

Addressing Employee Turnover Among OCASI Membership Agencies

An Analysis of Nonprofit Compensation, Recruitment, and Selection

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Presented to:

Manolli Ekra,
Senior Coordinator of Policy and Research
Ontario Council for Agencies Serving Immigrants (OCASI)

Presented by:

Catherine Clasadonte, Marija Gajic, Matthew Quance & Cherise Reiger
Public Good Initiative Consultants
Munk School of Global Affairs and Public Policy, University of Toronto

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EXECUTIVE SUMMARY

Canada's nonprofit and charitable sector is an engine for economic growth and job creation, accounting for 8.1 percent of Canada's Gross Domestic Product and employing over two million people. It is predicted that demand for social services provided by nonprofits will rise substantially over the next decade, and in turn, increase the Government's' reliance on the sector for social, cultural, and economic development. Despite the valuable social services provided by Canadian nonprofits, many struggle to recruit and retain high quality talent due to their reliance on unpredictable funding structures, which prevents them from engaging in long-term financial planning and successfully managing employee satisfaction and voluntary turnover.

Although nonprofit social services generally attract people who find the work intrinsically rewarding, highly stressful working conditions and lack of organizational support, specifically in the form of compensation, often lead to employee burnout and poor organizational outcomes such as turnover. The limited resources of Nonprofits constrains their ability develop effective human resource strategies to mitigate the negative effects of social service work, such as benefits and workplace health and wellness programs. As a result, the health, job satisfaction, and performance of nonprofit social service workers is often significantly compromised.

Ontario Council of Agencies Serving Immigrants (OCASI) occupies an important position within Canada's non-profit and charitable sector, aiding as a valuable resource body who support agencies, government and other stakeholders in servicing Canadian immigrants. Employee turnover has been identified as a major concern among the 239 agencies overseen by OCASI. This report aims to address this issue through an exploration of the literature of nonprofit human resource management, employee turnover and a robust compensation analysis. Finally, an exhaustive list of policy recommendations is provided for OCASI member agencies to employ at their discretion for the purpose of reducing the negative effects of employee burnout, increase job satisfaction and performance, and improve employee recruitment and retention.

LITERATURE REVIEW

Canada's Nonprofit and Charitable Sector

Canada's nonprofit and charitable sector is comprised of community service organizations and charities that provide broad public services in a diverse range of areas such as healthcare, education, employment, social welfare and environmental health. The size and scope of this sector and its social contribution to Canada's economy continues to grow. According to Imagine Canada's 2017 sector report, over 170,000 Canadian nonprofit and charitable organizations represent 8.1% of Canada's Gross Domestic Product, which equates to approximately \$151 billion. In addition, the sector employs over two million people, accounting for 11% of the nation's economically active population (Imagine Canada, 2017).

As the nonprofit and charitable sector's role increasingly becomes more central to the cultural, economic, and social development of Canada, the demand to understand how to best manage their most critical asset, the employees, is greater than ever before. Over the past several decades, Government has increased their reliance on social service organizations to implement programs designed to address the dynamic needs of Canada's diverse population (Hickey, 2012). Employees are the most critical input within this social service process to deliver on organizational mandates and effectively support the lives of those served (Bradshaw Lynn, 2003). However, despite the sector's positive impact on community building and Canada's overall social welfare system, many nonprofit social service organizations are not reaching their full potential as they struggle to recruit and retain high quality talent. Although many factors could potentially be contributing to this problem, a review of the literature in relevant fields highlights two significant sources that are discussed in greater detail below: social service working conditions and employee burnout.

Social Service Working Conditions

Many social service agencies operate in highly constrained environments. They rely on inconsistent and unpredictable funding sources to support business operations such as government funding, community donations, and membership fees (Selden & Sowa, 2015). This funding structure makes it difficult for agencies to engage in long-term financial planning, which in turn, presents an array of workforce challenges. First, understaffing and flat organizational structures leads to overworked employees in poorly defined jobs with multiple roles and conflicting responsibilities (Bains and Cunningham, 2004). Second, employees experience job insecurity due to the contract nature of social service work, and lower salaries with fewer educational benefits compared to core public service and private sector employees

(Handy & Katz, 1998; J. Johnson & Ng, 2016; Light, 2002). Third, the lower compensation and limited benefits can lead to poor health outcomes, often due to the individual's inability to afford resources such as dental care or counselling services. Considering these challenging work conditions, social service agencies typically attract intrinsically motivated individuals driven by passion for their employer's mission and the meaningfulness of their work (Leete, 2001; Macy, 2006; Mann, 2006; Santora & Sarros, 2001). However, according to Charity Village, Nonprofit HR, and the Human Resource Professional Association, managing employee satisfaction and voluntary turnover is a critical contemporary concern, signaling that good intentions are simply not enough to withstand the pressures of social service work.

Employee Burnout

Social service workers support clients in various capacities with limited resources, often within stressful work environments. As a result, such workers are especially susceptible to burnout and secondary traumatic stress (Loyd, King, & Chenoweth, 2002). Without the use of effective strategies for self-care and stress management, employees' overall health and work satisfaction can be significantly compromised (Stamm, 2010), and lead to turnover if left unaddressed (Graham & Shier, 2009). Burnout has been linked to overwhelming emotional exhaustion, depersonalization, and feelings of professional insufficiency. It results from demanding and emotionally charged relationships with clients such that an individual can no longer fulfill basic personal and professional responsibilities or duties (Boyas, Wind, & Kang, 2012; Maslach & Schaufeli, 1993). In the context of social service work, burnout is generally conceptualized as a gradual process that builds over time as healthy defenses are worn down from an onslaught of emotional demands, frustrating job setbacks, and difficult situations or clients (Jacobson, Rothschild, Mirza, & Shapiro, 2013). It is believed that "the single largest risk factor for developing professional burnout is human service work in general" (Newell & MacNeil, 2010). Burnout causes physical and mental health problems such as depression, insomnia, and gastrointestinal issues (Burke & Desca, 1986; Lee & Ashforth 1996), which are associated with decreased job performance, increased absenteeism and high turnover (Kahill, 1988). All such factors often lead to lower levels of organizational commitment, productivity, and most importantly, client outcomes (Halbesleben & Buckley, 2004).

Defining Employee Turnover

Within a human resource context, employee turnover is broadly defined as the act of replacing a previous employee with a new employee (Hom et. al., 2012, p. 831). The study of employee turnover

explores how and why employees leave their jobs, as well as how organizations manage staff onboarding and offboarding process. Better understanding this phenomenon within the nonprofit social service sector is exceptionally important due to the challenging work conditions and high degree of employee burnout that exists.

As previously noted, voluntary turnover is a growing concern for nonprofit organizations in Canada, specifically within social service agencies due to their large reliance on human capital to deliver organizational services. The success of such services is highly dependent on social service workers' ability to develop and maintain long-term relationships with clients (Hom et. al., 2012, p. 831). In light of this, for social service organizations to remain effective and realize their full potential, they must be able to provide their employees with adequate compensation levels and professional development opportunities, while fostering healthy work environments (p. 835).

The introduction of “New Public Management” in the 1980s lead to a number of government restructuring initiatives which transformed the nonprofit sector. A high degree of human capital affects resulted, followed by a surge of research exploring job availability, employee mobility, and job satisfaction within the sector. Such research has laid a solid foundation for the current study of modern turnover concerns within the sector. Recent research conducted by Arizona State University found shock-driven departures occur sooner than dissatisfaction-induced departures within most organizations (Hom et. al., 2012). Shock-driven departures can be defined as events that precipitate deliberations about leaving, such as pregnancies and spousal relocations.

