

THE VOLUNTARY AND NON-PROFIT HEALTH & SOCIAL SERVICES SECTORS IN MANITOBA:



A Profile of Its Composition, Workplace Challenges & Resources for Meeting Those Challenges

Prepared for: Manitoba Federation of Non-Profit Organizations Inc.
Written by: Harvey Stevens
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This Labour Market Information initiative funded by Manitoba Family Services and Consumer Affairs, Manitoba Entrepreneurship, Training and Trade, and the Manitoba Bureau of Statistics.

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Executive Summary

This report is based on a survey of 305 sub-sectors of the voluntary and non-profit sector located in Manitoba. The survey was commissioned as a pilot study by the Manitoba Federation of Non-Profit Organizations Inc. for the Manitoba Non-Profit Sector Labour Market Initiative, a joint initiative of the Manitoba Federation of Non-Profit Organizations Inc. and the Government of Manitoba. The goal was to begin a process of surveying the entire voluntary and non-profit sector in order to undertake workforce development planning for Manitoba's voluntary and non-profit sector. The survey was conducted by the Manitoba Bureau of Statistics, Manitoba Entrepreneurship, Training and Trade in the fall of 2009, and involved both on-line and mail out surveys to 702 non-profit organizations in operation with paid staff. Funding was provided by Manitoba Entrepreneurship, Training and Trade, and Manitoba Family Services and Corporate Affairs.

The purposes of the survey are to:

1. Describe the labour force in the health and social services component of the non-profit sector,
2. Describe training needs and resources,
3. Describe recruitment needs and barriers,
4. Describe difficulties in staff retention, and;
5. Describe the prevalence of human resource policies and the use of human resource experts.

In summary, the survey revealed the following aspects of this sector:

- It is a very diverse sector in all of size, employment levels, focus and skill needs. Just under half (48%) of the organizations have fewer than 10 employees while 18 per cent have more than 50. Twenty-one (21) per cent have total expenditures of less than \$150,000, while 32 per cent have expenditures of more than \$800,000. The level of full-time versus part-time employment varies considerably. Twenty-three (23) per cent of the organizations have fewer than 40 per cent of their employees working full-time while, 27 per cent have more than 80 per cent of their employees working full-time. There is a broad focus to the work of these organizations. Child day care accounts for 30 per cent of all the organizations, services to elderly and disabled persons represent 11 per cent, 9 per cent offer individual and family services, and 7 per cent residential care services. Social advocacy, children and youth services, transportation, grant-making, civic and social describe some of the other foci of these organizations. The range of needs these organizations identify for current and future skills also is quite broad. In total, 162 different current skills and 194 future skills were identified by the respondents to the survey. The 15 most common of these skill needs accounted for about two-thirds of all the responses, with the remaining one-third covering the remaining proportion.
- The sector is also growing in the number of employees. Overall, 44 per cent of respondents indicated a recent increase in employment levels, while only 8 per cent indicated a decrease. The ratio of increases to decreases is highest among those organizations with the greatest number of employees, and the organizations growing the most are elderly and disabled services, civic and social and residential services.
- The sector also is characterized by low wages. The overall annual salary for full-time employees is just under \$30,000, with 21 per cent of the organizations paying less than \$20,000, another 32 per cent paying between \$20,000 and \$30,000, 25 per cent paying between \$30,000 and \$40,000 and the remaining 22 per cent paying between \$40,000 and \$63,000, on average. Larger organizations pay higher salaries than the smaller ones, with the following organizations paying the highest average salaries: education, health care, children and youth and social advocacy. By comparison, elderly and disabled services, transportation and child care services pay the lowest average salaries.
- As noted above, there is a broad range of skills and work habits needing improvement now and required in the future. The most commonly cited is communication, both oral and written. Also very high on the list are computer and interpersonal skills. The work habits most frequently cited as needing improvement now and in the future are professionalism, time management and initiative. Child care skills are cited only by child care services, health care training is cited almost exclusively by health

care organizations and counseling skills are cited almost exclusively by individual and family service organizations. Other top 15 skills needing improvement and required in the future include education, organization, management skills, accounting and financial management, fund-raising, critical thinking, and problem solving skills.

- Obtaining the type of employees needed by organizations is a very prevalent issue for these organizations. Seventy-five (75) per cent identified this as a difficulty. And, those which identify it as an issue are also more likely to identify retaining employees as an issue (58% vs. 47% overall). The smallest organizations (less than 5 employees) are the least likely to experience difficulties obtaining and retaining employees as are service sectors that serve the elderly and disabled, education and other individual and family services. Those organizations with the lowest and highest average salaries are the least likely to have problems obtaining and retaining employees, indicating that other factors are at play rather than salary levels.

- By comparison, organizations have very low vacancy rates (4.9%) and the anticipated retirement rate within the next two years also is low at 6.4 per cent of current employees. The smallest organizations (less than 5 employees) have the highest vacancy rates and the highest per cent of anticipated retirees. Thus, while the smallest organizations currently do not have problems obtaining needed employees, they will experience the greatest need to fill vacant positions now and in the near future. Certain sectors face high vacancy and retirement rates, including: civic and social, social advocacy and transportation. Other sectors, such as residential services, health care and child care, face low vacancy and retirement rates.

- A large majority (73%) of organizations indicate that they 'often' or 'always' provide further training to staff who need it, typically either by paying for it and/or through mentoring and in-house training. The smallest organizations are the least likely to do so, while the education, residential services and children and youth sectors are the most likely to provide it often or always.

- By comparison, only 24 per cent of organizations indicated that they had used a human resource professional in the last year and 49 per cent said that their Board of Directors had passed a Human Resource (HR) Policy. Again, the largest organizations were the most likely to have both used a HR professional and have a policy in place, while the smallest organizations were the least likely to have done either.

1.0 Introduction

This survey was commissioned as a pilot study by the Manitoba Federation of Non-Profit Organizations Inc. as a part of the Manitoba Non-Profit Sector Labour Market Information Initiative. This is a joint initiative of the Manitoba Federation of Non-Profit Organizations Inc. and the Government of Manitoba to conduct workforce development planning for Manitoba's non-profit sector. Funding was provided by Manitoba Entrepreneurship, Training and Trade, and Manitoba Family Services and Corporate Affairs. The survey was conducted by the Manitoba Bureau of Statistics, which also contributed considerable resources in kind.

The purposes of the survey were to:

1. Describe the labour force in the health and social services component of the non-profit sector,
2. Describe training needs and resources,
3. Describe recruitment needs and barriers,
4. Describe difficulties in staff retention, and;
5. Describe the prevalence of human resource policies and the use of human resource experts.

Health and social services organizations were engaged in discussing the implications of the findings. Future surveys of the health and social service component of the voluntary and non-profit sector will be conducted, and the hope is to also survey other segments of the non-profit sector.

1.1 Sampling Frame

The target population was non-profit health and social service organizations with paid employees located in Manitoba.

The survey sampling frame was developed by combining several different source lists and then extracting the health and social service organizations. Individual sources used included those from the Statistics Canada Business Register, Canada Revenue Agency, The Winnipeg Foundation, United Way of Winnipeg, and others. Before removing organizations that were not in the health and social services sector, the frame had approximately 8,000 voluntary and non-profit organizations.

Health and Social Service organizations were identified using the North American Industry Classification System (NAICS) codes, Canada Revenue Agency designation codes and the International Classification of Nonprofit Organizations. In total, 1,850 health and social service organizations were identified, and composed the final sampling frame.

1.2 Survey Administration

Multiple delivery methods were used to conduct this survey. Ideally, the survey would have been entirely web-based; but, because valid email addresses were not available for all organizations, a traditional paper mail-out was employed for about half of the sample.

The sample was chosen by first including all organizations with known email addresses. This 'online' portion of the sample totaled 401 organizations. The remaining organizations were stratified by size and location. Organizations with 20 or more employees automatically received a questionnaire, and a simple random sample taken of organizations with fewer than 20 employees. This 'mail-out' portion of the sample totaled 421 organizations. The final sample totaled 822 organizations, with 454 located in Winnipeg.

The survey's paper version of the questionnaire was mailed out on October 27th 2009. The online version was sent on October 29th 2009 to allow for both versions to be received at approximately the same time.

A first follow-up was sent in the second week of November to all non-responding organizations. A second telephone follow-up was done on November 23rd and 24th, targeting the largest non-responding organizations.

The online portion of the survey concluded on November 16th, and the cut-off date for receipt of surveys by mail was December 4th.

Appendix 1 presents a detailed profile of the coverage and response rates by the size of the organization (number of employees), the Winnipeg/non-Winnipeg location of the organization and its service focus.

1.3 Questionnaire Design

The two-page questionnaire was developed through discussions with a sub-group of the Steering Committee for the Non-Profit Sector Labour Market Initiative. The sub-group identified three content domains for the survey as follows:

- organizational profile (size, location, HR support and policy framework),
- workforce profile (size of workforce, full-time/part-time split, skills), and;
- workforce issues (recruitment, retention, training).

1.4 Literature Review

Two recent surveys of the voluntary and non-profit sector provide a broader context and background for this study. The first was undertaken by Statistics Canada in 2003 as a national survey of nonprofit and voluntary organizations. It collected a broad set of information pertaining to size, scope, activities, finances, human resources, and capacity needs and challenges from 13,000 incorporated voluntary and non-profit organizations and registered charities.

In 2006, Sid Frankel of the University of Manitoba published findings from this survey describing the functioning of this sector for Manitoba, Saskatchewan and the Territories (Frankel, 2006). His analysis confirmed the broad influence of nonprofit organizations in society in many areas of life, including: religion, sports and recreation, social services, arts and culture, education, health, and social services. The local community is the focus of their work and they serve a broad cross-section of the public. These organizations employ both paid staff and volunteers and they complement one another: Many organizations reporting increases in paid staff also increased their volunteer numbers. His analysis revealed that the sector contributes a great deal to the local economy and that governments play a large role in funding it. Ninety-eight (98) per cent of the revenue comes from provincial (89%) and the federal (9%) governments.

