve as an important inducement for working in the sector." [169]

The HRVS has found, "Recent surveys of Canadian workers indicate a shift in priorities and attitudes toward work. Many people want satisfying work where they feel they can make a difference and be recognised for their contributions. This is good news for voluntary sector agencies as making a difference is their raison d'etre. It does mean though that employees want to know how their work contributes to making a difference, and they want to feel positive about their contributions. Employee performance evaluations offer an opportunity to make employees' contributions explicit and to recognise them for what they do." [170]

The Sudbury Study results revealed "The reason people choose to work in this sector is often altruistic or the desire to be of service and for many the personal rewards must compensate for the lack of zeros on the paycheck. Our survey revealed an overwhelming satisfaction with sense of achievement derived from employment within each particular agency. Along with job satisfaction is the sense of being included in the day to day operations of the agency, and when asked if employees felt they were included in planning the majority agreed, yes they were. This translates into feelings of being respected within the workplace environment." [171]

Appendix 28

Regina Employment Results Summarized

Results from Regina's Salaries and Benefits Survey broke occupations down into three broad categories, executive director, program manager, and support staff. To avoid error, the results of the Regina survey are below, but will not be directly compared to the occupational categories used in Pillar's survey.

Table 68 - Results from Regina's Salaries and Benefits Survey[172]

	Executive Director	Program Manager	Support Staff
Average Age	46	42	38
Gender	30% are Men and 70% are Women	13% are Men and 87% are Women	2% are Men and 98% are Women.
Education	78% have a B.A. 22% have a graduate degree.	66% have a B.A. 6% have a graduate degree	7% have a B.A. no graduate degrees
Work Experience	6 years in current position. 17 years in the sector	6 years in current position. 10 years in the sector	4 years in current position. 6 years in the sector
Supervise	8 to 10 employees	3 to 6 employees	0 or 1 employee
Paid and overtime hours	Paid for 37 hours/week, work 43 hours	Paid for 35 hours/week, work 37 hours	Paid for 37 hours/week, work 38 hours
Salaries	Lowest (F-T): $15,300 Highest: $69,400 Entry-level: $38,000 Average: $42,000	Lowest (F-T): $17,400 Highest: $50,000 Entry-level: $27,500 Average: $31,000	Lowest: $12,000 Highest: $36,500 Entry-level: $22,500 Average: $25,000

Appendix 29

Training Results From Other Studies

The Niagara study asked respondents to identify what they perceived to be the strongest skill sets among all employees and for those occupying leadership positions. Their results are as follows; "The sector perceives their strongest skill sets among all employees to be:

- Business administration skills
- Staff and volunteer management (HR)
- Leadership
- Technology
- Marketing
- Strategic Planning
- Resource Generation/Fundraising
- Board Governance

The most important skills for those within the most senior leadership positions include:

- Business administration
- Staff and volunteer management (HR)
- Strategic planning
- Financial management
- Marketing
- Communication
- Leadership"[173]

Table 69- Niagara Study Results - The following skills are identified areas for improvement from the Niagara study[174]

Senior Manager	Manager	Intermediate	Senior Administrative Support	Administrative Support	Other
Resource Generation Planning Administration	Management Time management, basic Technology	Technology Marketing Administration Vocational skills	Technology Understanding the bigger picture/vision	Financial management Accounting Technology Communication Research and planning, Understanding the bigger picture/vision	Interpersonal skills Communication Management

The Conference Board of Canada's Employability Skills 2000+ (Conference Board of Canada 2000) provides an overview of essential skills needed by workers in today's economy. "These include *fundamental skills* (like literacy, numeracy,

communication skills); p*ersonal management skills* (having a sense of responsibility, adaptability, accountability, and a commitment to lifelong learning); and *teamwork skills* (the ability to work with others, flexibility, respect, leadership, and decision-making skills). The Conference Board notes that "[e]mployability skills are the generic skills, attitudes and behaviours that employers look for in new recruits and that they develop through training programs for current employees."[175]

The CPRN has found, "Among non-profit employees who received classroom training, professional training was the most common type of training, reported by 22 percent of the employees who participated in training. This compares to 14 percent of employees who took classroom training in the for-profit sector. Computer software and occupational health and safety were the second and third most prevalent types of classroom training in the non-profit sector. Given the responsibilities that non-profit employees have for supervising paid employees as well as volunteers, its is interesting to note that less than 5 percent of classroom training participants received instruction on management and supervision."[176]

