

2010

Feasibility Study for Shared HR Services: North-Central BC

This report undertakes a broad exploration of the feasibility for specific shared human resource service models to meet the unique human resource needs of three types of organizations operating in North Central British Columbia including: non-profit organizations serving a large geographic area; non-profit organizations operating in a rural community, and; Aboriginal non-profit organizations operating in an urban area.

Submitted to the United Way of Northern British Columbia
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Executive Summary

This project, undertaken by the United Way of Northern British Columbia, with funding provided by the Vancouver Foundation, was designed to undertake a broad exploration of the feasibility for specific shared human resource service models to meet the unique human resource needs of both Aboriginal and non-Aboriginal non-profit social service organizations operating in north-central B.C. The goal was to identify shared human resource (HR) service models that could potentially meet the particular needs of three types of targeted organizations:

- ❖ Small Non-Profit Organizations Serving a Large Geographic Area
- ❖ Small Non-Profit Organizations Operating in a Rural Community
- ❖ Aboriginal Non-Profit Organizations Operating in an Urban Area

Twenty-one organizational representatives were interviewed. Research to identify existing shared HR models used in small towns/rural areas was undertaken. Quantitative and qualitative data were collected. The data were tabulated and analyzed and then shared during three in-person sessions; one for each of the targeted areas. Ultimately, two models that could feasibly address the shared human resource needs of the targeted organizations were identified.

Noteworthy General Findings

1. When assessing the human resource needs of an organization, it is helpful to distinguish between 'human resources tasks', i.e. completing a performance review, and 'human resource expertise', i.e. knowing how the performance review process fits in with the progressive disciplinary process.
2. The ratio of 'Human Resource (specialist-type) FTEs to Staff FTEs' appears to be much higher in the non-profit social service sector than reported in the British Columbia Human Resource Management Association (BCHRMA) survey. This has a number of potential implications.
3. The cost of specialist human resource services can be very roughly estimated to range from about \$350 to \$1200 per employee.
4. There appears to be a lack of human resource metric information for non-profit agencies in general and social service sector agencies in particular. HR data that supports a comparative analysis of organizational human resource performance in areas such as Productivity, Compensation, Recruitment, Retention, HR Efficiency, and Workforce Demographics appears to be very useful to Executive Directors (and potentially boards).
5. The sources of human resource information and support accessed by Executive Directors (ED) and Managers are 'all over the map'. Furthermore, these information sources are typically accessed reactively, not pro-actively.
6. Trust and collaboration were identified in the small communities, including the rural community and the Aboriginal Non-Profit community, as critical elements that a shared HR service would need to address if it is to be successful.

7. 'Training Up' is frequently used in small communities including the rural community and the Aboriginal non-profit community, when the desired skill sets can't be found. This has particular implications for human resource management in these environments.

Proposed Shared HR Service Models

Two viable Shared HR Service Models were ultimately identified; one for the Small Non-Profits operating in Prince George and one for the Rural Non-Profits, operating in Vanderhoof. These models have been specifically developed to address key HR challenges as identified by the participating non-profit social service agencies that currently operate in these types of environments. The participating agencies, amongst whom strong partnerships exist, have indicated a willingness to pilot their particular model.

We were not able to identify a shared HR model for Aboriginal Non-Profit organizations. Instead, we suggest that additional exploration of the human resource challenges experienced by Aboriginal Non-Profit organizations is needed. This will support a more comprehensive understanding of their particular HR challenges which could then lead to the development of a feasible and appropriate shared HR service model.

Risks Associated with HR Activities That are Not Undertaken

Five main areas of risk, associated with HR management emerged. This included the risks arising from: the inappropriate interpretations of collective agreements; incomplete or redundant Policy and Procedure Manuals; incomplete, outdated, or irrelevant Job Descriptions; HR issues frequently being handled reactively because EDs don't have time to address this aspect of their operation proactively, and; potential increased difficulty in recruiting and retaining skilled staff.

The other major risk, underlying weak HR practices is the risk to funders. Effective service delivery, the achievement of service outcomes and the achievement of longer term social policy goals hinge on the capacity of these non-profit social service organizations to deliver the service and that capacity is highly dependent on effective human resource management. Lack of explicit funding and support for HR activities and expertise (in all three sectors that were examined) may have serious, negative implications in the future for both individual clients and their communities.

Recommendations

1. Pilot each of the two proposed models; the *Small Non-Profit Organizations Serving a Large Geographic Area* and the *Small Non-Profit Organizations operating in a Rural Community*.
2. Undertake research, at the provincial level, in order to develop Human Resource Metric Data for the Non-Profit Social Service Sector.
3. Consider options for supporting *Aboriginal Non-Profit Organizations* to further explore the possibilities for Shared HR Services. A way forward for Aboriginal organizations may involve the development of HR data that illuminates exactly how current practices may be impacting the work of particular organizations as well as employee development.
4. Consider the Regional Shared HR Models, as proposed in Appendix 8

Value of the Process

Participants valued the process of participating in this project to develop Shared HR Models. For example, virtually all participants reported that the one-on-one interviews had great value. They

indicated that it provided an opportunity for the ED to reflect on their current HR practices including thinking about, for example: Who was doing what HR work? What HR work wasn't getting done? We also heard that coming together helped build a common understanding of what Human Resource Management involves. It stimulated thinking about HR practices in general.

Most importantly, when the EDs were provided with the individual organizational metric report they were able to see the connection between their HR practices and specific outcomes such as turnover. They could see the real costs associated with their practices. The realization, that organizations were spending so much more time on HR than the 1:86 ratios of the BC HRMA employers was eye opening for many! It was this idea above all that generated the expressed level of commitment to move forward into the pilot implementation phase.

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Feasibility Study for Shared HR Services **North Central British Columbia**

INTRODUCTION

This project, undertaken by the United Way of Northern British Columbia, with funding provided by the Vancouver Foundation, was designed to undertake a broad exploration of the feasibility for specific shared human resource service models to meet the unique human resource needs of both Aboriginal and non-Aboriginal non-profit social service organizations operating in north-central B.C.

The goal was to identify shared HR service models that could meet the particular needs that arise for the following targeted types of organizations:

1. Small Non-Profit Organizations Serving a Large Geographic Area This included non-profit social service organizations:
 - ✓ Operating in Prince George BC
 - ✓ Serving, formally and/or informally, a large geographic area
 - ✓ With fewer than 40 paid employees, and
 - ✓ Who utilize volunteers

2. Small Non-Profit Organizations Operating in a Rural Community This included non-profit organizations:
 - ✓ Operating in Vanderhoof and Fort St. James
 - ✓ Serving, formally and/or informally individuals outside their 'home' community, and
 - ✓ Who utilize volunteers

3. Aboriginal Non-Profit Organizations Operating in an Urban Area This included non-profit social service organizations:
 - ✓ Operating in Prince George, and
 - ✓ That require all Board members to be Aboriginal

Participating organizations are listed in Appendix 1.

The project explored the overall potential for shared HR service models to address not only the particular HR issues of these non-profit social service organizations but also involved analyzing some of the ways in which the geography, climate and demography impacted the HR service needs.

METHODOLOGY

A two-part form was designed that supported the collection of quantitative human resource-related metric information as well as qualitative information regarding day-to-day human resource practices. A total of 21 interviews were completed¹ (all organization types) and 17 of those people subsequently provided completed metric surveys.

¹ The interviews were jointly completed by a Researcher and by a Certified Human Resource Professional

Using the quantitative data, HR metrics were developed for each individual organization and for the group as a whole. (Note: Because the overall pool of surveys was so small, the quantitative data was only used to create one set of comparative data which we have called the 'Shared HR Participants Metrics'.) We termed this data the "kitchen table metric calculations" because they are by no means scientifically accurate! Rather, they gave the EDs (and readers of this report) a sense of how potentially useful accurate HR metric information could be for the non-profit social service sector.

Facilitated sessions were held for each of the three groups. A total of 17 people (16 agencies) participated in these meetings. The rolled up quantitative and qualitative data were shared, validated, and refined. Each group identified the key human resource issues that they felt could potentially be addressed by a shared human resource service. Each group identified the criteria (conditions) that would need to be met for a shared service to be successful and potential design features of such a service.

Note: An internet search was undertaken to uncover shared HR services/models situated in northern, rural, or Aboriginal contexts however the research was challenging and, except for a project in rural UK, no relevant examples were found.

NOTEWORTHY FINDINGS

- 1. We found it helpful to distinguish between human resource tasks, such as completing a performance review, and human resource expertise such as knowing how the performance review process fits in to progressive disciplinary processes.** This distinction was useful because, while EDs and Managers can learn how to complete most HR tasks, developing expertise can be very challenging in a small operation because unique HR challenges are only very rarely seen.
- 2. The ratio of 'Human Resource (specialist-type) FTEs to Staff FTEs' seems to be much higher in the non-profit social service sector than reported by the BC Human Resource Management Association (BCHRMA) survey** (which is likely to include larger, frequently private sector, employers). While the HRMA ratio was 1:86 (1 full-time Human Resource Professional to approximately 86 employees) our 'kitchen table' calculations indicated an average ratio of 1:21 (for all organizations who completed the survey). The ratio suggests that these non-profit social service agencies may be spending roughly four times the amount of time on human resource activities than the HRMA employers. More research is obviously needed to get a more accurate assessment of this situation.
- 3. The cost of specialist human resource services can be very roughly estimated to range from about \$350 to \$1200 per employee.** As noted, the average ratio of HR staff to other personnel is about 1:86². Wages for Human Resource Specialists for BC can range from about \$25,500 per year to over \$80,000, with variation by region³. Adding in 20% for benefits, the costs can range from roughly \$30600 to about \$96000. We used these data to calculate the 'HR cost per employee' and

² BCHRMA data for the first quarter of 2010

³ The federal web-site, *Working in Canada Report for 2008*, lists wages for Specialists in Human Resources (NOC-1121). <http://www.workingincanada.gc.ca/content/pieces-eng.do?cid=1> The wages for HR specialists, for example on Vancouver Island, range from \$25,480 per year (35 hours per week) to \$78,442.

concluded it could range from about \$356 to \$1116. These data can be used to consider or calculate the cost of a shared HR service.

4. **There appears to be a lack of human resource metric information for non-profit agencies in general and social service sector agencies in particular.** This type of comparative data could be very important for ED's and Boards of Directors to enable them to compare their HR practices against the norm and see where they stand, to where changes may be needed and so on. Our experience during this project was that the 'kitchen table HR metric calculations' presented were very positively received by the ED's. The data allowed them to compare their human resource performance in the areas of Productivity (Absenteeism), Compensation (Labour Costs), Recruitment (First Year Resignation Rate), Retention (Annualized Turnover Rate), HR Efficiency (HR FTE Ratio), and Workforce Demographics (Average Age of Workforce) and gave them considerable insight into how the various HR practices and indicators fit together and are applied.
5. **The sources of human resource information and support accessed by Executive Directors (ED) and Managers are 'all over the map'. These sources are typically accessed reactively not pro-actively.** Interviewees reported seeking HR information and support from many different sources including: other EDs; board members (almost none of whom were Human Resource Professionals); Community Social Services Association (CSSEA); Health Employers Association of British Columbia (HEABC); provincial and/or national offices of their particular agency; Labour Relations; manuals and services purchased on-line i.e. *HR First Reference* or the *Human Resources Advisor*; the Internet in general; agency licensing bodies; Employment Standards; union negotiators, and; lawyers. It may be that seeking information from all these different sources is contributing to a lack of coherent HR infrastructure which in turn may be contributing to inconsistent HR practices.

The ED's and Managers talked to us about how they often ended up reacting to HR issues (read 'crises') rather than managing HR more proactively. We heard that they frequently would be trying to educate themselves about a particular HR topic when, at the same time, they needed to be addressing the very issue that was driving the need for education! This was acknowledged to be very time-consuming and generally understood by the ED's to be quite inefficient. This dynamic may in part be contributing to the 1:21 ratio noted above.

6. **Trust and collaboration were identified, in the small communities (the rural community and the Aboriginal Non-Profit 'community') as critical elements that a shared HR service would need to address if it is to be successful.** In small communities, organizations can find themselves competing for money, skilled workers, and for board members. This competition is very immediate and it can limit the capacity of the organizations to work together. Recognizing these realities and working with them is essential if a shared service is to be successful. Not doing so will likely guarantee failure.
7. **Training is a critical Human Resource activities for social service organizations operating in small communities.** In small communities (such as the rural community and the Aboriginal 'community') we heard that people may be hired primarily because they demonstrate personal suitability for the position not because they bring the sought-for skills, experience, and education. Typically the plan [hope] is that the new employee will be 'trained up' and will acquire the needed skills and knowledge on-the-job. This 'training up' is frequently used in small communities when the desired skill sets can't be found. Training is also essential to develop workers with the critical generalist-type skill sets. The reason for this is that clients in small towns have limited service options; when

they access a service they need to be served by staff that has a broad range of knowledge and skills (probably broader than staff in the more specialized services typically found in densely populated areas). Extensive training is therefore needed by virtually all employees to continually develop the generalist knowledge and skills.