His analysis also revealed that these organizations experience capacity problems, such as: difficulty recruiting and retaining both paid staff and volunteers, including board members, difficulty planning for the future and difficulty in obtaining funding from individuals. In particular, he noted that 34 per cent of organizations in the Prairies and Territories had difficulty obtaining paid staff and 20 per cent experienced difficulty retaining them. Organizations with larger revenues experienced a higher level of difficulty than those with small revenues. As will be seen below, the Manitoba survey of health and social service sub-sector organizations reveals a much higher level of difficulty recruiting (75%) and retaining (47%) staff but that, like the national study, larger organizations have more difficulty than smaller ones in doing so.

A second national survey of voluntary and nonprofit organizations was undertaken between November 2007 and January 2008 by Ipsos Reid for the national HR Council for the Voluntary & Non-profit Sector. Using both telephone and on-line survey approaches, a total of 1,531 employers (human resource managers) were interviewed. In addition, 2,873 employees of these organizations were interviewed.

The employers survey covered a broad set of topics including length of time in operation, presence of unions, provision of employee benefits, workforce size, full time composition, ease of recruiting and retaining qualified paid staff, reasons for recruitment difficulties, steps taken to make workplaces more attractive, future needs for skills, and budgets for staff training and development. A number of these questions were incorporated into the Manitoba survey. The findings thus provide a national comparison with Manitoba results.

With respect to staff recruitment and retention difficulties, the national survey found that only 47 per cent of employers found it either difficult or very difficult to recruit qualified paid staff, and only 14 % found it difficult or very difficult to retain them. By comparison, as noted above, a far higher proportion of Manitoba's health and social services organizations found it difficult to do so. This may be due to the more selective focus on health and social service organizations in the Manitoba survey. In the national survey, the most frequently cited reasons given for not being able to recruit qualified staff were the lack of applicants (70%) and uncompetitive benefits (65%). By comparison, when asked why it was difficult to fill vacant positions, Manitoba's employers cited lack of applicants only 35 per cent of the time and low salaries 25 per cent of the time.

With respect to current and future skill shortages, the national survey revealed both similarities with differences from Manitoba's health and social service voluntary and nonprofit organizations. National current skill shortages were in areas such as: legal knowledge (62%), marketing (49%), campaigning (48%), research (42%), and fundraising (42%). By comparison, the five most frequently cited current skill needs by Manitoba's organizations are: communication (15%), interpersonal skills (9%), computer literacy (8%), professionalism (8%), and child care and child development training (5%).

On the future skills side of the ledger, national organizations listed communication (22%), computer literacy and internet technology (17%), fundraising and resource development (15%) and marketing (11%) as their top needs. Manitoba's organizations said that communication (11%) was the top priority, followed by child care and child development training (8%), interpersonal skills (7%), computer literacy (7%), and general education (5%). Fundraising was a low priority (2%).

2.0 Description of the Health and Social Service Component of the Voluntary and Non-Profit Sector in Manitoba

Based on the results of the surveys sent out to non-profit organizations in the health and social services sectors, there are an estimated 939 non-profit organizations currently operating with paid staff in Manitoba, of which 475 are located in Winnipeg and 464 outside of Winnipeg.¹ As Table 1 shows, of those whose workforce size is known (72%), 24 per cent have fewer than 5 employees, another 17 per cent have between 5 and 10 employees, 27 per cent have between 10 and 20 employees and 18 per cent between 20 and 50 employees. Only 14 per cent have more than 50 employees. The median number of employees is 13. These results are based on applying the findings from the sample of 822 organizations to the sampling frame of 1,100 organizations.

Table 2.1: Estimated Number of Non-Profit and Voluntary Health and Social Service Orgs. by Number of Paid Employees

Number of Paid Employees	Estimated Number	Per cent
1 to 4	160	24%
5 to 9	114	17%
10 to 19	181	27%
20 to 49	120	18%
50 and over	97	14%
Unknown	267	--
TOTAL	939	100%

The service foci of these organizations are very diverse, and include both direct service delivery for a range of needs and research, advocacy services, professional organizations, religious organizations, and educational institutions. The following table provides the most prevalent types of services provided by these organizations in Manitoba:

Table 2.2: Top Ten Most Frequent Service Types

Service Focus	Estimated Number	Per cent
Child Day Care	281	30%
Services for Elderly and Disabled Persons ¹	104	11%
Other Individual and Family Services	82	9%
Residential Care Services ²	68	7%
Health Care Services (Physical and Mental) ³	62	7%
Social Advocacy Services	62	7%
Civic and Social Organizations	43	4%
Children and Youth Services	31	3%
Transportation Services ⁴	17	2%
Grant Making and Giving Services	16	2%
All Other	173	18%
Total Organizations	939	100%

Notes: 1 These include: Community Care Facilities for the Elderly and Services for the Elderly and Persons with a Disability.

2 These include: All Other Residential Care Facilities, Community Housing Services, Homes for Emotionally Disturbed Children, Homes for the Physically Handicapped, Homes for the Psychiatrically Disabled, Residential Development Handicap Facilities, Residential Substance Abuse Facilities and Transition Homes for Women.

3 These include: All Other Out-Patient Care Centres, Community Health Centres, Nursing Care Facilities, Out-Patient Mental Health and Substance Abuse Services and Psychiatric and Substance Abuse Hospitals

4 These include: Taxi Service and Other Transit and Ground Transportation Passenger Services

Of the estimated 939 organizations, 305 organizations responded to the survey. Details of the response rates to the surveys are contained in Appendix 1. These survey responses provided additional detail about the characteristics of these sub-sectors.

2.1 Organization Size

As noted above, there is a broad range of organizational sizes within these sub-sectors. Just under half of the organizations surveyed (48%) had fewer than 15 employees, but 18 per cent had more than 50 employees. The median number of employees was 15 and the average number was 47 (with a 95 % Confidence Interval of ± 11.9). Similarly, there is a broad range in the total expenditures of these organizations, with 21 per cent having expenditures of less than \$150,000 in the last fiscal year, another 27 per cent having expenditures of between \$150,000 and \$450,000, 20 per cent with expenditures of between \$450,000 and \$800,000 and the remaining 32% with expenditures of up to \$52 Million. The median expenditure was \$461,000 and the average was \$1.62 million (with a 95 % Confidence Interval of \pm \$455.1 thousand).

As would be expected, the size of an organization's workforce and its total annual expenditures are strongly linked. Table 2.1.1 reveals that the average total expenditure rises as the number of employees increases, but that the average expenditure per employee is highest for those organizations with fewer than 5 employees. For organizations with more than 5 employees the average expenditure per employee shows no linear pattern, being lowest for those with from 5 to 9 employees as well as those with between 15 and 24 and over 50 employees and highest for those organizations with between 10 and 14 and 25 to 49 employees.

Table 2.1.1: Average Total Expenditures and Expenditures Per Employee by Organization's Number of Employees

Number of Employees (Number of Organizations)	Average Total Expenditures (\$000's) (95% Confidence Interval)	Average Expenditure per Employee (95% Confidence Interval)
1 to 4 (60)	\$103.2 (\pm \$30.6)	\$50,887 (\pm \$10,354)
5 to 9 (35)	\$218.8 (\pm \$48.6)	\$32,376 (\pm \$6,155)
10 to 14 (37)	\$395.3 (\pm \$69.8)	\$38,561 (\pm \$6,254)
15 to 24 (51)	\$451.8 (\pm \$53.6)	\$28,603 (\pm \$2,881)
25 to 49 (41)	\$1,185.6 (\pm \$259.0)	\$39,776 (\pm \$8,497)
50 and over (47)	\$6,166.9 (\pm \$2,218.6)	\$32,288 (\pm \$3,438)
OVERALL AVERAGE (271)	\$1,624.8 ($\pm$\$455.1)	\$37,713 ($\pm$\$3,063)
F-Test for Statistical Significance of Differences in Averages	F-ratio = 15.4; d.f. = 5; p = 0.00	F-ratio = 3.7; d.f. = 5; p = 0.00

2.2 Recent Changes in Employment Levels

The survey asked respondents whether the number of employees in the organization had either decreased, stayed the same or increased over the past three years. Overall, only 8 per cent indicated a decrease, 48 per cent indicated no change and 44 per cent indicated an increase. Thus, with a 5 to 1 ratio of increases to decreases in the number of employees, these sub-sectors have clearly grown in size.

Tables 2.2.1 and 2.2.2 show that the growth has occurred in the larger organizations, and slightly more, in among organizations located outside of Winnipeg.

Table 2.2.1: Relative Change in Recent Employment Levels by Number of Employees

Number of Employees (No. of Organizations)	Per cent Indicating a Decrease	Per Cent Indicating An Increase	Ratio of Increases To Decreases
Under 5 (66)	13.6	15.2	1.1
5 to 9 (40)	7.5	47.5	6.3
10 to 14 (42)	9.5	28.6	3.0
15 to 24 (57)	5.3	45.6	8.6
25 to 49 (46)	6.5	58.7	9.0
50 and over (54)	5.6	72.2	12.9
Total Average (305)	8.2	43.6	5.3
Chi-Square Test of Statistical Significance	63.1; d.f.= 15; p=0.00		

Table 2.2.2: Relative Change in Recent Employment Levels by Location in Manitoba

Location in Manitoba	Per cent Indicating a Decrease	Per Cent Indicating An Increase	Ratio of Increases To Decreases
Non-Winnipeg	6.6	39.4	6.0
Winnipeg	9.5	47.0	4.9
Total Average	8.2	43.6	5.3
Chi-Square Test of Statistical Significance	5.6; d.f. = 3; p=0.13		

Table 2.2.3 presents the ratio of increases to decreases by the service focus of the organization. Those services showing a higher-than-average ratio of increase to decrease are:

- Elderly and disabled services (12.1);
- Civic and social (8.0);
- Other (7.7); and,
- Residential services (6.0).