The complex and multifaceted notion of what causes employee turnover can be segmented into three broad categories regarding an individual’s motivations for leaving an organization. The following list categorizes three general voluntarily turnover reasons followed by an example for each (Hom et. al., 2012, p. 835-838):

- Affective Reasons
 - Perception of job satisfaction and general happiness
 - Evaluation of personal growth opportunities and mobility
- Alternative Reasons
 - External job options that interest the employee to make a career change

- Compensation cost-benefit analysis
- Normative Reasons
 - External referent pressure from personal or business actors
 - Moral forces

Researchers at Arizona State's Department of Management have condensed empirical turnover data and identified two different types of "leavers" based on unique configurations when looking at resignation causes (Hom et. al., 2012). Most notably, such categorizations include: "impulsive quitters" or "pre-planned leavers," which are employees that enact different termination processes within their organizations (Hom et. al., 2012, p. 840). Impulsive quitters leave rapidly without job offers, as they feel intense negative effects of staying in the position. In contrast, pre-planned leavers are usually pressured by spouses to relocate or forced to leave for childcare reasons. These findings are supported by Peter Ronza's research on nonprofit compensation (2009), who also suggests that compensation is not the main motivation for people to stay in nonprofit positions, often nonprofit workers have external and familial pressures influencing turnover decisions. Moreover, Ronza's research shows a strong correlation between employee retention and a "total-reward strategy" that incorporates the strengths of the nonprofit's environment, mission, and values to persuade employees to continue their passion in ways that are highly stimulating and promote self-growth and a work-life balance (2009, p. 17).

Turnover in Nonprofit Social Service Agencies

Empirical research from the Arizona State's Department of Management on employee turnover in the nonprofit human service sector discovered that many human service organizations lack the valuable functions of a robust human resource management system. More specifically, they found that onboarding, leadership development, compensation, and employee relations were the most significant contributing factors to employee retention (Selden & Sowa, 2015). Developing sophisticated human resource mechanisms such as these would help organizations leverage their human capital by providing their employees with the necessary resources and support to strive personally and professionally within their careers (p. 182). Examples of effective human resource policies for employee retention include flexible working arrangements, succession management programs, and competitive compensation packages designed to reward high performers.

Compensation is perhaps one of the most important elements within an individual's evaluation of their job. Nonprofit organizations should design pay-for-performance and team-based compensation systems that incentivise employees to exhibit behaviour conducive to positive organizational outcomes, that will in turn, retain high performers (Selden & Sowa, 2015). Current research conducted by the Society for Human Resource Management (SHRM), a professional human resource membership association headquartered in Virginia, found many employees leave nonprofit positions for a variety of reasons unrelated to their professional aspirations (Selden & Sowa, 2015). In this regard, compensation analysis requires research rooted in employee turnover, volunteerism, and human resource innovation. Within the context of nonprofit social service agencies like OCASI, the ability to provide competitive salaries may be constrained by resource scarcity. Therefore, high-performance compensation strategies which focus on non-monetary benefits to support work life balance, such as rewarding days off from work, may be more realistic.

New research in the field of nonprofit management reveals that turnover is best mitigated through the promotion of holistic wellness programs with both physical and mental benefits, such as book clubs, meditation classes, and yoga classes (Selden & Sowa, 2015, p. 186; Hom et. al., 2012). Offering and encouraging employees to participate in such classes during work hours allows them greater opportunity to practice stress management, which not only increases worker productivity, but has positive spillover effects into other areas of their lives. It is recommended that work-life balance programs are most successful when designed to accommodate the unique needs of the specific organization's workforce. Therefore, open communication channels where employees can voice their questions and concerns to the human resource department during all stages of their employment is crucial (Selden & Sowa, 2015, p. 187; Ronza, 2009, p. 17).

In order to better understand OCASI's positioning within Canada's nonprofit landscape this report will go on to explore OCASI's organizational and operational background, produce a local compensation analysis with union agreement data and Charity Village survey data, and then suggest policy recommendations to improve and mitigate employee turnover and burnout within the organization.

OCASI BACKGROUND

Overview

In the last five years, more than 510,000 immigrants settled in Ontario as permanent residents. Since different levels of governments share jurisdiction for immigration, new initiatives for better coordination

and delivery of settlement and integration services have been proposed in the Final Report by Ontario's Expert Roundtable on Immigration to facilitate successful integration of newcomers to Canada (Ontario Ministry of Citizenship and Immigration, 2018). Ontario Council of Agencies Serving Immigrants (OCASI) plays an important role in the provincial efforts to enhance immigrant settlement and integration. OCASI is fulfilling its mission to achieve equality, access, and full participation for immigrants and refugees in every aspect of Canadian life in three important areas (the program areas are ranked according to the percentage of time and resources devoted to each program area): immigrant aid (50%), public education and other study programs (20%), human rights (20%), and miscellaneous (10%) (Government of Canada, 2018).

OCASI is a registered Canadian charity founded in 1978 to represent agencies that provide community resources and social programs and services for newcomers and refugees in Ontario. Led by a volunteer board of directors who provide leadership and guide the strategic direction of an organization, OCASI acts as a resource body for community service agencies, government and other stakeholders in regard to matters of immigrant services (Ontario Council of Agencies Serving Immigrants (OCASI, 2018)). OCASI conducts research to help improve the quality of services provided to newcomers in Ontario, and actively participates in empowerment campaigns to eliminate the barriers to social inclusion and equality faced by immigrants.

Membership

OCASI acts as a collective voice for 239 immigrant-serving organizations in Ontario. OCASI member agencies offer settlement services and specialized supports for refugees, newcomer women and youth, and seniors to facilitate a smooth transition and successful integration into Canadian society. Newcomers can get information about social and healthcare services, access employment and language training, find housing and childcare, and other community programs that help them get settled into their new community (OCASI, 2018). OCASI member agencies are located across Ontario, but more than half operate in Toronto.

Policy Objectives

OCASI engages in policy work that promotes equity, accessibility, and anti-discrimination programs and policies that affect the newcomers.

Integration and Settlement

OCASI actively engages in discussions that address the settlement, integration, and social needs of immigrants and delivers proposals and recommendations related to equity, access, and inclusion of immigrants and refugees in Canadian society.

Civic Engagement and Sector Capacity

OCASI comments on the budget and financial obligations associated with provincial and federal elections, intergovernmental relations, and other important sector capacity issues. OCASI frequently engages with the major political parties, inquiring about their views on important questions that are of interest to OCASI member agencies and Ontario's immigrant and refugee communities.

Legislation & Public Policies

OCASI reviews acts, legislations, and policies governing the admission of immigrants and refugees as well as their settlement and integration to Canada. OCASI does important work in advocating for the rights of workers, children, and youth, border security, immigration levels, and assessing government strategies on poverty reduction, migration, and other policy issues.

COMPENSATION ANALYSIS

Overview of Nonprofit Compensation Data in Canada

Current research in nonprofit human resource management reveals that many nonprofit organizations operate in constrained and unpredictable environments. Dahlia Bradshaw Lynn from the University of Southern Maine argues that the core dilemma faced by nonprofits is their tendency to provide lower salaries and educational benefits to paid professional staff compared to similar organizations outside of the nonprofit sector (Lynn, 2003). The following section includes a review of major compensation trends from data published by the two leading research institutes in the Canadian nonprofit industry: Charity Village and The HR Council for the Nonprofit Sector (HRCNS). These trends provide broader contextual information to support the compensation analysis between OCASI membership agencies and Ontario municipalities featured in the following section of this report. Therefore, this information informs the policy recommendations made for OCASI membership agencies to improve their recruitment, selection, and retention practices to achieve the overall goal of reducing employee turnover.