"Finally, the non-profit sector encompasses organizations in a very wide range of activities. Many organizations share common skill needs. Indeed, recognition of these common needs is reflected in the fairly recent trend toward the development of specialized academic programs at the post-secondary level. An overview of a selection of post-secondary programs points to some common themes. Examples include courses in: financial management; fundraising and resource development; program planning and evaluation; management, leadership and decision making; human resource management; strategic and operational planning; board, community and government relations; marketing; team building; communications and public relations; and volunteer retention and commitment. Similarly, professional associations are becoming well established in some fields, such as fundraising."[177]

Also see the study, "Methods for Employee Development" *prepared by Pat Harvey, Ottawa Ontario, for the* HRVS *Good HR Practice Tool Kit*[178]
http://www.hrvs-rhsbc.ca/hr_practices/pg004a_e.cfm

Appendix 30

Operating Budget and Sources of Revenue

Table 70 - Manitoba Study Results – Cash Operating Revenue for Last Fiscal Year (N=875)[179]

Income Range	Manitoba Percentage
$50 to $1,000	3.4
$1,001 to $10,000	15.9
$10,001 to $50,000	20.6
$50,001 to $100,000	49.9
$100,001 to $250,000	0
$250,001 to $1,000,000	0
$1,000,001 to $10,000,000	9
$10,000,001 to $50,000,000	1
$50,000,001 to $100,000,000	0
$100,000,001 to $170,000,000	0.1

Table 71 - BC Study Results – Annual Operating Budget[180]

Annual Operating Budget (Volunteer and Emerging Centres)	No.	Annual Operating Budget (Community Organizations)	No.
$50,000 or less	10	$50,000 or less	10
$50,001 to $100,000	4	$50,001 to $100,000	15
$100,001 to $250,000	1	$100,001 to $250,000	11
$250,001 to $500,000	1	$250,001 to $500,000	11
$500,001 to $1,000,000	3	$500,001 to $1,000,000	12
$1,000,001 to $3,000,000		$1,000,001 to $3,000,000	11
$3,000,001 to $5,000,000		$3,000,001 to $5,000,000	4
$5,000,001 to $10,000,000 $10,000,001 or more.		$5,000,001 to $10,000,000 $10,000,001 or more.	2 3
Missing Information	4	Missing Information	19
Total Responses	23	Total Responses	98
Average annual operating budget: $119,500		Average annual operating budget: $1,018,623*	
Range: $5,000 to $600,000		Range: $10,000 to $ 14,000,000	

* Averages and ranges of agency size data exclude three extreme cases of government departments with thousands of staff and volunteers and multi-million dollar budgets.

Table 72 - Niagara Study Results - Budget Details

	2001	2002	2003
>50,000	38%	33%	36%
50,000-99,000	10%	17%	12%
100,000–249,000	19%	17%	17%
250,000–499,000	11%	12%	12%
500,000–999,999	21%	21%	22%

CPRN research found, "Almost half (47 percent) of charities have annual revenues of less than $50,000; 27 percent have revenues between $50,000 and $249,000; 17 percent have revenues between $250,000 and $999,999; 6 percent have revenues between $1,000,000 and $4,999,999 and 3 percent have revenues greater than $5,000,000 (42 percent of these are Teaching Institutions and Hospitals)."[181]

Niagara results found, "When organizations were asked if the percentages of their various funding sources had changed in recent years 41% said yes indicating that:
- gaming revenue had decreased
- government funding for core operating services had declined
- Trillium Foundation funding had increased." [182]

Results from Regina's Salaries and Benefits Survey revealed that the average organization had a total budget of $650,000. The United Way Regina contributed an average of $50,000, approximately $300,000 came from Governments, and the remaining $300,000 was derived from other sources. The lowest annual budget was $71,500 and the highest annual budget was $2,379,700.[183]