Those showing a lower-than-average ratio of increase to decrease are:

- Social advocacy (1.7);
- Educational (2.0);
- Other Individual and Family (4.0);
- Health Care (4.2); and,
- Children and Youth (5.0)

Table 2.2.3: Relative Change in Recent Employment Levels by Service Focus

Service Focus (No. of Organizations)	Per cent Indicating a Decrease	Per Cent Indicating An Increase	Ratio of Increases To Decreases
Child Care (113)	7.1	40.7	5.7
Elderly and Disabled (38) ¹	2.6	31.6	12.1
Health Care (31) ²	12.9	54.8	4.2
Other Individual & Family (24)	8.3	33.3	4.0
Civic and Social (17)	5.9	47.1	8.0
Residential Services (11) ³	9.1	54.5	6.0
Social Advocacy (11)	27.3	45.5	1.7
Children and Youth (8)	12.5	62.5	5.0
Transportation (5) ⁴	0.0	20.0	--
Education (3) ⁵	33.3	66.7	2.0
Other (44)	6.8	52.3	7.7
Total Average (305)	8.2	43.6	5.3
Chi-Square Test of Statistical Significance	29.6; 30 d.f.= 30; p=0.50		

Notes: 1 These include: Community Care Facilities for the Elderly and Services for the Elderly and Persons with a Disability.

2 These include: All Other Out-Patient Care Centres, Community Health Centres, Nursing Care Facilities, Out-Patient Mental Health and Substance Abuse Services and Psychiatric and Substance Abuse Hospitals

3 These include: All Other Residential Care Facilities, Community Housing Services, Homes for Emotionally Disturbed Children, Homes for the Physically Handicapped, Homes for the Psychiatrically Disabled, Residential Development Handicap Facilities, Residential Substance Abuse Facilities and Transition Homes for Women.

4 These include: Taxi Service and Other Transit and Ground Transportation Passenger Services

5 These include Educational Support Services and Elementary and Secondary Schools

2.3 Full-Time Versus Part-Time Employment Levels

For all organizations, 60 per cent of their employees are full-time. However, as Table 2.3 reveals, some organizations have very few full-time employees and others have mostly full-time employees. About 23 per cent of organizations have fewer than 40 per cent of their employees working full-time with 26 per cent of organizations having more than 80 per cent of their employees working full-time.

Table 2.3: Per cent Full-time Employees

Per cent of Employees Who are full-time	Per Cent of Organizations	Average Per cent Full-time (95% Confidence Interval)
1 to 20 per cent	9.3	5.2 (±2.3)
21 to 40 per cent	14.2	31.4 (±1.4)
41 to 60 per cent	28.8	51.5 (±0.9)
61 to 80 per cent	21.2	70.3 (±1.1)
81 to 100 per cent	26.5	94.7 (±4.8)
TOTAL	100.0	59.8 (±3.0)

The proportion of all employees in full-time positions does vary by the size of the organization, its location in Manitoba and the type of services it delivers. Table 2.3.1 shows that both the smallest and largest organizations, in terms of number of employees, have the lowest proportion of full-time employees while those with workforces of between 10 and 15 employees have the highest proportion of full-time employees. Table 2.3.2 reveals that Winnipeg-based organizations have a higher proportion of full-time employees than non-Winnipeg-based ones.

Table 2.3.1: Per cent Full-Time Employees by Number of Employees

	Number of Employees						Total
	1 to 4	5 to 9	10 to 14	15 to 24	25 to 49	50 +	
Average % Full-time	53.8	55.2	72.8	63.1	67.5	50.1	59.8
95% C.I.	±8.0	±12.9	±5.8	±5.0	±4.1	±4.5	±3.0
F-Test	F-ratio = 4.99; d.f. = 5; p=0.00						

Table 2.3.2: Per cent Full-Time Employees by Location in Manitoba

	Location in Manitoba		
	Non-Winnipeg	Winnipeg	Total
Average % Full-time	52.9	65.2	59.8
95% C.I.	±4.2	±4.0	±3.0
F-Test	F-ratio = 14.93; d.f. = 1; p=0.00		

Table 2.3.3 shows that child-care, civic and social, social advocacy and child and youth services have above average levels of full-time employees, and those serving the elderly and disabled, health care, other individual and family services, residential, transit, and educational have below average levels of full-time employees:

Table 2.3.3 Per cent Full-time Employees by Service Focus

Service Focus	Average Per cent Full-time Employees (95% Confidence Interval)
Child Care (113)	67.9 (±3.8)
Elderly and Disabled (38)	49.8 (±8.2)
Health Care (31)	53.9 (±7.3)
Other Individual & Family (24)	51.5 (±10.8)
Civic and Social (17)	65.2 (±12.8)
Residential Services (11)	48.2 (±8.3)
Social Advocacy (11)	65.4 (±12.5)
Children and Youth (8)	66.5 (±12.1)
Transportation (5)	43.8 (±34.4)
Education (3)	48.7 (±146.8)
Other (44)	56.4 (±7.0)
Total Average (305)	59.8 (±3.0)
F-Test	F-ratio = 2.43; d.f. = 10; p=0.01

2.4 Salary Levels

The sector is characterized by low salary levels for full-time employees. Table 2.4 reveals that 21 per cent of organizations pay an average salary of less than \$20,000, 32 per cent offer an average salary of between \$20,000 and \$30,000, 25 per cent provide an average salary of between \$30,000 and \$40,000, with the remaining 22 per cent paying an average salary of between \$40,000 and \$63,000. The overall median and average salary for the full set of organizations is \$27,650 and \$29,870 (95 % Confidence Interval of \pm \$1,076), respectively.

Table 2.4: Average Salary Levels Paid by Voluntary and Non-Profit Organizations

Average Salary Range	Per Cent of Organizations	Average Salary (95% Confidence Interval)
Under \$20,000	21.3	\$16,337 (\pm \$366)
\$20,000 to \$24,999	16.0	\$22,298 (\pm \$314)
\$25,000 to \$29,999	16.0	\$26,538 (\pm \$315)
\$30,000 to \$39,999	24.8	\$33,558 (\pm \$603)
\$40,000 to \$63,000	22.0	\$46,712 (\pm \$1,029)
TOTAL	100.0	\$29,869 (\pm \$1,076)

The average salary level provided by the organization is strongly influenced by the size of the organization. As table 2.4.1 shows, for those organizations with fewer than 5 employees, the average salary is \$27.7 thousand, rising to \$30.2 thousand for those with between 25 and 49 employees, and to \$35.9 thousand for those with more than 50 employees. Table 2.4.2 shows that Winnipeg-based organizations pay a higher salary than non-Winnipeg based ones.

Table 2.4.1: Average Salary (\$000's) by Number of Employees

	Number of Employees						Total
	1 to 4	5 to 9	10 to 14	15 to 24	25 to 49	50 +	
Average Salary	\$27.7	\$28.1	\$28.9	\$28.6	\$30.2	\$35.9	\$29.9
95% C.I.	\pm \$2.8	\pm \$3.4	\pm \$2.2	\pm \$1.8	\pm \$2.2	\pm \$2.9	\pm \$1.1
F-Test	F-ratio = 3.8 d.f. = 5; p=0.00						

Table 2.4.2: Average Salary (\$000's) by Location in Manitoba

	Location in Manitoba		
	Non-Winnipeg	Winnipeg	Total
Average Salary	\$25.1	\$33.5	\$29.9
95% C.I.	\pm \$1.4	\pm \$1.4	\pm \$1.1
F-Test	F-ratio = 45.6; d.f. = 1; p=0.00		

Table 2.4.3 shows that the education, health care, Children and youth, and social advocacy service foci pay the highest average salaries, and that the Elderly and disabled, transportation, residential, and child care service foci pay the lowest average salaries.

Table 2.4.3 Average Salaries by Service Focus

Service Focus	Average Salary (\$000,s) (95% Confidence Interval)
Child Care (113)	\$26.6 (±\$1.1)
Elderly and Disabled (38)	\$23.5 (±\$3.0)
Health Care (31)	\$40.4 (±\$3.8)
Other Individual & Family (24)	\$31.2 (±\$4.0)
Civic and Social (17)	\$31.3 (±\$4.3)
Residential Services (11)	\$26.4 (±\$5.3)
Social Advocacy (11)	\$35.5 (±\$5.1)
Children and Youth (8)	\$37.2 (±\$4.1)
Transportation (5)	\$26.2 (±\$11.6)
Education (3)	\$41.6 (±\$22.5)
Other (44)	\$33.0 (±\$3.4)
Total Average (305)	\$29.9 (±\$1.1)
F-Test	F-ratio = 7.07; d.f. = 10; p=0.00

3.0 Workforce Challenges Facing the Sector

The key challenges covered by the survey are:

- Current skills needing improvement (Q.3);
- Future skills required (Q.4);
- Obtaining and retaining paid employees (Q. 7 i, ii);
- Current levels of vacancies and reasons for (Q. 9, 10(a) – 10(f)); and
- Anticipated number of retirements in next 2 years (Q.11).

3.1 Current Skills Needing Improvement

Respondents were asked to describe the top three skills that need improving in their workplace, in order of importance. In total, they described 207 different skills which are listed in Appendix 2. The skills they described were of two main types. One type was job specific skills, like computer use, team work, accounting, human relations, and skills related to direct service provision. There are 162 different job-specific skills listed. The second was more general work skills and habits, like critical thinking, problem solving, time management, professionalism, self-motivation, initiative, trust, competency, and loyalty. There are 45 of these types of skills listed. In total, respondents provided 788 responses to this question, of which the top 15 are listed below in Table 3.1.1.

By way of providing a summary measure of the overall importance of these skills, a weighted total count was calculated in which the most important skill was given the weight of '3', the second-most important a weight of '2' and the third a weight of '1'. For each skill mentioned, these weighted scores were then added together to calculate the total weighted score for each skill. Table 3.1.1 shows, for the top 15 skills, the per cent each total weighted score is of the overall total weighted score for all responses to Question 3. In addition, Table 3.1.1 shows the total weighted scores for the overall top 15 skills needing improvement for the four most frequently occurring types of organizations.

Among all organizations, the top priority for skill improvement is communication, which includes both oral and written communication. To a lesser extent, the ability to speak another language also was mentioned under communication skills. Interpersonal skills which includes conflict resolution and team work comes in second, overall, followed by computer literacy. Professionalism also ranks high and it includes such things as work ethic, reliability, low absenteeism, punctuality, loyalty, respectful behavior towards others. The other more general work skills and habits mentioned among the top 15 are time management, initiative/self-motivation and critical thinking and problem solving skills.

Among the top four most common organizations, communication skills are ranked in either first or second place. Interpersonal skills rank in either third or fourth place for child care, elderly & disabled and health care services. Among Other Individual and Family Services, interpersonal skills rank seventh. Computer literacy ranks as highest or second highest in all but child care services where it ranks ninth. Professionalism ranks the highest for child care services, but much lower for the other services. Child caring skills rank high only for child care services and health care training is a needed skill only for the health care services. Counseling is a skill needed only by the Other Individual and family services.

