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British Columbia Regional Forum
Proceedings Report

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HR Council for the Voluntary & Non-profit Sector

The HR Council for the Voluntary & Non-profit Sector (HR Council) works with organizations, educators, labour and government to identify and address issues related to paid employment in the voluntary and non-profit sector.

Our priorities are to:

- Build and share knowledge
- Promote good HR practices
- Foster training and learning opportunities
- Provide leadership on HR issues
- Engage voluntary and non-profit organizations in our work

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The logo for Canada, featuring the word "Canada" in a serif font with a stylized Canadian flag above the letter 'a'.

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As co-chairs, we had the honour of presiding over the day. We were supported in our efforts by the able hand of facilitator Dal Brodhead. Presentations given by Barbara Grantham, Heather Dickson and Jennifer Charlesworth provided context to aid in the day's discussions. We thank Penelope Hutchison for preparing this report of the proceedings. Above all, we want to thank the more than 40 participants who took the time to attend the forum and provide critical input into human resource issues facing the non-profit sector in this province.

Faye Wightman

Co-chair, BC Forum
President and CEO
Vancouver Foundation

Joanne Linzey

Co-chair, BC Forum
Project Manager
HR Council for the Voluntary & Non-profit Sector

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HR Council
Voluntary & Non-profit Sector
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Proceedings Report

HR Council for the Voluntary & Non-profit Sector *British Columbia Regional Forum*

More than 40 individuals representing a wide range of leaders from British Columbia's non-profit sector and provincial government gathered together in Vancouver for a day of discussion and action planning.

Foreword

On May 13th, 2009, the HR Council for the Voluntary & Non-profit Sector (HR Council) and the Vancouver Foundation (VF) hosted a provincial forum to examine labour force issues and opportunities in the non-profit sector. The BC Forum was one of five gatherings occurring across the country throughout the Spring of 2009. (Other forums were held in St. John's, Moncton, Winnipeg and Edmonton). Each forum generated its own proceedings report. These reports, along with a synthesis report summarizing all the forums, are available on the HR Council's website.

More than 40 individuals representing a wide range of leaders from British Columbia's non-profit sector and provincial government gathered together in Vancouver for a day of discussion and action planning (See Appendices A and B for the day's agenda and list of participants). The purpose of the day was to:

- Gain an understanding of national labour force issues and trends that may require forthcoming HR Council recommendations to the sector
- Collectively explore strategies to address key workforce issues facing the non profit sector in BC
- Further develop an action plan for the Government Non Profit Initiative (GNPI), sector leaders and related initiatives to advance this work over the next three years

This report summarizes the day's discussions and highlights the overall proceedings.

Welcome

As the host organization, Faye Wightman, President and CEO of Vancouver Foundation (VF) welcomed Joanne Linzey and the HR Council for the Voluntary & Non-profit Sector to Vancouver. The HR Council approached Vancouver Foundation to host the BC Forum because of the leadership role VF plays on behalf of the non-profit sector in BC's Government - Non Profit Sector Initiative (GNPI).

Initiated in 2007, the GNPI was created as a vehicle for the non-profit sector and the BC government to strengthen their relationship. The goal of the Initiative is to support stronger communities and better livelihoods for British Columbians. It is hoped that the HR Council's BC Forum discussion will provide thinking to both inform and advance the work of the HR Council and the Government-Non-Profit Initiative in terms of how human resource challenges in the non-profit sector might be addressed.

The HR Council's five provincial forums are part of a national initiative to raise awareness of labour force issues in the non-profit sector and identify the labour force development issues specific to each province/region. The goal is to find ways to work together within the sector to address the various human resource challenges faced by all non-profit organizations. Each of the five provincial forums has been tailored to build on work already taking place within that province.

The provincial forums are part of a larger initiative which includes both the documentation of the process leading to Alberta's creation of the Alberta Non Profit Voluntary Sector Initiative (ANVSI) as well as the creation of a guide designed to help the non-profit sector develop its own workforce strategies. All three reports are available on the HR Council's website.

The national context

Formed in 2005, the HR Council is a national body created to address issues of paid employment in the non-profit sector. The Council's strategic priorities are to:

- Build and share knowledge
- Promote good HR practices
- Foster training and learning opportunities
- Engage voluntary and non profit organizations in our work
- Provide leadership on HR issues

The HR Council's three-part Labour Force Study marks the first comprehensive look at paid employment in the sector. The first report diagnoses the labour force issues and challenges facing the non-profit sector. The second report is a national survey examining the players in the non-profit sector, from employers to employees. The third report, released just recently, offers a series of recommendations on what needs to be done collectively to address the labour force issues.