RESULTS: FEASIBLE MODELS FOR SHARED HR SERVICE

A. Small Non-Profit Organizations Serving a Large Geographic Area (Prince George Organizations)

The detailed results arising from the Prince George non-profit social services interviews (found in Appendix 2) were reviewed and discussed at a facilitated meeting. After reviewing and discussing the data, the group validated that the biggest HR challenges they collectively face include:

1. Addressing compensation challenges and increasing the capacity for organizations to compensate staff [‘Total Compensation’ in other words].
2. Increasing the effectiveness of processes associated with the recruitment and retention of volunteers and board members, including board members with particular skill sets.
3. Addressing the needs of Executive Directors and Managers for access to someone who can provide practical (applied) HR knowledge and expertise relevant to the non-profit sector.

Proposed Shared Human Resource Service Model for Small Non-Profit Social Service Organizations:

This shared HR service will:

- ❖ *Employ an HR Specialist to provide advice and guidance to the Executive Directors/ Agency Managers and,*
- ❖ *Include an extensive research component, to develop relevant, northern-specific HR Metrics*

Approximately twelve Prince George non-profit social service agencies will participate.

Proposed duration is three years

Costs are very roughly estimated to be \$136,000 per year

Criteria and/or conditions that must be met for a Small Non-Profit Organization Shared HR Service to be successful were identified by group members. It needs to:

- ✓ Be built upon a foundation of trust and confidentiality amongst the partners
- ✓ Involve a shared investment i.e. of time and/or commitment amongst the partners (participating agencies)⁴
- ✓ Be something that supports the building of community amongst the non-profit organizations
- ✓ Be relevant to the northern context
- ✓ Provide an additional person (an HR Generalist) to facilitate the pilot and provide support to the participating organizations who is physically located in Prince George, not operating out of Vancouver
- ✓ Involve the consolidation of human resource information
- ✓ Ensure that any [HR] information used or developed is relevant and applicable to non-profit social service organizations
- ✓ Be designed in such a way that the HR support is available and provided in a timely way
- ✓ Increase HR knowledge and skills, and resources for the leaders of the organizations (normally the ED and the Board)
- ✓ Include a concrete/tangible deliverable at the end of the pilot

⁴ Participating agencies may be able to contribute physical space i.e. meeting rooms for the HR Sessions, administrative support such as photocopying, consumables such as paper and ink cartridges and so on.

- ✓ Have sufficient duration that its value (or not!) is clearly demonstrable i.e. three years
- ✓ Ensure that each organization is able to derive benefit

And it can't:

- Create more work for Executive Directors/Managers
- Have a financial cost to organizations, (at least initially, during the pilot)
- Duplicate existing [HR] services

In conclusion, a shared HR service model was designed (See Sidebar) that the participants felt would:

- a) Address the staff compensation issues and
- b) Provide access to a practical HR resource [a person, team or service] by, primarily, Executive Directors (or where the organization is led by a Manager or some other position, that position)

The Shared HR Service Model is fully outlined in Appendix 3.

B. Small Non-Profit Organizations Operating in a Rural Community

The detailed results arising from the interviews with non-profit organizations operating in a rural community (Appendix 4) were reviewed and discussed at the facilitated meeting. The group validated that the biggest HR challenges they collectively face involve addressing human resource skills-related challenges associated with:

- a. Finding and accessing needed skills
- b. Recruiting local skilled staff, and
- c. Finding and accessing needed training

Overall the input suggested that retention is not generally a problem as once hired, employees (especially if they are from the community) tend to stick around. The discussion focused on how important it is to 'hire local' as these are the people who are committed to the community and will stay in the community. What we heard was, "*We hire for personality/personal suitability rather than 'hard [occupational] skills' so we often find we have to 'train up'.* Overall, we are aware that in rural communities employees are frequently called upon to operate more as generalists rather than specialists; this means that employees frequently need additional training which provides exposure to a broad range of knowledge and skills.

It was felt that other important HR challenges, such as keeping [maintaining] a healthy workforce, [some of] the lack of ED expertise, and the tendency to be reactive (potentially because policies and procedures are not in place) would also be mitigated by an approach that focuses on addressing the critical skill-related challenges.

Criteria and/or conditions that must be met for a Rural Shared HR Service to be successful were identified by group members. They indicated that it needs to:

- ✓ Involve a process that is driven by key stakeholders, and involve at least three non-profit social service organizations
- ✓ Involve commitment from the participating organizations
- ✓ Involve a local (resident) person to coordinate the pilot i.e. to create a position for a local person and to ensure the local knowledge is applied
- ✓ Support collaboration, not competitiveness. It must ensure that partner agencies are not competing for the skills/the skilled workers or competing for money in relation to the HR challenges
- ✓ Facilitate the development of trust amongst the participating organizations and ensure organizational confidentiality is respected
- ✓ Be beneficial to organizations i.e. be 'profitable' (not in the money sense, but in the sense of increasing returns, i.e. improved service delivery outcomes)
- ✓ Involve a process that builds and enriches relationships and builds and maintains networks
- ✓ Involve a process that builds [and/or supports?] common community goals

And it can't:

- Create extra work for organizations (Over the long term, 'as we know there will be extra work to start!')
- Create additional costs

In conclusion, a shared HR service model was developed (see Sidebar) that participants felt would, overall, address the human resource challenges associated with finding and developing the employee skills required to complete the work of the organization. A Model Description is fully outlined in Appendix 5.

C. Aboriginal Non-Profit Organizations Operating in an Urban Area

The results arising from the Aboriginal non-profit organization interviews (Appendix 6) were reviewed and discussed at a small, facilitated meeting. After reviewing and discussing the anecdotal data, the participants suggested that some of the main HR challenges they saw Aboriginal organizations facing include:

Proposed Shared Human Resource Service Model for Rural Non-Profit Social Service Organizations

This shared HR Service will provide support to organizations to ensure they acquire the skills needed to complete the work of the organization.

The Key Activities of the service will include hiring a Human Resource Specialist, who will:

- ❖ *Pro-actively connect with participating organizations to identify their 'training needs', as well as what may turn out to be other HR-related needs*
- ❖ *Assist organizations to meet those other HR-related needs*
- ❖ *Identify the capacity (skills and willingness) of participating organizations and other community organizations to provide training that will meet the identified needs*
- ❖ *Coordinating the provision of local level training*

At least three Vanderhoof non-profit social service agencies will participate.

*Proposed duration – 2 years
Cost are roughly estimated to be \$45000 per year*

1. Compensation issues: low wages, no benefits, no pensions
2. Limitations inherent in program funding; funding is usually short-term and does not offer much job security. In addition funds are not allocated for HR activities.
3. Competition for Skills Sets: the focus of most Aboriginal organizations is on hiring Aboriginal staff which limit the labour pool from which workers can be drawn from
4. Privacy policies are challenging. The population from which employees are drawn is small; often it's a case of 'everyone knows everyone' so maintaining privacy and confidentiality can be difficult.

Group members proposed criteria and conditions they felt needed to be met, in order for a shared Aboriginal HR service to be successful. These included:

Criteria:

- ✓ Where possible, the service needs to utilize HR expertise that currently exists within the Aboriginal non-profit community
- ✓ Any HR generalist or specialist person brought on to provide support must be Aboriginal and must be local.
- ✓ Any contractor or staff person who may be involved in the shared HR service pilot needs to have a comprehensive understanding of Aboriginal culture, and of the participating organizations i.e. their services and the unique role each participating organization plays in the community
- ✓ There needs to be a plan to facilitate a high level of confidentiality amongst participating organizations
- ✓ The service must be flexible and not just '9 to 5 Monday to Friday' in recognition that crises occur off hours. These hours would also allow for the provision of support to Boards.
- ✓ Participating organizations each need to maintain control of their own processes and decision-making
- ✓ It can't create another layer of bureaucracy

Conditions:

- ✓ It needs to be a Aboriginal HR service, not a service that is melded with all other non-profit social service providers
- ✓ It must be [clearly] beneficial to the participating organizations and it needs to be obvious that it will be successful.
- ✓ Some benefit, from the shared HR service, needs to accrue to ALL Prince George Aboriginal organizations
- ✓ There needs to be an explicit recognition of the importance of trust between participating organizations
- ✓ It must result in less work for the Executive Directors and/or the organization
- ✓ The costs of the shared HR service needs to be covered by funding that is in addition to current funding, at least in the initial phase
- ✓ It needs to cost less to the participating organizations than the current state of affairs i.e. cost less in terms of either time spent or money spent (or both)

During the facilitated session we heard that the staff and board members of Aboriginal non-profit organizations are frequently overextended. It is evident that this 'sub-sector' of the non-profit sector is affected by different dynamics. The particular demands placed upon them are not the same as those of the non-Aboriginal community. In particular, Aboriginal organizations often lack the core funding

available to non-Aboriginal organizations⁵; there are fewer Aboriginal non-profit organizations overall (with the same limited number of employees of other non-profit organizations) which means individuals/individual organizations have more demands on their time, for example, to participate in community consultation processes, to advocate for the needs of their clients and so on; because the Aboriginal labour pool is small, hiring often involves 'training up' (hiring for personal suitability and then supporting the new employee to acquire the technical skills); the continuing fallout resulting from colonization and residential schools whereby some Aboriginal community members are working through healing processes which can impact employees, clients, and volunteers, and so on. All of these dynamics contribute to the over-extension of ED's and staff.

It appears to us that more preliminary work is needed if an appropriate shared HR service model for Aboriginal non-profit organizations is to be developed. Appendix 7 provides a detailed discussion about the HR challenges and models for shared HR services in conjunction with some of these criteria and conditions. The conclusion that we have drawn is that, for now, no particular shared HR service model stands out as implementable. More dialogue with EDs (and perhaps Board Members) about human resource practices is needed to explore the potential value of focusing on this area of organizational management.

Our recommendation is that, critically, further development of a Shared HR Service model for Aboriginal non-profit organizations needs to start from the point of recognizing and acknowledging that the real challenge in collectively addressing their human resource needs is for EDs and other organizational leaders to decide that the issue is significant enough that it must be addressed.

Where to From Here: Recommendation for Developing a Shared HR Service for Aboriginal Non-Profit Organizations

Participants indicated that they saw the process to develop Shared HR service as an opportunity to:

- ❖ *Positively impact the whole Aboriginal community*
- ❖ *Potentially focus on positive change with respect to HR and Board issues, in light of scarce dollars*
- ❖ *Depersonalize the HR challenges/ opportunities and the need for change*

Others may see the process as valuable too however they (ED's and other leaders) are already over-extended and have no time to give to this activity.

If changes and improvements to HR practices are to be tackled in a shared way amongst Aboriginal organizations, then convincing evidence of the value of exerting precious energy on these activities needs to be developed and made easily accessible

Recommendation: *Develop Aboriginal NP organizational HR data (including HR metric data) that illuminates how current practices impact, positively or negatively, the work of the organizations and development of employees.*

⁵ My perception is that Aboriginal non-profit organizations often take on the same role as mainstream non-aboriginal institutions that have regular government funding. The implication of this is that while the Aboriginal Organizations are treated as full blown stakeholders they may not get the resources needed to support that role. Research would be needed to determine if this is what is happening.

If changes and improvements to HR practices are to be tackled within Aboriginal organizations (generally speaking) then convincing evidence of the value of exerting precious energy and time on these activities needs to be developed. It needs to be made easily accessible to the ED's and other organizational leaders. The conclusion that we have drawn is that the way forward involves the development of HR data, including metric data, which illuminates how current practices are impacting, positively or negatively, the work of the organizations and the development of employees.

Results: The Questions Answered

Phase 1: Research Phase

1. *What essential and non-essential human resource activities are currently being undertaken? When/at what points and by whom?* For the purpose of exploring the feasibility for developing Shared HR Services we defined essential HR functions as those activities inherent in the organization's responsibility to create a working environment that meets the minimum legal requirements respecting mutual responsibilities within an employee/employer relationship."⁶

We concluded that essential HR work is being undertaken in different ways, at each organization. At one end of the continuum, where a few organizations can be found, updated Policies and Procedures are in place and are generally followed: staff and/or volunteers are in place; performance reviews take place as scheduled; legal requirements are met and all of this is done without the ED or Manager putting in a lot of extra hours every week. At the other end of the continuum there are no policies and procedures in place; there are challenges filling jobs or volunteer positions, there are no performance reviews taking place; some laws are not being adhered to, and; ED or Managers may find themselves putting in several extra hours (unpaid) every week to get the basic job completed.

Virtually all agencies reported using timesheets. Generally someone is reviewing the time sheets for trends in absenteeism and tracking leave etc.

Only limited non-essential HR work appears to be getting done. For example virtually none of the organizations reported undertaking Strategic Human Resource Planning. Orientation processes were often limited and/or not followed (although a few organizations have and implement comprehensive Orientation processes). Generally-speaking, 'Total Compensation' ideas were on the radar of the EDs and Managers however using Total Compensation strategically was limited to a few organizations.

2. *When and by whom are human resource activities being undertaken?* Prince George Non-Profit Social Service Organizations: The majority of HR works is undertaken by the ED, with support from a Bookkeeper or financial administration person. Additional support is sometimes provided by members of Executive Committees, and/or Personnel Committees comprised of staff and board members/volunteers. The majority of respondents noted that their boards do not included people with specialized human resource management expertise.