Table 3.1 Total Weighted Score for the Top 15 Skills Needing Improvement as a Per Cent of All Weighted Responses

Type of Skill Showing Codes	All Organizations (N=305)	Child Care (N=113)	Elderly & Disabled (N=38)	Health Care (N=31)	Other Ind. & Family (N=24)
to 1.0023 Communication	15.0%	13.5%	19.7%	16.2%	10.4%
to 1.0032 Interpersonal	8.8%	11.0%	7.2%	12.8%	3.7%
to 1.0045 Computer	8.5%	2.0%	12.4%	16.7%	12.6%
to 2.0039 Professionalism	7.9%	13.7%	4.1%	3.9%	2.2%
to 1.0158 Child Care & Development	5.4%	13.7%	0.0%	0.0%	0.0%
Time Management	4.9%	3.9%	6.2%	1.1%	9.6%
Education/Upgrading	2.5%	5.7%	0.5%	0.0%	1.5%
Financial Management & Accounting	2.5%	0.0%	3.6%	0.0%	5.2%
to 1.0098 Organizing and Planning	2.2%	2.2%	3.1%	0.0%	0.7%
Initiative	2.1%	3.7%	0.0%	0.0%	0.7%
Fund-raising	1.9%	0.0%	0.0%	0.0%	5.2%
to 1.0112 Management	1.8%	1.7%	3.6%	0.6%	0.7%
to 1.0530 Health Care Training	1.8%	0.0%	0.0%	7.3%	0.7%
Critical Thinking & Problem Solving	1.7%	0.8%	0.0%	2.8%	0.0%
Counseling	1.5%	0.0%	0.0%	1.7%	6.7%
– TOP 15 SKILLS	68.5%	71.9%	61.9%	63.1%	59.9%
WEIGHTED SCORES	1618	592	193	179	135
RESPONSES	788	287	95	88	67

3.2 Future Skills Required

In a similar fashion, respondents were asked to describe the top three skills that they believed will be required in the future for their workplace. In total, they described 194 different skills which are listed in Appendix 3. They gave similar answers to this question as to Question 3. Accordingly, the same codes were used to categorize their responses. There are 152 different specific skills and 45 general skills listed. In total, respondents provided 806 responses to this question of which the top 15 are listed below in Table 3.1.2.

As with the responses to question 3, weighted total scores were calculated for each future skill and Table 3.2.1 presents the distribution of those total weighted scores for the top 15 future skills required.

Table 3.2 Total Weighted Score for the Top 15 Future Skills Required as a Per Cent of All Weighted Responses

Type of Skill Showing Codes	All Organizations (N=305)	Child Care (N=113)	Elderly & Disabled (N=38)	Health Care (N=31)	Other Ind. & Family (N=24)
to 1.0023 Communication	10.9%	10.8%	7.8%	13.0%	10.0%
to 1.0158 Child Care & Development	8.1%	20.5%	0.0%	1.1%	0.0%
to 1.0032 Interpersonal	7.0%	6.1%	10.7%	6.2%	9.2%
to 1.0045 Computer Education/Upgrading	7.0%	1.7%	11.2%	17.5%	6.9%
to 2.0039 Professionalism	5.4%	9.0%	8.3%	1.1%	4.6%
Time Management	4.5%	10.3%	2.4%	5.6%	0.0%
to 1.0112 Management	4.2%	3.0%	5.9%	1.1%	6.9%
to 1.0098 Organizing and Planning	3.6%	2.9%	2.4%	0.0%	7.7%
to 1.0530 Health Care Training	2.9%	3.6%	2.9%	0.0%	3.1%
Critical Thinking & Problem Solving	2.5%	0.3%	1.0%	15.8%	0.0%
Counseling	2.0%	1.5%	0.0%	0.0%	0.0%
Fund-raising	1.8%	0.0%	0.5%	1.7%	10.8%
Financial Management & Accounting	1.7%	0.0%	1.9%	0.0%	4.6%
Initiative	1.6%	1.0%	2.9%	1.7%	1.5%
– TOP 15 SKILLS	1.5%	3.0%	0.0%	0.0%	0.0%
WEIGHTED SCORES	64.7%	73.7%	57.9%	64.8%	65.3%
RESPONSES	1652	590	205	177	130
	806	284	101	86	64

Table 3.2 presents a very similar picture to Table 3.1. Communication is again the most frequently rated skill followed closely by interpersonal and computer skills. Child care and development ranks second only because it is the most highly rated by child care agencies, which comprise 37 per cent all the reporting organizations. Education/upgrading ranks fifth followed by professionalism and time management. These are close to the rankings in Table 3.1. Future skills least in demand are fund-raising, financial management/accounting and personal initiative.

For child care agencies, communication and professionalism are the two future skills most needed, after child care and development training. For organizations serving the Elderly and disabled, interpersonal and computer skills are the most highly rated followed by education and communication skills. For health care services, computer skills are the most highly rated, followed by health care and communication skills. For individual and family services, counseling, interpersonal and communication skills are the most highly rated as future needs.

3.3 Obtaining and Retaining Employees

Organizations were asked whether they agreed or disagreed with the statement that obtaining the type of paid employees needed by the organization is difficult. They were also asked whether they agreed or disagreed that retaining employees is a current issue.

As Table 3.3.1 indicates, obtaining needed employees is a greater issue than retaining them. Fully 75 per cent of organizations said they had difficulty obtaining needed employees, with only 47 per cent saying they had trouble retaining them.

Table 3.3.1: Per cent of Organizations Experiencing Difficulty Obtaining and Retaining Employees

Type of Experience	Obtaining Needed Employees	Retaining Employees
Disagree that there are difficulties	11.7%	36.0%
Neither Agree Nor Disagree	13.3%	17.0%
Agree that there are Difficulties	75.0%	47.0%
Total	100.0%	100.0%

Table 3.3.2 shows that those organizations which have difficulty obtaining needed employees also have trouble retaining them. If an organization has no difficulties obtaining needed employees, only 14 per cent experience difficulties retaining them. By comparison, 58 per cent of those organizations that have difficulties obtaining needed employees have difficulty retaining them. The two measures of association reported in Table 3.3.2 indicate a strong relationship between difficulties experienced in obtaining and retaining employees.

Table 3.3.2: Per cent of Organizations Experiencing Difficulty Retaining Employees by Level of Difficulty Obtaining Employees

Type of Experience in Obtaining Employees	Per cent Finding Difficulty Retaining Employees
Disagree that there are difficulties	14.3%
Neither Agree Nor Disagree	15.0%
Agree that there are Difficulties	57.8%
Total	47.0%
Chi-Square Test of Significance: 62.4; d.f. =4; p=0.00	
Spearman Rho Measure of Association = 0.43; Stuart Tau-C Measure of Association = 0.30	

Several organizational characteristics were examined to determine which ones were correlated with organizations finding it difficult to obtain and retain employees. Those characteristics which did not make a difference in the either obtaining or retaining employees included:

- Winnipeg/Non-Winnipeg location;
- Per cent of workforce which is full-time; and,
- Current vacancy rate.

By comparison, the size of the organization (number of employees), its service focus and the average salaries paid did make a difference in the level of difficulty experienced in obtaining and retaining staff.

Table 3.3.3 shows that the smallest (1 to 4 employees) organizations have, by far, the least difficulty obtaining and retaining employees, with those of between 5 and 50 employees experiencing the most difficulty obtaining employees.

Table 3.3.3: Per cent of Organizations Experiencing Difficulty Obtaining and Retaining Employees by Number of Employees

Number of Employees	Obtaining Employees	Retaining Employees
1 to 4	54.8%	28.8
5 to 9	80.0	47.5
10 to 14	85.7	54.8
15 to 24	86.0	52.6
25 to 49	78.3	50.0
50 and over	71.7	52.8
Total	75.0	46.7
Chi-Square Test of Significance	26.4; d.f.=10; p=0.00	17.6; d.f.=10; p=0.06

Table 3.3.4 reveals that child care and residential services experience the greatest difficulty both obtaining and retaining needed employees, and education and other individual and family services experience the least difficulty.

Table 3.3.4: Per cent of Organizations Experiencing Difficulty Obtaining and Retaining Employees by Service Focus

Service Focus	Obtaining Employees	Retaining Employees
Child Care (113)	92.9	59.3
Elderly and Disabled (38)	62.2	31.6
Health Care (31)	70.0	36.7
Other Individual & Family (24)	54.2	33.3
Civic and Social (17)	70.6	47.1
Residential Services (11)	81.8	54.5
Social Advocacy (11)	63.6	36.4
Children and Youth (8)	75.0	37.5
Transportation (5)	66.7	40.0
Education (3)	33.3	33.3
Other (44)	61.4	45.4
Total Average (305)	75.0	46.7
Chi-Square Test of Significance	53.7; d.f.=20; p=0.00	27.2; d.f.=20; p=0.13

Table 3.3.5 shows that the organizations with the lowest and the highest salary levels experience the least difficulty in both obtaining and retaining and those organizations with salary levels in the middle the greatest difficulty. This pattern holds true even after controlling for the number of employees.

Table 3.3.5: Per cent of Organizations Experiencing Difficulty Obtaining and Retaining Employees by Average Salary Level

Average Salary Range	Obtaining Employees	Retaining Employees
Under \$20,000	63.2	38.3
\$20,000 to \$24,999	93.3	73.3
\$25,000 to \$29,999	80.0	46.7
\$30,000 to \$39,999	82.9	51.4
\$40,000 to \$63,000	62.3	31.1
TOTAL	75.5	47.0
Chi-Square Test of Significance	22.8; d.f.=8; p=0.00	23.6; .d.f. =8; p=0.00

3.4 Current Levels of Vacancies and Reasons For Them

Of the 305 organizations which responded to the survey, 122 of them (40%) reported having one or more vacancies. The overall vacancy rate was 4.9 per cent. Those organizations with vacancies have an average vacancy rate of 12.3 per cent.

The two organizational characteristics that were significantly correlated with differences in the vacancy rate were organizational size (number of employees) and service focus. Table 3.4.1 reveals that larger organizations experience lower vacancy rates than smaller organizations, with those organizations of fewer than 5 employees experiencing the highest vacancy rates.