Appendix 31

Niagara Expenditures

Figure 58 - Niagara Study Results - Expenditures[184]
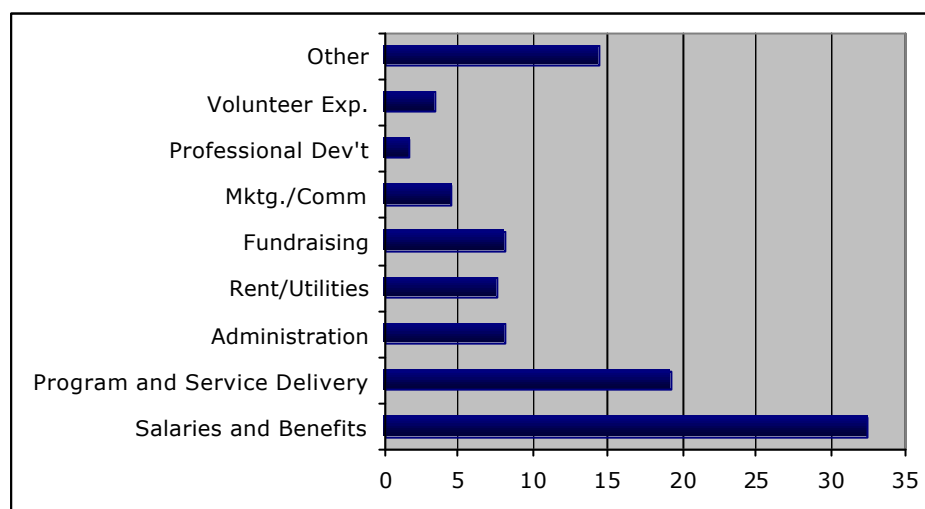
Niagara results are similar to London's, however Niagara's total adds up to 99.6% whereas Pillar's results sum to between 168 and 193. This difference can be explained since Pillar's results were calculated by using the average or mean figure for each expenditure item. Overall, results for Niagara were in the same proportion as London's with Niagara's results being consistently lower. The only difference was in volunteer expenses with Niagara's results being higher than London's.

The Niagara study found, "The factors that pose the greatest funding challenges to organizations include the following:
- government downloading of services coupled with funding cutbacks;
- a growing tendency for funders to support short-term projects rather than long-term activities and operational or core costs; and,
- increasing competitio n among nonprofit and voluntary organizations for scarce resources."[185]

Appendix 32

WES Methodology

Any research that came from the following footnote - CPRN Research Series on Human Resources in the Non-profit Sector No. 2 Job Quality in Non-profit Organizations, Kathryn McMullen and Grant Schellenberg involved survey analysis based on the criteria below:

"Defining the Non-profit Sector[1]
The analysis presented below is based on data from Statistics Canada's Workplace and Employee Survey (WES). The WES is a longitudinal survey that tracks responses from a sample of approximately 6,320 business establishments and 23,500 employees who work in those establishments. This report is based on data from 1999. Several design characteristics of the WES are particularly relevant to our discussion. First, the WES includes only establishments that employ one or more paid workers. This means that non-profit organizations run exclusively by volunteers are not included in our analysis and the discussion of job quality is limited to that experienced by paid employees. Information is not available on volunteers.

Second, the WES does not include establishments or employees in public administration or some primary industries.[2] This means that we cannot compare the job characteristics of employees in non-profit organizations with those in government, for example. Moreover, estimates of labour force characteristics drawn from the WES, such as the incidence of part-time employment, will be different from those drawn from the Labour Force Survey or other sources which include all industries as well as the own-account self-employed.[3]

Third, the WES does not include religious organizations. While conceptually, these are usually considered to be part of the non-profit sector, organizations like churches, mosques, temples and synagogues do not fit easily in the context of a survey of business establishments and their business strategies, technology investments and human resource practices. As a result, they were excluded from the WES and consequently from our analysis of the non-profit sector using the WES. For this study, two pieces of information were used to identify and classify non-profit organizations. First, representatives from each of the establishments included in the WES were asked: "At this location, is this workplace a non-profit organization?" Responses to this question were used to differentiate non-profit from for-profit firms.[4] Second, detailed industry information available through the North American Industry Classification System (NAICS) was used to further refine the working definition of the non-profit sector. Hospitals, elementary and secondary schools, and colleges and universities were re-classified as quasi-autonomous non-governmental organizations (quangos) distinct from other non-profit

organizations…Overall, the non-profit sector accounted for about 8 percent of employment and for about 8 percent of establishments, as defined in the WES"[186]

[1] For a more detailed discussion of the methodology used to identify sector and industry, see the first report in the CPRN Series on Human Resources in the Non-profit Sector, *Mapping the Non-profit Sector in Canada* (McMullen and Schellenberg 2002).

[2] Public administration is defined as federal, provincial, territorial, local, aboriginal, international or extraterritorial public administration work-sites. Primary industries include agriculture, fishing, hunting and trapping.

[3] By definition, own-account self-employed workers do not employ paid workers, and hence, they are not included in the *WES*.