⁶ **Essential HR Activities** included: Human Resource Policies and Procedures – *Creation, implementation, interpretation*; Job Descriptions – *Creation, upkeep, linked to strategic objectives*; Recruitment & Selection/Hiring; Performance Management – *Process, frequency*; Payroll/Record Keeping/Administration; Conflict Resolution – *Progressive discipline*; Union Matters – *Grievances, mediation, arbitration, contract negotiation, etc.*; Occupational Health & Safety Administration – *Adherence to Work Safe BC rules*; Legal Requirements (and Case Law Updates) – *Staying on top of changing employment, and other, relevant laws* Adherence to Privacy Law i.e. Privacy Officer – *Managing personnel files*

Non-Essential HR Activities : Strategic Human Resource Plan - *Creating, tracking, measuring*; Formal Orientation Processes – *Handbooks, training, probationary period*; Compensation Beyond Base Pay – *Total compensation; benefits, pensions*; Managing External Consultants; Employee Surveys/Communication; Organizational Learning – *Training & development planning*

Rural Non-Profit Social Service Organizations: Essential HR activities are handled differently by each organization. Where EDs are in place they, sometimes with the support of Office Managers and/or other members of management team members, look after the majority of human resource management activities, with a Bookkeeper or administrative person looking after payroll. In other cases the work is shared amongst more senior staff and through more horizontal processes. It does not appear that the Boards are particularly involved except where there is no paid staff.

Aboriginal Non-Profit Organizations: Essential HR work appears to be undertaken somewhat differently by each organization. For example, day-to-day HR work is completed by a manager/s and overseen by the ED/CEO in two of the organizations while the other two indicated that most of the HR work is the responsibility of the ED, with only limited day-to-day HR activities taking place where 'HR is handled on the fly'. A financial person or administrator generally looks after payroll.

3. *Are the HR Practices Effective?* We conclude that HR practices are often hit and miss and could only be described as highly effective in one or two organizations. Most organizations have some good HR practices in place while virtually all of the organizations identified at least some HR areas that were being overlooked.

4. *What are the costs/potential costs of the current situation as evidenced by the application of standard HR metrics to assess cost that will identify, for example, productive and non-productive turnover, work days lost, and so on?* Standard HR metrics were applied to order to develop the data provided in this section. We have termed the data 'kitchen table calculations' because they are very rough; based on estimated, incomplete data for which a number of assumptions had to be made. In spite of the roughness of the calculation however, the data have been very useful. For example, when it was shared at two of the three facilitated meetings the feedback indicated that it was very eye-opening! This is a good example of how the overall process of exploring the feasibility for a shared HR service has raised the awareness of EDs and Managers regarding the importance of being on top of HR practises.

Table #1: Shared HR Participant Metric Results

Metric Parameter	Shared HR Participants Metrics	1st Qtr 2010 BC HRMA Metrics	Observations
Productivity: Absenteeism Rate= Average no. of work days missed due to illness	5	7.2	<i>Avg. absenteeism was lower amongst Shared HR participants. While, on the surface, this would seem to be a positive metric, attendees indicated that the workload caused EDs and employees to come to work in spite of being ill.</i>
Compensation: Labour Cost per FTE = Salary Budget /Avg. No. of FTE's (FTE=Full-Time Equivalent)	\$30,136	\$58,200	<i>Avg. wages appear to be just over half the avg. wages of the HRMA Employers. Note: a caveat would be that the labour cost data gathered excluded ED salaries while it is not clear whether or not the BC HRMA data excludes similar data for CEOs and GMs, and VP level salaries.</i>
Recruitment: 1 ST year Resignation Rate = Percentage of terminated employees terminating	50%	8.2%	<i>First year turnover seems extremely high amongst the Shared HR Participants. It is important to explore further which of the potential causes i.e. recruitment practices, low compensation rates, short-term funding</i>

within the first year of their employment			<i>contracts or something else, may be contributing factors.</i>
Retention: Annualized Turnover Rate = No. of Terminations / No. of Employees x 100	15.4%	18%	<i>Retention of longer term staff is slightly better in the Shared HR group.</i>
HR Efficiency: HR FTE Ratio = No. FTEs / No. of HR staff	1 to 21	85.6	<i>The ratio suggests that the Shared HR Participants are spending about 4 times more time on HR than the BCHRMA group. Note - hours, reported to be spent on HR-related activities, were normally "guestimated" and converted to FTEs using 1890 hours per year.</i>
Workforce Demographics: Average Age of Workforce	42	35.7	<i>The workforce of the Shared HR group is significantly older than the HRMA group. This speaks to a future potential shortage of NFP workers. ED ages were included in the data.</i>

5. *What risks/potential risks exist, in relation to those HR activities that are not being undertaken, in the opinion of the HR expert (and based upon the application of HR metrics)?* The types of risks that exist include:
- a) **Inappropriate interpretations of collective agreements resulting in;**
 - Increase in time spent on HR activities,
 - Lost productivity relative to grievances,
 - Unanticipated legal costs in arbitrations,
 - Arbitrations creating precedential decisions impacting other sectors.
 - b) **Incomplete or redundant Policy and Procedure Manuals resulting in**
 - Inappropriate and/or inconsistent application of benefits such as requests for time off,
 - Lost productivity due to "coffee room" discussions and assumptions,
 - Lack of common understanding of behavioural expectations (e.g. Harassment guidelines.)
 - c) **Increased difficulty in recruiting and retaining skilled staff.** If total compensation factors are not proactively addressed (given the aging workforce and the already extremely small pool from which to draw employees) then not-for-profit organizations will be increasingly challenged to compete in the skilled labour market.
 - d) **Incomplete, outdated or irrelevant Job Descriptions.** As a corollary to the statement above, the lack of job descriptions may also impact recruitment and retention of skilled staff. Efficient and effective recruitment is difficult if not impossible without adequate and up-to-date job descriptions. Additionally, the lost productivity from lack of job clarity and the discomfort experienced by staff, in not knowing and/or not being guided towards improved job performance (i.e. lack of effective performance management) may potential be significant and may contribute to turnover.
 - e) **HR activities are frequently handled reactively because EDs don't have time to address this aspect of their operation proactively.** Almost without exception, and certainly in the smaller agencies, in addition to managing the organization (include the very time-consuming work of

developing and writing proposals and funding applications) the EDs are involved in managing and serving the actual client base. Because of this complexity within the ED role, there appears to be a fairly high risk of ED burnout. This would impact (reduce) client service and would also result in a loss of organizational knowledge, not to mention the skills and abilities of that individual.

6. *Would knowing more about the impact of lost opportunity cost (that can arise from inadequate attention to HR processes) raise the priority of human resource management amongst these organizations?* Based on our experience it appears that knowing more about the impact of lost opportunity has raised the priority of human resource management amongst these organizations. During our community meeting we heard comments such as ‘I can now see that I have not been spending enough time on HR management’ and ‘I am now more aware that my current practises may actually be taking time away from other important activities’.

Overall, it was obvious through listening to these comments, as well as observing the genuine surprise expressed when faced with the HR Efficiency ratio (item 5 in the Table above), that the interview questions and subsequent presentation of the results did indeed increase awareness in this regard. Subsequently, the fact that the Prince George group – without exception – were enthusiastic about the metric measurements being repeated to allow year over year comparison leads us to believe increased awareness and willingness to invoke change is present. The overall commitment expressed to move forward with a pilot also suggests that knowing more about the impact of lost opportunity has raised the priority of human resource management amongst these groups.

7. *Can examples of successful shared HR service models, operating in northern and rural areas, and/or with organizations that serve a vast geography, and/or that have been developed by Aboriginal organizations, be found? If so, what are the characteristics of successful services and if not, can typical barriers and challenges be identified?* Based on an internet search we were only able to find very limited examples of shared HR services, virtually none of which were operating in rural and northern areas. The researcher provided an informal document that did explore the characteristics of three Shared HR services including one from rural UK. See Appendix 9 for this report.
8. *What is the cost of turnover of volunteer staff, in a ‘typical’ non-profit organization, such as those that operate in Prince George and Vanderhoof?* We did not identify this cost. However, virtually all groups mentioned the increasing difficulties they were experiencing in finding and securing volunteers and they mentioned that considerable time is spent in recruiting, training, and orienting new volunteers. This leads us to believe that this challenge results in a loss of ED and other employee time which would otherwise be dedicated to client service and thus incurs a lost opportunity cost. While this project concentrated efforts on HR-related activities relative to paid staff, ad hoc comments were collected regarding administering and supervising volunteers. There may be a need to collect specific data to determine whether or not this is an area needing to be developed for this sector.

Phase2: Partnership Exploration and Development

Partnerships have been identified that will support a pilot-testing phase for Small (Prince George) Non-profit Social Service Organizations and for Rural (Vanderhoof) Non-profit Social Service Organizations.

1. *Which organizations participated in exploring the feasibility of developing a shared HR Service? What were the barriers to participation, if any, for organizations?* A list of participating organizations is included in Appendix 1, *List of Participating Organizations*. Anecdotally, we heard that a barrier to consistent participation appears to have been human resource issues! Other priorities within the organization also limited participation. For Aboriginal organizations the sheer number of priorities is huge and these severely restricted participation. Those that did participate made it clear that, although human resource management is also a very big issue for some Aboriginal organizations the potential benefits were not evident enough to generate interest in this process.
2. *Of those who are interested, how much time are they able to contribute to this short-term partnership [the completion of the feasibility phase]? Do they have meeting space that can be used?* Virtually all of the organizations who agreed to participate during the proposal development phase did actually participate in both the one-on-one interviews and the facilitated session. Meeting space was contributed by three of the organizations for those three sessions.
3. *Which organizations are interested and able to participate in a longer-term partnership to test and evaluate a shared HR service model in their community or area, should that opportunity arise? What level of commitment (time and/or resources) is each organization potentially able to bring to this longer-term partnership?* All of the Prince George organizations who participated in the facilitated session indicated interest and commitment to a longer-term partnership to pursue a shared HR service and address their HR needs. The group indicated that the combination of the one-on-one interviews and the personalized HR Metric Reports they received went a long way to further convincing them of the importance of effective human resource management to their organizations.

The two Vanderhoof organizations who participated in the facilitated rural session also indicated a great deal of interest and commitment to a longer –term partnership to pursue a shared HR service and address their HR needs. They also spoke very positively about the impact of the one-on-one interview and the Metric data. They are very keen to move forward to a pilot phase and believe a third organization will also be committed to participating.

The Aboriginal non-profit organizations, have acknowledge the value of improving human resource practices but more work is needed to generate a viable model that potential partners can commit.

Phase 3: Shared HR Service Model Analysis

The majority of Phase 3 questions (as outlined in the proposal) are answered in the Results: Shared HR Service Models section (see page 18) and the Phase 1 Research Phase (page 13) however a few final comments have been added here.

1. *Overall, what is the current state of HR practises within the three target areas?* The current state of HR practices is that it presents considerable challenges to Executive Directors or Lead Managers. There is a tendency overall to be reactive as it is next to impossible for most to find any time to be proactive. As we heard ‘*you don’t know what you don’t know*’. ED’s frequently talked about how isolated they felt. They also talked about the number of hours they put in beyond the normal workweek. They felt individually challenged to tackle the funding issues that impacted Human Resources, in particular the very low wages and the unrealistic contract objectives and targets.

2. *What dynamics are underlying these practises?* Based on the anecdotal evidence, very small organizations i.e. less than 5 or 6 people seemed to have fewer HR problems overall than organizations that had more than 20 employees. Fewer people likely mean fewer problems. Those organizations that are experiencing growth also had more challenges than more static organizations. Such growth means new policies and procedures, more bureaucracy, more hiring and so on. Those slightly larger organizations that had some type of middle-management structure seemed to be handling HR tasks somewhat more easily than those with none. Likely the reason for this is that middle management can take on tasks such as performance reviews, leaving the ED free to focus more on ensuring effective processes and procedures are in place and are followed.
3. *Overall what HR support is required; shared HR expertise, shared HR duties or a combination of both?* The input seems to suggest that Shared HR Expertise is the support that is most frequently required although support to complete the tasks associated with identifying and logistically addressing training needs is also needed.
4. *Which dynamics and HR practices could most effectively and efficiently be addressed through the application of a shared HR service and which model appears likely to be the most viable?* See Results: Shared HR Service Model section above for details that answer this question.
5. *What benefits could potentially be associated with the most suitable models?* In the end, we were only able to identify two models; one for Small Non-Profit Social Service Organizations and one for Rural Non-Profit Organizations. Generally-speaking the potential benefits are that these models will successfully address the real HR challenges most often experienced by these organizations.

The benefit that will arise by addressing the challenges raised by the Small Non-Profit Agencies will be to increase human resource management capacity in the broader community non-profit social service sector. Addressing the HR challenges should reduce burnout, increase retention of workers and indirectly positively impact workforce health.

The benefits of developing HR Metric data for the non-profit social service sector (as a whole) will be of huge value to Boards and ED's; they need to set wage levels, establish total compensation packages, negotiate with funders, examine their own practises, increase employee retention, and so on. The data will help with all of these processes, ensuring that decisions are based on real information rather than speculation. Funders may also find this data helpful to more effectively rationalize wages and benefits.