Table 3.4.1: Average Vacancy Rate by Number of Employees

	Number of Employees						Total
	1 to 4	5 to 9	10 to 14	15 to 24	25 to 49	50 +	
Average Vacancy Rate	11.0	4.8	3.1	3.1	3.1	2.5	4.9
95% C.I.	±3.9	±1.8	±2.0	±0.9	±1.8	±0.7	±1.0
F-Test	F-ratio = 5.72; d.f. = 5; p=0.00						

Table 3.4.2 shows that social advocacy and transportation agencies have very high average vacancy rates while educational, child care, health care and residential services experience low vacancy rates.

Table 3.4.2: Average Vacancy Rate by Service Focus

Service Focus	Average Vacancy Rate (95% Confidence Interval)
Child Care (113)	2.9 (±1.1)
Elderly and Disabled (38)	5.2 (±3.1)
Health Care (31)	2.7 (±1.0)
Other Individual & Family (24)	5.1 (±3.0)
Civic and Social (17)	6.0 (±6.5)
Residential Services (11)	3.5 (±2.0)
Social Advocacy (11)	17.2 (±10.4)
Children and Youth (8)	7.9 (±9.8)
Transportation (5)	14.0 (±15.8)
Education (3)	0.0 (±0.0)
Other (44)	7.0 (±3.0)
Total Average (305)	4.9 (±1.0)
F-Test	F-ratio = 2.66; d.f. = 10; p=0.00

Appendix 4 shows the relationship between recent changes in the number of paid employees and the vacancy rate.

Agencies which experienced vacancies were asked for the main reasons why vacancies were difficult to fill. Three closed-ended response categories were provided, along with an open-ended 'other' category. Table 3.4.3 provides the total number of responses to each of the closed-ended categories, along with the additional open-ended responses, grouped according to their common themes.

Table 3.4.3: Reasons for Difficulty in Filling Vacant Positions

Reason	Number of Responses	Per cent
Closed-Ended – Total	181	88.7
Few or no applicants	72	35.3
Applicants' lack of skills and/or experience	58	28.4
Uncompetitive compensation and/or benefits	51	25.0
Open-Ended - Total	23	11.3
Insufficient funds to hire people	8	3.9
Too few trained staff in the labour market	7	3.4
Unsuitable working conditions; e.g. split shifts, few Hours, term position	6	2.9
Location of job; e.g. rural location	2	1.0
Total Responses	204	100.0
Total Organizations with Vacancies	122	

The major reason for difficulty in filling vacant positions is the absence of applicants, given that the 'few or no applicants' reason and the 'too few trained staff in the labour market' reflect the same type of difficulty and together they account for 39 per cent of all the responses.

3.5 Anticipated Retirements in the Next Two Years

Organizations were asked how many retirements they anticipated in the next two years. Fifty-eight (58) per cent indicated none and the remaining 42 per cent indicated an average of 15.3 per cent of their current workforce retiring. Overall, an average of 6.4 per cent of the total workforce is expected to retire within the next two years.

As Table 3.5.1 indicates, the proportion of the workforce expected to retire is much higher among the smallest organizations and drops dramatically as the size of the organization increases.

Table 3.5.1: Average Per cent of Workforce Expected to Retire by Number of Employees

	Number of Employees						Total
	1 to 4	5 to 9	10 to 14	15 to 24	25 to 49	50 +	
Average Per cent	15.6	7.7	4.1	3.9	2.0	1.9	6.4
95% C.I.	±5.7	±2.7	±1.7	±1.2	±0.8	±0.5	±1.4
F-Test	F-ratio = 7.6 d.f. = 5; p=0.00						

Table 3.5.2 shows that the per cent of the workforce expected to retire is highest for the Elderly and disabled, civic and social, social advocacy, transportation and educational service sectors. The lowest retirement rates are found within the Children and Youth, residential, health care, and child care services.

Table 3.5.2: Average Per cent of Workforce Expected to Retire by Service Focus

Service Focus	Average Per cent (95% Confidence Interval)
Child Care (113)	4.3 (±1.3)
Elderly and Disabled (38)	10.6 (±5.4)
Health Care (31)	3.8 (±1.9)
Other Individual & Family (24)	4.8 (±4.6)
Civic and Social (17)	12.6 (±12.9)
Residential Services (11)	2.2 (±1.7)
Social Advocacy (11)	15.8 (±15.4)
Children and Youth (8)	1.1 (±1.0)
Transportation (5)	29.0 (±15.4)
Education (3)	17.3 (±13.3)
Other (44)	4.6 (±2.8)
Total Average (305)	6.4 (±1.4)
F-Test	F-ratio = 2.9; d.f. = 10; p=0.00

4.0 Workplace Resources for Meeting These Challenges

The resources asked about in the survey include:

- Provision of further training and development to meet current skill deficiencies/shortages (Q. 5,6);
- Use of HR professionals and presence of a HR Policy (Q. 12, 13).

4.1 Provision of Further Training and Development to Employees

Just under three quarters of non-profit organizations (73%) provide further training and development to their staff either 'often' or 'always'. Forty (40) per cent indicated that they 'often' provide further training with, 33 per cent indicating they 'always' provide further training and development if staff do not have sufficient skills and experience for their job. Only 5 per cent indicated that they 'never' or 'rarely' provide further training, and 22 per cent indicated that they 'sometimes' do so.

Table 4.1.1 indicates that the likelihood of an organization either often or always providing needed training increases with the size of the organization. Those with fewer than 5 employees are the least likely to do so, while those with more than 10 employees are the most likely to do so.

Table 4.1.1: Per cent of Organizations 'Often' or 'Always' Providing Further Training and Development by the Number of Employees

	Number of Employees						Total
	1 to 4	5 to 9	10 to 14	15 to 24	25 to 49	50 +	
Average Per cent	54.9	65.8	86.7	78.6	82.6	75.9	73.1
95% C.I.	±10.0	±12.1	±8.9	±8.9	±9.2	±9.5	±2.6
Chi-Square Test	31.5 d.f. =15; p=0.01						

Table 4.12 indicates that education, residential and Children and youth services are more likely to either often or always provide needed training, but these differences are not statistically significant.

Table 4.1.2: Per cent of Organizations 'Often' or 'Always' Providing Further Training and Development by Service Focus

Service Focus	Per cent (95% Confidence Interval)
Child Care (113)	77.7 (±6.4)
Elderly and Disabled (38)	57.9 (±13.0)
Health Care (31)	77.4 (±12.2)
Other Individual & Family (24)	75.0 (±14.5)
Civic and Social (17)	64.7 (±19.2)
Residential Services (11)	90.9 (±14.6)
Social Advocacy (11)	54.5 (±25.3)
Children and Youth (8)	87.5 (±20.1)
Transportation (5)	66.7 (±39.4)
Education (3)	100.0 (±0.0)
Other (44)	69.8 (±11.4)
Total Average (305)	73.1 (±2.6)
Chi-Square Test	39.3; d.f. = 30; p=0.12

Agencies which indicated that they did provide further training and development were asked for the main ways in which they provided that assistance. Three closed-ended response categories were provided along with an open-ended 'other' category. Table 4.1.3 provides the total number of responses to each of the closed-ended categories along with the additional open-ended responses, grouped according to their common themes. The most frequently endorsed means of providing assistance were paying for expenses or providing paid time off, mentoring and job shadowing or staff presentations.

Table 4.1.3: Type of Assistance Provided

Reason	Number of Responses	Per cent
Closed-Ended – Total	711	97.8
Pay for expenses and/or provide paid time-off	271	37.3
Through mentoring, job shadowing and/or presentations by staff	231	31.8
Through in-house training programs or courses	209	28.7
Open-Ended - Total	16	2.2
Attending training on own time	2	0.3
Attending workshops; unspecified if paid or not paid	4	0.6
Other types of training; e.g. videos, on-line training, core competencies, meetings, appraisals, practicum sites, independent research, connect with others in the field, community resources, staff evaluations	10	1.4
Total Responses	727	100.0
Total Organizations Providing Further Training	299	

4.2 Use of Human Resource Professionals and Existence of a Human Resource Policy

Organizations were asked whether they had made use of a Human Resource Professional in the last year. Twenty-four (24) per cent indicated that they had done so, with 72 per cent indicating that they had not and 3 per cent not sure. Slightly more organizations located in Winnipeg indicated doing so (28%) than those located outside of Winnipeg (20%), but the difference is not statistically significant.

However, as Table 4.2.1 shows, those organizations with 50 or more employees were much more likely to do so than those with fewer employees.

Table 4.2.1 Per cent of Organizations Indicating Use of a Human Resource Professional in the Last Year by Number of Employees

	Number of Employees						Total
	1 to 4	5 to 9	10 to 14	15 to 24	25 to 49	50 +	
Average Per cent	11.5	28.2	9.5	27.3	20.0	54.9	25.3
95% C.I.	±6.6	±11.7	±7.4	±9.8	±9.7	±11.3	±4.0
Chi-Square Test	43.7 d.f. =19; p=0.00						

Table 4.2.2 shows that residential, Children and youth and health care services were the most likely to have used a Human Resource Professional in the last year and that transportation, other, civic and social and child care services were the least likely to do so.

Table 4.2.2 Per cent of Organizations Indicating Use of a Human Resource Professional in the Last Year by Service Focus

Service Focus	Per cent (95% Confidence Interval)
Child Care (112)	18.7 (±6.0)
Elderly and Disabled (38)	28.9 (±13.1)
Health Care (30)	40.0 (±15.0)
Other Individual & Family (24)	29.2 (±15.8)
Civic and Social (17)	17.6 (±15.3)
Residential Services (11)	54.5 (±26.3)
Social Advocacy (11)	27.3 (±22.7)
Children and Youth (8)	50.0 (±32.5)
Transportation (5)	0.0 (±0.0)
Education (3)	33.3 (±53.7)
Other (44)	13.6 (±8.4)
Total Average (303)	24.4 (±4.4)
Chi-Square Test	40.6; d.f. = 20; p=0.00

When organizations were asked if their Board of Directors had passed a Human Resource Policy, 49 per cent indicated yes, with 41 per cent saying no and 10 per cent indicating they did not know.