Sector at a glance

HR Council Project Manager Joanne Linzey gave an overview of the Canadian non-profit sector, highlighting findings from the HR Council's first two Labour Force Studies. There are 69,000 non-profit sector employers with 1.2 million paid staff across the country. This represents 7.2% of the national paid workforce and \$22 billion in terms of the annual payroll – marking the significant economic impact of the non-profit sector.¹ Most employers are small organizations (75% have fewer than 10 employees) but the larger organizations employ half the total non-profit sector labour force.

The majority of non-profit sector employees are women (74%) and 40% are union members. The non-profit sector workforce is aging with 48% over the age of 45. Diversity is an issue, as only 10.4% of non-profit sector employees are immigrants compared to 21% in the general workforce. Non-profit sector workers tend to be well-educated (71% have post secondary degrees) with more than 30% in professional occupations. (See Appendix C for more statistics on the state of the non-profit sector's labour force).

¹ These figures do not include hospital and educational institutions

Challenges particular to the sector's composition include:

- Large numbers of employees, with complexity due to the large number of employers with small numbers of employees (compared to universities and school boards, for example)
- Multiple sources of funding
- Lack of sustainable, long-term funding
- Dependency on volunteers
- Wide range of stakeholders (board, volunteers, staff, donors, funders, clients, members, etc.)

A high percentage of employees (89%) in this sector are very satisfied or satisfied with their work. Employees appreciated the flexibility and work-life balance that comes from working in the non-profit sector such as the ability to work from home if and when they can. However, some aspects of their work are less satisfying including pay and benefits; lack of compensation for overtime; few retirement savings options; weak opportunities for training and advancement; and limited feedback and recognition. Key challenges facing the non-profit sector include:

- Demographics (large country, aging ,population)
- Diversity (influx of new Canadians)
- Demands on the sector (increasingly complex social challenges)
- Recruitment and retention (difficulty finding and keeping staff/volunteers)
- Skill and knowledge needs (difficulty finding employees with right skill mix)
- Leadership (lack of skills)
- Culture (Challenge defining vision/mandate)

The HR Council is creating a Workforce Strategy Guide to support non-profit sector organizations in their development of recruitment, training and retention plans. Aimed at groups working in networks or partnerships, the guide provides case studies and resources from collaborative initiatives and steps on how to develop a labour force strategy. The guide will be available on HR Council's website in

the summer of 2009.

Question and answer session

Q: When was the survey done and was anything done to look at the current economic situation and how it's affected the sector?

A: The survey was done two years ago. We do know that the workload of the sector is increasing, demand for services is increasing and there are some decreases in funding. This is the tightest labour market in decades but that will change in the near future so there's no reason to put off tackling labour force issues such as the need to develop strategies to improve the recruitment and retention of employees.

One participant noted even though the labour market has opened up, BC is still dealing with a skill shortage as it lacks sufficient numbers of people with particular, high-demand skills and therefore some labour force challenges will continue to persist. Another noted non-profit sector employers are concerned about how long new employees will stay and there is greater concern about investment in training. The issue of poaching was raised, noting that small, non-profit sector employers can't offer the same level of job security as larger organizations and their employees often move on to more secure jobs in the larger non-profit sector organizations or the public sector.

Q: Has the HR Council looked at the issue of intergenerational issues in the workplace?

A: The question of workplaces with intergenerational staff has not been specifically examined by the HR Council. However, the issue of what attracts younger versus older workers to the sector and the resulting age gaps in a non-profit organization workplace can have a profound impact on how an organization manages its workforce. Faye Wightman, Vancouver Foundation President and CEO, offered to share a recent presentation she gave on the generational divide and challenges of working with baby boomers and echoes with anyone interested.

BC context and overview

BC initiatives

Barbara Grantham, the non-profit sector Team Lead (staff) for the GNPI gave a brief overview of two relevant initiatives occurring in BC.

