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Manitoba 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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*Aussi disponible en français.*

201-291 Dalhousie Street | Ottawa, Ontario K1N 7E5  
613.244.8332 | TF: 866.594.8332  
info@hrcouncil.ca

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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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*Rick Lussier*

Forum co-chair  
Director of community grants  
The Winnipeg Foundation

*Martin Itzkow*

Forum co-chair  
Co-chair  
Voluntary and Non-Profit Organization of Manitoba



*Joanne Linzey*

Forum co-chair  
Project Manager  
HR Council for the Voluntary & Non-profit Sector

HR Council  
for the  
Voluntary & Non-profit Sector

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# Proceedings Report

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## HR Council for the Voluntary & Non-profit Sector *Manitoba Regional Forum*

Approximately 35 individuals attended, representing a cross-section of senior-level stakeholders from the province's non-profit sector and provincial government.

### Foreword

The HR Council, the Winnipeg Foundation and the VNPSOM hosted a provincial forum to examine labour force issues and opportunities in the non-profit sector on June 15, 2009. Approximately 35 individuals attended, representing a cross-section of senior-level stakeholders from the province's non-profit sector and provincial government (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 discuss forthcoming HR Council recommendations to the sector
- Gain an understanding of the plan developed by the Manitoba Steering Committee and to provide input
- Identify labour market issues and challenges facing the non-profit sector in Manitoba
- Be invited to become involved in the Manitoba Workforce Development Strategy activities over the next three years

The Manitoba forum was one of five gatherings occurring across the country throughout the spring of 2009 (the others were in St. John's, Moncton, Edmonton and Vancouver). The forums were part of a national project to raise awareness about HR issues in the non-profit sector and to provide an opportunity to examine issues specific to each province while offering a national lens on labour issues.

In addition to the regional forums, the HR Council is producing a document that captures and reflects on the process and outcomes of *A Workforce Strategy for Alberta's Non-Profit and Voluntary Sector*. It documents the evolution of the workforce strategy development process and identifies what worked well, what could have been done differently and highlights essential components of a successful outcome. A third part of this overall initiative is the production of a guide to assist organizations in the development of their own workforce strategies. Both will be available on the HR Council's website in the fall.

Each forum generated its own proceedings report. These reports, along with a synthesis report summarizing all the forums, will be available on the HR Council's website at [www.hrcouncil.ca](http://www.hrcouncil.ca).

The following report offers an overview of the discussions that took place at the Manitoba forum on national and provincial labour force issues in the non-profit sector.

## Welcome

Rick Lussier, director of community grants at the Winnipeg Foundation, opened the provincial forum by thanking participants for taking the time out of their busy work schedules to contribute to the labor force discussions and for recognizing the importance of such conversations to the future of Manitoba's non-profit sector.

Martin Itzkow, co-chair of the Manitoba Voluntary and Non-profit Sector Labour Market Steering Committee introduced Joanne Linzey, HR Council project manager and Dal Brodhead, the facilitator for the day.

Dal Brodhead began the meeting by asking participants to reflect "Is there one HR issue that is top of mind that might keep you awake at night? What would that be?" Participants were asked to write down their ideas for further discussion later in the day.

## The national context

The HR Council was established in 2005 to address issues of paid employment in the non-profit sector. It is one of 33 sector councils created by the federal government. The HR Council undertakes labour studies, research and develops information, tools and resources to assist the non-profit sector in tackling its workforce issues. The HR Council's strategic priorities are to:

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

The HR Council's Labour Force Study is a three-part project taking a comprehensive look at paid employment in the non-profit 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 and most recent report offers recommendations for a national labour force strategy for the sector.

### Sector at a glance

Highlights from the findings of the first two HR Council labour force studies provided participants with a comprehensive overview of the state of the non-profit sector's workforce.

- 1.2 million paid staff representing 7.2% of the national paid workforce
- 75% of organizations have fewer than 10 employees; larger organizations employ half of the total labour force
- Paid employees are on average 45 or older (83 %)
- 71% have post secondary education
- 10% of employees were born outside Canada

(compared to 20% in the Canadian labour force)

- 14% are in temporary jobs
- 70% have non-wage benefits (varies according to size of organization)
- Almost all employees have health benefits (however, there are few employee assistance programs)
- 21% belong to a union (compared to 32% of the Canadian labour force)
- Overall employee satisfaction is high (89%)

Key challenges facing the non-profit sector include:

- Demographics
- Diversity – new Canadians
- Demands on the sector
- Recruitment and retention
- Skill and knowledge needs
- Leadership
- Culture

Participants commented on the fact that some population sub-sectors within the Manitoba context have higher percentages of certain statistics. For example, employees born outside of Canada are proportionally higher in the settlement services area; the same is true for Aboriginal and First Nations in Aboriginal sector organizations.

An overview of the Labour Force Study is available on the HR Council's website.

### The Manitoba workforce development initiative

Martin Itzkow described the role of the VNPSOM and its Workforce Development Project. The organization's focus is on providing input to public policy, providing the voice of the sector, and supporting measures to strengthen sector organizations.