As with the use of a Human Resource Professional, large organizations were more likely to have a Human Resource Policy than small organizations, as were Children and youth services, other individual and family services, health care, and residential services. However, differences among service types were not statistically significant. Tables 4.2.3 and 4.2.4 describe these patterns.

Table 4.2.3: Per cent of Organizations Indicating Presence of a Human Resource Policy by Number of Employees

	Number of Employees						Total
	1 to 4	5 to 9	10 to 14	15 to 24	25 to 49	50 +	
Average Per cent	27.3	41.5	45.2	50.9	63.0	69.2	48.7
95% C.I.	±10.8	±13.8	±13.4	±11.3	±11.6	±10.3	±4.9
Chi-Square Test	33.0 d.f. =10; p=0.00						

Table 4.2.4: Per cent of Organizations Indicating Presence of a Human Resource Policy in the Last Year by Service Focus

Service Focus	Per cent (95% Confidence Interval)
Child Care (112)	41.1 (±8.1)
Elderly and Disabled (38)	36.8 (±14.9)
Health Care (30)	63.3 (±14.5)
Other Individual & Family (24)	70.8 (±15.3)
Civic and Social (17)	47.1 (±22.1)
Residential Services (11)	60.0 (±26.3)
Social Advocacy (11)	45.4 (±27.0)
Children and Youth (8)	75.0 (±0.0)
Transportation (5)	40.0 (±46.5)
Education (3)	33.3 (±53.7)
Other (44)	52.3 (±12.5)
Total Average (303)	48.7 (±4.9)
Chi-Square Test	28.1; d.f. = 20; p=0.11

5.0 Summary Observations of the Sector

There are a number of summary observations which can be made of the non-profit and voluntary health and social services sub-sectors in Manitoba, based on these survey results:

5.1 The Nature of the Sector

These are very diverse sub-sectors in all of size, employment levels, focus, and need. Just under half (48%) of the organizations have fewer than 10 employees, while 18 per cent have more than 50. Twenty-one (21) per cent have total expenditures of less than \$150,000 while 32 per cent have expenditures of more than \$800,000. The level of full-time versus part-time employment varies considerably. Twenty-three (23) per cent of the organizations have fewer than 40 per cent of their employees working full-time while 27 per cent have more than 80 per cent of their employees working full-time. There is a broad focus to the work of these organizations. Child day care accounts for 30 per cent of all the organizations, services to Elderly and disabled persons represent 11 per cent, 9 per cent offer individual and family services, and 7 per cent residential care services.

Social advocacy, Children and youth services, transportation, grant-making, and civic and social describe some of the other foci of these organizations. The range of needs these organizations identify for current and future skills also is quite broad. In total, 162 different current skills and 194 future skills were identified by the respondents to the survey. The 15 most common of these skill needs accounted for approximately two-thirds of all the responses, with the remaining one-third covering the remaining needs.

The sector is also growing in the number of employees. Overall, 44 per cent of respondents indicated a recent increase in employment levels, while only 8 per cent indicated a decrease. The ratio of increases to decreases is highest among those organizations with the greatest number of employees, and the services growing the most are Elderly and disabled services, civic and social and residential services.

The sector also is characterized by low wages. The overall average annual salary for employees is just under \$30,000, with 21 per cent of the organizations paying less than \$20,000, another 32 per cent paying between \$20,000 and \$30,000, 25 per cent paying between \$30,000 and \$40,000 and the remaining 22 per cent paying between \$40,000 and \$63,000, on average. Larger organizations pay higher salaries than smaller ones, with the following sectors paying the highest average salaries: education, health care, Children and youth and social advocacy. By comparison, Elderly and disabled services, transportation and child care services pay the lowest average salaries.

5.2 Workforce Challenges

As noted above, there are a broad range of skills and work habits needing improvement now and required in the future. The most commonly cited is communication, both oral and written. Also very high on the list are computer and interpersonal skills. The work habits most frequently cited as needing improvement now and in the future are professionalism, time management and initiative. Child care skills are cited only by child care services, health care training is cited almost exclusively by health care organizations and counseling skills are cited almost exclusively by individual and family service organizations. Other top 15 skills needing improvement and required in the future include education, organization and planning skills, management skills, accounting and financial management, fund-raising, critical thinking, and problem solving skills.

Obtaining the type of employees needed by organizations is a very prevalent issue for these organizations. Seventy-five (75) per cent identified this as a difficulty. And, those who identify it as an issue are also more likely to identify retaining employees as an issue (58% versus 47% overall). The smallest organizations (less than 5 employees) are the least likely to experience difficulties obtaining and retaining employees, as are those that serve the Elderly and disabled, education and other individual and family services. Those organizations with the lowest and highest average salaries are the least likely to have problems obtaining and retaining employees, indicating that factors are at play other than salary levels.

By comparison, organizations have very low vacancy rates (4.9%), and the anticipated retirement rate within the next two years also is low at 6.4 per cent of current employees. The smallest organizations (less than 5 employees) have the highest vacancy rates and the highest per cent of anticipated retirees. Thus, while the smallest organizations currently do not have problems obtaining needed employees, they will experience the greatest need to fill vacant positions now and in the near future. Certain sectors face high vacancy and retirement rates including civic and social, social advocacy and transportation. Other sectors, such as residential services, health care and child care face low vacancy and retirement rates.

5.3 Workplace Resources

A large majority (73%) of organizations indicate that they 'often' or 'always' provide further training to staff who need it, typically either by paying for it and/or through mentoring and in-house training. The smallest organizations are the least likely to do so, while the education, residential services and Children and youth sectors the most likely to provide it often or always.

By comparison, only 24 per cent of organizations indicated that they had used a Human Resource Professional in the last year and 49 per cent said that their Board of Directors had passed a Human Resource Policy. Again, the largest organizations were the most likely to have both used a HR professional, and have a policy in place, while the smallest organizations were the least likely to have done so.

REFERENCES

Frankel, Sid (2006). "The Nonprofit and Voluntary Sector in Manitoba, Saskatchewan and the Territories: Regional Highlights from the National Survey of Nonprofit and Voluntary Organizations." (Prepared for the Voluntary & Nonprofit Sector Organization of Manitoba, Inc.)

HR Council for the Voluntary & Non-profit Sector (2008). "Toward a Labour Force Strategy for Canada's Voluntary & Non-profit Sector: Report #2 Findings from Canada-wide Survey."

APPENDIX 1

ANALYSIS OF RESPONSE RATES

The following information on response rates was compiled by the Manitoba Bureau of Statistics (MBS):

Overall Response Rate:

• Total Surveys Sent	822
• Total Establishments Out of Scope	120
• Final Sample	702
• Total Surveys Received	305
• Total Response Rate	43.4%

A1.1: Response Rates by Region

Region	Original Frame	Total Sent ¹	Total Out of Scope ²	Final Sample	Surveys Received	Response Rate
Winnipeg	540	454	56	398	168	42.2%
Non-Winnipeg	560	368	64	304	137	45.1%
TOTAL	1100	822	120	702	305	43.4%

Notes: 1 All those organizations with emails were sent the survey electronically. All those without emails and with 20 or more employees were sent a mail-out survey. A random sample of those organizations with fewer than 20 employees were sent mail surveys.

2 Out-of-scope refers to surveys with any of the following: no paid employees, not a voluntary/non-profit organization, no longer in operation, duplicate in the frame, or unable to contact.

Table A1.1 shows that there is very little difference in the response rate by region. A more detailed breakdown of response rates by sub-regions outside of Winnipeg was not provided by MBS.

A1.2: Response Rates by Organization Size

Number of Employees	Original Frame	Total Sent ¹	Total Out of Scope ²	Final Sample	Surveys Received	Response Rate
1 to 4	179	124	13	111	50	45.0%
5 to 9	117	89	2	87	38	43.7%
10 to 19	182	138	1	137	68	49.6%
20 to 49	121	121	1	120	74	61.7%
50 and over	103	103	6	97	97	100.0%
Unknown	398	243	96	147	21	14.3%
TOTAL	1100	822	120	702	305	43.4%

Table A1.2 reveals that both the coverage rate (surveys sent/original frame) and the response rate (surveys received to final sample) is much higher for organizations of 20 or more employees. For organizations of fewer than 20 employees, the coverage rate is 73 per cent and the response rate is 47 per cent. By comparison, for organizations of 20 or more employees, the coverage rate is 100 per cent and the response rate is 55 per cent. Thus, organizations of more than 20 employees are over-represented in the final sample.

A1.3: Response Rates by Organization Focus

Organization Focus	Original Frame	Total Sent ¹	Total Out of Scope ²	Final Sample	Surveys Received	Response Rate
1. Child Care Services	293	229	9	220	113	51.4%
2. Elderly and Disability Services ¹	134	93	21	72	32	44.4%
3. Health Care Services ²	70	64	7	57	31	54.4%
4. Other Individual & Family Services	110	86	22	64	24	37.5%
5. Civic and Social Organizations	44	37	1	36	17	47.2%
6. Residential Services ³	69	46	1	45	19	42.2%
7. Social Advocacy Organizations	78	54	11	43	11	25.6%
8. Child and Youth Services	37	26	4	22	8	36.4%
9. Transportation Services ⁴	22	10	3	7	4	57.1%
10. Education Services ⁵	4	4	0	4	4	100.0%
11. All Other Services	239	173	41	132	42	31.8%
TOTAL	1100	822	120	702	305	43.4%

Notes: 1 These include: Community Care Facilities for the Elderly and Services for the Elderly and Persons with a Disability.

2 These include: All Other Out-Patient Care Centres, Community Health Centres, Nursing Care Facilities, Out-Patient Mental Health and Substance Abuse Services and Psychiatric and Substance Abuse Hospitals.

3 These include: All Other Residential Care Facilities, Community Housing Services, Homes for Emotionally Disturbed Children, Homes for the Physically Handicapped, Homes for the Psychiatrically Disabled, Residential Development Handicap Facilities, Residential Substance Abuse Facilities and Transition Homes for Women.

4 These include: Taxi Service and Other Transit and Ground Transportation Passenger Services.

5 These include Educational Support Services and Elementary and Secondary Schools.

Table A1.3 indicates a variable coverage and response rate by type of organization. Education and Health Care services had the highest coverage rate (100% and 91%, respectively) with Children and Youth services third at 84 per cent. Transportation (45%), Residential Services (67%), Elderly & Disabled (69%) and Social Advocacy (69) had the lowest coverage rate.