The benefits of the Rural Shared HR Service model, with its focus on skills training, is that it is designed to tackle HR issues that are commonly felt throughout rural communities in BC. This approach makes a lot of sense for the particular modern labour market dynamics experienced in and by small towns. The transferability of this model should be high.

6. *What costs, financial and otherwise, could potentially be associated with these models?* See Results: Shared HR Service Model section above for details that answer this question.
7. *What benefits and costs may be associated with doing nothing?* Our conclusion is that there are more costs than benefits to 'doing nothing'. Currently, many of the agencies we talked to could be said to be 'doing nothing' in relation to at least some areas of human resource management which

results in a lot of time spent reacting to the HR issues that do arise. In addition, 'doing nothing' does not address risks that we noticed that from exist for agencies that may be ignoring certain laws impacting their HR practises: in those situations boards (and potentially funders) could ultimately be held responsible with possible financial impacts if that is the case.

The tracking of overtime remains a specific problem. The staff and leadership of many organizations are incurring extensive undocumented over-time. Because it is not documented, organizations are not on top of the real cost of doing business. In addition, because overtime is frequently not reimbursed, or is not reimbursed accurately, the potential for employees to make this an issue 'down the road' creates a risk and potential liability for organizations, boards and even funders.

Overall the lack of HR Metric awareness and understanding by many EDs and managers of small non-profit social service organizations creates fairly significant risks for funders. Aging workforces, unclear job descriptions, lack of performance measurements and so on, all impact employee retention and turnover, productivity, and so on. Ultimately it is the service itself that is likely to suffer.

Furthermore, we heard that these HR problems will be exacerbated if government and other funders disallow administration fees, a trend that has been observed as increasing. The administration fees in the past allowed for coverage of 'administration' which tended to include at least some of the organizational HR activities. Disallowing that will only increase the HR challenges and risks. This reinforces the point that agencies need to be able articulate the human resource management costs associated with their work.

Effective service delivery, the achievement of service outcomes and the achievement of longer term social policy goals hinge on the capacity of these non-profit social service organizations to deliver their services. That capacity is highly dependent on effective human resource management. Lack of explicit funding and support for HR activities and expertise (in all three sectors that were examined) may have serious, negative implications in the future for both individual clients and their communities.

8. *Are we able to ascertain any relationship between HR practices and the provision of service and/or the achievement of contract objectives?* We asked interviewees to describe to us what it looks like when the HR side of the business is running well; what they see when those positive conditions are in place and what they see when those conditions are not in place. In many cases they talked about the impact on clients and on the service. It is very clear from the input (Table #2 below) that effective Human Resource management has a very significant impact on clients and on service delivery. Responses for all groups are rolled up in the table below.

Table #2: Relationship between HR Practises and Provision of Service/Impact on Clients

The HR side of the business as running well when:	When these conditions are in place, the following [impact on clients/services] can be observed	When these conditions are not in place the following can be observed
<ul style="list-style-type: none"> • There is less/no turnover • Staff are in place • Staff are working well together • Conflict resolution processes are working • Good morale • Everything is wonderful • We feel confident • The board is functional 	<ul style="list-style-type: none"> • Greater volunteer and client satisfaction • Increase capacity to maintain relationships and to foster long term relationships, between staff and volunteers, staff and clients, and clients and volunteers • Clients have consistency and stability; stability fosters trust and trust is needed to make the most of the available services. • Programs run smoothly. • Client numbers increase and program may even expand. • Client issues are dealt with more effectively and with better outcomes • Day-to-day service delivery is managed with relative ease; things run more smoothly • It impacts the clients with a better service • We feel confident that our client needs are being met. We can be sure our clients our safe when we know we can trust each other • There is the capacity to manage increased workloads because when a team is working well together • Staff are able to give their energy to clients i.e. instead of grouching • More time is available for planning, fund-raising and other activities, when management time doesn't have to be devoted to staff issues. • It contributes enormously to the achievement of agency goals • When it is working well there is a sense of well being that clients can feel. • Trust is built with clients; when they walk in they see a familiar face. 	<ul style="list-style-type: none"> • When there are issues with staff it impacts clients and service delivery. • Instability for clients • If staff issues are not dealt with, then the whole community knows what is going on/hears about it. • When a staff person is negative, their sniping impacts the morale of others • When it is not working well it is talked about 'on the street' and at the other service providers; our reputation goes downhill fast! • A really disgruntled staff person can lead to very negative word of mouth effect from which it can take months to recover. • Poor HR affects the comfort level/ atmosphere in the facility. We see fewer clients when that is the situation. Work doesn't get completed; reports may not be done or may be done late. • Applications for funding may not be as good as we would like them to be. • Customer service is damaged with HR isn't working well. • The process of unionizing can detract from service delivery because it takes a lot of staff time. • Everyone is more reactive; there is less time for planning, fund-raising, program development and so on

Phase 4: Overall Feasibility

The models proposed are believed to be feasible. In this section the seven questions outlined in the proposal are answered.

1. *What are the most pressing HR issues that can feasibly be addressed and by which shared HR services model?* See Results: Shared HR Service Model section above for details that answer this question.
2. *What will be the potential benefits (financial and social) of implementing the desired model?* There are both social and financial benefits that could result from implementing the two shared HR service models.

- ✓ **Improved overall organization HR practices.** This will result in:
 - Spending less time on HR activities

- Making more informed, 'better' HR decisions with the time that is spent
 - ✓ **Social benefits** include:
 - The benefits that accrue to clients when effective HR practices are in place
 - The benefit to funders when the service delivery targets of their contracts are met, because staff, with the agreed-upon skills are in place, when needed and doing the work they have been hired for
 - ✓ **Financial benefits** include:
 - Reduction of 'lost opportunities'; as one agency stated *More time is available for planning, fund-raising and other activities, when management time doesn't have to be devoted to staff issues*"
 - Reduced financial risks associated with legal liabilities that could result because laws are not being adhered to and/or reduced likelihood that severance pay will have to be paid (something that had happened to a few of the organizations we had interviewed)
3. *Are there organizations (and who are they) willing to be part of a shared HR model testing phase?* Yes (See [Results: Shared HR Service Model](#) section above for details.)
4. *What are the specific challenges, opportunities, and strengths of these organizations and communities that need to be acknowledged and built upon, in order for a shared HR model to be successful?* Without repeating everything that has been covered already in this report we can summarize by saying that the specific challenges include the overall lack of time for executive directors/managers who have considerable pressure to do so much and who must at time manage crisis . The specific opportunity above all is to improve human resource management practices, in ways that will:
- ✓ Actually free up time for executive directors and managers
 - ✓ Increase the wages and benefits of workers in their organizations
 - ✓ Increase the skills of workers in rural communities
 - ✓ Address the other HR issues that were identified
- The specific strength the organizations bring is their commitment to the testing out the proposed shared HR service models.
5. *Are there a minimum number of organizations that need to be involved to ensure that each shared HR service model is viable?* For each of the models that we are recommending the groups have recommended maximum and minimum numbers of participating organizations. (See [Results: Shared HR Service Model](#) section above for details.)
6. *Does infrastructure capacity exist that could be mobilized in support of a shared HR model?* We met with members of the Omineca Beetle Action Coalition, a regional body, to explore this idea. Their key point was that **HR expertise likely exists that could be accessed to support human resource management** in general, rather than a shared HR project in particular. More importantly however, were their suggestions for Regional Shared HR Models. A report summarizing these meetings, including a table of suggested Regional Shared HR Models can be found in Appendix 8.
7. *What, if any, specific and unique HR issues have been identified by the non-profit social service providers in relation to the three target areas i.e. 'huge geography' 'rural/remote', , Aboriginal-specific' and is it possible, or in what way is it possible, that a shared HR service model will address*

these issues? The specific and unique HR issues have been identified by the interviewees are listed in the table below. A number of issues were raised by each group. The Shared Service Model as proposed for the rural community in particular addresses some of the unique challenges that were raised. The strategy to further explore the potential to develop an Aboriginal specific shared HR service does take into account the unique issues that group raised.

Table #3: Specific HR Issues Associated with the Target Areas

The Three Target Areas	Specific and Unique HR Issues That Were Identified	How a Shared HR Service Might Address these Issues
Huge geography	<ul style="list-style-type: none"> ○ ‘Limited’ pool of people from which to draw workers with the needed skills or to draw skilled board members ○ Less access to training, then southern counterparts and the ‘unit cost’ of training is higher, then in the south ○ Managing staff and volunteers and fostering camaraderie and engagement from a distance ○ Limited literacy/computer literacy of [some] clients, volunteers and/or board members. ○ Dependence on computers i.e. for internal communication and for some service delivery ○ Funding formulas, which don’t seem to take into account the large geography/travel time (and which therefore impact service delivery expectations for specific positions) 	<p>These geographic issues were not identified as the ‘biggest HR challenges’ that needed to be addressed.</p>
Rural and/or remote	<ul style="list-style-type: none"> ○ Access to training: it is hard to get and is expensive ○ Maintaining personal boundaries: it is hard to be professional and keep work and private life separate. ○ Maintaining this confidentiality is very difficult. ○ Hard to find qualified people, especially with needed counselling skills ○ Hard to hire people who want to stay in Vanderhoof. ○ The challenges of providing off-site supervision ○ Difficult for staff, who may be in a job that is not a great fit personally, to leave because alternative employment options are so limited ○ Geographic and professional isolation and disconnection: <i>When the training and professional development opportunities are not easy to access it feeds the ‘rural hick town’ mentality and makes us feel that we aren’t as good, professionally-speaking. It makes us feel that ‘it [quality service] doesn’t really matter in the north’ and that it is OK that we don’t have the same level of skills. In turn, this makes us question the relevance of the standards</i> ○ Some volunteer board members have difficulty understanding the role of a board member 	<p>The Shared HR model, as proposed, is very focused on addressing HR issues by starting from the point of identifying the skills that are needed and who are the local trainers who can address these needs.</p> <p>As the words of one interviewee indicate, it is very important to support this type of skill development and the particular skill development strategies for rural BC.</p>
Aboriginal-specific	<ul style="list-style-type: none"> ○ Accommodating healing and wellness ○ Accommodating Aboriginal people in a fair way ○ The very small workforce pool ○ The need for capacity development ○ Challenges recruiting board members 	<p>More preliminary work is needed to engage EDs etc to better understand and further explore the actual impact on their service and their personnel prior to developing meaningful shared HR service model for Aboriginal orgs.</p>

CONCLUSION

Key Recommendations

- ❑ Undertake to pilot each of the two proposed models; the *Small Non-Profit Organizations Serving a Large Geographic Area* and the *Small Non-Profit Organizations Operating in a Rural Community*
- ❑ Undertake to further develop and pilot regional shared HR services models
- ❑ Undertake research, at the provincial level, in order to develop Human Resource Metric Data for the Non-Profit Social Service Sector
- ❑ Consider options for supporting *Aboriginal Non-Profit Organizations* to further explore the possibilities for Shared HR Services. As noted elsewhere our perception is that the way forward for Aboriginal organizations involves the development of HR data that illuminates exactly how current practices may be impacting the work of the organization and the development of employees.

Model Transferability

We believe the models articulated in the Appendices for the two target areas have excellent potential for transferability to other like-communities. In particular, based on other research we have undertaken⁷ we are aware that many small and rural communities experience the training and skills issues described in Vanderhoof. The proposed model is designed to build an HR service that addresses these commonly experienced dynamics while also addressing the wide range of other HR issues that could emerge.

The model proposed for Prince George is also very likely transferable to other jurisdictions of roughly similar size as the particular focus on organizational size will make sense in those areas. Specifically, the anecdotal information suggests that while serving the large geography does have HR impacts these are not the most significant HR challenges organizations identified; rather it is the particular size of the organization and likely its relative isolation from other large communities are the critical characteristics.

Feasibility Study Distribution

We have confirmed that the results of the feasibility study will be shared as follows:

- ✓ United Way of Northern BC will distribute the report electronically with the more than 200 organizations that make up their distribution list.
- ✓ The Omineca Beetle Action Coalition will distribute the report to 27 organizations including 14 local governments operating in North Central BC.
- ✓ The participating organizations will be invited to share the report with their extended electronic organizations

⁷ Omineca Beetle Action Coalition, *Recruitment and Retention Strategy*
<http://www.omincoalition.ca/Strategies/SocialSupports/index.html>

Value of this Process

This project, to explore the feasibility of Shared HR Service models to meet the needs of *Small Non-Profit Organizations Serving a Large Geographic Area*, *Small Non-Profit Organizations Operating in a Rural Community* and *Aboriginal Non-Profit Organizations Operating in an Urban Area*, has already positively impacted awareness about Human Resource metrics and practices, and has stimulated interest in improving HR practices.

