

Retain and Gain

Career Management for Non-Profits and Charities



INCLUDED

**10-Minute
activities to engage
and develop your
employees**

Lisa Taylor, Challenge Factory

Retain and Gain

Career Management for Non-Profits and Charities



Lisa Taylor,
Challenge Factory



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Retain and Gain: Career Management for Non-Profits and Charities

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Challenge Factory

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Preface:

This Playbook is published by CERIC, a charitable organization that advances education and research in career counselling and career development, to increase the economic and social well-being of Canadians.

The first edition of this Playbook focused on owners and managers of small businesses and was published in January 2017. There was immediate interest from the non-profit sector to have a Playbook of its own. This edition specifically focuses on the unique needs and challenges that managers in the non-profit and charitable sectors face when attracting, retaining and engaging staff. This Playbook recognizes that, in the sector, the role of manager may be played by those who do not necessarily have the title of manager. If you are a manager, an Executive Director, a Board member or a volunteer who oversees recruits or manages staff, this Playbook is for you. We use the term “manager” throughout the Playbook to capture this important role. You will find that we also use the terms “non-profits” and “charities” interchangeably. This is to ensure that this Playbook is seen as applicable to both types of organizations, who have different legal structures but share many commonalities in terms of career management needs, practices and opportunities.

For this Playbook, I have chosen to focus on how managers can engage full-time and part-time staff in activities that advance, develop and support thriving careers within the sector. While I recognize the significant contribution



of volunteers – and many of the activities and tools within this publication are applicable to managing these important resources – the focus remains on the retention and engagement of the sector’s paid workforce.

I would like to acknowledge the talent and work of the following partners who supported the writing and design of this Playbook: Sharon Ferriss, CERIC’s Director, Marketing, Web and New Media is an inspirational project leader. Ben Liadsky from The Counselling Foundation of Canada was an early champion, sounding board and supporter. Norman Valdez and Lindsay Maclachlan provided creative direction and design. The project also benefitted from the research support provided by Nev Balendra, Ben Martin, Alexandra Tashos and Cayla Charles.

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Section 1: Introduction

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Note to Executive Directors and Board Members

By choosing to browse and use this Playbook, you recognize a strong link between fulfilling employee careers and strong organizational results.

Leading a non-profit organization is different than managing a business or working within the public sector. The unique funding environment, challenges to sustainability, reliance on volunteers and community involvement creates unique challenges for you as an employer. But, while it may sometimes feel like you are alone in your travels, it is far from a solitary path. The Canadian non-profit sector is the second-largest in the world comprising more than 170,000 organizations with approximately 2 million workers, roughly 11% of the overall Canadian workforce.¹

Organizational success depends on strong stewardship, constituent management and service delivery. Staying on top of day-to-day operations while planning for longer-term strategic

moves is critical. There is no shortage of work to be done, nor is there a limit to who needs your time and attention, a condition that is shared with your colleagues and counterparts within the small-business sector. While most small businesses are not non-profits and charities, most non-profits meet the criteria of being a small business, having fewer than 500 employees. In Ontario alone, most non-profits have a staff of under 20 people. Managers in smaller organizations,



across sectors, know that time is limited, and, in many cases, you lack the capacity and resources to do all the things that you want to do. Your job requires focus, creativity and ability to keep your team connected and engaged in challenging circumstances.²

This Playbook is your invitation to consider using career management as a strategic lever for stronger organizational performance. According



DID YOU KNOW?

On average, employee-related costs can account for upwards of 70% of organizational expenses. The relationship you have with your workforce is both your most significant risk and your greatest competitive opportunity and, within the non-profit sector, there is a growing awareness that underinvestment in your people is counter-productive.³

to Dr. Barry R. Nathan, “The ability to successfully engage professionals in nonprofit organizations should have a far greater impact on organizational outcomes than in any other industry.”⁴ According to Nathan, smart non-profit Executive Directors and leaders would consider the following when implementing engagement programs:

- Hierarchical inducements (moving up in the organization) and professional inducements (advancing skills and expertise) are most relevant for engaging non-profit employees
- Health-care- and education-focused non-profits have benefitted greatly by focusing on professional inducements
- Designing work so that employees are exposed to the multi-year impact of their efforts leads to stronger engagement

More than one-off rewards or team-building exercises, focusing on your employees’



TAKE ACTION:

Throughout this Playbook you will see the “**TAKE ACTION**” heading with some suggested ways to put the information being shared to immediate use. Don’t feel like you must incorporate all suggestions or topics covered immediately. The aim of this Playbook is for it to be an ongoing resource you can use over time.

careers ensures that your organization will succeed because your employees can succeed today and throughout their working-life. Indeed, career management affects more than just employee satisfaction and loyalty. It drives better service

delivery, faster identification of ways to improve operations and increased opportunity for growth – for staff as well as for your organization. Investing in career management with staff can lead to a happier, healthier workforce and thus a stronger functioning organization.

According to *Philanthropy Journal News*, the one thing that can help Executive Directors get a better night sleep is collaboration – with Board members, other non-profit leaders, employees and partners.⁵ With this in mind, this Playbook is designed to help you work with your managers and staff to use career management activities to foster collaboration and enhance engagement. ■



DID YOU KNOW?

We asked Executive Directors which people-related issues keep them up at night:⁶

88% feel unprepared or unable to provide career development opportunities for employees

63% worried about attracting talent

50% are concerned about compensating and rewarding staff

38% are concerned about providing a competitive salary

Note to Managers

Welcome to the Career Management Playbook, designed for you, a smart, engaged and curious manager. The aim is to assist you in implementing career management activities to support the staff that report to you, who are critical to your organization.



In developing this Playbook, we spoke with non-profit leaders who manage employees within their organization. These managers were from across Canada and demonstrated certain consistencies in their experiences. From British Columbia to Yukon to Newfoundland, we heard about limited time and a need to play many roles. Some managers commented that they have never received training focused on how to manage or motivate teams and, yet, it is a significant part of their job. There was a sincere concern for the careers and, indeed, the lives of employees. Many managers highlighted the personal challenge of working to support various constituent groups and causes while not always being able to provide staff with stable work that is recognized

and rewarded appropriately. Many referenced the analogy of the shoemaker's children who go without shoes – referring to employment situations that are not ideal within the very organizations that advocate for and support better work, life, health and education outcomes for key client groups.