Social Services Sector Human Resources Summit

The Federation of Community Social Services Organizations of BC (FCSSBC) held a two-day summit in early May 2009 to identify key labour force issues in the social services sector. Co-sponsored by the GNPI, the goals of the summit were to get a better understanding about how to move forward on labour force issues, gather key resources and build an action plan (see social service sector human resource summit for more details).

Government non-profit initiative

The GNPI began in 2007 to improve the relationship between the provincial government and the BC non-profit sector (www.nonprofitinitiative.gov.bc.ca). The initiative is co-staffed, co-funded and co-chaired by the two sectors. Committees with broad-based representation from senior leaders in each sector are pursuing specific outcomes within five priority areas, as identified by government and the non-profit sector:

- Relationship between the two sectors
- Business and finance
- Human resource capacity and labour market development
- Integration and innovation
- Aboriginal relations and engagement

As one example of an action underway within the area of building HR capacity, the GNPI is facilitating leadership exchanges between senior leaders in the non-profit sector and the provincial government. Funding will be provided to support up to three exchanges in the coming year.

Participants not already involved in the GNPI were encouraged to become engaged in the process. Barbara noted the Government-Non-Profit Initiative will only be truly successful if individuals

working in the non-profit sector on the ground level provide input and become active in the initiative.

Labour market partnership program

The Labour Market Partnership (LMP) is a provincial government-funded employment program providing financial assistance to labour market areas in support of labour force development and HR planning and capacity building. An LMP of \$5 million, to support HR development in the sector will be administered and disbursed by the Vancouver Foundation over the next three years. The Vancouver Foundation is now recruiting an advisory committee, hiring a program manager and developing a project charter to oversee and manage the program.

Labour market services

Heather Dickson, Assistant Deputy Minister, Labour Market Services Transition Office, Ministry of Housing and Social Development, elaborated on the LMP, describing it as an opportunity for employers to tackle many of the HR issues identified both provincially and nationally. Through the GNPI, the provincial government is working with the sector to support labour market development. Labour market information is currently being developed as part of the LMP, in order to support the establishment of broad non-profit sector-driven HR management strategy. Heather noted non-profit sector employers can also access broader provincially-based labour market programs (such as Labour Market Services and the Labour Market Development Agreement Programs) to support job creation and HR management capacity development.

Key issue identification

With the current context, resources and realities outlined, participants began the real work of this forum - identification and prioritization of critical labour force issues for British Columbia's non-profit sector. Participants broke into small groups to determine key labour force issues within and across the sector.

Prior to breaking for lunch, facilitator Dal Broadhead reconvened participants and asked people to offer up only issues they did not expect to come out of the discussion.

Michael McKnight, CEO of United Way of the Lower Mainland, read a quote printed on his coffee cup, stating how the quote sparked an interesting conversation within his small working group.

“The irony of commitment is that it's deeply liberating - in work, in play, in love. The act frees you from the tyranny of your internal critic, from the fear that likes to dress itself up and parade around as rational hesitation. To commit is to remove your head as the barrier to your life.”

The quote raised the question about whether or not the issues identified in HR Council's studies were truly HR problems for the non-profit sector. McKnight said his group discussed how the issues may just be the way the non-profit sector expects our workplaces to function.

Another participant said his group had a similar conversation, describing the issue as “the culture of poverty.” The discussion focused on how the non-profit sector often works from a negative place so the issue is about our attitude and our culture as a sector. One group talked about the need to “change our story,” to move from issues to opportunities and to begin to talk about the sector from a passionate, positive place. “This sector is so rich and powerful and there's so much passion and cultural capital. Where could you work that could be more pleasing than this?” one participant asked.

Another issue raised was how as a sector, 80% of our money is spent on labour but only about 20% of our efforts are focused on our employees. “What we do is about our people,” said one participant but the non-profit sector doesn't put its energies into the power of its workers.

The need to look to other sectors for effective models in terms of productivity and efficiency was raised as a possibility. The labour force is becoming increasingly complex and there is a need to identify what in the private or public sector models can work for our sector.

One group said the lack of diversity in the sector was a surprise for them as they had assumed that the non-profit sector would have a more diverse labour force than the general labour force.

Social Service Sector Human Resource Summit

After lunch, Jennifer Charlesworth, Executive Director of the Federation of Community Social Services Organizations of BC, highlighted the results from the Social Service Sector Human Resource Summit (HR Summit) held on May 6 and 7, 2009 in Vancouver. The HR Summit's objective was to begin to develop a strategic HR plan for the community social services sector and discuss recruitment and retention issues facing the sector's labour force. The goal is to work towards ensuring and creating a skilled and sustainable labour force in the community social services sector.