[4] Meetings with Statistics Canada personnel have confirmed that detailed quality checks were undertaken to confirm the reliability of the 'non-profit' classification. These quality checks resulted in some cases being reclassified to the for-profit sector when it was clear that establishments initially labeled as non-profits in fact were part of for-profit firms (satellite offices, for example) or when a for-profit establishment reported 'no profits' for that year.

Appendix 33

Manitoba Study Results Methodology

The Status of Manitoba's Voluntary Sector:
An Omnibus Survey Final Report
Prepared by: Child and Family Services Research Group Faculty of Social Work
University of Manitoba
January 2003

"This survey contains information which describes the strength, challenges and variety of the voluntary sector in Manitoba. It is based on responses from 1,286 organizations which replied to a mail survey.

SURVEY DEVELOPMENT AND PRE-TESTING

The research work plan proposed that two self-administered questionnaires be used to collect the data. One questionnaire would be sent to a representative sample of Chief Executive Officers and one sent to a representative sample of Board Presidents of voluntary sector organizations. Two questionnaires were needed to collect sufficient data to answer the full range of research questions. A draft of the two questionnaires was completed in January 2002. The drafts incorporated standardized instruments (or portions from standardized measures) from previous studies, questions related to the key findings from the qualitative component as well as new questions developed specifically for voluntary organizations in Manitoba. Representatives from the Manitoba Voluntary Sector Initiative, the Winnipeg Foundation and Canadian Heritage reviewed the draft questionnaires. Members of the Initiative's advisory groups were also consulted as part of this process. The questionnaires were revised numerous times. Each new version was submitted to the funding partners for review. Throughout this process, the principal investigators were in regular contact with researchers conducting national studies of the voluntary sector. This sharing of information was important to ensure that the national and provincial studies did not duplicate data collection efforts in Manitoba. Once approved by the funding partners, the questionnaires were subjected to a pre-test phase.

A sample of nine organizations was identified for the pre-test. This included organizations located within and outside of Winnipeg. To ensure representation from the various sub-sectors, the pre-test sample included two religious organizations, two educational organizations, two social service organizations, an environmental organization, a community foundation, and a research organization. These organizations also varied in size and scope including local community groups, a province-wide organization and organizations with an international focus. Due to

the wide range of organizations interviewed, the pre-test results greatly improved the overall design of the survey instruments.

A cognitive interview format was used with each of the nine potential respondents in the pre-test. During the cognitive interview, the respondent was asked to complete the survey in the presence of the interviewer. As the respondent began the survey he/she was asked to verbalize his/her thoughts, impressions, confusions and concerns about the instrument. The interviewer used a variety of probes to ensure that the respondent was able to communicate his/her concerns. The interviewer recorded each comment.

Excluded from the international classification are organizations that are operated by government; organizations that are not institutionally separate from government (e.g. – managed by a government-appointed board) and organizations that provide service on a "for profit" basis. After removing organizations that did not fit into the classification, the database contained almost 10,200 records.

The sample for the Chief Executive Officers survey was stratified two ways. There is a geographical distinction, as separate samples were drawn for Winnipeg based organizations, organizations located in the North (Parklands, Thompson and Norman) and organizations located in the Southern regions of the Province (Central, Eastman, Interlake and Westman). Identifiers in the data base allowed for the Winnipeg sample to be further stratified by the following twelve sub-sector groupings." [187]

Appendix 34

British Columbia Study Results Methodology

"This summary report presents the findings from a two stage survey of volunteer training needs of Volunteer Centres and their members and other community organizations served by them.   A total of 51 members of Volunteer B.C. were included in the first stage of the survey; they received the long version of the training needs questionnaire.   Volunteer B.C. members were also requested to choose up to twelve local organizations from those they served to which the Centre would forward, on behalf of the research, a shortened version of the questionnaire (the second stage). Centres were asked to select organizations which played a prominent volunteer role in the community and which had received assistance from them with respect to their volunteer needs.   The total sample and response rates are shown in the table below." [188]

Table 73 - The Total Sample

Sample Groups	Number Sampled	Number of Responses	Response Rate (%)
Volunteer Centres	32	20	62.5%
Emerging Volunteer Centres	9	4*	44.4%
Volunteer Programs Referring Internally Only	10	5	50.0%
Community Organizations (Volunteer Centre members and non-members)	147	98	66.7%
Overall Survey Total	198	127	64.1%

Table 74 * A narrative report was returned from one Emerging Centre (appended).