In a survey of 2,122 non-profit employees, the opportunity for professional development ranked highest in terms of actions that lead to stronger engagement – even higher than financial rewards. The study noted the importance of strong relationships with managers – especially as highly engaged employees within the sector may also be at risk of burnout. It is managers who can best identify and reconcile the following findings:

- 86% of employees

surveyed indicated they do work for their job that isn't really expected of them

- 47% of employees surveyed indicated that they leave work feeling tired and run down
- 37% of employees surveyed do not feel their organization supports their career, and
- 42% believe that their individual career needs are not being addressed⁷

Even managers who believe they are well connected with their staff may find that their employees do not recognize that they are being supported. The disconnect between manager intention and employee experience can often lead managers to disengage from career management activities. After all,

**TAKE ACTION:**

The templates, resources and tools are provided to guide you to action. If something doesn't quite fit, feel free to change it. We hope that the ideas are a starting point that inspire you to grow and build your people through great career experiences. As a first step, you might want to share this guide with your ED and/or Board (or have them get their own copy) and work through key topics together.

if efforts to assist employees go largely unused or unappreciated there are other priorities demanding precious time. The result can be a spiral of disengagement among staff.

Consider yourself a traveller and this Playbook as your travel guide. Keep an open mind about what you might find and learn. You may find that this journey and the results of good career management are not at all what you expected and that the rewards include exceptional experiences for you, your staff and your organization. ■

How to Use the “Travel Guide” Format of This Playbook



We have structured this Playbook in an innovative and creative way – it is structured to provide content as if it were a travel guide.

When we travel, we are limited by the amount of time we can spend in any one location or on any specific activity. We need to make the hours count and stretch our financial resources as far as possible. We tend to focus on what will deliver the best experience.

Similarly, time and money are critical constraints for Executive Directors and managers. You know that

recruitment, employee engagement, employee retention and productivity depend on positive employee experiences, including opportunities to learn, grow, be recognized, be challenged and be rewarded. But how do you make good on a great employee experience while juggling tight budgets, limited staff and not enough time to do all the things that “should” be done. What is your customized and tailored “Career Management Itinerary” that will deliver experiences that meet the needs and aspirations of both your staff and your organization?



TRAVEL TIP: LEARNING THE LANGUAGE

Travel often involves learning new terms. In our research, we learned that terms like “career development” and “training” are used interchangeably inside non-profits and charities, while the term “career management” was generally understood to be broader, encompassing many different activities and lasting for a person’s full working life. Small organizations also felt that talent management and career management were the same thing, while medium-sized organizations tended to view talent management as a strategic activity mainly related to succession planning, which might not include providing career-focused tools and assistance to staff. Throughout this Playbook we will use career management to describe our topics and activities, although some of the quoted sources may use other terms. For our purposes, we will consider career management and career development to have the same meaning. For those interested in formal definitions, career management is “a lifelong, self-monitored process of career planning that focuses on choosing and setting personal goals and formulating strategies for achieving them.”⁸

How to Use the “Travel Guide” Format continued

At the heart of this Playbook is one truth: while career development is understood to be important with 75% of respondents to our survey of Canadian non-profits indicating that they believe it leads to better organizational results, fewer than 22% of organizations include career development as part of the strategic planning process or

implementation. It is seen as a nice thing to do but not a top priority. Yet, the absence of good career management tools is felt by managers every day.

We heard this loud and clear while completing the research for this Playbook. Sixty-three percent of our interviewees indicated that they believe managers find career conversations with staff to be challenging – and in most organizations there were fewer than 5 people managers. As a result,

managers don’t have large peer groups to talk with or to swap resources and practices. We also learned that 75% of organizations interviewed do not have specific career-related resources.

Many Executive Directors and managers told us they lack confidence or awareness of career management’s positive potential. Some expressed that they treated development opportunities like a gauntlet prize – those employees willing to fight for support would receive opportunities for training and advancement. Other interviewees expressed concern that non-profits and charities are great at providing jobs but that employees rarely intentionally choose the sector as a place to grow a career.

We want to show you that career management is a high-value, high-return, low-risk organization lever that will carry your organization across long distances. And, really, who doesn’t love taking a “just for you” custom-designed trip? Let’s start with an overview of career management and an opportunity to learn more about its benefits, methods and approaches. ■

Section 2: Why Career Management Matters to Your Organization

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Management Looks Like 15



Why Career Management Matters to Your Organization

This section provides background information to help you become familiar with the language, opportunities and options that career management offers your organization.

In a real travel guide, this section would be your overview to the city, province, state or country that you were going to visit. If you would like to jump

right into planning your organization’s customized career management plan or itinerary, you can find a template, activities and tips starting on page 18.



FROM THE SECTOR:

“Decent work is a lens for conceptualizing the possibilities presented by fair, equitable, and stable work.”⁹

This Playbook highlights opportunities for development and advancement, 1 of the 7 indicators of decent work, and provides simple, cost-effective activities and tools that support organizations in their focus on decent work for all staff.

Preparing for Your Career Management Journey

Before preparing for a trip, most people have a few specific questions:

- What can we afford?
- When is the best time to travel?
- What type of experience do we want to have?

In preparation, you plan, budget, scour online review sites and ask friends about cities, hotels and tours. You then make choices that

best fit your criteria.

Similarly, your current and future employees go through the same process when deciding to apply, join or stay with your organization. They consider the value of the work and how it aligns with personal beliefs. They evaluate the salary and benefits offered and whether now is the right time in their career to have the role that you are offering. But, more than any other factor, they evaluate what it is like to work with you.

Does the day-in, day-out experience of being on your staff energize and build their career or does it drag them down? What



TRAVEL TIP: SAVE TIME AND MONEY BY RELYING ON EXPERTS

Some trips are planned all on our own. Others are more complicated or require insight we don't have the time to gather. In these cases, we turn to travel agents and tour companies to help us plan a great experience. In the field of career management there are advisors and experts able to help you with planning and execution. Look for professionals who use the term "career" (distinct from "HR" or "talent") to describe their area of expertise.

is your workplace culture? In this Playbook, we provide tips and activities that enhance career opportunities, that build your culture and that establish a strong employer brand.

Anyone who has been through a recruitment cycle knows just how time consuming it is to recruit and hire new employees, and how important it is to make good hiring choices. And hiring is just the beginning. Non-profits and charities struggle to maintain employee engagement and to retain top performers. We learned in our interviews

that turnover, especially among top performers and development directors, is high in the sector due to the preponderance of contract positions and the belief that there are better advancement opportunities externally than internally. But we know that there are many opportunities for people to grow their careers in meaningful ways, even in a flat or small organization and even while employed as a contractor.¹⁰ In other studies, it has been found that opportunities for professional and career development are the secret weapon for

organizations looking to retain employees.¹¹

Employees need to have a broader understanding of their own career, while Executive Directors and managers need to motivate, challenge and support employees as they grow. How these needs are identified, met and measured in large part defines the culture of your organization.