The VNPSOM was incorporated in 2004 in response to the Manitoba Voluntary Sector Initiative. It acts as an umbrella organization for the province's non-profit sector. The organization's focus is on providing needed services to the sector and its membership.

A Steering Committee, co-chaired by the VNPSOM and the Manitoba Bureau of Statistics was formed in 2008 to lead the Workforce Development Initiative. The initiative has a three-year plan which includes the following objectives:

- Develop valid information about the HR requirements of the sector in the mid-to-long term. This includes enhancing information that will be collected through sector and government collaboration
- Engage the sector to stimulate active collective involvement in labour force strategy development
- Communicate and promote workforce development strategies, activities and anticipated results
- Link the sector's workforce development strategies to Manitoba's overall workforce development strategies for the economy
- Share best practices across Western Canada

### Moving to action in Manitoba

Jackie Storen of the Manitoba Bureau of Statistics provided details of a proposed survey of the non-profit sector in Manitoba. The survey objectives are:

- Greater awareness of labour market issues specific to the voluntary and non-profit sector (i.e. skill shortages, recruitment and retention)
- Greater understanding of the sector's role in Manitoba's overall economy
- Inform the development of labour market strategies
- Baseline information

The survey has been designed to examine three separate components of the province's non-profit sector. The three components are:

#### Organizational Profile

- Size
- Location
- HR support
- Organizational leadership

## Workforce Profile

- Size
- Characteristics of positions
- Characteristics of the workforce

## Workforce Issues

- Recruitment
- Retention
- Leadership succession
- Organizational leadership
- Vacancies

## Regional issues

Based on the information presented about Manitoba's sector workforce development initiative, a number of questions and points were raised to identify issues regarding the sector's labour market.

These points are as follows:

- More information is required about the state of Manitoba's non-profit sector
- The need for emphasis on the sector's role in Manitoba's overall economy
- Demonstrate how much the non-profit sector contributes to a thriving economy
- Develop a labour market strategy specific to the needs of the sector

## Identifying key issues in Manitoba

The main focus of the day was on identifying key labour market issues and challenges facing Manitoba's non-profit sector currently and potential issues which could arise in the near future.

Participants worked in four small groups to consider the following questions:

- The key labour force issues that you face right now
- What do you think will be the critical ones in five years time

Four key themes were identified.

## Four key themes

- Inclusion & Collaboration
- Leadership & Skill Development
- Recruitment/Retention & Succession
- Funding – Wages & Benefits

## Addressing Manitoba's labour force issues

Working from these four main themes, each group was asked to consider the following questions:

- What outcomes do they want to achieve (in three years time)
- What assets or strengths exist to build on
- Who could be potential partners
- What are concrete actions that could be taken in the next six months
- What questions need to be asked

## Desired outcomes

### Theme 1: inclusion & collaboration

- Identify partners, issues to bring people together
- All persons/organizations bring a unique strength, open to all ideas and perspectives
- Feed and replenish idea and identify how to access same

### Theme 2: leadership and skill development

- Feed and replenish ideas and identify how to access same
- Competencies in leadership
- Need for a Manitoba Sector HR Council to develop leadership competencies

### Theme 3: recruitment

- Sector to be seen as a career choice, competitive edge is mission and values
- More awareness of the non-profit sector
- Better knowledge of peer mentoring
- Defined message of what you give and get
- More emphasis on public relations to make

careers in non-profit sector more attractive to general public

### Assets & strengths

Theme 1: leadership and skill development

- Competencies
- Networking
- Cross organizational training
- Parallel between public and private

Theme 2: recruitment

- Strength of experience
- Abundance of knowledge that requires transfer to others, require mechanism to transfer knowledge
- Peer support
- Organize best practices
- Cross placements, look for merging leaders

Theme 3: funding – wages and benefits

- Diversity in sector, organizations represented in many areas
- Contribution agreements
- Micro management by government that relates to the sector and its autonomy

### Concrete actions

Participants came up with the following concrete actions they believed could or should be undertaken in the next six months to help move Manitoba's non-profit sector forward.

- Review available salary survey data to look at standards
- Collaborate with the private sector to strengthen partnerships
- Promote the benefits of working for non-profit organizations

### Questions to ask

Finally, participants offered up the following questions which need to be answered to support positive developments in the province's non-profit workforce.

- Define the purpose and benefits for participants
- What is the HR strategy for the sector
- What is the role of volunteers and board members? Their involvement and feedback could prevent forward action
- Research and develop strategy for the sector. How and where do we fit
- Need for a tool kit of resources to sharpen focus

## Toward national labour force strategies

Joanne Linzey highlighted findings from the HR Council's final Labour Force Study report which was released in late June. The report presents recommendations grounded in the current trends and developments in the sector and were validated by sector stakeholders.