Research conducted over the past twelve months by the FCSS reinforced the findings from the HR Council's national survey. For example, women represent the largest portion of non-profit employers and employees, receive lower than average wages and are highly educated. Motivating factors encouraging individuals to join the social services sector include meaningful and satisfying work experiences and the chance to make a difference in the world. Barriers to joining the social services labour force in BC include a lack of credential recognition for immigrants and low wages which fall below the average cost of living.

HR Summit delegates used the research findings to come up with strategic priorities to encourage individuals to join, stay in, or reconnect with BC's non-profit sector.

The priority themes for strategic action were identified as:

- Marketing and public education (about the value of the sector)
- Sectoral stakeholder collaboration
- Wages and benefits
- Immigrant engagement and recruitment
- Aboriginal engagement and recruitment
- Leadership support and development
- Policy support to help organizations become more flexible and adaptable to its employee and volunteer needs

Within these themes, areas for strategic action included organizational and employee development, flexible work places and employment practices, leadership development and succession planning and partnerships with secondary and post-secondary institutions. Strategies developed at the HR Summit will inform human resource planning for the sector, and guide the articulation of priority areas for funding.

Building on strengths

Similarities, differences and lessons in collaboration

In light of the various national and provincial labour force issues presented, representatives from the non-profit sub-sectors of recreation, housing, environment, and arts and culture were given the opportunity to highlight the commonalities and differences within their particular sub-sector and between their sub-sector and the rest of the non-profit sector. Some also briefed participants about lessons learned from collaborative initiatives.

Arts and Culture

Amir Ali Alibhai: Alliance for Arts and Culture

Many of the issues in the arts sector are similar to those in the broader non-profit sector, but there are some key differences. For example, within the arts, some organizations come from a place of community service while others are about creating a product (e.g. theatre) to be consumed. In other words, there

are both non-profit and for-profit players within this sector and they co-exist in an important way. Forty-two (42) per cent of the cultural workforce are self-employed and move between the for-profit and non-profit sectors. This creates an issue in terms of training strategies as non-profit arts organizations need individuals with entrepreneurial skills.

Two arts and culture collaborative initiatives highlighted were:

- Simon Fraser University's International Centre of Art for Social Change, bringing together social issues and artistic practices through the School of Contemporary Arts
- Woodward's development, where the Simon Fraser University's School of Contemporary Arts is creating a place for interface between the University and the community of the Downtown Eastside

Environment

Kristine Webber-Lampa: Environmental NGO Capacity Building Initiative

BC's environmental non-profit organizations are facing many of the same issues as the rest of the sector. While individuals love their work and like to see good community outcomes, those working in the environmental field also face low wages and limited or no benefits. She spoke about the need to build capacity as the environmental field has a range of organizations from strictly voluntary to large organizations like the David Suzuki Foundation.

The Stewardship Centre of BC has created a framework for capacity building to support environmental non-profit organizations. The framework provides an overview of the various capacity building opportunities available, with the goal of helping organizations find funding, recruit and retain staff and support volunteers.

Parks, Recreation and Culture

Suzanne Strutt: BC Parks and Recreation Association

BCPRA members are a mix of local government, affiliate organizations and private corporations. They see themselves as part of the social service

sector and instrumental in building healthy communities. Employees in this sub-sector tend to be relatively well paid, with union membership and benefits.

Major issues facing this sub-sector include succession planning, as it is expected that within 10 years there will be a complete turnover of senior positions. Recruitment, mentoring and leadership development are therefore key priorities, and amongst parks and recreation non-profit organizations, there is the desire to have education better aligned with the field's occupational needs and to promote recreation as a career choice.

Housing

Karen Stone: BC Non-Profit Housing Association

The large amount of equity held in the housing sub-sector (approximately 50,000 non-profit housing units) represents a major difference from other non-profit fields. Typically, organizations with assets this large are private sector and have highly skilled, well-paid employees.

Recruitment and retention are the biggest issues facing this field and the BCNPHA has struck a task force to examine challenges such as the aging work force. The average age of some non-profit housing organization board members is 70 while the average age of employees in some organizations is 60. The field is trying to determine what its capacity needs are and recognizes its skill development needs are unique. For example, boards and employees need to understand capital asset management, and comprehend housing issues for a range of diverse communities from families to immigrants to seniors.