Like any country, territory or city, your organization has its own culture and it is often informal and unstated. A stated mission, values and vision statement does not prevent your employees from talking with family, friends or online about what it is like to work at your organization. Indeed, the "*way work is done around here*" does not always align with how Executive Directors or managers would describe desired values and culture. Your brand as an employer is just as important as the brand(s) you maintain



DID YOU KNOW?

Students and employees in this sector are often not prepared or exposed to tools and resources focused on people and career management. "Of 197 courses offered by Canadian post-secondary institutions on voluntary sector management, only 22% (according to the course descriptions) address such human resource issues as engaging, training, and managing staff and volunteers."¹²

Staff and managers in the sector are on a journey without a map, context or intention.



TRAVEL TIP

As you explore the rest of this Playbook, consider the employment path that your organization is on. You likely know what your goals are in terms of fundraising and service delivery. But what are your employee-related goals and investment plans?

We couldn't create a Playbook for non-profits and charities without referring to the number one issue that keeps Executive Directors up at night: sustainability. While employees often wish their employer would pay for additional training or send them to sector events, we know that funding agreements rarely include these expenses or allow for time away from the office. Therefore, the core activities, tips and major recommendations provided in this Playbook are designed to work with free (or low-cost) resources that can be applied on-the-job as part of regular work structures. From time to time we mention additional

services that you might want to invest in, but only as an option. Every trip has financial limitations and even budget travellers can have incredible experiences.

Consider these questions as you evaluate the benefit of spending time and/or resources on career management activities:

- What costs are we incurring by ignoring or deferring the career needs of our staff? **HINT:** it costs you in hard dollars as well as lost productivity
- When is the best time to start improving employee engagement? **HINT:** NOW
- What type of employee experience do we want? **HINT:** one that engages and motivates staff to do their best work

Why Career Management Matters to Your Organization

continued

for your organization's services. Today it is easy for staff to share what they love and regret about working with you on social media sites such as Facebook or LinkedIn, for prospective staff, volunteers, funders, partners and clients to see.

Engaged employees align their own career

success with the success of the organizations they work for. How your employees perceive opportunities within your organization is linked to key organization results. Turnover is expensive and members of a disengaged workforce will not be the mission advocates you need.

Like any journey, career management requires funding, a critical issue for non-profits and charities, which can lead to challenges recruiting and engaging staff. This

difficulty is highlighted in a recent Mowat Centre report: "There exists an altruistic management style in the sector that champions a selfless desire to prioritize community service over personal benefit, which can lead to employees being encouraged to forgo salary increases, professional development, and stable employment."¹³ This Playbook prepares you to enhance employee engagement without significant additional costs.

Finding and retaining



DID YOU KNOW?

- Career satisfaction and work-life balance have been identified as the top two reasons employees across all sectors stay at their current jobs¹⁵
- Only 15% of surveyed U.S. employees who know they plan to leave their current non-profit job intend to leave the sector, implying that other non-profits are your greatest competition for talent¹⁶
- In a study specifically focusing on fundraising careers, it was found that 50% of development directors expect to leave their current jobs in two years or less and 40% don't want to have a long-term career as a development director.¹⁷

qualified and engaged staff contribute directly to your organization's ability to better manage its costs. Consider Gallup findings that demonstrate higher workplace engagement leads to 37% lower absenteeism.¹⁴ ■

What "Good" Career Management Looks Like



Executive Directors shared with us their concerns about setting goals and having career conversations with staff.



FROM THE SECTOR:

"If we didn't set a goal, there was a risk we might actually go backwards."

- Bill Sinclair
of St. Stephen's
Community House
talking about
renewed focus
on decent work.

Some worried that they would not be able to offer good suggestions to challenging situations. Others misinterpreted career management for performance management and resisted having to have hard discussions about shortcomings and consequences. Still others worried that encouraging broader career discussions would only accelerate key employees deciding to leave to pursue opportunities in larger organizations or outside the sector.

What “Good” Career Management Looks Like continued

Good career management requires that managers and employees understand certain fundamentals about their careers. CERIC has developed its **8 Guiding Principles of Career Development** to help clarify and define the scope of career-related work. (Recall that we are using the terms *career management* and *career development* synonymously for this Playbook).

These principles can help ensure you have good career-focused conversations, resources (like those

listed at the end of this Playbook) and programs in place with your staff.

Career Development:

1. Is a lifelong process of blending and managing paid and unpaid activities: learning (education), work (employment, entrepreneurship), volunteerism and leisure time.
2. Entails determining interests, beliefs, values, skills and competencies – and connecting those with market needs.
3. Involves understanding options, navigating with purpose and making informed choices.
4. Should be self-directed; an individual is responsible for his or her own career, but is not alone – we all influence and are influenced by our environment.
5. Is often supported and shaped by educators, family, peers, managers and the greater community.
6. Means making the most of talent and potential, however you define growth and success – not necessarily linear advancement.
7. Can be complex and complicated, so context is key – there may be both internal constraints (financial, cultural, health) or external constraints (labour market, technology).
8. Is dynamic, evolving and requires continuous adaptation and resilience through multiple transitions.

Career management principles, theories and tools are not necessarily included in fundraising or voluntary sector leadership programs and, while there are many



DID YOU KNOW?

Performance management is “an ongoing process of communication between a supervisor and an employee that occurs throughout the year, in support of accomplishing the strategic objectives of the organization.”¹⁸ It focuses on how well employees have accomplished specific job-related activities in support of stated organization goals. For example, is your fundraiser meeting his or her target? Is the project manager staying on time and on budget? In our research, most organizations reported having a method or system for performance management, and so we will assume that your employees are performing and meeting organization targets. This Playbook will address topics and actions that go beyond performance-related discussions, interventions and follow-on actions.



DID YOU KNOW? TOP 10 MISCONCEPTIONS ABOUT CAREER MANAGEMENT

Based on our interviews, we heard the following misconceptions about career management. They are all false and prevent organizations from establishing good career practices. How many are at play in your organization?

1. Small organizations can offer jobs. Careers are only possible inside large organizations.
2. Career management and training are the same thing, as are career development and advancement.
3. Employers are in control of the career paths of their employees.
4. Staff know how to manage their own careers.
5. Managers know how to help staff with their careers.
6. Millennials are more interested in lifestyle and work-life balance than a traditional career.
7. Older employees don't need to worry about their career as they are unlikely to make a significant change after age 50.
8. Career management is costly and doesn't deliver an immediate return on investment to the organization.
9. Career management is only for professionals or knowledge workers.
10. There isn't hard data, proven practices and solid research available to help Executive Directors and managers with tough career-related situations.