In particular, very early in this process, we realized that pulling these very busy people together for a meeting to collectively explore their current HR practices and issues, to talk about how they currently handle this aspect of the work, and to identify their biggest HR challenges would a) waste their time b) seriously limit their ability to be frank and c) be inappropriately focused on our need to gather information rather than giving them space to really talk about the particular HR-related needs of their organizations. Because of this we choose instead to undertake one-on-one interviews.⁸

Virtually all participants reported that they found these one-on-one interviews had great value.⁹ Overall we heard that it was an opportunity for the ED to reflect on how HR was currently being handled for example; who was doing what, what wasn't getting done, and so on. We also heard that it helped build a common understanding of what is involved in Human Resource Management and it stimulated thinking about HR practices in general. But more importantly, when the EDs were provided with their personal metric reports, based on data about their organization, they really began to see the connection between HR practices and specific outcomes such as turnover, and the real costs that are associated with them. One interviewee indicated that for her the realization that her organization was spending so much more time on HR then the 1:86 ratios of the BC HRMA Employers was eye opening! I believe it was this piece above all that generated the expressed level of commitment to move forward into the pilot implementation phase.

As a result of the contacts made in our Prince George session, we have seen evidence that EDs are already using each other as HR resources. The foundation has been laid to implement at least two very viable and meaningful pilot projects, should the Vancouver Foundation want to proceed to that stage.

⁸ The tool we used was designed to capture the quantitative data needed to generate HR Metrics 'for their organization' as well the qualitative data needed to begin to explore the whole HR topic. This questionnaire is in Appendix 10.

⁹ Each interview took about 1 hour and 15 minutes. In most cases the quantitative data was completed prior to the interview taking place.

List of Participating Organizations

Name	Org Type
Association Advocating for Women and Children	Small Non-Profit Organizations Serving a Large Geographic Area
Big Brothers and Big Sisters	
Canadian Diabetes Association – Prince George Branch	
Canadian Mental Health Association - PG	
Carney Hill Neighbourhood Centre Society	
Learning Difficulties Centre of BC	
Northern John Howard Society	
North Family Health Society	
Crisis Centre of Northern BC	
Prince George Council of Seniors	
Prince George Hospice Society	
Surpassing Our Survival – SOS Society	
United Way of Northern BC	
Nechako Valley Community Social Services	Small Non-Profit Organizations Operating in a Rural Community
Omineca Support Home Society	
Fort Alcohol and Drug Society	
Vanderhoof Exhibition Society	
Central Interior Native Heath Society	Aboriginal Non-Profit Organizations Operating in an Urban Area
Aboriginal Business Development Centre	
PG Nechako Aboriginal Education and Training Assoc.	
Urban Aboriginal Justice Society	

Interview Results: Human Resource Challenges/Key Issues
For Non-Profit Social Service Organizations Operating in and/or Servicing a Large Geography

Biggest HR Challenges Faced by PG Social Services, some of whom serve a large area	Unique HR Challenges Affecting Non-Profits: Operating in the North Serving Large Geography		Key Issues That Could be Addressed by a Shared HR Service, or by Working Together	Possible Solutions re. How a Shared HR Service Could Address Issues
<p>Recruitment (can't find people with the needed skills and experience and/or can't find them for the wage) and Retention of Staff - in some cases (low/no benefits and/or no pension)</p> <p>Recruitment /Retention of Volunteers (finding them, training them and keeping them)</p>	<p>'Limited' pool of people from which to draw workers with the needed skills or to draw skilled board members Less access to training, then southern counterparts and the 'unit cost' of training is higher, then in the south</p> <p>Recruiting volunteers in communities outside of PG</p>	<p>Managing staff and volunteers and fostering camaraderie and engagement from a distance</p>	<p>Employee Recruitment Challenges: reducing the amount of time individual agencies need to spend on recruiting people with the necessary skills and experience</p> <p>Volunteer Recruitment Challenges; increasing the numbers of volunteers and their retention</p>	
<p>Policies and Procedures (dealing with specific issues) Note – the majority of agencies are currently updating policies and procedures)</p>		<p>Overall dependence on computers</p>	<p>The challenges associated with keeping policies and procedures updated and relevant (and in line with changing laws)</p>	<p>Focus on critical areas of concern such as performance management, employee benefit programs, recruitment processes, maintaining current policies and procedures</p>
<p>EDs over-extended. EDs lack of specialized HR knowledge</p>			<p>ED isolation and lack of support and the need, amongst some EDs for more HR knowledge and awareness i.e. performance reviews, benefits, etc.</p>	<p>Informal sharing mechanism and/or sharing learning amongst EDs, with some type of practical focus amongst ED's.</p>
<p>Achieving/maintaining a healthy workforce</p>			<p>The lack of access to specialized HR expertise</p>	<p>A pro-active advice line, where ED's could call for advice, and from whom new information would be send out/shared.</p>
<p>Reactive versus proactive, when it comes to HR</p>			<p>The lack of knowledge Board members sometimes have regarding their roles</p>	<p>Provide access to Board Development Training – maybe with a focus on Human Resource Management?</p>
<p>Board recruitment for certain skills</p>	<p>Limited literacy/computer literacy of clients, volunteers and/or board members</p>			
	<p>Weather/winter weather</p>			

		<p>Unable to serve each individual community. Agencies are limited to providing 'one off' events versus on-going service</p> <p>Limited /no transportation services</p> <p>Time available to provide services is dependent upon funding formulas, which don't seem to take into account the large geography/travel time</p> <p>Deliverables established by a national office far from the realities of the large geography</p>	<p>The challenges (and interest) in serving the entire northern area.</p>	<p>Strike up a group that can work together to support 'one' satellite office, for a group of agencies?</p> <p>Note - in one agency they address geography challenges:</p> <ul style="list-style-type: none"> o Community members access Northern Health web-cams to connect with PG-based service provider o Use an Interactive web-page o Provide phone counselling times <p>Can this be shared?</p>
			<p>The need to achieve economies of scale</p>	<p>Use a payroll service; share a privacy officer (?)</p>

Interview Results: Human Resource Challenges/Key Issues
For Non-Profit Social Service Organizations Operating in a Rural Community

Biggest HR Challenges Faced by Rural Non-Profit Agencies	Unique HR Challenges Affecting Rural Non-Profit Agencies	Key Issues That Could Potentially be Addressed Shared HR Service/Working Together	Possible Solutions to How a Shared HR Service/Working Together Could Address These Issues
Finding/Accessing Needed Skills	Hard to find qualified people, especially with specific types of needed [occupational] skills	Some jobs are too small (by hours or days) to attract skilled and suitable workers	Sharing resumes of 'qualified people; sharing a pool of resumes
Recruitment of local, skilled Staff	Hard to hire people who want to stay in Vanderhoof. Although it can be more difficult to find local people with the skills we need, local people are definitely more likely to stick around.	Recruitment-related issues	Communicating around 'small jobs' to trying to create the equivalent of full-time work for people [increase the quality of the job]
Finding needed training	Access to training: it is hard to get and is expensive	There is a need to stretch training dollars	Share & collaborate to meet common training needs/pool resources.
Keeping a Healthy Workforce	Geographic and professional isolation and disconnection	<i>Workforce health...?</i>	Assistance, where someone else implements/supervises the progressive discipline process in the other villages. [This could be a great idea – i.e. maybe the college has someone with the needed HR expertise....]
	Maintaining personal boundaries: it can be difficult to be professional and keep work separate from one's private life		
ED Issues	The challenges of providing off-site supervision: for example, it is very difficult to implement and stay on top of a progressive discipline process at a distance.	Implementing progressive discipline, from a distance	Assistance, where someone else implements/supervises the progressive discipline process in the other villages.
	?	Need for specialized HR Support	Other specialized HR support....
	?	?	Someone to develop an HR plan for us: maybe a shared service to develop an HR Plan.
Board Issues: A 'most key need' for the agencies I see is a need for a bookkeeper/treasurer.	In some cases, volunteer board members may not understand the role of board members and their relationship to any staff	Boards need to know how to function and how to get things done, as well as have an understanding of their level of responsibility.	If we could have access to some type of Board Coach or Facilitator, such a person could help us build board member skills and knowledge.
		Challenge for boards to attract and recruit skilled Bookkeepers/Treasurers	Share Staff: Some way of 'sharing the bookkeeping' for all the societies: These are the hardest volunteers to recruit.
Reactive		Difficult to stay on top of policies and procedures, and keep them current, and relevant	Sharing policies and procedures: This would be great. Maybe we could share updated policies with each other
Staff Recognition			

Interview Results: Human Resource Challenges/Key Issues
For Aboriginal Non-Profit Organizations Operating in an Urban Area

Biggest HR Challenges Faced by Aboriginal Non-Profit Agencies	Unique HR Challenges Affecting Aboriginal NP Agencies	Key Issues That Could Potentially Addressed by a Shared HR Service, or by Working Together	Possible Solutions to How a Shared HR Service/Working Together Could Address These Issues	When The HR side of the Business Runs Well
Capacity of ED to support Board	- Challenges recruiting board members - Board Governance - Need for capacity dev.	- Board members recruitment require Aboriginal (small pool of available candidates) - Need for increased board member engagement/skill development	<i>Collaborating to address challenges in recruiting, engaging and training board members by....?</i> <i>Need for Board Orientation Manuals</i>	The board is functional
Lack of policies and procedures, including no job descriptions	Accommodating healing and wellness Accommodating Aboriginal people in a fair way	<i>Need for relevant policies and procedures.....?</i> <i>Including job descriptions and including those that address the unique HR issues of Aboriginal organizations...?</i>	<i>Collaborate to develop policies....?</i> <i>Hire someone to develop policies.....?</i>	<i>Effective policies and procedures are in place that support healing and wellness, fairness, legal requirements and service delivery requirements</i>
Recruitment/retention of staff/ turnover identified as a challenge for 3 of the 4 agencies. Low wages/ no benefits negatively impacting retention	The very small workforce (labour force) pool The need for capacity development	- Effective staff recruitment - Address issues of low wages/no benefits/lack of pension - Limit Turnover	- <i>Collaborating on recruitment of staff</i> <i>- create career ladders.....?</i> <i>-Increase the Aboriginal labour pool....?</i> <i>-Set appropriate wage levels/benefits/ pension for negotiations with funders....?</i>	The right people are in place Morale is high amongst staff Limited/no turnover
		Lack of HR management skills (amongst staff/EDs)	Collaborate to access HR Management training	
		Limited/no access to specialized HR expertise	Institute some type of Aboriginal-focused specialized HR expertise	
		Lack of coordinated HR support	Institute an HR coordinator – to coordinate available support	
		Other efficiencies – improved use of available resources	Such as a payroll services?	
		More training for EDs	Discussion Circle	

**A Suggested Shared Human Resource Service
for Small Non-Profit Organizations Serving a Large Geographic Area
(Prince George Organizations)**

The Prince George non-profit social service organizations felt that the best foci for a shared HR services needed to be:

- ❖ The 'ability to compensate staff', and,
- ❖ The need for a 'practical HR resource [person]'

Model Concept

The model that makes the most sense for this group includes elements of other models such as: Outsourcing; Providing Services through an Umbrella Group, and; Developing Partnerships between Participating Organizations. The 'outsourcing' aspect of this proposed model will help organizations ensure needed human resource management tasks get done and get done well, while the in-depth focus on the particular HR needs of the individual participating organizations along with the subsequent support for increased HR awareness, knowledge, and some skill building, and the networking amongst this group will increase the overall capacity of the Prince George non-profit social service sector to manage their human resources.

The fundamental premise of this model is that a shared HR service will allow non-profit social service agencies to benefit from the economies of scale that the larger private sector employers (members of the BCHRMA) are currently achieving. Although ED's may have to commit more time the HR activities in the short-term, proof of viability of shared services will be that they are spending less time on HR-related activities in the long-run.

General Description of Proposed HR Shared HR Service Model

This shared HR service will:

- ❖ Employ an HR Specialist to provide advice and guidance to the Executive Directors (or overall Agency Manager/on-site Senior Coordinator) and,
- ❖ Include an extensive research component, to develop relevant HR Metrics

The Key Activities of the service will involve:

- ❖ Providing pro-active HR capacity development for individuals and their organizations as well as providing 'reactive' support, needed to address specific HR issues.
- ❖ Developing and sharing relevant HR Metric data to the participating organizations.

Approximately twelve Prince George non-profit social service agencies will participate. The group identified that at least three years are needed to be able to properly assess the value (economic and service delivery value) of this HR service to the participating organizations. The cost is very roughly estimated to be \$136,000 per year (see budget details below).