Charity Village - Canadian Nonprofit Sector Salary & Benefits Report

Charity Village was established in 1995 and has since grown to be Canada's largest resource for nonprofit recruitment and sector information. Charity Village helps nonprofit organizations and associations find talent to fill vacancies, and offers remote learning opportunities for nonprofit workers looking to gain knowledge on industry compensation practices. Since 2011, Charity Village has published an annual report titled the *Canadian Nonprofit Sector Salary & Benefits Report* produced by a full-service management consulting firm called the Portage Group Inc., who specialize in providing market research and information-based organizational and strategic planning for nonprofit organizations. The report provides a broad analysis of compensation trends in Canada's nonprofit sector, and therefore aids as a valuable resource for nonprofit managers and employees to utilize when making important compensation decisions. Specifically, managers can compare their compensation offerings with other organizations of similar size, sector and location, while individuals can research salary and benefit packages by similar criteria to confidently and accurately discuss salary expectations with current and potential employers within the sector.

Results from the *2018 Canadian Nonprofit Sector Salary & Benefits Report* indicate an overall increase in average cash compensation in the nonprofit sector from 2013 to 2016, except for those identified as being front-line and support workers. Although the average compensation increase was less than 3 percent, some management and supervisory staff experienced significant compensation increases as high as 15 percent. In regards to benefits, the report revealed that four in five participating survey organizations provide health benefits to at least one level of internal staff, while just over half of participating organizations offer retirement benefits to a portion of higher ranking staff members. Furthermore, majority of nonprofit management staff receive perks including employer-paid conference registration and travel costs, work smartphones, paid professional dues and compressed work weeks or flex time.

The *2019 Canadian Nonprofit Sector Salary and Benefits Study* discusses key cash compensation, organizational characteristics, demographic trends, employee experience, and performance incentive plans. A general analysis of cash compensation data highlights two important trends: average total compensation has grown slowly within the sector, specifically among senior management, functional/program staff, and support staff; and full-time employees receive higher compensation than permanent part-time employees at all levels. In regards to sector demographics and employee

experience, the results show that men continue to earn more on average than women at all management levels, and current nonprofit employees and job seekers are highly educated and motivated by a number of factors other than compensation. Only 9 percent of Charity Village survey respondents indicated that their organization offers a formal incentive plan, and among the ones that do, data suggests noticeable variations in performance incentives depending on organizational level position. Performance management was most commonly employed for Chief and Senior Executive positions. Finally, although more than 79 percent of nonprofit management staff receive some form of employment benefits, only 43 percent of lower-level staff receive benefits.

The HR Council for the Nonprofit Sector (HRCNS) - Findings on Sector Compensation in Canada

The HRCNS is a Canadian research institute who investigate labour force issues in the nonprofit sector, and have identified compensation as a major concern for nonprofit organizations and employees in recent years. As a result, the HRCNS collected and analyzed the salary and benefit data of nonprofit organizations in 2010, including “small scale” charities (about 10 employees), through the administration of surveys. Results were released in the 2013 *Compensation of Full-Time Employees in Small Charities in Canada* report, and revealed a significantly higher turnover rate in small scale nonprofits, identifying low salaries as the main contributor to common and pervasive small charity recruitment challenges (p. 3). In addition, HRCNS found that while the number of full-time and full-year employees in small Canadian charities has little impact on average compensation costs, the annual revenue of small charities is a strong predictor of compensation circumstances. The average compensation costs per full-time employee increases from \$11,197 for organizations with less than \$30,000 in annual revenue (not including those with no revenue) to a high of \$79,894 for the few small charities with \$10,000,000 or more in annual revenue (HR Council for the Nonprofit Sector, 2013, p. 3). Moreover, the average compensation cost for salaries and benefits for full-time employees in small charities in 2010 was \$40,956 and the median was \$38,334 (p. 6). To put this data in greater perspective, according to Statistics Canada, the average earnings of all Canadian employees working full-time for the full-year in 2010 was \$56,800. This is 39% higher than the average (mean) per employee cost of salaries and benefits reported by small charities (HR Council for the Nonprofit Sector, 2013, p. 6).

HRCNS (2013) also notes that there are significant disparities in compensation costs among charities due to sector capacity, the nature of work and employee skill level. For example, average compensation costs for a full-time employee can range from \$38,118 for welfare organizations up to \$47,813 for health care organizations, a \$9,696 or 25% difference (2013, p. 12). The cost of compensation for charities also

differs based on regional jurisdictions. Specifically, Ontario, Alberta, and the Territories experience a high average total compensation, and Manitoba, Saskatchewan, Quebec, and the Atlantic provinces experience a low average total compensation. (2013, p. 13).

Cash Compensation Analysis Part I: Median Wage Comparison between OCASI Membership Agencies & Ontario Municipalities

Overview

The following compensation analysis compares the salaries of various job positions within OCASI membership agencies to equivalent job positions within three Ontario municipalities of varying size: the City of Toronto (large urban centre), the City of Ottawa (medium urban centre), and the City of London (small urban centre). Detailed job descriptions could not be obtained from either OCASI membership agencies or the municipal sector, therefore minor differences between job duties, responsibilities, and qualifications may exist among the job pairs, but enough overlap exists to make meaningful comparisons. Sample job descriptions for each position included in the comparison are provided in Appendix B.

Data Collection

Salary information from 2018 pertaining to OCASI membership agencies was collected through survey administration. A human resource representative from each agency was expected to fill out the survey on behalf of their workforce (see appendix). Salary information for 2018 pertaining to municipal job positions was obtained from each city's publicly released collective agreement under the Canadian Union of Public Employees. Specialized compensation data for Ontario's nonprofit social service sector is not available at this time. The closest data available is the annual compensation report of Canada's nonprofit sector produced by Charity Village, however this report was used by OCASI in 2013 for a compensation analysis. Therefore, to differentiate this analysis from previous iterations, data was also collected from collective union agreements from chosen representative cities. The 2013 and 2019 Charity Village Salary Surveys are included for reference in the appendix and include current information regarding the nonprofit industry in Canada. Due to difficulties in finding private sector and public sector compensation data outside of the mentioned resource, the only available data included union agreements provided for public employees. This data was collected through publicly published union agreements by the Canadian Union of Public Employees.

Methodology

The OCASI compensation survey completed in 2018 separated results based on population size. Results based on population size were characterized as follows: large urban centre (1,000,000 or more), mid-size urban centre (500,000 to 999,999), small urban centre (100,000 to 499,999), and medium size town (30,000 to 99,999). To provide relevant points of comparison, Toronto, Ottawa, and London were chosen as representative cities based on population sizes of large, mid-size, and small urban centres, respectively. Relevant data could not be found for medium size towns due to the scarcity of public compensation data for small cities. Median wages were chosen for OCASI and union wage comparisons to remove the negative effects of outliers on direct averages. When wages differed amongst positions by department, union wages were used from the most relevant department, such as social services. Both Ottawa and London had wage data for 2018 and the median wage was taken as a point of comparison. Toronto did not have wages for 2018 and thus had to be calculated according to a 2019 memorandum, which included bi-annual percentage increases to base wages that were used to calculate the median wage.

The results tables grade the percentage difference in wages between OCASI member agency positions and the equivalent municipal positions. The colour gradient is relative to each city, with green representing the smallest wage discrepancy, and red representing the largest wage discrepancy. This approach was used to highlight the varying degrees of wage discrepancies that exist for each municipality.

Results

1. Large Urban Centre - The City of Toronto (Table 1)

The largest wage discrepancy is 39 percent for the position of Employment Advisor. The median wage for an Employment Advisor working for an OCASI Membership Agencies is \$26.50 compared to \$43.10 for the most comparable position within the City of Toronto. The second largest wage discrepancy is 33 percent for the position of Program Coordinator. The median wage for a program coordinator working for an OCASI membership agency is \$29.99 compared to \$44.89 for the most comparable position within the City of Toronto. Outreach Workers (29 percent), Social Workers (24 percent), and Childcare Workers (27 percent) for OCASI Membership agencies also earn significantly less than comparable positions with the City of Toronto, and therefore should also be a concern. On

average, OCASI membership agency workers in large urban centres earn 22% less than the City of Toronto workers in comparable positions.