HR-focused resources for non-profits and charities such as those available at hrcouncil.ca and Charity Village's HR Knowledge Centre (<https://charityvillage.com/cms/knowledge-centre/human-resources>), most have a heavy emphasis on recruitment, payroll and legislative compliance.

In contrast, career management provides decades of wisdom and results to help leaders and employees navigate today's changing employment structures.

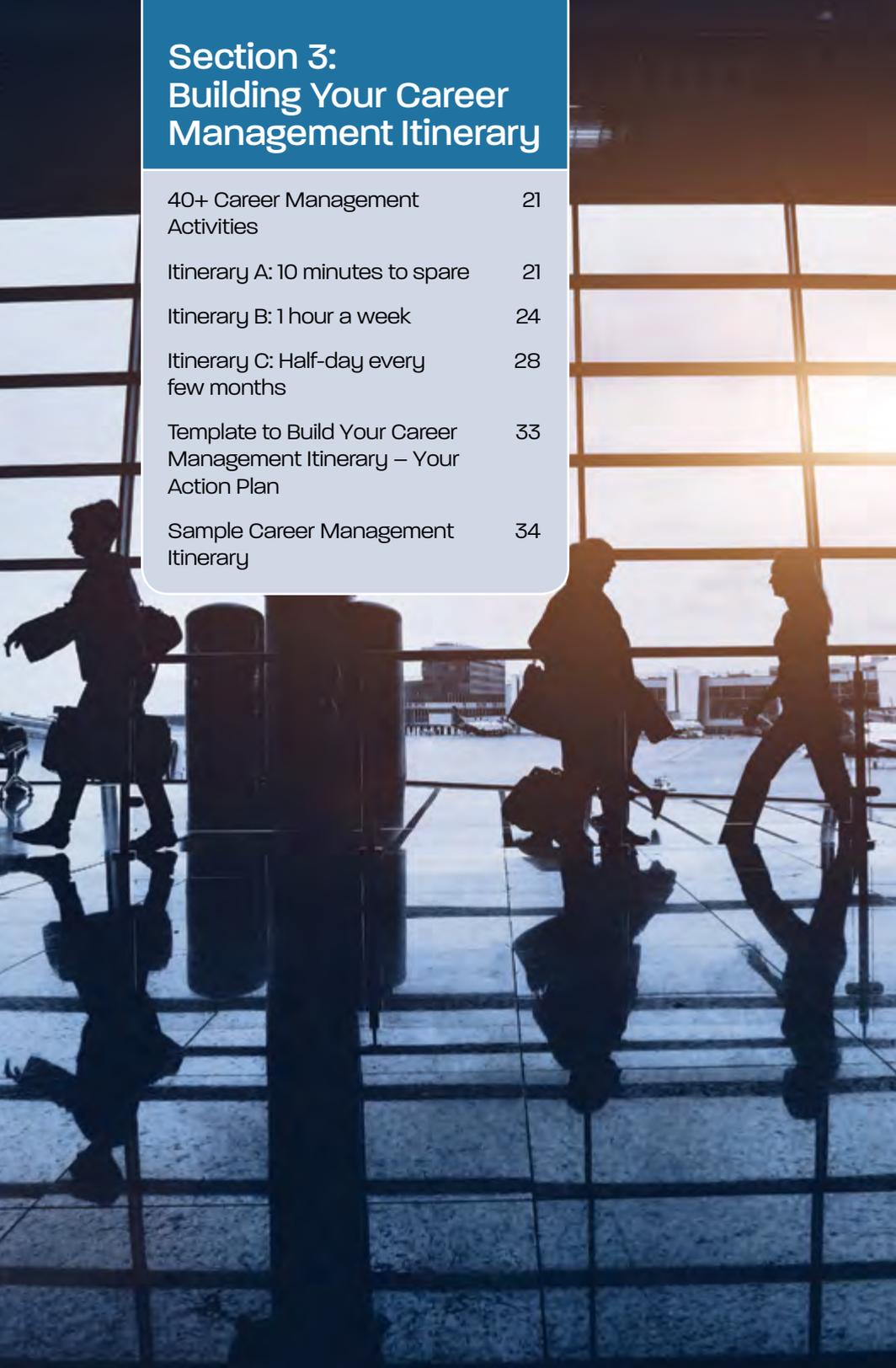
Career management is not a solitary pursuit. Managers play a key role alongside individual employees. This

relationship has been described in Chapter 16 of the text *Career Development Practice in Canada: Perspectives, Principles, and Professionalism*, by Sandra Boyd and Kim Spurgeon, as a career partnership in which: "Managers, by providing learning opportunities and supporting career goals, help to empower their employees and further their career development. The organization, for its part, has a duty to help develop employees' career-management skills through human resources programs, mentoring, and networking. Lastly, the employees themselves must be accountable for their own development through self-assessment, skills updating, and setting career goals. When these three work together, employees become more engaged and retention improves."¹⁹

Indeed, good career management is led by the individual, can take many different forms and is not necessarily focused on promotion or mobility. Instead, it is rooted in the understanding that career development occurs when employees have increasing access to unique experiences. ■

Section 3: Building Your Career Management Itinerary

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Building Your Career Management Itinerary

So far, we've focused on making the case for career management within non-profits and charities, and providing some guidelines on what good practices and programs your organization might consider.

Using a travel analogy, we've provided background on the career management practices that develop employees and build organizational success (the "destination"). We've also outlined how career management can make your organization a more attractive place for recruits.

But we all know that the most rewarding part of preparing for a trip occurs once the itinerary is set and the planning is done; when you know what to expect and can focus on how to make an already great schedule a terrific experience.

TIPS TO GET YOU STARTED

1. Just as a travel guide would have different categories of recommendations (hotels, tours, dining, transportation, etc.), we, too, have considered that you may want to build your Career Management Itinerary based on various types of activities.
 - For some, focusing on one goal might lead you to complete the activities across a specific activity
 - (like a "Foodie" Tour would emphasize dining options as priority activities).
 - Others might look to balance what is included in their plan to get broader exposure to career management across a variety of activities – like a "Cultural Highlights" Tour.
 - Finally, others might skim each activity and select only those that tie specifically into a current issue. In this case, the analogy might be a themed trip where most of the lodging, dining and touring events focus on a specific topic or theme.



TRAVEL TIP

You will find a template on page 33. As you read through the suggested career management activities, you can build your own "itinerary" or customized action plan.