Detailed Description of the Proposed Shared HR Service Model

1. Key Activities:

- a) Providing a Prince George-based HR resource service including:
- An HR 'coach' (where the person/s has the breadth of HR knowledge to coach EDs through a range of HR issues) who will;
 - Visit individual organizations
 - Undertake some type of human resource 'diagnostic' evaluations for each participating organization
 - Undertake annual HR benchmarking/support annual benchmarking for the individual organizations (building on the snapshot metric activity that took place during this feasibility study)
 - Be available for consultation (building HR Expertise amongst EDs) and coaching (building HR task capacity amongst EDs)
 - Act as an HR advocate, supporting ED's/managers during labour relation issues
 - Provide HR support, training, and development which could include;
 - Provide relevant seminars on areas that have been identified as having common concerns
 - Develop (support development of/pulls together from other sources) more locally-relevant (northern) policies and procedure templates
 - Organize quarterly (semi-annually) half day sessions, with food, for the participating organizations to address issues of common concern (as emerge through the individual coaching processes), and to facilitate networking
 - Offer a 'pro-active advice line' where the HR resource alerts people to legal changes, changes in policies/procedures and so on.
 - Facilitate on-line peer support i.e. a web-site (a blog?) if it makes sense.
- b) Undertaking research to obtain and/or develop human resource data, including:
- Relevant HR metric information for the non-profit social service sector in northern BC which can be used for benchmarking salaries, benefits and so on. These data will be useful for EDs, as well as for boards and funders i.e. to support effective decision-making. (Note data are also likely needed for the province, as a whole.)
 - Identifying the 'total compensation' interests and needs of staff, for example by surveying employees. Ensure elements (in addition to salary) that impact recruitment, retention, quality of job etc are considered i.e. such as flexible work hours and other perquisites.
 - Identify the full range of compensation options that could be successfully utilized by the participating non-profit employers, especially as they might positively impact the recruitment and retention of staff (and volunteers?)
 - Researching HR issues and reporting back to participating agencies
2. **Recommended Duration:** Three years
3. **Participant Organizations:** The eleven organizations who participated in the in-person meeting all confirmed their interest and commitment to be part of a shared HR service pilot. One of the two organizations who were not present is also expected to be very interested in participating. The general feeling was that no more than these 12 organizations should be part of this pilot initiative. As these 12 organizations include about 130 employees in total, we are making the assumption that this will be a full workload for an HR specialist.

4. **Who would access the service on a day-to-day basis?** The service would primarily be accessed by the senior staff person; normally the Executive Director but sometimes this might be the Manager or even a senior program coordinator. (This criterion is important as it addresses a concern, expressed by the group that, to be effective, the number of people accessing the service needs to be kept to a manageable level for the HR Specialist to be effective.)

5. **Avoiding duplication of services:** One of the issues that arose during the feasibility study was the need to avoid duplicating services. So, although extensive HR tools and services are currently available from a wide variety of sources, we suspect the gap that exists is the lack of regional i.e. Central Interior- or Northern BC-level, HR infrastructure. Ideally the services that are proposed here would explore and contribute to the development of such infrastructure. For example, it could become a point of contact for agencies such as CCSEA. This 'service' could be a CCSEA Member, available to receive 'breaking' HR information, access additional specialized expertise (on behalf of the area) and provide (some) central-BC specific information 'up' for use by CCSEA. This infrastructure support would mean that, rather than all the EDs having to make individual contact with whatever HR expert they use, the HR Resource would do that educative work proactively and would be ready to assist ED's with their unique issues when the problems arise.

6. **Potential Outputs, Outcomes and longer-term Results/Impacts of this service could be:**
 - a) **Outputs:**
 - Feedback to CCSEA re service to the north – what is actually needed
 - Individual HR Benchmarking Reports for each organization by supporting/completing Annual HR Metric Reports for each participating organization (i.e. for the 2010/11 fiscal years and 2011/12 fiscal years)
 - The development of specific HR Data for Prince George/the Central Interior with priority items for each year to be identified by the group
 - Provision of at least 2 in-person sessions to the EDs/managers annually
 - Increase networking amongst EDs/Managers and create opportunities for sharing experiences and knowledge on a variety of HR issues and actions

 - b) **Outcomes:**
 - Increased capacity of EDs to address HR issues as they emerge (without needing to undertake the educative steps that they currently individually pursue)
 - Increased capacity of each organization to monitor and analyze their HR practices using HR benchmarking tools
 - Labour market and other data will have been provided to the participating organizations to support effective decision-making
 - Wage requests, as per funding proposals are generally being accepted by funders
 - Request for funding of Human Resources Specialist Services are being included in funding proposals
 - Capacity to achieve service delivery outputs as targeted and/or contracted has notably increased

 - c) **Results/Impacts**
 - The ratio of time spent by EDs/Managers on HR activities is reduced and the time that is spent, is felt to be more effective

- EDs/Managers report increase ease and effectiveness of employee recruitment and selection processes as well as improved employee retention
- Funders are beginning to add in an amount of money to cover the costs of Human Resource Specialist Services
- Evidence of best practices, processes and/or service structures that could work in other jurisdictions

7. **Funding and Budget Considerations:** During the pilot phase, 100% of the labour costs associated with an HR Specialist and the Research Consultant would need to be covered by the Vancouver Foundation as the organizations currently do not have funds to cover these costs. A suggested budget of \$136,170 breaks down as follows:

- ❖ Contracted HR Specialist: ballpark estimate @ \$85000 per year
- ❖ Contracted Researcher: ballpark estimate @ \$50000 with the time-frame to be determined
- ❖ Potential mileage reimbursement for HR Specialist to travel around town (i.e. 15 km per week for 52 weeks @ .50 per km = \$390)
- ❖ Small amount for consumables not provided by partnering organizations**
- ❖ Cost of lunches for the two, biannual meetings (14 people @ \$15 each times 2) \$420
- ❖ Potentially, the costs associated with a membership with CSSEA and possibly BCHRMA (\$360 per year)

**We suggest that costs such as meeting space, photocopying, meeting hospitality such as water and coffee could potentially be provided by the partnering organizations. The provision of these contributions can be taken to indicate that this service has genuine value to the participating organizations.

8. **Long-Term Sustainability:** Long-term sustainability will be dependent upon non-profit organizations and funders each seeing the value of directing resources to the provision of HR support. Through this proposed pilot project evidence may be generated that will demonstrate the relationship (and impact) that specialized human resource management support can have on service delivery. This data may assist ED's and others to see the value of greater emphasis on human resource management whereby supporting it becomes a priority and funds are re-directed to the type of specialized HR service proposed here. In addition, long-term sustainability for this type of shared HR service may be achieved if the funders realize the value it offers leading to a willingness to cover HR costs more explicitly, perhaps on a 'per employee' basis.

A Suggested Shared Human Resource Service
for Rural Non-Profit Social Service Organizations

The Vanderhoof non-profit organizations felt that the best focus for a shared HR service should involve addressing the human resource challenge, experienced in many small towns, of finding and developing the needed skills. This includes:

2. Finding and accessing needed skills
3. Local recruitment of skilled staff, and
4. Finding and accessing needed training

It was felt that additional important HR challenges would also be mitigated by an approach that focuses on addressing the critical skill-related challenges. These additional HR challenges include:

4. Keeping (maintaining) a healthy workforce,
5. (Some of) the lack of ED expertise, and,
6. The tendency to be reactive (potentially because policies and procedures are not in place).

Model Concept

The concept behind this proposed Shared HR Services Model is to build HR Management capacity by focusing on 'training needs' and moving out from that to other HR-related issues. The main focus of this pilot will be to support organizations in acquiring the skills i.e. hiring and/or building skilled employees they require to complete the work of the organization. The concept is to use a Human Resource Specialist who will facilitate this happening.

Above all, the HR Specialist will play a pivotal role in identifying genuine training needs and coordinating the implementation of training sessions utilizing local expertise, wherever possible, to deliver the training. The HR Specialist will also be oriented to assisting organizations in addressing the full range of processes and procedures that relate to employee recruitment from supporting/facilitating the development of suitable job descriptions, to the examination of organizational recruitment processes i.e. timely or not etc., to an examination of employee career paths with an eye to how skills are acquired and developed over time, to the role performance evaluations play in identifying training needs, and so on including any other related procedures.

A fundamental premise of this approach is that sometimes an apparent training need may not in fact be a training need. By engaging a skilled HR Specialist organizational support can be provided that will address the issues that are not actually training issues. For example, ED's may need support to understand that the apparent training issue is caused by something else; the lack of policies and procedures; unclear job descriptions; hiring procedures that are less than optimum, and so on. The HR person will provide coaching in such areas.

A key strategy will be to facilitate training and skill development of employees by using local expertise, 'by the community for the community'. The rationale for this approach is:

- ❖ The challenges of hiring locally from a small labour pool means that hiring for "soft skills" (personal suitability) is almost always more important than hiring for technical skills, specific education levels, and/or specific previous work experience. This is the key reason that extensive training, both on and off the job is required; new employees typically need to be 'trained up'

- ❖ Hiring locally and providing training can contribute positively to workforce (and resident) retention in small locales.
- ❖ Workers in small communities need to be generalists. The reason for this is that clients in small towns have limited service options; when they access a service they need to be served by staff that has a broader range of knowledge and skills than staff in the more specialized services typically found in densely populated areas. Extensive training is therefore needed by all employees to continually develop the generalist knowledge and skills.
- ❖ Training budgets are typically very limited and leveraging local skills and expertise could save money.
- ❖ Leveraging local expertise has the benefit of validating the existence of local strengths and contributes to balancing the centralization of expertise in larger centers.
- ❖ The proposed process will build community by strengthening the connections between the organizations. They will share their capacity to address the training needs of others and will in turn have their training needs addressed.

General Description of Proposed HR Shared HR Service Model

This shared HR service will:

- ❖ Provide support to organizations to ensure they acquire the skills needed to complete the work of the organization.
- ❖ Remove or alleviate some of the heavy onus currently placed on resource-strapped organizations and their EDs

The Key Activities of the service will include hiring a Human Resource Specialist, who will:

- ❖ Pro-actively connect with participating organizations to identify their 'training needs', as well as what may turn out to be other HR-related needs
- ❖ Assist organizations to meet those other HR-related needs
- ❖ Identify the capacity (skills and willingness) of participating organizations and other community organizations to provide training that will meet the identified needs
- ❖ Coordinating the provision of local level training

At least three Vanderhoof non-profit social service agencies have been identified who will participate in this pilot. The cost of is roughly estimated to be \$45,000 (see budget details below).

Detailed Description of the Proposed Shared HR Service Model

1. Key Activities:

The Human Resource Specialist will:

- a) Work pro-actively with the participating organizations to:
 - Identify training needs and explore training capacity (the training the agency has to offer to the rest of the community).
 - Identify community-level capacity/willingness of other local organizations to meet identified training needs.
 - Identify training needs that cannot be addressed locally (if any exist)
 - Work with the participating agencies to set training priorities, if necessary

- a) The HR Specialist will be responsible for ensuring that “training needs”, as identified by the organizations, are actual training needs (because sometimes what appears to be a training issue may be a policy-related issue, a conflict issue, or something else.)
 - b) Coordinate the actual delivery of training i.e. logistically, and will evaluate or assess the effectiveness of the training that is delivered.
 - c) The HR Specialist will ‘work with’ organizations to address the non-training HR needs that are identified.
 - d) Identify the human resource skill needs ED’s/Senior Managers and will pull together HR-related training sessions such as ‘*How to Conduct Effective Interviews*’ to address common needs and HR management capacity.
 - e) Bring/develop knowledge and information about training opportunities in Prince George (as this information is currently difficult to come by).
 - f) Connect with other community organizations, who may become interested after the work gets going.
 - g) Time-permitting, work with the Economic Development agency (or perhaps with Northern Health in Vanderhoof and perhaps other communities) to develop (or access?) a ‘Community Orientation package’ for new employees.
2. **Recommended Duration:** The participating organizations recommend a minimum duration of two years
3. **Participant Organizations:** Three organizations have participated in the process so far and two of these have committed to participate in the pilot. Those two organizations stated that the third organization will very likely be interested in this pilot project.
4. **Who would access the service on a day-to-day basis?** The participating organizations will have access to the HR Specialist on a ‘day-to-day’ basis (depending on how the service is structured).
5. **Potential Outputs, Outcomes and longer-term Results/Impacts of this service could be:**
- a) Outputs:
 - The completion of training needs assessments for the three participating organizations
 - The implementation of at least 3 training sessions¹⁰ in the second 6 months of the first year of the pilot, and at least 6 training session in the second full fiscal year
 - The implementation of at least 4 meetings with the participating EDs to facilitate communication and to set priorities, trouble-shoot barriers to implementation, and so on
 - The identification of at least two ED/Manager HR training needs, per project year, and the implementation of at least one ED/Manager session per project year.
 - The identification of training available in Prince George
 - Through an on-going evaluation that will include reflection processes where the EDs will have the opportunity to identify which HR services i.e. the training identification, the training coordination, the other support or any other emerging aspect of this Pilot they value most, assist them least, have the biggest impact and so on
 - b) Outcomes:

¹⁰ Suggested definition of ‘a training session’ is any session that lasts from at least 3 to no more than 6 hours

- Increased capacity of the community of non-profit organizations to work collaborative to meet their training needs
- Increased evidence that working collaboratively to meet particular Human Resource needs saves time and is effective
- Increased acquisition by employees of needed skills
- Increased Human Resource Management capacity of ED's, as confirmed by EDs

c) Results/Impacts

- EDs will report an increase in successful recruitment practices
- HR practices will be undertaken in a more pro-active manner
- EDs will report spending less time on HR
- Organizations will be working collaboratively to meet their HR needs

6. **Funding and Budget Considerations:** During the pilot phase, 100% of the labour costs associated with an HR Specialist would need to be covered by the Vancouver Foundation as the organizations currently do not have funds to cover these costs. A suggested budget is:

- ❖ One Part-Time Human Resource Specialist @ for about 20 hours per week (1040 hours per year) at \$34 per hour, or \$35,360 per year, plus 20% for benefits (CPP, EI, VP and WCB) @ \$7072.
- ❖ Consumables such as paper, ink cartridges, food at training sessions, mileage reimbursements etc estimated at about \$2500

Total Cost = roughly \$45000

Note: Similar to the recruitment challenges of the organizations we talked to, it may be challenging to find a local person with the needed skills who will take this part-time position. Alternatives may need to be generated.