2. Mid-size Urban Centre - The City of Ottawa (Table 2)

The largest median wage discrepancy is 28 percent for both the positions of Childcare Worker (without ECE or equivalent certification) and Employment Specialist. OCASI member agency Childcare Workers earn \$17.99 compared to \$24.87 earned by childcare workers within the City of Ottawa, and OCASI member agency Employment Specialists earn \$26.5 compared to \$36.93 for Employment Specialists within the City of Ottawa. The difference in median wage is 27 percent for Receptionist/Service Assistant/Program Assistants, 26 percent for Childcare Workers (with ECE or equivalent certification), and 24 percent for both Office Coordinators/Administrator/Departmental Coordinators and Social Workers (with MSW). Smaller median wage discrepancies exist for Program Coordinators (16 percent), Promotions/Marketing/Communications Coordinators (15 percent), and Program Managers (12 percent). The smallest median wage discrepancy is 2 percent for the position of Social Workers (with BSW).

3. Small Urban Centre - The City of London (Table 3)

The largest median wage discrepancy is 17 percent for the position of Coordinator. The median wage for a Coordinator working for an OCASI member agency is \$28.99 compared to \$34.99 for a comparable position within the City of London. Similarly, Coordination, Communications and Employment Support Specialist positions show a significant discrepancy, with median wages for workers within the City of London being 12 to 13 percent higher than that of OCASI member agencies. The median wage for a Social Worker (with MSW) working for an OCASI member agencies is \$29.00, which is 9 percent lower than the median wage of \$31.98 for a Social Worker within the City of London. A 11 percent difference exists between median wage for a Receptionist/Administrative Assistant working for an OCASI member agency (\$21.00) and the City of London (\$23.71). OCASI member agency wages appear to be higher for positions in the top tier of the organizational structure compared to the City of London wages. Notably, the median wage for a Finance Director working for an OCASI member agency is \$39.99, which is 6 percent higher than a Finance Director working for the City of London (\$37.83). Lastly, only a 1 percent difference in median wage exists between Bilingual/Administrative Office Coordinator positions within OCASI member agencies (\$29.50) and the City of London median (\$29.16).

Table 1: 2019 Salary Survey Large Urban Centre Data - City of Toronto

OCASI Member Agencies			Union - CUPE 79	
Job Title	Median Wage (\$ per hour)	Difference	Median Wage (\$ per hour)	Job Title
Program Manager (Full Program / Budgetary / Staffing Responsibilities)	39.00	3%	40.38	Program Development Officer / Program Officer
Program Coordinator (Staffing Responsibility, Partial Budgetary Responsibility, Smaller Projects)	29.99	33%	44.89	Project Coordinator
Promotions / Marketing / Communications Coordinator	31.50	13%	36.23	Communications Coordinator
Employment Specialist / Advisor	26.50	39%	43.10	Homeless Employability Specialist / Caseworker Employment & Social Services
Social Worker (with MSW)	30.50	24%	40.34	Social Worker Public Health
RAP Case Worker / Counsellor	30.00	17%	36.23	Caseworker Children's Services / Community Based Services
Outreach Worker	24.99	29%	35.39	Street Outreach Worker / Cultural Outreach Officer
Youth Worker	25.00	19%	30.84	Youth Advisor/Youth Outreach Worker
Receptionist / Service Assistant / Program Assistant	21.99	16%	26.28	Receptionist
Childcare Worker (with ECE or equivalent certification)	24.99	27%	34.40	Early Childhood Educator 2 / Early Childhood Educator 1

Table 2: 2019 Salary Survey Mid-Size Urban Centre Data - City of Ottawa

OCASI Member Agencies			Union - CUPE 503	
Job Title	Median Wage (\$ per hour)	Difference	Median Wage (\$ per hour)	Job Title
Program Manager (Full Program / Budgetary / Staffing Responsibilities)	35.99	12%	40.96	Senior Project Coordinator
Program Coordinator (Staffing Responsibility, Partial Budgetary Responsibility, Smaller Projects)	30.00	16%	35.60	Program Coordinator
Promotions, Marketing, Communications Coordinator	28.99	15%	34.25	Communications Officer
Office Coordinators, Administrator or Departmental Coordinator	24.99	24%	32.91	Administrator, Program Support Worker
Employment Specialist / Advisor	26.50	28%	36.93	Employment Specialist
Social Worker (with MSW)	30.00	24%	39.61	Family Support Worker
Social Worker (With BSW)	26.99	2%	27.55	Personal Support Worker
Receptionist/service assistant/program assistant	21.00	27%	28.89	Receptionist / Clerk
Childcare Worker (with ECE or Equivalent Certification)	23.50	26%	31.57	Child Care Teacher I / Child Care Teacher II
Childcare Worker (without ECE or Equivalent Certification)	17.99	28%	24.87	Child Care Aide

Table 3: 2019 Salary Survey Small Urban Centre Data - City of London

OCASI Member Agencies			Union - CUPE 101	
Job Title	Median Wage (\$ per hour)	Difference	Median Wage (\$ per hour)	Job Title
Program Manager (Full Program / Budgetary / Staffing Responsibilities)	35.00	4%	36.33	Housing Program Officer
Program Coordinator (Staffing Responsibility, Partial Budgetary Responsibility, Smaller Projects)	28.99	17%	34.89	Project Coordinator
Promotions, Marketing, Communications Coordinator	26.50	13%	30.55	Coordinator, Communications & Social Media
Bilingual Office Coordinator, Administrator or Departmental Coordinator	29.50	-1%	29.16	Administrative Coordinator
Employment Specialist / Advisor	27.00	12%	30.81	Employment Support Specialist
Social Worker (with MSW)	29.00	9%	31.98	Caseworker
Receptionist	21.00	11%	23.71	Administrative Assistant

Key Findings

Without knowing the nature of employee turnover in OCASI member agencies, only broad generalizations can be made through this analysis. Across all cities the smallest differences in wages are concentrated among the most highly paid jobs, and the most pronounced differences in wages are found among the lowest 50% of jobs. If job losses are concentrated amongst the top 50% of wage-earning positions in OCASI member agencies, it can be presumed that turnover reasons among these positions has less to do with direct compensation, and likely more to do with environmental factors, opportunities for growth, or non cash compensation such as benefits. In contrast, turnover amongst the bottom 50% of wage-earning positions may largely be attributed to cash compensation in the form of wages earned, as they earn significantly less overall than their counterparts working within Ontario municipalities.

Cash Compensation Analysis Part II: OCASI Wage Growth Analysis

Overview, Data Collection & Methodology

This analysis presents information about wage growth rates for various positions within OCASI membership agencies from 2014 to 2018. Data was obtained from the 2014 and 2018 salary surveys administered by OCASI to their member agencies. Only the positions in the table below were consistent between both surveys and therefore comparable. Average salaries from 2014 and 2018 were used to calculate the percentage growth rate accordingly, and the average wages were used over median wages to calculate wage growth to provide consistency with the 2014 OCASI compensation analysis.

Results

Results displayed in Table 4 show an average growth rate among OCASI member agency positions of 13 percent, however wages are growing disproportionately. The largest growth in wages between 2014 and 2018 occurred among the highest paying positions within OCASI member agencies and the smallest growth in wages occurred among the least paid positions. In some cases, wage growth languishes as low as 0 and 1 percent for language instructors and childcare workers, and some rates of growth in the 5% range do not outpace rising inflation. This would suggest that for these positions, there has been a real wage decrease (after accounting for inflation). These results reinforce the key findings from the public sector wage comparison above, indicating that OCASI member agency wages are more competitive in managerial and executive level positions than in lower-paying positions, such as program and support staff. The wage growth analysis provided in the Charity Village Salary Survey from 2013 to 2019 (Appendix A), reveals similar findings for Canada's nonprofit sector. In summary, wage growth among OCASI member agencies and the broader nonprofit sector is concentrated in managerial positions.