2. As when planning a trip, we have listed far more activities than can reasonably be accomplished within the likely timeframe that you want to set, such as a 6- to 12-month period. Don't feel pressure to choose more than the number of activities you feel is realistic (perhaps with a few extra just in case you become particularly engaged or priorities change). Just as you can't see everything in a city or country in 1 day, you can come back and build new itineraries each year to broaden your career management experience and exposure.
3. The activities are structured to start at the top by challenging you to think differently, with each subsequent section becoming progressively more action-oriented and tied to organization goals. We recommend starting by reading all the activities and putting a star beside or circling the activities you want to come back to. Next, review the activities you have "shortlisted" and consider which are most important and in what order you wish to tackle them. Then, fill in the itinerary template provided. ■



DID YOU KNOW?

When we researched small businesses for the first edition of this Playbook, we found that organizations approached career management differently based on the number of employees within the organization. When learning about practices and needs within the non-profit sector, we did not see this distinction as clearly. What we did note is a difference in approach, capacity and consistency related to career management in organizations with few people managers (3 or fewer managers with direct responsibility for staff) as compared to organizations with larger people-management teams. We believe the main difference between these organizations is the lack of peer-group support for people managers. We have kept this in mind as we developed the activities suggested for your itinerary.



DID YOU KNOW? TRIADS AND INTERGENERATIONAL MENTORING

“Why triads? Research shows that corporate cultures are shaped by the relationships small groups of employees build. Natural, inter-connected networks of people come together and disband continually in the context of work and social relationships. In a high-performing triadic relationship, everyone gives and gains with common, often unspoken, values at the core of the work. Each person is clear about the specific expertise they can offer. They are also tuned into the health of the relationship of the other two parties in the triad. Triads provide a stable yet dynamic structure to implement learning, change and growth programs in the context of the actual working environment. In today's intergenerational workforce, they offer a unique opportunity to align onboarding, leadership development and succession management.” From Challenge Factory's *Triadic Mentoring Handbook*.

40+ Career Management Activities

Itinerary A: 10 minutes to spare

If you have 10 minutes to spare in your day, you might choose 1 activity to do a day. You can do the same activity each day, or alternate between a few activities.



Think About

Goal: Identify new, positive actions to take

Think about yourself.

Identify one career-defining moment from your past. Write it down and consider sharing it as part of an upcoming team event, call or communication. Why was it meaningful? What did you learn? Does your story provide context to any career situations others might be experiencing? If so, consider sharing your story as part of a broader employee communication. See the Travel Tip below and on page 22 for good employee communication.



Share

Goal: Develop a culture of learning and exploration that encourages employee development

Begin to regularly share 1-line success messages

with your staff that highlight how an employee has grown or developed new skills.

Consider using this format:

Subject: Career Creativity
Body: Last week [employee name] showed career creativity when they helped [client/peer/me] solve a problem. [Outline the problem and what it meant to the person being helped and to your organization].



TRAVEL TIP

“Within the sector, there is a workload challenge. People are often doing multiple jobs. They are working in the role that is in their job description and may also be covering off other roles that are not currently staffed,” says Shelley Mayer, founder and President of Ramp Communications, a marketing firm specializing in the non-profit sector. She has noticed among her client organizations a consistent condition of overwhelm. She suggests, “before communicating any new employee-focused program, it is essential to consider how the initiative or program will fit into the everyday capacity of the organization. Make sure you have considered the constraints of the organization in your plan. Acknowledge these constraints, including eligibility for the program, and how your employees might react to your initial communication. Ensure you clearly mention how the new initiative or program will help.”

I look forward to [employee name] sharing what they learned from the experience. Well done.



TRAVEL TIP

Communication is a hot topic, and so we also asked Public Relations Expert Keka DasGupta for her advice should you find that your employees are expressing workplace or career frustration online. Here is her brand-protecting recommendation:

“No matter how wonderful your offering may be, when it comes to online ratings, people know there will always be a select few who will complain. But positive ratings must vastly outnumber negative ones for us to accept an offering as great. It’s all about ratio. Consider TripAdvisor. Some of the world’s best hotels have both good and bad reviews on the site. When we

see many more positive reviews in comparison to negative ones, we are reassured.

Similarly, to neutralize negative employee reviews online, non-profits must proactively communicate positive messages about their organization to external audiences.

Here are some ways to do this: 1) encourage employees to become authentic ambassadors of the organization by sharing their experiences online; 2) share organization principles and values publicly, so external audiences can see what you stand for; 3) build your public profile so people get to know you and like you as a leader.”

Itinerary A: 10 minutes to spare continued

Some organizations will send these “success” messages out whenever there is a success to celebrate. Others will set a more predictable schedule, perhaps including these messages as part of a broader monthly or quarterly communication. Whatever frequency you decide to use, let your staff know what they can expect and ensure you spend 10 minutes every few weeks soliciting stories from staff and managers.



Discuss

Goal: Connect the dots to align organization goals to the day-to-day experiences of the team

Call a staff member and have a “check-in.” Let them know you are calling to see what’s new with them and check in on their day. Be clear that you have about 10 minutes and if a longer conversation ensues you will schedule a follow-up time to address items in more detail. Let them spend a few minutes sharing whatever information is top of mind for them. What you

discuss does not have to be “career” related – but know that there are career implications for building this type of casual rapport and relationship with your staff. In regions where staff have long commutes, you may find the last part of their morning drive into work is a good time for this type of casual “check in” – although every employee is different.

After the discussion, note priorities, topics or questions that come up.

Select a different staff member next time.



Do

Goal: Take action that fosters career opportunities for your team

Search on LinkedIn and Glassdoor to see how your employees are talking about your organization and brand. Approach 2-3 people you want to talk with about what you learn to get an outside perspective and support. How can you share the good messages you see?

If there are negative comments, you will need to address them from 2 perspectives. First, you need to determine what course of action is appropriate for the employee. Action might include anything from speaking with the employee to dismissal. However, keep in mind that mild messages of discontent provide an excellent learning opportunity for both the employee (how could they have found a better, more direct outlet to express what they need) and for you (what doesn't your organization know or do well that should get more attention).

See the “Travel Tip” with suggestions for managing your online employer brand on page 22.



Reflect Upon

Goal: Take time to focus on what you and your team need to keep growing

Select a quote from this list of over 1,100 quotes compiled by Canadian entrepreneur Bruce Firestone: <https://www.amazon.ca/Quotes-Entrepreneurs-Great-Inspire-Motivate/dp/1496011252> and consider how it can apply to you and your team.

Here are some of our favourites to get you started:

“Any intelligent fool can make things bigger, more complex, and more violent. It takes a touch of genius—and a lot of courage—to move in the opposite direction,” Albert Einstein.

“Standing is more tiring than walking,” Paradox.