Training space will be provided free by the partner agencies. The partner agencies have tentatively indicated that they should be able to cover other training-related costs however these will need to be detailed and discussed during an actual proposal development stage. Ideally the partners (or possibly other community agencies such as the District of Vanderhoof) will be able to provide office space, if needed, as well as office equipment such as a desk and chair.

The trainers themselves will be from the participating organizations as will other community individuals and agencies and should have limited or no costs associated with their services. These costs as well are expected to be covered by the participating organizations.

7. **Longer-term Sustainability** – The long-term sustainability of this shared Human Resource service will depend primarily on the perceived value of such a service to the agencies involved. Monitoring, on the part of the HR Specialist, of the 'state of affairs regarding HR management' in order to generate some perspective regarding the potential value of collaborating will need to be completed. The continuation of some type of Shared Human Resource Service and Support will be dependent upon the interest of the agencies to work collaborative to meet their needs. The cost of HR support, as noted in the overall report runs anywhere from about \$350 to \$1100 per employee. Finding the

money to cover these costs will likely be the biggest challenge that needs to be overcome if the shared service is to be sustained and improved HR practices are to be attained.

Ideas for Shared Human Resource Services For Aboriginal Non-Profit Organizations

On the one hand, the HR challenges that were highlighted included:

- ❖ Compensation issues: low wages, no benefits, no pensions
- ❖ Competition for Skills Sets: The focus for Aboriginal organizations is on hiring Aboriginal staff which limits the labour pool from which workers can be drawn
- ❖ Limitation inherent in program funding; funding is usually short-term and it often requires extensive administration/data tracking/paperwork etc, and it does not offer much job security
- ❖ Privacy Policies are challenging: as mentioned and the population from which skilled employees are drawn is small. Often it is a case of 'everyone knows everyone' so maintaining privacy and confidentiality can be difficult.

On the other hand, suggestions for potential shared HR services included:

- ❖ Share Existing Expertise: "Bartering for services", "Fee for service"
- ❖ Stand-alone HR Specialist (expert) who is shared amongst the community of Aboriginal non-profit organizations, operating in Prince George. This individual needs to be Aboriginal.
- ❖ Capacity building for ED's and for Boards (i.e. training on HR issues for Board Members)

Taken together the input does not provide a clear sense of how to move forward. It is neither readily apparent how the proposed services could address the identified HR challenges nor which HR challenges (issues) the suggested shared services might actually address.

Potential Value of Specific Shared HR Service Models

Overall, we approached this work with three Shared HR Service Models in mind. These included *Outsourcing*, *Providing Services through Umbrella Group*, and *Partnerships*. However, based on the input we have received and the discussions we have had so far, we are unable to determine if any of these models, or combination of models (or some other model altogether) would make the most sense for an Aboriginal shared HR service.

Outsourcing could be a very good approach if an Aboriginal person with the needed skills was available in Prince George. *Providing Services through Umbrella Group*, where participating groups need to attend regular meetings, will not likely be a useful model given the current over-extension of staff. Potentially, a model that enhances and builds on existing formal and informal *Partnerships* between participating organizations may be somewhat more viable, constructive, and attractive to participating agencies because it could build on work already done.

In any event, more work is needed to identify a model, if any, that would be viable. The table below gives examples of models that might address the HR Challenges (as listed above) using an 'if/then' framework.

If this is the HR Challenge...	... then this model and/or approach might be viable
Compensation issues: low wages, no benefits, no pensions	<i>A Partnership, to support a research process that will develop wage and benefit data for this sector (sub-sector)</i>
Limitation inherent in program funding; funding is usually short-term and it often requires extensive administration/data tracking/paperwork etc, and it does not offer much job security	<i>Overall, this issue seems to be beyond the scope of a shared HR service. Funders do have a vested interest in ensuring workers with needed skills are in place to complete the work; the data referenced above may assist funders to make better decisions.</i>
Competition for Skills Sets: the focus of most Aboriginal organizations is on hiring Aboriginal staff which limits the labour pool from which workers can be drawn	<i>A Partnership, to set up processes and procedures that will develop and facilitate potential career paths for employees to follow through different organizations may increase collaboration and reduce competition</i>
Privacy Policies are challenging. As mentioned, the population from which employees are drawn is small. Often it's a case of 'everyone knows everyone' so maintaining confidence that privacy and confidentiality will be honoured can be difficult.	<i>Outsource the development of appropriate privacy and confidentiality policies to a human resource professional, and support the process with a Partnership of interested agencies</i>

The next Table gives examples of how the Proposed HR Services (listed at the beginning of Appendix) could address other HR challenges also using an 'if/then' framework.

If this is the Proposed HR Service...	...then here are other HR Challenges that could potentially be addressed	Limitations
Share Existing Expertise: "Bartering for services", "Fee-for-service"	<p><i>Sharing HR expertise could address the following challenges:</i></p> <ul style="list-style-type: none"> ➤ <i>Lack of policies and procedures</i> ➤ <i>Development of Job Descriptions</i> ➤ <i>Recruitment (staff and board)</i> ➤ <i>Retention</i> ➤ <i>Need for HR coaching/advice to EDs</i> 	<ul style="list-style-type: none"> ➤ <i>The process to identify 'gaps in practice' within organizations may be prohibitively time consuming and complicated</i> ➤ <i>Existing HR expertise (that could be shared) may not meet industry standards and may include gaps in knowledge.</i> ➤ <i>Staff/leaders are already overextended. Setting up a system to share expertise, even if revenue were generated through a fee-for-service, may not be viable</i> ➤ <i>Over-entention of current staff/leaders may limit their availability to respond (and availability of support was identified as an important criteria)</i>
Stand-alone HR Specialist (Expert) who is shared amongst the community of Aboriginal non-profit organizations (and who must be Aboriginal)	<p><i>As above, sharing HR expertise could address the following challenges:</i></p> <ul style="list-style-type: none"> ➤ <i>Lack of policies and procedures</i> ➤ <i>Development of Job Descriptions</i> ➤ <i>Recruitment (staff and board)</i> ➤ <i>Retention</i> 	<ul style="list-style-type: none"> ➤ <i>Finding an Aboriginal HR Specialist who lives in Prince George (one of the criteria/conditions proposed) may be very difficult</i>

	➤ <i>Need for HR coaching/advice to EDs</i>	
Capacity building for ED's and for Boards (i.e. Training on HR issues for Board s)	<i>As many organizations operate with a 'Working Board,' this could build director capacity</i>	<i>A focus on 'HR capacity building' is somewhat vague, making implementation difficult. (Perhaps more work is needed to develop this concept so that it is more focused and specific.)</i>

Overall, the models that are currently 'on the table' may not meet the needs that have been raised through the discussion so far. More conversations and discussions with EDs, and other leaders from a broader mix of Aboriginal non-profit organizations may be needed to better understand what the key HR issues are and how a shared service could potentially address those issues.

Other Elements of a Shared HR Service

Potential Participating Organizations: Amongst the people we interviewed, we have heard interest in participating in a Shared Service pilot only if there is a high anticipation of success.

Duration: The suggestion was that a Shared HR Service needs to be at least one year in duration, however three years was mentioned as being more useful for actually achieving change, observing impacts and evaluating the approach.

Where to From Here

Participants indicated that, generally speaking, they were interested in this process to explore Shared HR services because they saw it as an opportunity to:

- ✓ Potentially focus on positive change with respect to human resource and Board issues in light of scarce dollars
- ✓ Positively impact the whole Aboriginal community
- ✓ Depersonalize the challenge/opportunities and the need for change; i.e. this work is not just coming from an ED (but ideally, would be coming from 'all EDs'.)

Others may also see some value in improving HR practices but it is just not on their radars at this time. Because everyone is so over-extended there is no capacity for them to provide their input into this work and without their input the potential for moving this Shared HR work forward is very limited.

We feel that, for now, no particular shared HR service model stands out as implementable. It appears to us that more preliminary work is needed if an appropriate shared HR service model for Aboriginal non-profit organizations is to be developed. More dialogue with EDs (and perhaps Board members) about human resource practices is needed to explore the potential value of focusing on this area of organizational management.

Our recommendation is that the further development of any Shared HR Service model needs to start from the point of recognizing and acknowledging that the real challenge in collectively addressing the human resource needs of Aboriginal non-profit organizations is for EDs and other organizational leaders to decide that this issue is significant enough that it must be addressed. If changes and improvements to HR practices are to be tackled within Aboriginal organizations (generally-speaking) then convincing evidence of the value of exerting precious energy and time on these activities needs to be developed. It needs to be made easily accessible to the ED's and other organizational leaders. The conclusion that

we have drawn, therefore is that the way forward involves the development of HR data that illuminates exactly how current practices may be impacting, positively or negatively, the work of the organization and the development of employees.

Omineca Beetle Action Coalition Input

Who is the Omineca Beetle Action Coalition?

The Omineca Beetle Action Coalition (OBAC) was formed in 2005 when, Federal Mountain Pine Beetle Recovery dollars were transferred to OBAC for the member local governments to begin building an economic diversification plan for the region's communities. The goal was to develop a response plan that would enable the forest dependent communities of the OBAC region to work together, with senior governments and others, to build resilience and diversify the region's economy for the future.¹¹ The Omineca Beetle Action Coalition includes the region between Valemount in the east and Smithers in the west. It is led by a Board comprised of the 14 of the region's Mayors and Regional District Chairs.

OBAC and Shared HR Service Feasibility Study

We approached OBAC in order to discuss the following question: *Is there potential 'existing infrastructure capacity that could be mobilized towards the development of a shared HR service model?* We had two fairly far-reaching discussions, first with the OBAC Executive and then with the larger member group.

Input Received

Overall, the group expressed a great deal of support for the initiative to improve human resource management in the non-profit and voluntary sector. In response to our question the majority of comments referenced to value and potential associated with access or mobilize retired talent pool. For example:

- ✓ *In Prince George, for example a retired school district HR staff person assisted a local non-profit group to develop an Executive Director recruitment package.*
- ✓ *Non-Profit Boards should be developed from the 'neighbourhood' by building relationship with industrial neighbours (as there is mutual benefit to be had)*
- ✓ *Access someone who can give guidance to help with the 'uniqueness' of the groups at hand rather than create a strict formula for every group.*
- ✓ *There is capacity existing but the trick is figuring out how to release it*

The OBAC members stressed the challenges impacting HR management in non-profit organizations in their communities. For example:

¹¹ Between October 2005 and October 2009, the OBAC communities have worked together to:

- Identify priorities, challenges and opportunities for at the regional scale for inclusion in the strategy development
- Established and undertaken a robust planning process to create 10 strategies that present 10 sector specific vision statements and objectives, assess opportunities and challenges and recommendations and actions that are widely supported as credible, appropriate measures and are reasonable for implementation.
- Built working relationships with external organizations that have vested interests in the outcomes of implementation of the ideas in the strategies.
- Built an overarching framework for diversification of the region's economy and resilience building across the region's communities and a pragmatic, collaboration-based delivery mechanism for implementation that are widely supported.

- ❖ *Many of the communities are experiencing shrinking population bases. When ‘people’ leave town, it means that ‘volunteers’ are also leaving. The remaining volunteers are becoming burnt out as they try to fill the gap resulting from those people leaving.*
- ❖ *‘All agencies are struggling’ [with HR]*
- ❖ *Very limited HR capacity all around*
- ❖ *Most groups have no policies or procedures in place*
- ❖ *Funding is an issue for small groups to pay for HR services.*

In conclusion the group identified a number of situations that could potentially be addressed by some type of ‘Shared’ HR services. These are listed in the table below. Note that the pilot project ideas suggested in the Table (column three) are ideas for regional approaches to addressing human resource management needs. The ‘shared’ aspect of this could be addressed by using regional bodies, similar to OBAC to take leadership for the initiative.