Table 4: OCASI Membership Agency Wage Growth

OCASI 2014 Salary Survey			OCASI 2018 Salary Survey	
Job Title	Average Wage (\$)	Difference	Average Wage (\$)	Job Title
Associate / Deputy ED	42.19	28%	58.92	Associate / Deputy ED
Senior Director	43.94	16%	52.28	Senior Director
Director	41.88	10%	46.63	Director
Senior Manager	34.98	14%	40.55	Senior Manager
Human Resources Manager (with certification)	34.14	27%	46.94	Human Resources Director (with certification)
Human Resources Manager (without certification)	30.36	29%	42.50	Human Resources Director (without certification)
Financial manager (with accounting degree)	35.81	23%	46.45	Finance Director (with accounting degree)
Financial manager (without accounting degree)	28.84	30%	41.25	Finance Director (without accounting degree)
Program Coordinator	27.46	7%	29.42	Program Coordinator
Promotions Coordinator	25.88	10%	28.61	Promotions Coordinator
Office Coordinator/Administrator	23.16	10%	25.63	Office/Departmental Coordinator
Social Worker (With BSW)	26.37	3%	27.08	Social Worker (With BSW)
Employment Counsellor	23.89	10%	26.59	Employment Counsellor/career facilitator
Settlement Counsellor	23.59	9%	25.90	Settlement Counsellor
Outreach worker	22.35	10%	24.87	Outreach worker

Table 4 Continued: OCASI Membership Agency Wage Growth

OCASI 2014 Salary Survey			OCASI 2018 Salary Survey	
Job Title	Average Wage (\$)	Difference	Average Wage (\$)	Job Title
Language Instructor / Teacher	33.56	0%	33.46	Language instructor/teacher (when teaching)
Administrative Assistant	19.69	5%	20.64	Receptionist/service assistant/program assistant
Childcare worker (With Certification)	20.89	5%	22.10	Childcare worker (with ECE or equivalent certification)
Child-minder	17.74	1%	18.01	Childcare worker (without ECE)

Limitations of Compensation Analysis Part I & Part II

Segmenting the data by regions in Southern Ontario for points of comparison does bias the results towards being more relevant for OCASI member agencies in Southern Ontario compared to agencies in northern Ontario, however, reliable public compensation data for smaller cities could not be obtained. In addition, the 2019 Charity Village Survey reports general compensation trends in Canada's nonprofit sector, and therefore are limited in their potential to address specific concerns among OCASI member agencies. OCASI and Charity Village data were both obtained from participating organizational responses and is therefore subject to selection bias. Lastly, the municipal sector job positions used for the comparative compensation analysis in Part I are not perfect equivalents to OCASI member agency positions. Therefore it is likely that variations in the level of responsibility and qualifications required for each position affecting wages exist, which threatens the internal validity of the study.

Non-cash Compensation

The following data was obtained from the *HR Trends Survey 2017* published by the Human Resource Professional Association (HRPA), Ontario's regulatory body for human resources. The data was collected through the administration of an anonymous survey to HRPA members containing questions regarding the most popular benchmarking information requests received by the Resource Centre from HRPA members. A total of 1100 HRPA members participated, and results are broken down by sector

(data presented for the public sector includes the nonprofit sector). Please take into consideration the variation in the number of responses among sectors when making comparisons between the public and private sector.

Benefits

The survey indicates that over 75 percent of survey respondents representing nonprofit employers provide benefits 1 to 10. A greater percentage of private sector employers provide benefits 11 to 15 compared to nonprofit employers. When comparing public sector (including nonprofit) to private sector employers, a greater percentage of private sector employers provide benefits 6, 9, 10, 11, and 14, which is only 5 of the 15 benefits, indicating that public sector employers provide more benefits overall than private sector employers within this sample.

Table 4: Benefits (% of employers)

	Nonprofit	Public	Private	ALL
1. Prescription Drug Plan	97.7	95.7	94.8	95
2. Dental Coverage	98.8	94.6	94.5	94.6
3. Life Insurance	96.4	91.7	88.3	89.2
4. Chiropractor Treatment	93.1	91.7	85.9	86.7
5. Bereavement Leave	94.3	88.1	85	85.8
6. Accidental Death Dismemberment Insurance	89.7	83.5	85.3	84.7
7. Vision Coverage	87.4	88.8	80.8	83.1
8. Physiotherapist Services	89.7	82	81.4	81.5
9. Travel Insurance	79.3	79.1	79.2	79.1
10. Psychologist Services	83.9	77.7	81.4	81.5
11. Employer Funded Short-Term Disability	49.9	68.7	79.2	57.8
12. Employer Funded Long-Term Disability	43.7	64.7	53.3	57
13. Orthodontic Coverage	39.1	62.8	53.8	52.6
14. Dietitian Consultations	42.5	43.9	48.3	42
15. Critical Illness Insurance	36.8	44.6	40.8	41.9
Number of Responses (n)	87	278	660	938

Health and Wellness Initiatives

A greater percentage of public sector employers within the sample provide health and wellness initiatives in all categories except 15 (wellness subsidy). Overall, health and wellness initiatives are not very common in workplaces. Ergonomic Assessments is the most popular initiative provided by both public sector employers (61.3%) and private sector employers (33.5%), however, provision is still low.

Table 5: Health and Wellness Initiatives in Place (% of employers)

	Public	Private	ALL
1. Ergonomics Assessments	61.3	35.6	43.4
2. Lunch & Learns	44.9	33.6	37.2
3. Discounted Gym Memberships	36.6	26.9	29.8
4. Wellness Bulletin Board	31.9	20.8	24.1
5. Wellness Committee	39.9	15.4	22.8
6. Wellness Newsletters	30.7	19.1	22.6
7. Walking Groups	32.4	16.7	21.4
8. Smoking Cessation	25.9	16.8	19.5
9. In House Fitness Programs	25.9	11	15.5
10. In House Gym	25.9	10.2	13.2
11. Health Coaching	16.1	11.8	13.1
12. Stretch breaks	16.1	11.5	12.9
13. Nutritionist Consultations	17	10.3	12.3
14. Weight Management Plans	12.8	5.2	7.4
15. Wellness Subsidy	5.1	7.6	6.9
16. Meal Planning	4.8	3.5	3.9
17. Free Gym Memberships	6	2.3	3.4
n	336	774	1110

Other

The following tables provide data on employer contributions to RRSP plans (Table 6), maternity leave top up benefits (Table 7), flexible working arrangements (Table 8), and training and development budgets (Table 9). 53.6 percent of nonprofit sector employers contribute to RRSP plans compared to 46.9 percent of private sector employers, 32.5 percent of nonprofit sector employers provide maternity leave top up benefits compared to 28.5 percent of private sector employers, a greater percentage of nonprofit sector employers provide flexible working arrangements in almost all categories compared to

private sector employers, and there is almost no discrepancy between public and private employers in training and development budgets.