Issue identification

Participants gathered in small working groups to consider the five key labour force issues facing the non-profit sector as identified during the morning's key issue brainstorming session. The five themes were:

- Funding
- Leadership
- Culture and attitude
- Building organizational capacity
- Youth/generations/diversity

A table was designated for each theme and participants self-selected which issue they wanted to discuss. Each table grouping was asked to determine critical areas of focus from the various priorities highlighted on Post-It Notes during the morning session. Participants had approximately 50 minutes to discuss the following four questions:

- What is the desired state (in 3 years)
- What are the strengths and assets we can build on
- Who are the potential partners
- What are some concrete action steps

The ensuing discussions raised new questions and highlighted innovative ways to address the labour force challenges and opportunities facing the non-profit sector. As forum participants reconvened, each group chose a spokesperson to report back on their discussion, highlighting for their issue the desired state, strengths and assets, potential partners and action steps that can be taken to move this issue forward.

Key theme 1: funding

Desired state

- Security of funding with the stability and ability to plan
- Clear mechanisms of funding recognizing the costs of doing business and linked to benchmarks and core competencies
- Greater understanding between the non-profit sector and government and the private sector of similarities and differences and roles and relationships between the sectors
- Attractive non-profit sector work places with better staff compensation (higher wages and/or more flexibility) as defined by market influences
- Training budget allocated specifically within the funding process
- Clear balance between funders needs and service provider mandates
- Adequate pension plan funding for non-profit sector employees

Strengths and assets

- Strong leadership within the non-profit sector
- Competent capacity that can be enhanced and developed
- Existence of world-class, leading-edge service delivery models in BC
- GNPI sets a positive framework on which to build better relations and better communities

Potential partners

- Everyone

Concrete steps

- A coordinated approach with government for pension-planning within the non-profit sector
- Review HR Council research on core competencies for smaller organizations in BC to explore adaptability
- Undertake engagement on longer-term, sustainable funding

Key theme 2: leadership

Desired state

- Create an environment that identifies leadership characteristics, roles and competencies
- Support and celebrate leadership at all organizational levels wherever it occurs
- Champion, inspire, connect and support all styles of leadership
- Create a mechanism to identify emerging leaders, with assessment performance measurement to support succession planning

Strengths and assets

- Retiring leaders, mentors and volunteers are an important asset to utilize
- Diverse styles and competencies of the non-profit sector's leadership
- Leadership inventory and training work of Volunteer BC

Potential partners

- Leadership from federations and umbrella organizations, associations (e.g. Canadian Executive Service Organization)
- Post-secondary institutions

Concrete steps

- Identify tangible skills needed for leadership (e.g. finance, human resource management, generative thinking, resiliency and leadership by example)
- Reach out to post-secondary institutions and develop a Leadership Institute to develop and train emerging leaders
- Create an inventory of leadership initiatives Identify what the non-profit sector can do to support universal training around leadership

Key theme 3: culture/attitude

Desired state

- A changed image (external) of the non-profit sector so it is seen as a desirable career option
- A changed attitude (internal) with a fundamental belief in ourselves as a desirable career option

Strengths and assets

- The passion and belief of non-profit sector employees in what we do and our ability to make a difference
- Flexibility in managing the work/life balance
- Work with committed colleagues
- Being community-based with the ability to tell the story from the ground-level

Potential partners

- Different levels of government (e.g. provincial, federal, Union of BC Municipalities)
- Schools (secondary and post-secondary)
- General public
- Media

Concrete steps

- Change the language and image by hiring a branding specialist to build a brand across the sector
- Quantify the benefits of the non-profit sector to the overall economy.
- Showcase the human talent that exists in the sector in advertising for recruitment and retention
- Show the benefits of working for a non-profit organization and survey why people join and stay in the sector
- Create heroes in the non-profit sector by teaching people in the sector to tell their stories. Internally brand so employees can be ambassadors
- Partner with the education system to promote non-profit organizations as a viable employer
- Work with the private sector to build partnerships in social responsibility

Key theme 4: organizational capacity building

Desired state

- Realize effective sustainable organizations with the ability to achieve their missions
- There is a central repository for human resource support
- Every non-profit organization has affordable access to human resource expertise around staffing and volunteers
- Sustainable living wages for non-profit sector employees