“It always seems impossible until it's done,” Nelson Mandela.



Measure

Goal: Identify good data that can help you make better decisions

Many people believe training and career management are the same activity. They aren't – however, training can be 1 tool an employee uses to manage and navigate their career.

Ensure that, from now on, your staff complete an evaluation of any online, in-person or on-the-job training courses. The focus should be what was learned, how it has been applied and how it advanced 1 organizational and 1 career goal. MaRS provides a template that you may want to modify or use:

<https://www.marsdd.com/mars-library/training-evaluation-sample-feedback-questionnaire-for-trainees/>.

Book time in the next month to review the results and consider which training approaches lead to faster improvements in your key metrics (donations, grants, cost containment, client satisfaction, policy change, volunteer engagement, etc). ■

Itinerary B: 1 hour a week

If you have 1 hour a week you might add the following: (choose 2 or 3 activities each month) or identify a few activities to include in your quarterly manager meetings.



Think About

Goal: Identify new, positive actions to take

Think about the importance of listening to staff and reflecting on their

concerns. Consider which questions, priorities and issues routinely emerge in discussions. Which career-related needs seem to be organization-wide and which are unique to an individual or small group of employees? List 3 questions you have about the



issues and consider asking more questions in a future 10-minute check in with an employee or manager.

Recommended additional activities for organizations with a team of people managers

Think about the role people managers play.

What development or exposure have they had to career-related tools and theories. Everyone assumes their direct manager can provide good career guidance. However, most career discussions only focus on job fit either for the current role or for roles in the future. Job fit is just 1 element of a career discussion.

As you start to manage a larger workforce, there are strategic concepts, frameworks and tools that

can help you make better investments and develop as a stronger career manager.

For example, how many of these concepts are familiar to you:

- change management,
- life stage/life course theory of careers,
- positive psychology,
- brain science of the workplace

It is OK if these terms aren't familiar. Your core organization is (likely) not in the career development field. When you have

needs in other non-core organization areas, you look externally for free and affordable resources. There are career management resources available to help build your internal competency with coaching, career conversations, career path development and employee engagement.

Consider if this is an area that should be added to the development goals for your people managers and whoever else might help be a "Career Champion."



Share

Goal: Develop a culture of learning and exploration that encourages employee development

Share an article or tool that focuses on soft skills that are critical to your employees' success. You may want to subscribe to CERIC's *CareerWise*, which brings a free, weekly summary of career-focused articles from a variety of sources on timely topics to your inbox:  <https://www.ceric.ca/cw>. You can then use these weekly summaries to identify 1 article or topic to share with your staff.

Good sources for career-related articles could be the careers section of your daily newspaper, *charityvillage.com*, *INC* magazine, *Fast Company* magazine or LinkedIn Groups (search for "non-profit career" to get access to relevant discussions and resources).

Recommended additional activities for organizations with a team of people managers

Ask your staff to share one article that made them think about their own career. Let them know that it would be great if they could find 1 article in the next 6 months. When ready, have the staff share the article with 2 or 3 "key takeaways" or questions that were raised for them. Once you have 12 or more articles with employee comments, consider creating an online folder or booklet that you can share with new staff as part of the onboarding process to generate career-related conversations with managers.



Discuss

Goal: Connect the dots to align organization goals to the day-to-day experiences of the team

Discuss what you are working on and your top priorities for the next month. Explain how your work aligns with the work that your staff is doing.



FROM THE SECTOR:

"I worry about managing my communications with the employees. When situations occur, there isn't anyone giving me advice and I don't know where to get support. I have to provide solutions and keep people focused on what matters – the work at hand."

- Senior Manager at Ontario-based charity

Solicit questions that draw out common interests, curiosities or issues. Discuss new opportunities for your staff to learn from each other, share their work differently and/or to explore a new topic that they do not fully grasp but is related to your success. Take turns having staff share what they are working on, what they have learned and how it relates to organizational priorities.

Itinerary B: 1 hour to spare continued



Goal: Take action that fosters career opportunities for your team

Focus on retention.

Keeping good employees is critical and how you lead the team has a lot of sway on how long they will stay with you.

Recommended additional activities for organizations with a team of people managers

Discuss the concept of having various people managers or team leads become “Career Champions” with a

focus on providing good career-focused resources to the rest of the managers and staff. Record concerns that are raised, such as limited time. Discuss if having 1 or 2 people focused on this topic might free up time for everyone as new tools and practices are brought into the organization to replace current ad-hoc methods.

Often Executive Directors and managers have close relationships with staff. Over time, good leadership discipline around communication, respecting work-life boundaries, etc. may slip as you know that you can count on staff to understand what needs to be done and go the extra mile. But everyone needs to know that their efforts are recognized and that their future matters.

Consider how much attention you are paying to your organization’s culture, to open communication and to being flexible. Has your focus or stance on these topics shifted over time? Do you think your employees know why you have made changes that affect how they interact with you and each other?

For additional tips, consider this article on enhancing employee retention:  <http://www.nptechnews.com/Management-Features/tips-for-nonprofits-to-attract-and-retain-top-talent>.

Create a plan to implement relevant tips within the next month.



Reflect Upon

Goal: Take time to focus on what you and your team need to keep growing

Reflect upon career-related videos and podcasts. TED has some terrific material that challenges us to reconsider how we communicate (Mark Bowden’s “The Importance of Being Inauthentic”) and how we value happiness and positivity in the workplace (Shawn Achor’s “The Happy Secret to Better Work”).

Both TED Talks challenge commonly held assumptions and include practical tips to try.

There is also a seemingly limitless list of podcasts that can help you reflect on your current needs and opportunities related to your employees, their engagement and their careers. I especially like: “HR for Small Business” (and don’t let the title fool you – there are great episodes for non-profits in the series).

 <https://itunes.apple.com/us/podcast/human-resources-for-small/id533673516?mt=2>.

And the “Best Part of My Job” podcast, which features different people sharing their career stories: <http://www.bestpartofmy-job.com/podcast/>.



Measure

Goal: Identify good data that can help you make better decisions

What career-related metrics or goals do you set for your staff? Do they have to demonstrate that they’ve learned something over the course of the year? Do your employees identify new skills or competencies to acquire or demonstrate greater maturity? How do they align with organizational goals? What goals would your employees want to also measure and track? List your top organizational goals and consider how the career plans of each of your staff might make them qualified or interested in helping you with a special project focusing on 1 of the following:

- Discovering new funding sources
- Increasing donations and grants
- Decreasing costs
- Accelerating new service development
- Conducting new research
- Forging new partnerships
- Gaining increased brand awareness
- Engaging new and existing volunteers

What else would you add to this list?