Table 6: Employer Contributions to RRSP Plan (% of employers)

	Nonprofit	Public	Private	ALL
Employer Contributes to RRSP Plan	53.6	38.8	46.9	44.5
n	97	299	701	1000

Table 6: Maternity Leave Top Up Benefit (% of employers)

	Nonprofit	Public	Private	ALL
Maternity Leave Top Up Benefit Provided	32.5	63.9	28.5	39.1
n	122	341	806	1147

Table 7: Flexible Working Arrangements (% of employers)

	Nonprofit	Public	Private	ALL
Flexible Start / End Times	93.6	92.1	92.1	92.1
Telecommuting	56.4	47.2	60.3	56.2
Compressed Work Week	26.6	37.3	21	26.2
Job Sharing	12.8	17.5	7.9	10.9
Other	9.6	7.1	6.8	6.9
n	88	232	504	736

Table 8: Training & Development Budget (in \$ per year)

	Public	Private	ALL
Contributor	1000	1000	1000
n	42	88	130
Manager	1000	1000	1000
n	29	88	117
Supervisor	1000	1000	1000
n	20	71	91
Director	2500	3000	3000
n	11	38	49

Contributor includes coordinators, assistants, specialists, generalists, analysts, or any role below the supervisor level.

General Comparison to OCASI Member Agencies

According to OCASI's 2018 Compensation Survey, 37 of the 60 member-agency responses (62% response rate) report making pension or RRSP contributions, while 23 (38%) provide no pension or RRSP contributions.

According to the *HR Trends Survey 2017*, 53.6 percent of employers contribute to some form of pension or RRSP plan in the Ontario nonprofit sector. 12 percent of OCASI member agencies respondents report provided short-term disability and 60 percent report providing long-term disability. In contrast, Ontario's not-for-profit industry average is 50 percent for employer provided short-term disability benefits and 44 percent for long-term disability benefits. It is important to note that the sample used for OCASI's compensation survey may not be representative of all their 239 member agencies.

POLICY RECOMMENDATIONS

Overview

This section provides nine policy recommendations to target the various potential sources of turnover among OCASI member agencies. Due to the fragmented business structure of OCASI and the diversity that exists among member agencies, robust and accurate turnover data from the 239 member agencies is difficult to collect. As a result, details about the nature of turnover, specifically which employees are leaving and for what reasons, is unknown. Therefore, the policy recommendations put forth in this report are meant to be exhaustive and general in nature to allow for member agencies to implement and tailor the most appropriate policies based on their organization's specific needs.

The first set of recommendations addresses prevalent recruitment and selection challenges experienced within the nonprofit sector based on reliable Canadian research. The second set of recommendations address both cash compensation and non-cash compensation based on the results from the comparative compensation and wage growth analysis specific to OCASI member agencies, as well as the general non-cash compensation Ontario sector review. The final recommendation pertains to data collection and reporting requirements among OCASI member agencies.

Recruitment & Selection

The primary goal of nonprofit recruitment and selection initiatives is to fill vacant positions with the most qualified and skilled individuals, for the purpose of building and maintaining an inclusive, robust, and equitable workforce. The central barriers faced by nonprofit organizations to achieving this goal are the following:

- Organizational resource limitations constraining the implementation possibilities of sophisticated hiring and selection practices.
- Within workforce wage disparities and inequities.
- An overall negative perception of career growth and reward opportunities among employees, applicants, and youth within the nonprofit sector.

Career Growth Opportunities

Policy Recommendation 1

OCASI member agencies should promote opportunities for career growth to their current workforce more frequently, while also considering internal candidates before external candidates when making hiring decisions.

Recruitment and selection in nonprofit organizations plays a vital role in achieving the highest standards of organizational objectives. According to Carol L. Barbeito's 2004 book *Human Resource Policies and Procedures for Nonprofit Organizations*, which has frequently been consulted by the HRCNS, nonprofit organizations benefit from first considering existing staff members for new or vacant positions. As previously noted, a significant non-compensation driver of turnover decisions in the nonprofit sector is an overall lack of perceived potential career growth among employees. An effective policy measure to address this issue is to first advertise new or vacant positions in-house (Barbeito, 2004, p. 33), and give executive management the discretion of deciding when to begin conducting external recruitment initiatives - either simultaneously or upon determining no in-house qualified candidates (p. 35). This policy allows for employees to have direct relationships with hiring managers and a better understanding of organizational hiring operations. This would help facilitate a higher degree of transparency and openness within the organization, encourage collaboration, and increase equitable career trajectory opportunities for all staff, which in turn would help reduce employee turnover (p. 36). If the position requires special skills or knowledge that executive management determines is not available in-house, training and development opportunities can be provided to current employees or an external search can be pursued.

Gender Pay Equity

Policy Recommendation 2

Individuals in leadership positions of OCASI member agencies should prioritize conversations about salary negotiations, specifically among women.

If an external candidate search is pursued to fill a job vacancy within a nonprofit organization, the organization should ensure all potential candidates are given equal consideration throughout the various stages of the selection process. In particular, nonprofit hiring practices should focus on youth and female opportunities. According to the 2018 Ontario Nonprofit Network report, *Nonprofit Work for Women*, although women account for 75 to 80 percent of the workforce in Ontario's nonprofit sector (p. 21), their participation is significantly more pronounced in lower-level positions compared to leadership positions. Additionally, racialized and immigrant women make up the majority of Ontario's nonprofit immigrant, refugee and settlement services (p. 25). On this notion, compensation policies should promote equality and pay equity. The Ontario Nonprofit Network suggests pay equity policies actively respond to the gender wage gap (a current dominant sector issue) by ensuring female wages are equivalent to male wages for similar positions within the same occupation (2018, p. 4).

Pay equity and inclusive recruitment practices start at the beginning of the hiring process and nonprofits have the power to encourage and market vacant positions to specific demographics through innovative communication strategies (Decent Work for Women, 2018, p. 56). OCASI member agencies should strive to build inclusive workplace policy frameworks that foster employee engagement through healthy organizational cultures and employment conditions. The Government of Canada is prioritizing a new pay equity regime with new pay transparency requirements, which is not only aligned with OCASI's values, but presents significant opportunities for OCASI member agencies to demonstrate leadership on behalf of the public and the nonprofit sector. According to OCASI's 2017 Compensation Survey, the average hourly wage for women were less (\$57.46) than their male counterparts (\$60.53). This pay gap is even more pronounced in large organizations with over one hundred employees where men (CEOs/ED) earned an average hourly wage of \$81 compared to women (CEO/ED) at \$70.83, representing a 14.3 percent difference. For agencies with budgets of over \$8 million, the wage gap increases to 21.4 percent (men at average hourly wage of \$91.78 and women at \$75.57).

Barriers to Entry for Youth

Policy Recommendation 3

OCASI member agencies should focus on reducing the prevalence of unpaid and less stable work by transforming volunteer positions to be less precarious, while focusing recruitment initiatives on the next generation of workers.

According to Imagine Canada (2017), young workers are fundamental to the longevity and success of Canada's nonprofit sector, yet unfortunately, youth find traditional entry-level positions scarce in the nonprofit sector compared to other sectors because nonprofits can use volunteers to fill many entry-level positions (p. 9). For nonprofit organizations seeking to increase retention of young workers, challenges can be partially addressed with little or no financial cost. For example, regardless of whether a position is paid or volunteer, long-term or short term, nonprofit agencies should work to enhance the quality of volunteer and contract positions to positively affect young people's' early experiences within the sector. Specifically, when young people have positive and meaningful early experiences, their desire to stay within the sector is increased (Cordeaux, 2017, p. 16). To rebrand nonprofit positions to youth job seekers, nonprofit organizations should design job descriptions, orientation and training initiatives, and inclusive hiring practices in a way that limits potential discouraging factors inhibiting underrepresented groups within the sector from applying.

To put these recommendations into action, nonprofit organizations should only ask applicants for job requirements that are necessary for the job and create clear and comprehensive job postings that disclose an accurate salary range, while increasing paid entry-level opportunities if organizational capacity allows for it. Although a people-centred philosophy is embedded in the DNA of most nonprofit work, 2017 interviews with nonprofit workers conducted by Imagine Canada signal that nonprofits are not prioritizing strategic recruitment and retention efforts, which can have both short and long-term consequences on organizational outcomes (Cordeaux, 2017, p. 23). Therefore, the impact of the nonprofit sector hinges on its workers, and nonprofit employers gamble when they do not prioritize their employees. Thus, engaging young workers by framing learning outcomes with appropriate and transparent job compensation are ways to attract and retain youth within the sector.