Distribution of Response by Area Code	Area Code 604	Area Code 250	Total
Volunteer Centres	9	11	20
Emerging Volunteer Centres		4	4
Volunteer Programs Referring Internally Only	3	2	5
Community Organizations (Volunteer Centre members and non-members)	42	53	95*

* Missing data = 3.

Appendix 35

Sudbury Study Results Methodology and Study Information

Social Planning Council - A Report of Human Resource Needs in the Non-Profit Sector

"Through funding from HRDC's Local Labour Market Partnership Initiative, The Social Planning Council has developed a Human Resource Needs Survey to better understand not only who the employee is but also to get their perspective about the day to day reality of working within this sector. Only the broader community-based social service sector will be analyzed in this report, thus MUSH (Municipalities, Universities, School Divisions and Health facilities) and other transfer agencies which are heavily dependent on public funding shall be excluded. There are two adaptations of the survey, one for the manager or director and another for employees. Where at all possible the categories and questions were the same since managers are after all employees and share the same workplace environment. Results were also imputed separately so that where managers responses might noticeably differ from employees there was the opportunity for comparison. The survey was divided into four sections, the first "About your job" asks for specific background information about the employee's job. Areas covered included length of time at the agency, job classification, overtime policy and job requirements. Section two, "About working here", focused on to what extent the expectations and needs of employees were met and recognized in their employment relationship. Employees were asked about their personal access to two key dimensions of the employment contract, training and the extent to which they were consulted and included as active participants in the decision-making process at their workplace. "About yourself" section three uncovered specific demographics about who we have working in the sector and section four asked for the employees perspective "About the future". Past and current trends were also assessed in this section to get a sense of the direction the agency was heading.

Methodology - A random selection of non-profit, third sector agencies in the Greater City of Sudbury were asked to participate in the survey process. The agencies selected had a substantial history of service provision; most had been in operation for a period of more than ten years. They serve a diverse group of clients, including children, youth, women, men, the aged, and would be classified as multi-service agencies. Others provided programming in addition to emergency shelter and transitional housing. The surveys were conducted in a confidential manner, no name was required, but as they were distributed through the managers and the agencies have a small number of employees there was a comment made that due to the fact they were numbered there was a possibility of tracing. The numbers

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were immediately removed, although it should be noted that only one person out of fifty felt their responses may have been scrutinized within the agency."[189]

Appendix 36

Survey Methodology for the Regina Salaries and Benefits Study

Issues of Compensation in the Voluntary Sector: A Salaries and Benefits Survey of Regina's Charitable Human Service Agencies

"This research note provides a "snapshot" picture of compensation among some categories of paid employees working for Regina-based voluntary human service agencies. It is based on a research instrument adapted from a previous study conducted for the Muttart Foundation. The sample is constituted of 37 agencies and is representative of all Regina-based charitable human service agencies."[190]

Methodology

The human service agencies contacted are members of the United Way Regina or of Volunteer Regina.
All respondents are from charitable organizations.
The response rate is 55% (37/67).
The sample is representative of all Regina based charitable human service agencies (37/90 approximately).[191]

Appendix 37

Niagara Study Results Methodology – The Centre for Community Leadership

"As a one-stop resource centre for the voluntary sector, the Centre for Community Leadership maintains a database of all Niagara-based non-profit organizations. Current "tombstone data" (contact information) was purchased from Information Niagara (approximately 1600 organizations). Additionally, the Centre maintains contact information for another 400-500 smaller organizations (i.e. neighbourhood associations, sports and arts groups etc.). Cover letters and surveys were mailed to all organizations (approximately 1800)*. Of these, about 551 organizations appear to have paid staff. Recipients were given the choice of completing and returning the printed survey, or completing the survey online. A total of 113 completed surveys were received. Sixty three percent (63%) of respondents indicated they had paid staff. Response rate for Niagara based organizations with staff was 10.1%. Overall response rate for all organizations was 6%. These results indicate a 95% confidence rate that the results are accurate within 2.5% (plus or minus)." [192]

*In addition to these 1800 organizations, there are an additional 435 faith based charities (churches) in Niagara. This brings the total of Niagara voluntary organizations to 2220. Since the database of 1800 includes faith based organizations providing human services, a decision was made not to send the survey to the additional 435 faith based charities.

Appendix 38

London Voluntary Sector Employment and Training Needs Study
Questionnaire (paper copy) - Please see additional file

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