APPENDIX 2

CODES FOR QUESTION 3

1.0000 JOB-SPECIFIC SKILLS

- 1.0010 fundraising ability
- 1.0020 Communication
- 1.0021 written communication
- 1.0022 Speaking to clients (parents)
- 1.0023 Communication skills (Public)
- 1.0024 Communicate effectively (two or more languages)
- 1.0025 presentation skills
- 1.0030 interpersonal skills
- 1.0031 Conflict Resolution
- 1.0032 Teamwork skills
- 1.0040 Computer skills
- 1.0041 Computer/ Network knowledge
- 1.0042 Computer Program Skills - ability to use effectively
- 1.0043 computer power point presentations - using and making them
- 1.0044 Computer Web design
- 1.0045 IT training
- 1.0050 domestic violence training
- 1.0051 meal preparation
- 1.0052 Food Safe Certificate
- 1.0053 canada food guide knowledge
- 1.0060 group & activity facilitation
- 1.0070 CBT Training
- 1.0080 behaviour management of our children
- 1.0090 Organization skills
- 1.0091 Planning and organizing skills
- 1.0092 Program planning & initiation
- 1.0093 Project Management/development
- 1.0094 strategic planning
- 1.0095 Policy training/planning
- 1.0096 Curriculum Planning
- 1.0098 projection planning
- 1.0100 management training
- 1.0101 Project management
- 1.0102 Management - Staffing & supporting board committees
- 1.0103 participatory management
- 1.0104 Relapse Management
- 1.0105 Volunteer management
- 1.0106 Risk Management
- 1.0112 Delegating
- 1.0120 knowledge of regulations
- 1.0130 Experience and Training in children's development
- 1.0140 Habilitation Training in AVT
- 1.0150 Child care skills
- 1.0151 Early childhood/ECE training
- 1.0152 Curriculum Development (Early Childhood Ed.)
- 1.0153 Knowledge of child development
- 1.0154 Expanding children's play
- 1.0155 Inclusion of all children

- 1.0156 Training to work with children with special needs
- 1.0158 Understanding school age child development
- 1.0160 Programming
- 1.0170 Literacy for immigrant workers/ESL
- 1.0180 Basic Human Service Worker Skills
- 1.0200 case coordination/management
- 1.0210 Training in new emergent curriculum
- 1.0220 Managing Change
- 1.0240 Accounting/Finance/budgeting/bookkeeping
- 1.0260 New ideas to do with children
- 1.0280 Program-specific skills
- 1.0290 Training for job skills
- 1.0300 Counselling skills
- 1.0310 Training specific to age groups
- 1.0310 Age appropriate activities
- 1.0320 Education/Training/Upgrading
- 1.0330 customer relations/service
- 1.0340 Reporting and observation skills
- 1.0350 Leadership skills
- 1.0360 Workplace standards (clinical, health + safety, etc.)
- 1.0370 public relations/media/community
- 1.0380 Assessment/interview skills
- 1.0381 evaluation/quality improvement
- 1.0382 record keeping/documentation
- 1.0400 Administrative compliance
- 1.0420 marketing skills
- 1.0430 Training on supporting people properly - quality care
- 1.0440 Carpenter
- 1.0450 information on cancer related topics
- 1.0460 human resource management skills
- 1.0470 Better understanding of people living with attachment disorder and how to support (Gentle Teaching)
- 1.0480 small business management
- 1.0490 Residential Care Workers
- 1.0500 Leadership skills
- 1.0520 Health related skills specific to clients - medical diets, epilepsy, etc.
- 1.0521 Healthcare training
- 1.0522 Certified nursing
- 1.0523 Nurses Aides/Orderlies
- 1.0524 Certified HCA
- 1.0525 Personal Assisting - for hygiene + health care
- 1.0525 Hygiene
- 1.0526 Traditional healing
- 1.0527 Lift and Transfer Training
- 1.0529 First Aid
- 1.0530 Mental health first aid
- 1.0531 Skills related to administering of medications
- 1.0540 Dealing with an aging population
- 1.0550 Ability to plan and execute meal program according to budget
- 1.0551 Cooking
- 1.0553 Attention to new health and nutrition guidelines
- 1.0554 Dietary Aide Level I
- 1.0560 Promotion & Advertising
- 1.0570 Safety and Security

- 1.0580 General mechanical aptitude
- 1.0600 office procedures/administration/management
- 1.0610 SCHEDULING
- 1.0630 Diversity Competence
- 1.0650 Decision Making
- 1.0660 clear understanding of the principles guiding the work
- 1.0670 Mathematics
- 1.0680 technology/office machines/skills
- 1.0710 electrical training
- 1.0730 volunteer recruitment/support/motivation
- 1.0740 Class IV Drivers license/Driving skills
- 1.0750 Middle Management - More awareness of community resources
- 1.0760 various communication methods including Sign language
- 1.0770 Supervisory skills
- 1.0780 Training in cochlear implant programming
- 1.0790 Inclusive training - caring for children with disabilities
- 1.0800 Working knowledge of neurodevelopmental disorders
- 1.0810 Therapy (community centered)
- 1.0820 Experience
- 1.0830 Parent Relations
- 1.0850 Community development
- 1.0860 DSW- Direct Service Worker
- 1.0880 winter and summer adjustments to temperature controls of vehicles
- 1.0890 networking skills
- 1.0920 Safety knowledge
- 1.0940 professional technical skills
- 1.0960 skills development & specialization
- 1.0970 cross training
- 1.0980 job specific training
- 1.1000 facilitation skills
- 1.1100 Knowledge of Deafblindness
- 1.1200 Partnership building
- 1.1300 Understanding processes and procedures for board
- 1.1400 Technical – machinery
- 1.1500 Role specific skills
- 1.1600 Accountability for Results
- 1.1610 Positive influence
- 1.1620 professional development
- 1.1640 assisting clients with trauma
- 1.1650 working with difficult people
- 1.1660 small motor training
- 1.1670 Life skills mentorship/counseling
- 1.1680 Inclusion skills
- 1.1690 Planning educational activities
- 1.1700 outdoor activities
- 1.1710 Emelio Reggio knowledge
- 1.1720 Ability to transfer knowledge and communication skills
- 1.1730 negotiating skills
- 1.1740 Media
- 1.1750 Parenting skills
- 1.1760 increased job knowledge
- 1.1780 Retirement savings
- 1.1790 Able to work strategically from clear priorities
- 1.1800 adoption competencies

- 1.1810 FASD issues
- 1.1820 Job development
- 1.1980 Wages
- 1.9990 Comprehension

2.0000 MORE GENERAL WORK SKILLS AND HABITS

- 2.0010 Critical Thinking Abilities/Problem Solving skills
- 2.0020 Awareness on the job
- 2.0030 Professionalism
- 2.0031 work ethic/commitment to job
- 2.0032 Showing respect
- 2.0033 Reliability/Dependability
- 2.0034 Attendance
- 2.0036 Conscientiousness/responsibility/accountability
- 2.0037 Dedication/Loyalty
- 2.0038 Showing up for work on time/punctuality
- 2.0039 Ethics/ethical decision making
- 2.0040 The ability to make decisions on their own.
- 2.0050 Time management/organizing own work
- 2.0051 multi-tasking
- 2.0060 Self-management/initiative/self-motivated
- 2.0070 flexibility/adaptable to change
- 2.0080 More job enthusiasm
- 2.0100 Attention to detail
- 2.0120 Follow through on ideas/put theory into practice
- 2.0140 How to separate work from personal life
- 2.0150 Increased competency in job
- 2.0160 Understanding worker motivation
- 2.0170 feeling confident in your job
- 2.0180 Issues around sexual exploitation
- 2.0190 stress management
- 2.0200 Common sense
- 2.0210 Patience
- 2.0220 Compromise with authority
- 2.0240 Tolerance
- 2.0240 Understanding
- 2.0250 Being able to take and follow direction
- 2.0260 focus on job at hand
- 2.0280 creativity-thinking outside the box
- 2.0290 Ability to set priorities
- 2.0300 Quick to learn/get a grasp on routines/protocols
- 2.0310 Trust
- 2.0330 self care/self awareness
- 2.0340 Cultural Awareness/understanding diversity
- 2.0350 Loyalty
- 2.0370 Stamina
- 2.0430 Sensitivity
- 2.0440 Innovative
- 2.0450 speaking out to co-workers
- 2.0460 willing to gain more knowledge

APPENDIX 3

CODES FOR QUESTION 4

- 1.0000 JOB-SPECIFIC SKILLS
- 1.0010 Fundraising
- 1.0020 communication skills
- 1.0021 writing skills
- 1.0022 Communication with parents/agencies/volunteers/seniors
- 1.0023 public speaking
- 1.0024 Communication in other languages
- 1.0025 presentation skills
- 1.0030 social/interpersonal/people skills
- 1.0031 Conflict Resolution/mediation
- 1.0032 teamwork/team building/able to work with others
- 1.0033 Customer service and social skills
- 1.0040 computer skills
- 1.0044 Website development and management
- 1.0045 IT Related Software Literacy & fluency
- 1.0050 domestic violence training
- 1.0051 Cooking Skills
- 1.0052 Food safety
- 1.0060 group and activity facilitation
- 1.0080 behaviour management skills
- 1.0090 Organizational skills
- 1.0092 Program planning
- 1.0094 strategic planning
- 1.0096 Curriculum Planning
- 1.0097 Retirement planning
- 1.0100 Management skills
- 1.0101 Project Management/development
- 1.0102 Board and staff management
- 1.0105 volunteer management
- 1.0106 Risk Management
- 1.0107 Managing Change
- 1.0108 case management
- 1.0109 crisis management
- 1.0110 multiple task management
- 1.0111 Managing diversity
- 1.0112 delegating
- 1.0140 Upgrade of Habilitation training for AVT's
- 1.0151 Training in early childhood education
- 1.0152 Child curriculum
- 1.0153 Child development education
- 1.0153 Knowledge of Child Development
- 1.0154 Expanding children's play
- 1.0155 Provide a caring & loving environment for children
- 1.0156 Special needs education
- 1.0159 Understanding effects of abuse on child
- 1.0160 Programming
- 1.0170 Better English skills for those entering the workforce
- 1.0180 Basic Psychology of Human Behaviour
- 1.0240 Bookkeeping/accounting/financial management
- 1.0280 Program-specific skills