Summary of Recruitment & Selection Recommendations

For OCASI member agencies to combat employee burnout and turnover, leadership should prioritize strategic foresight around inclusive, proactive, and equitable recruitment and selection strategies. Considering such recruitment and selection programs can be time consuming and resource intensive, more affordable options should be considered first such as communication transparency through targeted job descriptions, and internal employee empowerment. In summary, OCASI member agencies should strive to:

- Anticipate room for growth and encourage internal and external opportunities to grow organizational capacity.
- Be as transparent as possible regarding raises, promotions for employees at all levels within the organization.
- Commit to reviewing job descriptions to accurately set current employee, future prospect, and general sector work expectations.

Compensation

Cash Compensation

Although the exact nature of employee turnover within OCASI member agencies is unknown, the results of the cash compensation analysis suggest turnover may be most prevalent among lower wage positions. The comparative wages analysis between OCASI member agency positions and equivalent positions within Ontario municipalities (covered by a collective agreement) revealed OCASI member agency workers in lower wage positions earn much less than their public sector counterparts. In addition, the wage growth analysis among OCASI member agency positions paralleled this trend, revealing the smallest wage growth among low wage positions. Therefore, the source of turnover among low wage positions may be due in large part to noncompetitive cash compensation with limited growth opportunity.

Policy Recommendation 4a

In an effort to stabilize employee retention among program and support staff, the wages for lower paid jobs should increase to enhance labour market competitiveness and employee quality of life.

Policy Recommendation 4b

Wage growth should be evenly distributed amongst lower wage jobs, and fluctuate according to inflation rates to reduce the potential for real wage loss. For example, the City of Toronto union agreement stipulates a 0.75% increase to begin the year, followed by a 0.5% increase after 6 months, in each year the contract is valid.

Non-cash Compensation

As mentioned previously, limited funding may constrain OCASI membership agencies' ability to increase cash compensation, and therefore non-cash compensation presents a significant opportunity to help retain current employees and attract new employees for vacant positions. The literature review on social service employee turnover presented earlier in this report discusses the risks of employee burnout on organizational outcomes, specifically its potential for decreased employee performance and increased turnover rates. A combination of benefits, flexible working arrangements, and health and wellness initiatives will help address this source by providing both proactive and reactive support mechanisms to better help employees thrive in their work. Based on the information presented in both the literature review and the *HR Trends Survey 2017* review, OCASI member agencies should strive to implement the following measures as a minimum non-cash compensation benchmark:

Policy Recommendation 5

Benefits such as prescription drug plans, dental coverage, life insurance, chiropractor treatment, vision coverage, physiotherapist services and psychologist services should be considered. These benefits will help address potential mental, physical, and emotional health stressors experienced by employees and increase OCASI member agencies employer competitiveness in the nonprofit sector, as many Ontario nonprofit employers provide these (HRPA, 2017).

Policy Recommendation 6

A workplace health and wellness program lead by an employment health specialist. The program should encompass a wellness committee who speak on behalf of the workforce needs and design and tailor initiatives accordingly. Examples of initiatives include walking groups, stretching and/or meditation breaks, nutrition seminars and health coaching. To support these initiatives, effective communication tools should be employed such as a wellness bulletin board and monthly newsletters with relevant practical information.

Policy Recommendation 7

Flexible working arrangements such as flexible start/end times and telecommuting will provide employees with more autonomy over their schedules, which will allow for greater accommodation over important life commitments such as childcare and parental care.

Policy Recommendation 8

Of the OCASI membership agencies that do not provide RRSP contributions, they should provide such a benefit to support greater long-run financial health among their staff, and in turn increase employee commitment and satisfaction.

Data Collection

Policy Recommendation 9

To support further research and analysis initiatives, OCASI should require member agencies to collect and report workforce data. This proactive policy approach would increase awareness, engagement, and collaboration among OCASI and their member agencies on workforce issues, while also allowing for more targeted human resource policy recommendations.

CONCLUSION

Nonprofit organizations not only represent a growing sector of Canada's economy, but their positive impact on the overall health and wellbeing of Canadians continues to increase. Despite this, many nonprofits lack the valuable understanding of their workforces required for the design and implementation of strategic human resource practices. This report is designed to specifically address employee retention, a major issue shared by OCASI membership agencies and the broader nonprofit sector. The literature review identifies social service working conditions and employee burnout as potential sources of employee turnover, while also providing a review of employee turnover in the nonprofit sector to reveal compensation as an additional contributing factor. The cash compensation analysis revealed that wages of OCASI membership agency positions, specifically lower wage positions, significantly lag comparable positions within municipalities, and wage growth is slow. The non-cash compensation analysis provided valuable insight into the benefits, flexible working arrangements, and health and wellness programs provided by organizations across different sectors of Ontario. In summary, several opportunities to increase organizational performance through employee retention are identified,

and an exhaustive list of policy recommendations are made to help support OCASI membership agencies in addressing their specific turnover concerns.

APPENDIX

Appendix A

Charity Village Hourly Salary for non-profit sector in Canada (February 2013)				Charity Village Hourly Salary for non-profit sector in Canada (December 2018)		
Sample size	Levels	Average	Difference	Average	Levels	Sample size
599	Level 1: Chief Executive	45.45	-3.3%	43.99	Level 1: Chief Executive	797
222	Level 2: Senior Executives	45.53	-0.5%	45.30	Level 2: Senior Executives	230
668	Level 3: Senior Management	40.15	-1.3%	39.65	Level 3: Senior Management	531
1,234	Level 4: Management/ Supervisory Staff	27.65	2.3%	28.31	Level 4: Management/ Supervisory Staff	858
1,331	Level 5: Functional & Program Staff	22.56	-3.9%	21.71	Level 5: Functional & Program Staff	1,491
819	Level 6: Support Staff	19.67	2.3%	20.13	Level 6: Support Staff	639

Appendix B

The following job descriptions were acquired from a range of national job posting agencies and used for data collection and compensation analysis purposes.

Program Manager

Program Manager Job Responsibilities:

Accomplishes strategic objectives by overseeing multiple project activities.

Program Manager Job Duties:

- Accomplishes human resource objectives by recruiting, selecting, orienting, training, assigning, scheduling, coaching, counseling, and disciplining employees; communicating job expectations; planning, monitoring, appraising, and reviewing job contributions; planning and reviewing compensation actions; enforcing policies and procedures.
- Achieves operational objectives by contributing information and recommendations to strategic plans and reviews; preparing and completing action plans; implementing production, productivity, quality, and customer-service standards; resolving problems; completing audits; identifying trends; determining system improvements; implementing change.
- Meets financial objectives by forecasting requirements; preparing an annual budget; scheduling expenditures; analyzing variances; initiating corrective actions.
- Updates job knowledge by participating in educational opportunities; reading professional publications; maintaining personal networks; participating in professional organizations.
- Enhances department and organization reputation by accepting ownership for accomplishing new and different requests; exploring opportunities to add value to job accomplishments.

Skills & Qualifications: Staffing, Planning, People Management, Managing Profitability, Promoting Process Improvement, Financial Planning and Strategy, Strategic Planning, Dealing with Complexity, Analyzing Information , Vision, Performance Management. Qualifications for this position include a general Bachelor's degree and / or project management certificate from an accredited college.

Program Coordinator

Program Coordinator Job Responsibilities:

Accomplishes department objectives by meeting work and cost standards; providing work direction to staff.