With limited time, funds and personnel, which activities promise the strongest ROI:

- Peer mentoring with a knowledgeable expert?
- More frequent career conversations?
- New exposure and experiences such as attending trade shows or community events?
- Training?
- Time-bound job shadowing?

The purpose of this activity is for you to start considering various career-related actions and activities in terms of organizational goals so you can make good trade-off decisions. ■

Recommended additional activities for organizations with a team of people managers

Having leaders who can build a business case and demonstrate how employee-related programs can be measured is an important capability. Today’s funders are demanding that programs demonstrate strong, hard returns. **Consider asking your finance or accounting staff to help you put together an ROI model** that identifies good metrics to use when evaluating people-focused investment decisions. Rely on their expertise to help you define what is actually measurable, how you would measure it and how you can collect the data needed.

If you are interested in having staff take a training course where a basic ROI model for your organization can be developed, consider enrolling in Building the Business Case: Workforce Program ROI and Analytics at: <http://www.centreforcarrerinnovation.com>.

Itinerary C: Half-day every few months

If you have a half-day every few months or as part of your annual manager development activities, you might add the following: (choose 2 or 3 activities a year).



Think About

Goal: Identify new, positive actions to take

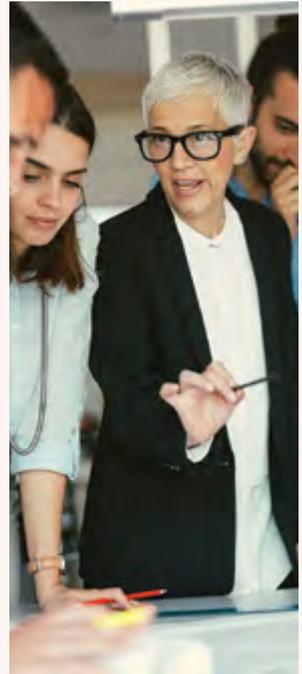
Think about how you motivate your staff. It is sometimes assumed that money is the only motivator – but research indicates otherwise! What type of experience or exposure would be meaningful to each employee? Some may value attending an event with you. Others might want to be challenged to solve a new type of problem. Create or revise a plan to motivate staff without relying on financial rewards. You may want to consider what rewards might enhance:

- Public recognition – in your organization, in the sector or in your community. How can

you showcase great work in your donor, volunteer and employee communications? Can an employee represent your organization at a public event?

- Workplace – some of your employees will really value items that make their work environment special. What visual reward can you provide?
- Interesting work – is there a unique project or new area to explore? Which staff would love to spend an hour or 2 helping with something different than their everyday work?

For more ideas and suggestions, you may want to refer to:  <https://www.entrepreneur.com/article/225560>.²⁰



DID YOU KNOW?

“Change Work: Summary and Promising Practices Moving Decent Work Forward in the Not-for-Profit Sector,” published by Mowat NFP, identified that, while passion is a strength in the non-profit sector, poor working conditions and few engagement opportunities limit passionate work. A need for more people-focused leadership was identified, including managers who have the ability and tools to empower and support employees.

Recommended additional activities for organizations with a team of people managers

Think about network development. Can you identify 3 employees (a Triad) who do different work from each other, but who would benefit from knowing each other? Perhaps they work in different parts of your organization and could become a cross-functional team. Perhaps some of your staff have well-developed internal and external network connections, while other staff members might have specific skills or life experience to share. There is strong evidence that suggests if these Triads come from different generations, intergenerational knowledge transfer and innovation emerges faster than in most formal 1:1 mentoring programs.

Research shows that non-profit employees are more motivated than private-sector staff by opportunities to “pay their values forward.”²¹

There are online tools and assessments you can have staff take to identify key values and

motivators. A free test is available here: <http://testyourself.psychtests.com/testid/3153>.²²

(Author’s note: I prefer to use the assessments provided by TTI. There is a per person fee for the assessment, but I’ve found them to be accurate, practical and easy for managers and employees to use.)



Share

Goal: Develop a culture of learning and exploration that encourages employee development

Establish a regular schedule to have a career conversation with your staff. Most employees value having a monthly or quarterly check-in. Ensure employees know the frequency and stick to the schedule. Skipping these meetings conveys that their career and engagement is not a priority for you. When preparing for a career conversation, you might want to ask the employee for topics that are important to them. Keep in mind that job-performance

issues or concerns should be addressed as they arise and are not the focus for these more strategic career management conversations.

You will find a guide for both you and your staff here: <http://www.crwg-gdrc.ca/crwg/index.php/resources/career-conversations>.

You may also find this article helpful: <https://www.fastcompany.com/919177/dont-run-career-conversations>.

If you are looking for additional resources, consider this book by Beverley Kaye: <https://www.amazon.ca/Help-Them-Grow-Watch-Conversations/dp/1609946324>.

Or the course: Better Career Conversations for Managers from: <http://www.centreforcareerinnovation.com>.



Discuss

Goal: Connect the dots to align organization goals to the day-to-day experiences of the team

Discuss career-related topics when getting together with other

Itinerary C: Half-day every few months continued

Executive Directors and managers. We heard from managers that they are often part of networks or small groups that meet regularly. For some, this is formally structured as part of networking organizations. Others simply try to meet for coffee, lunch or after work with trusted colleagues. Arrange a meeting with 3 or 4 other managers from different types of non-profits. Discuss how you might collectively support the career growth and development of your teams. Consider sharing success and challenge stories, having staff spend a day shadowing each other to get broader sector exposure or identifying priority projects that you can work on together, such as evaluating new systems/tools or developing a common training class. Set out clear expectations, investment \$ available (if any), timelines and responsibilities.



Do

Goal: Take action that fosters career opportunities for your team

Review your current organizational structure. Do you have good, relevant job descriptions?

Good job descriptions include a minimum of the following:

A headline that would make the ideal candidate jump out of their seats with excitement. This gives you a good “gut check” that people are in the right role. If the

Recommended additional activities for organizations with a team of people managers

Implement an employee triad program

where 3 staff members can come together to develop a stronger network (internal and external), develop their skills and support each other’s career-related activities. To get started, identify (or have people self-identify) to be part of the first groups of 3.

headline doesn’t excite, you need to find out why.

A description of general duties and what the role is accountable for (Administration? Client relationships? Donor stewardship? Campaign management? Advocacy? Policy?)

The competencies needed to do the job well. Three examples of competencies are “Foster Teamwork,” “Oral Communication” and “Analytical Thinking.”

Here is a list of 31 competencies that you can select from:  <http://www.workforce.com/2002/09/03/31-core-competencies-explained/>.