1.0300 counselling skills
 1.0320 Training/education/upgrading
 1.0330 Customer service/focus/relations skills
 1.0350 Leadership
 1.0370 public relations
 1.0380 Assessment/reporting/observation skills
 1.0381 evaluation/quality improvement/research
 1.0382 record keeping/documentation
 1.0420 marketing skills
 1.0440 Carpenter
 1.0450 keeping knowledgeable on cancer
 1.0460 Basic Human Service Worker Skills
 1.0520 Health related skills specific to clients - medical diets, epilepsy, etc.
 1.0521 basic health care knowledge
 1.0522 Certified nurses
 1.0523 Health Care aides
 1.0523 Nurse Aides
 1.0524 wheelchair operations
 1.0526 Traditional healing
 1.0527 Lift and Transfer Training
 1.0528 Education dealing with dementia and stroke
 1.0529 CPR/First Aid
 1.0530 mental health knowledge/first aid
 1.0531 Skills related to administering of medications
 1.0540 Geriatric Education/training for seniors problems
 1.0550 meal preparation/budgeting
 1.0551 Food Prep.
 1.0552 Food Safe Certificate
 1.0554 Dietary Aide Level I
 1.0600 Administration/office skills
 1.0610 SCHEDULING
 1.0650 decision making
 1.0680 use of technology
 1.0730 recruitment/retention/supervision of volunteers
 1.0740 Driving skills
 1.0770 Supervisory: Leadership and coaching
 1.0820 experience in the field
 1.0850 Community resource/economic development
 1.0851 Work effectively with community
 1.0852 Sense of Community
 1.0860 Direct Service workers
 1.0890 Networking
 1.0920 Workplace safety
 1.0970 ability to cross train/cross-training
 1.1000 facilitation skills
 1.1100 Knowledge of Deafblindness
 1.1820 Safety and Security
 1.1830 Motivational skills
 1.1840 settlement skills
 1.1850 CBT Training
 1.1860 ASSIST: Suicide Intervention Training
 1.1870 General mechanical aptitude
 1.1870 Handyman Skills
 1.1880 Cleaning Skills

- 1.1890 Diversity Competence
- 1.1900 BSW
- 1.1900 social work
- 1.1910 Training in disabilities field
- 1.1920 adoption competencies
- 1.1930 Providing a rich educational curriculum (Education)
- 1.1940 Workplace standards (clinical, health + safety, etc.)
- 1.1950 Ability to do more with fewer resources
- 1.1960 knowledge of regulation
- 1.1970 Qualified educated staff
- 1.1980 higher wages
- 1.2000 Fostering collaborative partnerships
- 1.2200 Classification
- 1.2300 Increased competency in job
- 1.2400 Quality training
- 1.2500 industry requirements
- 1.2600 Working with philosophy of Gentle Teaching
- 1.2700 Working with a wide variety of people
- 1.2800 Knowledge of substance abuse changes
- 1.2900 Branch Development
- 1.2900 Machine operation
- 1.3000 Membership building
- 1.3100 Maintenance property
- 1.3200 Life skills mentorship/counseling
- 1.3300 Planning educational activities
- 1.3400 professional technical skills
- 1.3500 attitude towards parents and other cultures
- 1.3600 Inclusive care training
- 1.3700 Obtaining level II
- 1.3800 assisting children with additional support needs
- 1.3900 Inclusion skills
- 1.4000 Working closely w/ school divisions for school readiness
- 1.4100 Implement mission and values
- 1.4300 Employability skills
- 1.5000 Negotiation
- 1.5100 Being able to be companions
- 1.5200 handling discipline
- 1.5300 Ability to work with challenged people
- 1.5400 Guidance
- 1.5500 Transferable skills - being able to teach others
- 1.5600 practical skills in addressing issues faced by the population
- 1.5700 assisting clients with trauma
- 1.5800 Job development
- 1.5900 Establishing organizational protocols/developing policies
- 1.6000 Understanding health and social service systems
- 1.9990 Comprehension
- 2.0000 MORE GENERAL WORK SKILLS AND HABITS
- 2.0010 Thinking skills/problem solving
- 2.0030 Professionalism
- 2.0031 Good work ethic
- 2.0032 Respect
- 2.0033 Reliable staff
- 2.0034 Showing up for work on time

2.0036 Conscientiousness
2.0037 dedication
2.0039 Ethical decision-making
2.0050 Time Management
2.0051 ability to multi task
2.0060 Self motivation/take initiative and organization
2.0070 flexibility/adaptability/able to change
2.0190 Stress management
2.0200 Common sense
2.0240 Tolerance
2.0260 Focus/attention to detail
2.0270 Putting theory into practice
2.0280 Think outside the box – Diversity
2.0290 Ability to set priorities
2.0300 Quick to learn/get a grasp on routines/protocols
2.0320 Confidence
2.0330 self care
2.0340 cultural competencies
2.0350 Loyalty
2.0360 Creativity
2.0370 Stamina - to keep on going
2.0380 Resiliency
2.0390 caring & tact/empathy/compassion
2.0400 Ability to make decisions
2.0410 Tolerance
2.0420 work efficiency
2.0440 Innovative
2.0450 friendly disposition
2.0460 Positive attitude w/ willingness to learn
2.0480 Availability
2.0490 recognizing that your job is important
2.0500 Confidentiality
2.0520 positive establishment of direction and goals
2.0540 competent employee
2.0550 Able to work strategically from clear priorities
2.0560 Increased versatility

APPENDIX 4

RELATIONSHIP BETWEEN RECENT CHANGES IN THE NUMBER OF EMPLOYEES AND THE CURRENT VACANCY RATE

The survey asked organizations to indicate whether the number of paid employees in their organization had decreased, stayed the same or increased over the past three years. Only 8 per cent indicated that the number of paid employees had decreased, while 48 per cent indicated no change and 44 per cent indicated an increase in the number of paid employees.

As the following table indicates, those organizations that indicated no change in the number of employees in the past three years were more likely to have no vacancies than those which indicated decreases or increases (66% versus 56% of those with decreases and 53% of those with increases). As well, Table A4.1 shows that organizations with recent increases in the number of employees were more likely to show low vacancy rates (36% versus 19% of those with no change), while those organizations with recent decreases in the number of employees were more likely to show high vacancy rates (24% versus 14% and 10% of those with no or increased change). The overall average vacancy rate is highest for those organizations showing a recent decrease in the number of employees, and lowest for those showing a recent increase in the number of employees.

Table A4.1 Per cent of Organizations by Current Vacancy Rate and Recent Changes in Number of Paid Employees

Vacancy Rate	Decrease in Paid Employees	No Change in Paid Employees	Increase in Paid Employees	Total
No vacancies	56.0%	66.2%	53.4%	59.7%
1 to 10 per cent	20.0%	19.3%	36.1%	26.7%
11 to 66 per cent	24.0%	14.5%	10.5%	13.6%
Total	100.0%	100.0%	100.0%	100.0%
Average Vacancy Rate (95% C.I.)	9.8 (±6.0)	5.2 (±1.5)	3.8 (±1.1)	4.9% (±1.0)
Chi-Square Test for Table = 12.7; d.f. =4; p=0.01				
F-Ratio for Average Vacancy Rates = 3.14; d.f. =2; p=0.04				

However, this overall relationship between recent changes in the number of employees and the current vacancy rate holds true only among those organizations located in Winnipeg. Table A4.2 shows that for those organizations located outside of Winnipeg, the differences in vacancy rates by recent changes in organizational size are small, and the vacancy rate is higher for those organizations with no change in the number of employees. Within Winnipeg, the average vacancy rate is three times higher for those organizations which recently lost employees than for those with employee numbers which either remained the same or increased (13.0% versus 4.3% vacancy rate).

Table A4.2 Average Vacancy Rate For Winnipeg and Non-Winnipeg Organizations by Recent Changes in the Number of Paid Employees

Recent Changes in Number of Paid Employees	Non-Winnipeg	Winnipeg
Decrease	4.0 (±3.8)	13.0 (±8.9)
No Change	6.0 (±2.4)	4.3 (±2.0)
Increase	3.1 (±1.2)	4.3 (±1.6)
Overall Average	4.6(±1.4)	5.1(±1.5)
F - Test	F-ratio=1.28; d.f. = 2; P=0.28	F-ratio = 4.08; d.f. = 2; P = 0.02

- Notes:
- i The estimate of the total number of voluntary and non-profit organizations in Manitoba was obtained in the following manner:
 - Total organizations in original sample frame = 1,100
 - Total surveys sent out = 822
 - Total surveys found to be out-of-scope = 120
 - Proportion of organizations found to be in-scope = $[(822-120)/822] = 0.854$
 - Estimated total in-scope(in operation and with paid employees) organizations = $1,100 \times 0.854 = 939$
 - ii The survey asked for total expenditures (q.15) and total capital expenditures (Q.16). By subtracting total capital expenditures from total expenditures, one would have total operating expenditures. However, too many surveys showed total capital expenditures being the same amount as total expenditures, thus precluding consistent and accurate operating expenditures to be calculated from the data. Thus, only total expenditures are reported.
 - iii These confidence intervals (C.I.) were re-estimated, using the standard errors of the mean produced by the statistical package, by first squaring each reported standard error, then multiplying it by the finite population correction factor $=(N-n)/N=0.67$ for this survey, then taking the square root of this amount and then multiplying it by 1.96. The use of the finite population correction factor results in smaller standard errors, given that the sample constitutes 33 per cent of the total population of organizations.
 - iv Average salary levels were estimated using the responses to Questions 14b through 14e which asked for the number of employees in the salary ranges of \$1 to \$29,999, \$30,000 to \$59,999, \$60,000 to \$79,999 and \$80,000 and up. The mid-point values of these ranges were used (\$15,000, \$45,000, \$70,000 and \$90,000) to calculate an overall weighted average salary. While this approach provides only a rough approximation to the actual average salary paid by the organization, it likely does a fairly good job of ranking organizations according to the relative generosity of the salaries provided.

