

# Recruitment and Retention of Paid Staff



By any reasonable measure, paid staff are an integral part of the nonprofit and voluntary sector. According to the 2003 National Survey of Nonprofit and Voluntary Organizations (NSNVO), almost half (46%) of Canada's estimated 161,000 nonprofit and voluntary organizations have least one paid staff member. The sector as a whole employs just over 2 million people. Sixty-five percent of paid staff in nonprofit and voluntary organizations are in permanent positions and 56% work full-time.

The NSNVO asked all organizations about the challenges they face recruiting the type of paid staff they need. Twenty-eight percent of organizations said that this is a problem for them; 8% said that the problem is serious.

Organizations with paid staff were also asked if they have problems retaining staff. Nineteen percent said that they do, with 8% saying that the problem is serious.

As a group, problems relating to paid staff were reported less frequently than other types of capacity challenges. Nevertheless, challenges relating to paid staff are significant for some organizations.

## Size of Paid Staff Complement

In general, the more paid staff an organization has, the more likely it is to report problems with staff recruitment and retention. Forty-one percent of organizations with one to four staff members reported problems recruiting paid staff. This

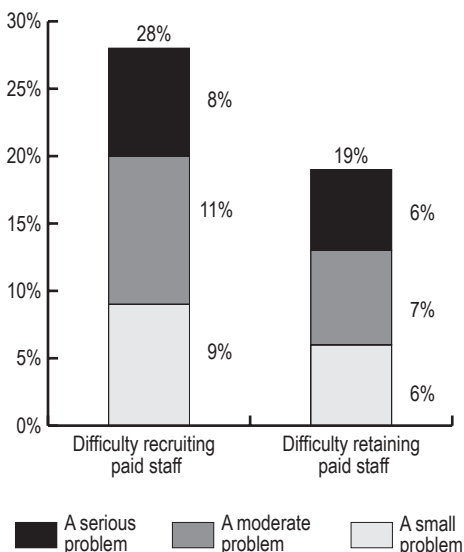
rises to 50% among organizations with five to nine staff members, 63% among those with 10 to 99 staff members, and 73% among those with 100 or more staff members. The relationship between the number of staff an organization has and staff retention problems is less pronounced. Seventeen percent of organizations with one to four staff members said this is a problem for them. This increases to 26% among organizations with 100 or more staff members.

## Dependence on Paid Staff

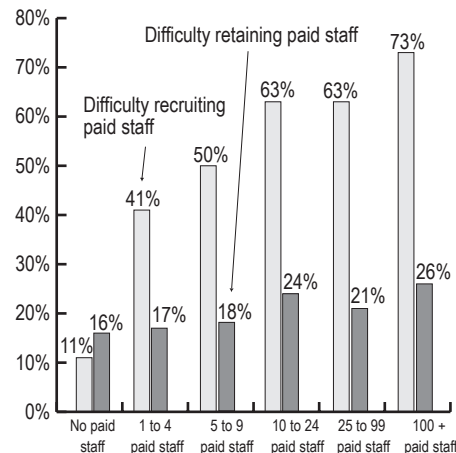
The greater the percentage of an organization's workforce that is comprised of paid staff (as opposed to volunteers), the more dependent on paid staff the organization can be said to be.

The more dependent an organization is on paid staff, the more likely it is to report difficulties recruiting and retaining staff. This relationship is particularly strong for staff recruitment. For example, among organizations in which staff make up one-third or less of the workforce, 16% said that staff recruitment is a problem and 17% said that staff retention is a problem. However, among organizations in which staff comprise two-thirds or more of the workforce, 54% said that staff recruitment is a problem and 20% said that staff retention is a problem.

Percentage of Organizations Reporting Difficulty Recruiting or Retaining Paid Staff



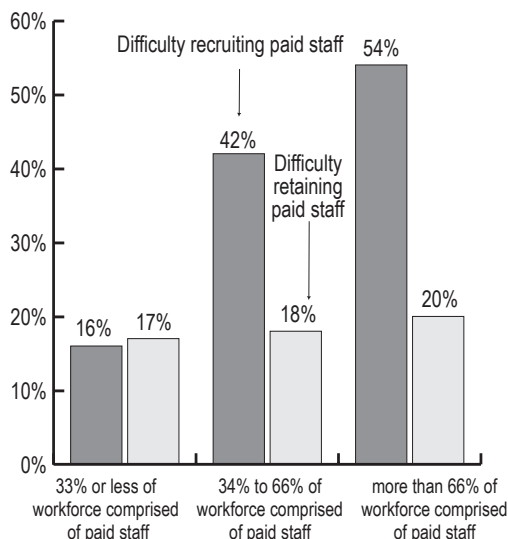
Percentage of Organizations Reporting Staff-Related Challenges by Staff Complement\*



\* Staff complements are based on the number of paid staff receiving T-4 slips. Therefore, the 16% of organizations in the "0 paid staff" category that report problems retaining staff must have at least one staff member who does not receive a T-4 slip (e.g., a contractor).