Strengths and assets

- Innovative and resilient
- Community and employee engagement
- Government sees the value of the sector
- Turn the GNPI from a door to a window
- Sector has a history of working collaboratively
- Changing demographics are pushing us to be more diverse
- Strong board leadership

Potential partners

- GNPI
- Law Foundation of BC
- Vancouver Foundation
- Public Service Agency
- HR Council
- Volunteerism Round Table

Concrete steps

- Identify gaps and research what models exist around world with all research findings flowing to the GNPI as an information depository
- Look at potential for shared human resource services such as tool development and training programs
- Develop core competencies and standards for the sector

Key theme 5: youth, generations and diversity

Desired state

- A work place, culture and environment responsive to the needs of youth, multi-generations and supports diversity
- Flexible organizational structures and resources supported by information technology and social networking capabilities
- A labour force reflective of the demographics of our communities and the ability to make use of that knowledge and experience within those populations
- Foreign experience and training recognized
- Value of seniors experience and expertise as mentors and consultants

Strengths and assets

- An experienced workforce (both voluntary and paid)
- Untapped expertise and knowledge from other sectors
- Value in the perspectives and strengths of youth
- Passion and sense of ownership

- Multiple points of entry into non-profit organizations (e.g. board, employee, volunteer)
- An innovative and resourceful sector that's mission-based

Potential partners

- Educational institutions
- Cross-sector and sub-sector partnerships (e.g. arts and environmental groups)
- Government departments (e.g. immigration, multiculturalism)
- Non-profit and for-profit collaborations
- Relationships with youth, senior and other culturally diverse organizations

Concrete steps

- Help new groups to understand the steps needed to become viable non-profit organizations (e.g. need to become a society)
- Define benchmark standards for non-profit sector working conditions. Ensure standards include youth and different generations of the labour force

Observations and emerging themes

The last discussion of the day revolved around the common themes which emerged from the small working group discussions. One participant noted the need to build on what's already going on, such as the work of the GNPI, the HR Council and that of individual organizations instead of trying to reinvent the wheel. Another said attitude was a critical theme and non-profit sector service providers need to work from a position of strength and competence when defining their future and their relationships with funders.

When asked what practices non-profit organizations should change or do differently, a number of forum participants raised the issue of the promotion and branding of the non-profit sector. For example, one participant said there is a need to speak out more about the benefits of the non-profit sector's work and the positive impact non-profit organizations have on the quality of life of British

Columbians. Another said "we need to change our story" and use language to shift our own and others view of the non-profit sector by collectively defining a glossary of terms to use to name ourselves and claim our identity.

One participant said the GNPI has heard consistently about the need for the non-profit sector to be more integrated around communication but that as a partnership, the GNPI is not an advocacy group that speaks to government. The non-profit sector lacks a single body which government can approach to address public policy issues relating to the non-profit sector as a whole. Participants agreed there is a need to create a forum providing the non-profit sector with a rallying point to explore commonalities and differences and communicate as a single body.

One of the non-profit sector's biggest assets is its volunteer boards and participants concurred boards can be a strong voice for the sector. In order to strengthen this asset, there is a need to educate board members to help the non-profit sector reposition itself. The notion of creating a forum across BC was raised to support governance communications, training and development.

HR Council role

Joanne Linzey closed the BC Forum by linking the HR Council's national recommendations on labour force issues for the non-profit sector back to the day's discussion. The third report of the HR Council's Labour Force Study contains five (5) recommendations for the non-profit sector, drawn from work done across the country.

The recommendations are:

- HR management practices that will help organizations attract and develop the people they need
- Efforts to continue building an inclusive workforce so the sector can benefit from the full range of talent that is available
- Research and development to produce empirical evidence about the sector's labour force and work in the sector

- Broadly based coordinated efforts to promote the value of work in the sector
- The commitment of sector organizations and funders to adequate resources for competitive compensation, good working conditions and effective human resource management.

All the recommendations, aside from research, were key issues raised by participants during today's discussion.

As a prime source of information, tools and research related to human resources in the voluntary and non-profit sector in Canada, HR Council's website can assist organizations in navigating their labour force issues. (www.hrcouncil.ca).