Situation	Potential HR Issue	Possible Solutions / Ideas for Regional Shared HR Pilots
<p>There is a need to release existing HR capacity: The perception is that there are skilled HR people present in many of the small communities, and certainly in the OBAC region as a whole however they are not ‘available’ or ‘accessible’</p>	<p>The issue may be that people with the needed skills are currently present in the communities, but their talents are not accessed and are wasted with the result that the opportunity to develop community HR management capacity is missed.</p>	<p>Pilot a regional (i.e. the OBAC region) ‘mapping’ type process that identifies skilled HR people who are willing to voluntarily, or for pay, help non-profit group to address specific HR issues. Note – the model could be similar to the Business Development Bank of Canada, whereby retired business people provide their expertise to new entrepreneurs.</p>
<p>There is a need to recruit skilled board members: A recently formed Social Service Society, (an overarching organization with a number of member groups) will be recruiting board members and volunteers.</p>	<p>Non-strategic recruitment of board members may result in a board that does not have the combination of skills they need to be successful.</p>	<p>Pilot a process to support Board Member Recruitment, by assisting groups to develop and implement Strategic Board Member Recruitment Plans. Evaluate the results.</p>
<p>There is a need for Human Resource Plans that support other economic development initiatives: For example, one Regional District has developed a cultural plan (Golden Raven) to assist eight cultural facilities to become self sufficient. The initiative is felt to be very constructive as it will support overall sustainability; however one possible gap could be the lack of a coordinated human resource component (although a few of the individual organizations may</p>	<p>Lack of coordinated human resource planning may impact the overall success of the sustainability of the cultural plan.</p>	<p>Pilot a process to develop coordinated human resource planning, as part of larger economic development strategies</p>

<p>have HR plans).</p>		
<p>There is no (or very limited) capacity for non-profit organizations to self-advocate, when it comes to addressing the HR issues of their sector: One mayor noted that he was aware that the nonprofit groups in his community really wanted to address their HR issues, especially given the volunteer burn out, but they did not want to, or were unable to participate in this shared HR feasibility study.</p>	<p>The potential HR issue is that nothing will change because volunteers are overwhelmed with managing their organizations. The negative impacts of poor or non-existent human resource management will likely continue to increase until some space or support is provided to non-profit staff and volunteers to begin to address their HR needs.</p>	<p>a) Pilot a HR demonstration project in a number of communities in order to illustrate the value of improving HR practices.</p> <p>b) Offer free “HR Metric Reports” [that seemed to work for participants in the shared HR feasibility study!]</p>
<p>Many groups lack any HR knowledge or expertise (or financial management expertise for that matter). Groups waste energy and resources because they are not focused and/or professional, in relation to the HR Management side of their operations.</p>	<p>Organizations that are not addressing their HR issues will be less likely to be sufficiently mobilized to take advantage of available opportunities.</p> <p>The broader issue is that communities may miss out on opportunities to access funds that create employment while providing needed programs and services.</p>	<p>a) Pilot the provision of basic Human Resource Management Training (i.e. a 6 hour overview) to non-profit board members/potential board members.</p> <p>b) Pilot the provision of a Regional HR Generalist to pro-actively raise awareness about HR Management. Use the HR Generalist to complete/offer ‘Free HR Diagnostic Assessments’ ‘upon request’ to individual organizations. Design the project such that the HR person has a ‘streamlined program’ of some kind that helps groups to address the identified issues i.e. Policies and Procedures Packages (web-links), Discipline Processes, Job Description Templates, even financial control practices etc. The idea would be someone who could parachute in and help get groups started and/or on the right track.</p>

Internet Search for Examples of Shared HR Services

An extensive search for examples of shared HR services in Rural and Aboriginal communities found very few examples of collaboration along these lines. In fact, there is little evidence that groups are organized in terms of Human Resources at all, let alone prepared to share these services.

We feel that the benefits of shared HR services are important, however, organizations and groups need to first be educated in terms of HR services before they can understand, or reap the benefits of, sharing those services.

Based on the limited examples of shared HR services, we have developed a framework of the criteria and conditions needed in order to make shared HR services feasible (Table 1). The chart provides examples from each of the 3 cases of shared HR services that we found. The examples of shared HR that are used include the Toronto HIV network, and the Edmonton and Calgary groups supported by the Muttart Foundation (as outlined by the HR Council of Canada in their report, *Better Together: A Shared HR Services Framework for Non-profit Organizations*), as well as a rural example from The United Kingdom. Within each of the examples, one specific organization was sampled to determine what had been pre-existing in terms of HR services. Some criteria such as 'Proximity' and 'Supportive Organization' are not requirements however; these criteria were found in the examples.

	HIV/AIDS ⁱ		Muttart Groups ⁱⁱ		ACRE-Suffolk ⁱⁱⁱ	
Examples*		Black CAP		BBBSE		SCVYS
Criteria						
Pre-Existing services	HR	Yes by Director		Yes by Director	Payroll	Yes by staff
Pre-Existing position	HR	No		No		No
Pre-Existing budget	HR	No		No		?
Shared goals	Yes	Yes	No		No	No
Proximity?	Yes	Yes	Yes		No	No
Supportive umbrella/co-op organization	Ontario Trillium Foundation (Financial)		Muttart Foundation (Financial)		Co-op-ACRE	
Size		19		60		? (>10)
Urban / Rural	Urban	Urban	Urban	Urban	Rural	Rural

*Groups within the co-operative organizations that are sharing HR services

Among all of the groups, HR services were previously being performed by staff or the Executive Director (ED), with no specific HR position and no money budgeted to HR services. Organizations just conduct HR services "off the corner of the desk". The Canadian groups also had no existing HR budget. **The main thing these groups had in common was the understanding and realization of the importance of HR services, and the benefits they could provide to their organization.**

The Canadian groups entered into shared Human Resources with the help of funding grants that covered the cost of the HR professional employed by the collaborative. In the UK example, membership into the ACRE co-op provided the SCVYS with a more cost-effective option for HR services, specifically payroll.

We feel that in order for groups to benefit financially from shared HR services, they need to already be investing money into HR. It is hard to argue that they will save money when HR is not already a line item.

Why should small not-for-profit organizations be concerned about HR at all? [Based on other experience of the Researcher, working in Northern BC]

Many small, rural not-for-profit organizations are not concerned about HR at all, they are faced with issues of limited funds, limited HR expertise, and increased service delivery pressure. Therefore, in order to make HR services desirable to small rural not-for-profit organizations it is important to outline how these services can increase funds/decrease costs, and increase service delivery capabilities and quality. Once the importance of HR services is understood, then the benefits of sharing these services can be presented.

Decrease Costs

- Decrease staff turn-over, reduces costs of hiring and training new staff
 - Recognize employees as most valuable assets^{iv}
 - Increased time and effort spent on staff results in increased return on investments (loyalty, expertise, etc...)^v
 - Good HR can decrease the time it takes to fill positions^{vi}
 - Good HR can increase job satisfaction of staff
 - Hire the right people to build commitment and loyalty
- Ensuring that necessary skills sets are being met, so that the work is being done the most effectively, reduces costs of fixing errors.
 - Develop programs to support the people in an organization to increase affectivity and performance^{vii}
 - Good HR can increase effectiveness of work
 - Ensure that staff are aware of policies and have clear understandings of their responsibilities and job descriptions
- HR planning can ensure that staffing is appropriate, reduces costs of replication as well as ensures that there are no over-staffing issues
 - Determine appropriate number of staff needed, necessary skill sets required for success, optimize available resources, reduce staff turn-over^{viii}
 - Managing HR helps to gain competitive advantage^{ix}

Increase Service Delivery Capabilities

- HR management results in having the right people doing the right jobs which increases performance quality and quantity
- Having dedicated HR personnel ensures that the ED or other staff are spending their time investing in programs and service delivery rather than HR issues

Recommendations

- Facilitate collaboration
 - Facilitate knowledge-pooling among Not-for-profit organizations (NFP) to share information about HR successes
 - Develop communication tools (contact lists of local/regional/provincial/national NFPs, portal web-sites linked to HR information, etc...)

- Develop tools to help small not-for profits to initiate and develop HR services (i.e. http://centerpointforleaders.org/toolkit_hr_home2.html)
- Implement programs that persuade organizations to initiate HR planning and HR services
- Provide funding to cover costs of HR consultants to initiate HR Planning

ⁱ Black CAP-The Black Coalition for Aids Prevention collaborated with six other AIDS service organizations in Toronto to address a common need for HR support. Jointly applied for a grant from the Ontario Trillium Foundation to hire an HR consultant. <http://hrcouncil.ca/hr-toolkit/BlackCAP-Case-Study.cfm> accessed May 2010

ⁱⁱ BBBSE-Big Brothers and Big Sisters Edmonton collaborated with six agencies in an HR Cluster Program funded by the Muttart Foundation. It is a shared services program focused on pooling resources to provide agencies support and access to HR management expertise. http://hrcouncil.ca/hr-toolkit/BBBS_Casestudy.cfm accessed May 2010

ⁱⁱⁱ Suffolk ACRE (Action with Communities in Rural England): a charity and limited company. Umbrella organization with several projects in the works

Suffolk ACRE: Brightspace, 160 Hadleigh Road, Ipswich, Suffolk IP2 0HH

Email:info@suffolkacre.org.uk

<http://www.suffolkacre.org.uk/main.php>

They provide outsourcing of Payroll services to the Suffolk Council for voluntary youth services (SCVYS). All of the money is still controlled by the NFP but ACRE does the work for a fee.

ⁱ Bundy, R. 1997 *Changing Role of Human Resources has Vast Implications*. Wichita

ⁱⁱ Centre Point for Leaders, 2010 http://centerpointforleaders.org/toolkit_hr_home2.html accessed May 2010

^{vi} Vareta, N. *Importance of Human Resources Planning in Organizations*.

^{vii} Lord, R. 1989. *The Non-Profit Problem Solve*, Praeger

Mason, D. 1984. *Voluntary Non-profit Enterprise Management*, Plenum Press

^{viii} Vareta, N. *Importance of Human Resources Planning in Organizations*.

hrera.com/contributions1/hr_planning_vareta.doc accessed May 2010

^{ix} Bundy, R. 1997 *Changing Role of Human Resources has Vast Implications*. Wichita

SHARED HR SERVICES Project: Metric Snapshot and Interview Questions

Name of Organization _____

Pre-Amble

1. *This questionnaire has two parts: Part A (which includes 21 questions and which will provide a snapshot of your HR costs over the past fiscal year) and Part B which includes 11 questions that will be covered during the in-person interview.*
2. *Complete Now: Please review and complete **Part A: HR Metrics** (prior to your scheduled interview if possible).*
3. *For your information only: We have provided the Part B questions for your information only; you needn't prepare written responses prior to our interview with you.*
4. *Organization Report: The questions in Part A will create a 'snapshot' of your organization's human resource costs for the last fiscal year. In addition to using the data for the Shared HR Services Feasibility Study, we will provide you with a report that interprets the data^x you provided for your organization. In the future, if you continue to record this information you will be able to track changes over time. In HR speak; these are "HR Metrics."*
5. *Confidentiality: The information you provide will not be shared with others in any way that your organization can be identified, unless you provide your explicit permission in writing.*

Part A: HR Metrics

Note → unless otherwise indicated as "**current**," the data should refer to your **last full fiscal year**.

→ If you do not have records enabling you to identify specific data, this is not a problem; please just indicate "ND" (no data) in place of the requested information.

Our Fiscal Year runs from _____ to _____

HR METRIC	ANSWER
1. How many employees do you currently have (full-time and part-time)?	
2. How many volunteers do you currently have?	
3. Please indicate the total number of volunteer hours contributed in the last fiscal year. (Estimates are fine.)	
4. How many paid employees ended their employment during this time period? (Please include employees who left voluntary, regardless of the reason given, and those who were terminated.)	
5. How many volunteers left during this time period?	
6. Of the employees who left, or were terminated, how many of these events occurred within the employee probationary period? (normally 90 days)	
7. Of the employees who left, or were terminated, how many of these events occurred within the employee's first year of employment?	
8. Of the employees who left during this time period, how many ended their employment due to retirement?	

9. Of the positions that became vacant, how many days were there between the day the incumbent/s left your employ and the day the new employee/s started work. (Include both of those days in your count.)	
10. How many vacant positions were filled through appointment of an existing employee? (This could be a promotion or a lateral transfer.)	
11. How many vacant positions were filled by a volunteer becoming a paid employee?	
12. Excluding the ED, what is the current average age of your total paid employee population?	
13. Excluding the ED, what is the current average length of service of your total paid employee population?	
14. How many work days were missed due to illness? (EXCLUDE days lost due to a long-term disability i.e. a leave equal to or greater than 2 consecutive weeks.)	
15. What was your overall salary budget for the last fiscal year, excluding the ED's salary?	
16. What was your organization's overall operating budget for the last fiscal year, excluding the ED's salary?	
17. What, if any, was the training budget for the last fiscal year?	
18. How much money was spent on staff training during this period?	
19. How many, if any, employees are fully dedicated to the HR function? (Include only employees for whom HR tasks are their primary work function).	
20. Can you estimate the number of hours spent on HR functions over this time period by yourself and/or any other staff. (Include any HR activities you feel are relevant i.e. recruitment, administration including record keeping, performance management, benefits, occupational health & safety, etc.)	
21. How many, if any, employees belong to a union? (Please also indicate the name of the union: _____)	
<i>Any other comments?</i>	

Thanks!

A. Interview Questions (no prep required!)

1. Please tell us about your agency's Strategic Plan e.g. when was it developed?
2. Please tell us about the HR Policies and Procedures that are in place? How well are they working?
3. Please describe how human resource tasks are currently handled? How effective would you say these processes are?
4. How is performance management handled?
5. Is the HR function listed as a separate line item in the organizational budget? Is there an annual budget allocated specifically to training?
6. Please describe how the various payroll functions are handled.
7. What are the incentives, or 'perks' other than base salary, that your agency uses to reward employees?
8. When you need help with HR issues, where do you seek support?
9. When the HR side of the business is running well how does it impact clients and service delivery?
10. What is/are the biggest issues, from your perspective?
11. If some form of Shared HR Services were available to you, where would you see it being most useful? (Assume that costs would be separate from your current operating budget.)
12. Please describe the unique ways (if any) in which: operating in and serving the large northern area, or; as an Aboriginal non-profit organization or; in a rural community impacts the human resource management activities of your organization.
13. Any additional comments?