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Percentage of Organizations Reporting Staff-Related Challenges by Percentage of Workforce Comprised of Paid Staff



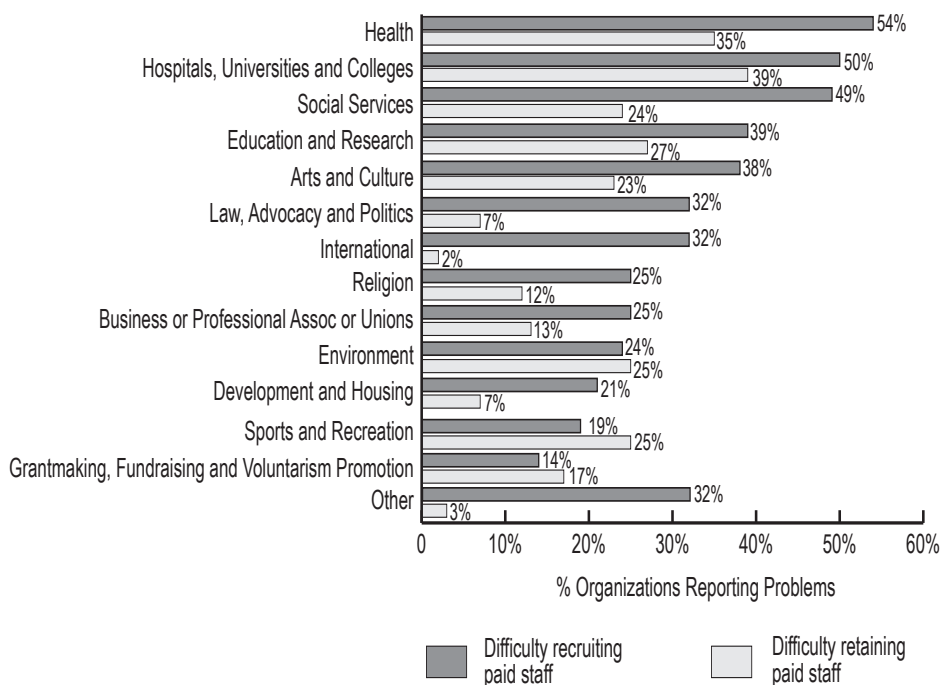
### Activity Area

Organizations working in the areas of Health (54%) and Social Services (49%), as well as Hospitals, Universities and Colleges (50%), are the most likely to report problems obtaining the type of paid staff they need. Hospitals, Universities and Colleges (39%) and Health organizations (35%) are also the most likely to report difficulties retaining paid staff. This is perhaps

unsurprising, given that these organizations tend to have the largest staff complements and be the most dependent on paid staff. Conversely, organizations working in the areas of Sports and Recreation (19%) and Grantmaking and Voluntarism Promotion (14%), which tend to have smaller staff complements and be more dependent on volunteers, are the

least likely to report problems recruiting paid staff. In contrast to the sector as a whole, Sports and Recreation and Grantmaking and Voluntarism Promotion organizations, along with Environment organizations, are also more likely to report problems retaining staff than they are to report problems recruiting staff.

Percentage of Organizations Reporting Staff-Related Challenges by Activity Area



The National Survey of Nonprofit and Voluntary Organizations (NSNVO) was conducted by a consortium of organizations consisting of Imagine Canada (formerly the Canadian Centre for Philanthropy), l'Alliance de recherche universités-communautés en économie sociale à l'Université du Québec à Montréal, the Canada West Foundation, the Canadian Council on Social Development, the Capacity Development Network at the University of Victoria, the Community Services Council of Newfoundland and Labrador, the Voluntary and Non-profit Sector Organization of Manitoba, Queen's University School of Policy Studies, and Statistics Canada.

A summary of the survey findings may be found in *Cornerstones of Community: Highlights of the National Survey of Nonprofit and Voluntary Organizations*, available at [www.nonprofitscan.ca](http://www.nonprofitscan.ca).



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