Next steps

In wrapping up the day's proceedings, Faye Wightman of Vancouver Foundation talked about how the BC HR Council Forum will advance the work of the GNPI, the Labour Market Partnership Program, and her own thinking about the role of foundations as a funder supporting this work in BC's non-profit sector. She thanked the many individuals who made the BC Forum possible and

described BC as a provincial leader in the development of non-profit sector and government relations.

The next steps to address the challenges and opportunities facing the non-profit sector in BC and across Canada will be to:

- Develop and implement solutions
- Engage in strategic, collaborative efforts
- Build and share knowledge to create a learning culture
- Work on the devolution of training by undertaking new partnerships with provincial governments

In BC, the HR Council's BC Forum proceedings report will be presented to the Government-Non-Profit Initiative and form part of the human resource action steps being developed by the Advisory Committee overseeing this work. The report will also inform the implementation of the Labour Market Partnership Program. A synthesis report highlighting all five provincial HR Council Forums is available on the HR Council's website.

Appendix A: Agenda

British Columbia Regional Forum Agenda

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HR Council for the
Voluntary & Non-profit Sector

HR Forum - Vancouver
Wednesday, May 13, 2009
10:00 a.m. - 4:00 p.m.

Vancouver YWCA - 535 Hornby Street (at Dunsmuir)
4th floor, Welch Rooms 1 & 2

AGENDA

Outcomes:

1. Gain an understanding of national labour force issues and trends and forthcoming HR Council recommendations to the sector.
2. Collectively explore strategies to address key workforce issues facing the non profit sector in BC.
3. Further develop an action plan for the GNPI, sector leaders and related initiatives to advance the work over the next three years.

Agenda:

- 10:00 - 10:15 Introductions & Overview of Agenda
- 10:15 - 11:00 The National Context
- 11:00 - 11:45 B.C. Context and Overview
- 11:45 - 12:30 Key Issue Identification
- 12:30 - 1:00 LUNCH
- 1:00 - 2:30 Building on strengths
- 2:30 - 2:45 COFFEE
- 2:45 - 3:30 Consensus on Priorities and an Action Plan
- 3:30 - 3:45 The HR Council - a partner
- 3:45 - 4:00 Wrap-up and evaluation

Appendix B

BC Forum Participants

Name	Organization
Amir Ali Alibhai	Alliance for Arts and Culture
Carolina Ashe	Ministry of Education
Tim Beachy	UCS Coop/Centre for Sustainability
Caroline Bonesky	Fraserside Community Services
Dal Broadhead	Facilitator
Jennifer Charlesworth	Federation of Child and Family Services of BC
Heather Dickson	Ministry of Housing and Social Development
Maureen Duncan	United Way of Greater Victoria
Denis Gagnon	YMCA Vancouver
Nancy Gale	Caribou-Chilcotin Child Development Centre
Barbara Grantham	Vancouver Foundation/GNPI
Roberta Haas	Family Services of Greater Vancouver
Sharon Halkett	Consultant to Vancouver Foundation/GNPI
Justin Ho	HR Council
Penelope Hutchison	Recorder
Colleen Kelly	Volunteer Vancouver
Nicola Lemmer	Ministry of Advanced Education and Labour Market Development
Joanne Linzey	HR Council/Co-host
Michael McKnight	United Way of the Lower Mainland
Mark Medgyesi	Ministry of Housing and Social Development
Sandra Menzer	Vancouver Society of Children's Centres
Lynn Moran	Association of Multicultural Social Services Agencies
Danuszia Mordasiewicz	Human Resources Partnerships Directorate (Canada)
Eyob Naizghi	MOSAIC
Ellie Parks	Centre for Non-Profit Management
Allison Prieur	GNPI
Lorne Rieder	Community Social Services Employers' Association
Thelma Schrock	Abbotsford Community Services
Brian Scofield	Ministry of Children and Family Development
Paul Sibley	Community Living BC
Michelle Sing	YWCA Vancouver
Kathleen Speakman	Centre for Sustainability
Karen Stone	BC Non-Profit Housing Association
Norma Strachan	ASPECT
Suzanne Strutt	BC Parks and Recreation Association
Paul Varian	Sport BC
Bill Walters	Ministry of Advanced Education and Labour Market Development
Kristine Webber-Lampa	Environmental NGO Capacity Building Initiative
Faye Wightman	Vancouver Foundation/Co-host

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