Program Coordinator Job Duties:

- Accomplishes work requirements by orienting, training, assigning, scheduling, and coaching employees.
- Meets work standards by following production, productivity, quality, and customer-service standards; resolving operational problems; identifying work process improvements.
- Meets cost standards by monitoring expenses; implementing cost-saving actions.
- Updates job knowledge by participating in educational opportunities; reading professional publications.
- Enhances department and organization reputation by accepting ownership for accomplishing new and different requests; exploring opportunities to add value to job accomplishments.

Project Coordinator Skills and Qualifications:

Performance Management, Project Management, Foster Teamwork, Supervision, Quality Management, Tracking Budget Expenses, Results Driven, Delegation, Time Management, Proactive, Staffing. Qualifications for this position include a general Bachelor's degree and / or project management certificate from an accredited college.

Communication / Marketing / Promotions Coordinator

Communication / Marketing Coordinator Job Responsibilities:

Markets products by developing and implementing marketing and advertising campaigns; tracking sales data; maintaining promotional materials inventory; planning meetings and trade shows; maintaining databases; preparing reports.

Communication / Marketing Coordinator Job Duties:

- Implements marketing and advertising campaigns by assembling and analyzing sales forecasts; preparing marketing and advertising strategies, plans, and objectives; planning and organizing promotional presentations; updating calendars.
- Tracks product line sales and costs by analyzing and entering sales, expense, and new business data.
- Prepares marketing reports by collecting, analyzing, and summarizing sales data.
- Keeps promotional materials ready by coordinating requirements with graphics department; inventorying stock; placing orders; verifying receipt.

- Supports sales staff by providing sales data, market trends, forecasts, account analyses, new product information; relaying customer services requests.
- Researches competitive products by identifying and evaluating product characteristics, market share, pricing, and advertising; maintaining research databases.
- Plans meetings and trade shows by identifying, assembling, and coordinating requirements; establishing contacts; developing schedules and assignments; coordinating mailing lists.
- Monitors budgets by comparing and analyzing actual results with plans and forecasts.
- Updates job knowledge by participating in educational opportunities; reading trade publications.
- Accomplishes organizational goals by accepting ownership for accomplishing new and different requests; exploring opportunities to add value to job accomplishments.

Communication / Marketing Coordinator Skills and Qualifications:

Direct Marketing, Market Segmentation, Marketing Research, Coordination, Project Management, Reporting Research Results, Understanding the Customer, Process Improvement, Initiative, Planning, Financial Skills

Social Worker

Social Worker Job Responsibilities:

Help clients by assessing their situation; setting goals; obtaining required services.

Social Worker Job Duties:

- Determines nature of client's situation by interviewing client; assessing medical, psychological, emotional, and social information; making on-site visits.
- Establishes course of action by exploring options; setting goals with client.
- Obtains assistance for client by referring him/her to community resources; arranging for appointments; establishing rapport with other agencies.
- Fosters client's action or adjustment by interpreting attitudes and patterns of behavior; explaining and pointing out new options.
- Maintains record of case by documenting client's situation and client's own actions.
- Monitors planned actions by periodic follow-up.
- Maintains operations by following policies and procedures; participating in quality reviews; reporting needed changes.
- Complies with federal, state, and local legal requirements by studying existing and new legislation; enforcing adherence to requirements; advising management on needed actions.
- Maintains client confidence and protects operations by keeping information confidential.
- Contributes to team effort by accomplishing related results as needed.

Social Worker Skills and Qualifications:

Handles Pressure, Objectivity, Confidentiality, Organization, Planning, Reporting Skills, Persistence, Proactive, Listening, Verbal Communication, Client Relationship.

Receptionist

Receptionist Job Responsibilities:

Serves visitors by greeting, welcoming, and directing them appropriately; notifies company personnel of visitor arrival; maintains security and telecommunications system.

Receptionist Job Duties:

- Welcomes visitors by greeting them, in person or on the telephone; answering or referring inquiries.
- Directs visitors by maintaining employee and department directories; giving instructions.
- Maintains security by following procedures; monitoring logbook; issuing visitor badges.
- Maintains telecommunication system by following manufacturer's instructions for house phone and console operation.
- Maintains safe and clean reception area by complying with procedures, rules, and regulations. Maintains continuity among work teams by documenting and communicating actions, irregularities, and continuing needs.
- Contributes to team effort by accomplishing related results as needed.

Receptionist Skills and Qualifications:

Telephone Skills, Verbal Communication, Microsoft Office Skills, Listening, Professionalism, Customer Focus, Organization, Informing Others, Handles Pressure, Phone Skills, Supply Management

RAP Caseworker / Counsellor

Caseworker and Counsellor Responsibilities:

To provide individuals and groups with a range of social service support, on a number of individual issues. The duty of case workers and counsellors is to provide broadly based support to clients and advocate for client well-being.

Caseworker and Counsellor Job Duties:

- Collaborate with other professionals to evaluate patients' medical or physical condition and to assess client needs.
- Advocate for clients or patients to resolve crises.
- Refer patient, client, or family to community resources to assist in recovery from mental or physical illness and to provide access to services such as financial assistance, legal aid, housing, job placement or education.
- Investigate client abuse or other neglect cases and take authorized protective action when necessary.
- Counsel clients and patients in individual and group sessions to help them overcome dependencies, recover from illness, and adjust to life.
- Plan discharge from care facility to home or other care facility.

Caseworker and Counsellor Qualifications:

Caseworkers and counsellors generally need a bachelor's degree in social work to qualify for positions, and for some more advanced positions, a master's degree might be required.

Outreach Workers

Outreach Worker Responsibilities:

Outreach workers are an organization's first point of contact with the community it serves. The duties of outreach workers differ depending on the organization that employs them, however in the nonprofit sector workers generally are involved with program coordination, program and operational communications, as well as internal and external relations.

Outreach Worker Job Duties:

- Maintain Pipeline of Qualified Candidates
- Contact Potential Program Candidates
- Onboard New Program Participants
- Maintain Program Participant Log
- Participate in Case Management Meetings

Outreach Worker Qualifications:

This entry-level position in the social service sector demands workers to possess qualifications from a high school diploma to a social science degree or certification.

Youth Worker

Youth Worker Responsibilities:

A youth worker is responsible for guiding and supporting young people in their personal, social and educational development to help them reach their full potential in society. Youth workers generally work with young people aged between 11 and 25 in a variety of settings such as youth centres, schools, and colleges, and are tasked with working with a number of community members to ensure youth have opportunities to work in stimulating and safe environments.

Youth Worker Job Duties:

- Facilitates programs and activities for children and youth
- Creates a safe and structured space for children and youth to explore new interests
- Prepares statistical reports on programs and other evaluation-based initiatives
- Implements behaviour contracts for children

- Communicates with families in the community

Youth Worker Qualifications:

The minimum qualification required to work as a professional Youth Worker is a Bachelor's degree, usually in the study of early childhood development or social work.

Childcare Worker

Childcare Worker Job Responsibilities:

Childcare workers care for children when parents and other family members are unavailable in a variety of care capacities and environments.

Childcare Worker Job Duties:

- Act as a Case Manager responsible for developing Plans of Care, daily reports, scheduling appointments, planning and executing programs, debriefing to clinicians, and connecting with multidisciplinary teams (Children's Aid Society, Police Department, Hospitals).
- Communicates with family members and/or caregivers on a regular basis in order to inform them regarding resident's performance and development.
- Works collaboratively with other community agencies and institutions by linking residents with diverse programs and resources where they can find support to specific needs.
- Develops and implements activities that meet physical, emotional, recreational, educational and medical needs of the residents.
- Promotes diversity by exposing residents to multicultural experiences such as special events, traditional food, religions, while respecting each individual beliefs and preferences.
- Supervises Student Placement and other community run programs by offering opportunities to act as a frontline worker.

Childcare Worker Qualifications:

The qualifications needed to work as a childcare worker ranges from less than a high school diploma to a certification in early childhood education.

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