**NOTE TAKER TEMPLATE**

**Table Theme: Human Resources and Demographics (Table #2)**

**Issues and Opportunities**

1. The seasonality of work, pay levels and lack of benefits packages (e.g., health and dental insurance, pensions) can make it difficult to attract and retain workers, especially younger workers.
2. There are fewer people to take on leadership, mentorship and volunteer board roles.
3. Training opportunities to learn new required skills and inform Boards of employer obligations are limited.
4. There is no credential system for working in the community sector and that would help professionalize the sector**.**
5. The community sector would be well served if more youth and persons of different diverse backgrounds were drawn to and involved in the sector.
6. There is limited information on the role, impact and issues of women in the sector.
7. Some jobs could be shared across organizations, presenting possibilities in areas such as fundraising, fund development or social marketing. (Group A identified that this issue should be deleted)
8. The value of volunteerism must be promoted and celebrated.
9. The community sector can offer flexibility, which is considered a perk by certain demographics.
10. Government employment programs are not optimally aligned with sector needs, activities and timelines.

Other

1. Pay inequity and stigma with for-profit organizations.
2. Funders do not see human resources investment as a mission-driven investment. (Group A see this as part of #2)
3. Credentials are disjointed for working in the community sector.
4. The opportunity to create a new model to include social enterprise for profit where profit goes to the social good.
5. Succession planning for staff and boards is important.
6. Smaller organizations do not have the proper human resource skills to operate.
7. Continuous learning for staff and boards is important.
8. Board members do not understand what their actual role is with regard to organizational governance (e.g., liability, oversight). (Group D identified that this can be an extension of issue # 2)

**Group 1**

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| **Issue/Opportunity** | **What action(s) must be taken to address the issue or seize the opportunity?** | **What barriers stand in the way of implementing these actions? What are they and what must be done to remove them?** |
| Issue/Opportunity #1:  1 and 12 (merged). Pay Equity for Staff: The seasonality of work, pay levels and lack of benefits packages (e.g., health and dental insurance, pensions) can make it difficult to attract and retain workers, especially younger workers./ Funders do not see human resources investment as mission driven investment | * Standardize pay scales in the not-for-profit sector * Comprehensive communications and education plan for public and boards. to highlight value of pay for not-profit sector. * Training for boards to understand performance objectives for staff. * Funding structures to follow pay scale structures. * Funding to include pay for staff/human resources. | * Expected to follow the charity model – everyone works for free. * Project funding structure. * Leveraging funding. * Annual funding versus long-term funding. * Boards of directors not valuing their staff. * Limitation on funding for the not-for-profit sector. |
| Issue/Opportunity #2:  2 and 5 (merged). Encouraging new blood, youth and diversity | * Targeted mentoring programs for diverse populations. * Training and motivating boards to invest in diversity and recruitment/retention and succession planning. * Train staff to recognize changing trends in volunteering. | * N/A |

**Group 2**

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| **Issue/Opportunity** | **What action(s) must be taken to address the issue or seize the opportunity?** | **What barriers stand in the way of implementing these actions? What are they and what must be done to remove them?** |
| Issue/Opportunity #1:  1 and 7 (merged). The seasonality of work, pay levels and lack of benefits packages (e.g., health and dental insurance, pensions) can make it difficult to attract and retain workers, especially younger workers. /Some jobs could be shared across organizations, presenting possibilities in areas such as fundraising, fund development or social marketing | * Develop a different model to address pay levels and benefits such as social enterprise for profit (for social good) and research its benefits. * Quantify social return as return on investment as part of profitability model. * Government should allow sector to buy into the pension plan. * Government should fund salaries on the scale and provide funding to back it up. * Shared database to identify common human resources (staff and volunteers) (e.g., working with kids, working with school lunch). Database available to share resources within the not-for-profit sector. * Not-for-profit should be the living wage leaders in our province. * Explore new volunteer board models as the current model may not be the best model. | * Money / funding to allow staff to be paid. * Lack of recognition and value of the work that the community sector is doing. * People equating staff in the volunteer sector as volunteers and feeling that they should not be paid what they are worth. * The volunteer model of governance. |
| Issue/Opportunity #2:  9. The community sector can offer flexibility, which is considered a perk by certain demographics | * N/A | * N/A |

**Group 3**

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| **Issue/Opportunity** | **What action(s) must be taken to address the issue or seize the opportunity?** | **What barriers stand in the way of implementing these actions? What are they and what must be done to remove them?** |
| Issue/Opportunity #1:  1. The seasonality of work, pay levels and lack of benefits packages (e.g., health and dental insurance, pensions) can make it difficult to attract and retain workers, especially younger workers. | * Pay and benefit structure should resemble private or government sector. * Communication and awareness that community organizations can join the government pension plan if they are funded by government as well as avail of human resource supports within governments dependent on support provided by the funding department. * Promote internal and external awareness and discussion of pay value for work for community sector staff. * Professional skills should be compensated fairly at a minimum standard. | * No funding available. * Limitations on use of charitable funds for human resources and pay. * Investments in training but then people go to work for government. |
| Issue/Opportunity #2:  2 and 5 (merged). There are fewer people to take on leadership, mentorship and volunteer board roles. / The community sector would be well served if more youth and persons of different diverse backgrounds were drawn to and involved in the sector. | * Provide more funding incentives to recruit diverse staff (youth, seniors, newcomers). * Fund the coordination of volunteers. * Funders should provide more funding for core organizational activities (not just project-related funding). | * Lack of funding. * Strict funding criteria. |

**Group 4**

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| **Issue/Opportunity** | **What action(s) must be taken to address the issue or seize the opportunity?** | **What barriers stand in the way of implementing these actions? What are they and what must be done to remove them?** |
| Issue/Opportunity #1:  1. The seasonality of work, pay levels and lack of benefits packages (e.g., health and dental insurance, pensions) can make it difficult to attract and retain workers, especially younger workers. | * Government needs to provide more funding to offset flat funding that does not recognize increased budget needs (e.g., hire qualified staff, provide benefits). * Establish a community sector benefit plan for staff within community sector organizations. * Provide appropriate funding levels and policies to retain permanent staff and for long-term stability of the organization. * Explore guaranteed income strategies. | * Funding restrictions. * Cash economy. |
| Issue/Opportunity #2:  5 and 15 (merged). The community sector would be well served if more youth and persons of different diverse backgrounds were drawn to and involved in the sector. / Succession planning for staff and boards is important | * Deal realistically with challenges and avoid discrimination (related to mentorship challenges, right fit for the job). * Formalize succession planning processes and policies. * Define roles to achieve succession planning. * Develop a succession planning template. * Government to provide a template and guideline package to assist organizations with human resource policies. | * Lack of knowledge and resources pertaining to human resource policies. |