### Recommendation 1:

HR management practices that will help organizations attract and develop the people they need

### Recommendation 2:

Efforts to continue building an inclusive workforce so the sector can benefit from the full range of talent that is available

### Recommendation 3:

Research and development to produce empirical evidence about the sector's labour force and work in the sector

### Recommendation 4:

Broadly based coordinated efforts to promote the value of work in the sector

### Recommendation 5:

The commitment of sector organizations and funders to gain adequate resources for competitive compensation, good working conditions and effective HR management

Emphasis was placed on the need to sharpen the non-profit sector's focus by acting as a catalyst in partnerships and in developing communication standards through sharing and gathering information to successfully move the initiative forward. The importance of intergenerational work was highlighted, along with the necessity for good two-way communication. If organizations can think of innovative ways to share services and spaces, significant benefits can result.

## Next Steps

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

- Build and share knowledge
- Develop and implement solutions
- Engage in strategic, collaborative efforts
- Work on the devolution of training by undertaking new partnerships

The co-chairs expressed their appreciation to the forum's sponsors and participants for providing valuable input into this critical topic. A synthesis report highlighting all five provincial HR Council forums, as well as individual reports of each forum will be available on the HR Council's website.

# Appendix A:

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## *Manitoba Regional Forum Agenda*

### **Appendix A: Agenda**

**HR Forum, Winnipeg, Manitoba  
June 15, 2009  
AGENDA  
10:00 – 3:00pm**

#### **Outcomes:**

#### **The participants will:**

1. Gain an understanding of national labour force issues and trends and discuss forthcoming HR Council recommendations to the sector.
2. Gain an understanding of the plan developed by the Manitoba partnership committee and provide input
3. Identify the issues and challenges that face the sector in Manitoba
4. Be invited to become involved in the Manitoba Workforce Development strategy activities of the next three years

#### **Agenda**

10:00 - 10:15	Introductions & Overview of Agenda
10:15 - 10:25	Reflection
10:25 - 11:00	The National Context: National Survey: Key Findings
11:00 - 11:15	The Manitoba Context:
11:15 - 11:45	Identifying key Issues in Manitoba
11:45 - 12:30	Moving to Action in Manitoba
12:30 - 1:15	lunch
1:15 - 2:30	Moving to Action: con't
2:30 - 2:45	Toward a Labour Force Strategy for Canada's Voluntary/Non-profit Sector: Recommendations for the Sector (Report #3)
2:45 - 3:00	Reflections on the day
3:00 - 3:15	Evaluation and closing

# Appendix B

## Manitoba Forum Participants

Name	Title	Organization
Marlene Amell	Executive Director	General Winnipeg Community Centres Council
Rick Boyd		Manitoba Health & Healthy Living
Linda Brazier	Director of Community Investment	United Way of Winnipeg
Dal Brodhead	Facilitator	Consultant
Rita Chahal	General Manger	Manitoba Chambers of Commerce
Tammy Christensen		Ndinawemaaganag
Neil Cohen		Voluntary and Non-Profit Sector Organization of Manitoba
Mariella DiSanto		Italian Canadian League of MB (Caboto Centre)
Marty Dolin		Welcome Place
Joanne Dyker		Industry Workforce Development
Donna Edmundson	Community Grants Administrator	The Winnipeg Foundation
Rose Flaig		Association of Community Living (Manitoba Division)
Janet Forbes	Executive Director	Association of Community Living (Winnipeg)
Wayne Helgason	Executive Director	Social Planning Council
Sandra Hrychuk	Workplace Equity Officer	Service Canada
Martin Itzkow		Voluntary and Non-Profit Sector Organization of Manitoba
Damon Johnston		Aboriginal Council of Winnipeg
Terra Johnston		Healthy Child Manitoba
Adele Kavanagh	Executive Assistant	The Winnipeg Foundation
Carla Kematch	Capacity Building Director	United Way of Winnipeg
Dale Kendel		Association of Community Living (Manitoba Division)

Dana Kletke	Co-Executive Director	Mentoring artists for Women's Art
Linda LaLande	Executive Director	Citizenship Council of MB (International Centre)
Joanne Linzey	Project Manager	HR Council for the Voluntary & Non-profit Sector
Rick Lussier	Director of Community Grants	The Winnipeg Foundation
Bill Millar		Knox United Church
Ken Murdoch		Voluntary and Non-Profit Sector Organization of Manitoba
Mike Owen	Executive Director	Boys and Girls Clubs of Winnipeg Inc.
Holly Puckall		Family Centre of Winnipeg
Brendan Reimer		Voluntary and Non-Profit Sector Organization of Manitoba
Shahina Siddiqui		Islamic Social Services Association
Julie Skaftfeld	Board of Directors	Manitoba Childcare Association
Wendy Stewart		Culture, Heritage, Tourism and Sport
Jacqueline Storen	Head of Demographic and Social Statistics	Manitoba Bureau of Statistics
Connie Walker	Vice-president	United Way of Winnipeg
Brenda Wiwcharyk	Grants Manager	Sport Manitoba

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