The Ontario Nonprofit Network (ONN) has also identified specific leadership competencies and related tools:  <http://theonn.ca/our-work/our-people/leadership-competencies/>.

Finally, you want to include how you know the job has been done well. What are some of the results that would happen if the employee did a great job?

Based on the competencies and measures of success, you can start to consider how employees might build their own

career pathways, even in small organizations.

A career pathway ensures that employees know their career will move forward within your organization. Often, it is believed that because there are limited positions and relatively flat organizational structures, there is no way to provide a career pathway. Luckily, there is. For example, career pathways can include milestones based on competency development and/or attainment of organizational goals that lead to a change in title. A client support specialist might become a service delivery lead. Recognition of career development is important. No one wants to feel stuck in the same role without recognition of what's been learned and accomplished.

Learn more about career pathways:  <https://www.recruiter.com/i/4-ways-employers-can-build-big-career-pathways-in-small-companies/>.

Recommended additional activities for organizations with a team of people managers

Consider how managers can lead the “Best Part of My Job” campaign (see below).

If you have implemented “Career Champions,” consider how a team of managers might help get this project started and ensure key themes are noted and brought into quarterly or annual planning discussions when the topic of “people” or “team” are being discussed.

Discuss how their jobs might change in the coming years. Have staff reflect what story they want to be able to tell a year from now. Have them consider how telling someone else the story shifts their perspective on their work and their career. Share the results in a creative way that makes sense for you, such as:

- A bulletin board with an image that represents each employee’s story.
- A newsletter that shares some of the stories.
- A listing of what each employee’s tweet would be if they had to sum up their career in 140 characters.



Reflect Upon

Goal: Take time to focus on what you and your team need to keep growing

Reflect on how your organization will change

over the next 12-24 months and what critical skills (hard and soft) you will need to succeed?

Facilitate a “Best Part of My Job” internal campaign to allow your employees to reflect upon and share their own career stories.



Measure

Goal: Identify good data that can help you make better decisions

Other activities have asked you to identify metrics for training and career-related activities.

Bring all of the metrics across the activities together and create

Itinerary C: Half-day every few months continued

a dashboard that ties the investment of time and funds to have employees participate in special projects to key organizational goals.

Ensure you get employee feedback on how this special project work has enhanced their skills and competence in everyday responsibilities. You may want to start by gathering anecdotal evidence of how the employees advance against career and organizational goals. After a few quarters, examine the pattern emerging and create a more

quantitative dashboard to help you decide which projects deliver the best overall employee and organization ROI.

The goal is to identify meaningful metrics that tie the career management activities you've identified with key organizational goals. After all, as Peter Drucker first said:

“There is nothing quite so useless as doing with great efficiency something that should not be done at all.” ■



DID YOU KNOW?

According to Gallup, “Employees who get the opportunity to continually develop are twice as likely to say they will spend their career with their organization.”²³

Recommended additional activities for organizations with a team of people managers

This activity is best for organizations that do employee-engagement surveys. Often employee-engagement surveys focus on how involved employees feel in certain activities and how likely they would be to refer a friend or colleague to work at the organization (part of what is called the net promoter score). **Employee engagement-related surveys can be enhanced** to help

measure your organization's career management maturity by adding the following to the end of any question being asked in the engagement survey:

How important is this to you when considering your career goals?

When examining the responses, you will see not only where employees are engaged in their work and your culture, but also where they feel an

important item is being undervalued or overlooked by you. A lot of involvement in areas that don't tie to individual career goals may foreshadow engagement issues. Conversely, low engagement in areas that are very important to employee career plans can be linked to retention risk. In both cases, a career conversation that aligns organization and employee goals is a good next step.

Template to Build a Career Management Itinerary – Your Action Plan

My Career Management Itinerary: (month) _____, (year) _____ to (month) _____, (year) _____

From Itinerary A: I will do **1** of the following any time I have 10 minutes free in my schedule – list as many activities as you'd like to choose from:

	I Want to Do Next	I Am Doing	I'm Done	I Should Do Again
<input type="checkbox"/> _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

From Itinerary B: I will schedule a few hours per month to work on **2-3** of these activities each week for the next few months:

	I Want to Do Next	I Am Doing	I'm Done	I Should Do Again
<input type="checkbox"/> _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

From Itinerary C: Every few months, I will schedule a few hours in a block and work on **1** of these projects:

	I Want to Do Next	I Am Doing	I'm Done	I Should Do Again
<input type="checkbox"/> _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Checklist:

Have you included activities from a variety of categories?

Number of activities selected: _____



Think About



Share



Discuss



Do



Reflect Upon



Measure

If 1 activity leads to another, have you listed the follow-on activity as part of what you want to do next? _____

Do you feel confident to start all of the activities you have listed in the “To Do” or “I Am Doing” columns? If not, what questions do you have or what resources do you need?

Who can help you answer your questions or find good resources? (**HINT:** Page 48 of this Playbook has a long list of resources for you in addition to your own colleagues, sector organizations and institutions)

Section 3: Building Your Career Management Itinerary

Sample Career Management Itinerary

My Career Management Itinerary:

(month) September, (year) 2018 to (month) June, (year) 2019

From Itinerary A: I will do **1** of the following any time I have 10 minutes free in my schedule – list as many activities as you'd like to choose from:

	I Want to Do Next	I Am Doing	I'm Done	I Should Do Again
<input type="checkbox"/> <u>call to check-in with a staff member</u>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> <u>Review staff training evaluations</u>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<input type="checkbox"/> <u>write my own career story and share it</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

From Itinerary B: I will schedule a few hours per month to work on **2-3** of these activities each week for the next few months:

	I Want to Do Next	I Am Doing	I'm Done	I Should Do Again
<input type="checkbox"/> <u>Listen to "HR for Small Biz" podcasts</u>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> <u>Set career-related organizational goals</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> <u>consider having Career Champions</u>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

From Itinerary C: Every few months, I will schedule a few hours in a block and work on **1** of these projects:

	I Want to Do Next	I Am Doing	I'm Done	I Should Do Again
<input type="checkbox"/> <u>Focus on better career conversations</u>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<input type="checkbox"/> <u>create career pathways for fundraising team</u>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> <u>Learn more about triads and plan to intro to team</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Checklist:

Have you included activities from a variety of categories?

Number of activities selected:



Think About



1



Share



1



Discuss



1



Do



3



Reflect Upon



1



Measure



2

If 1 activity leads to another, have you listed the follow-on activity as part of what you want to do next? yes

Do you feel confident to start all of the activities you have listed in the "To Do" or "I Am Doing" columns? If not, what questions do you have or what resources do you need?

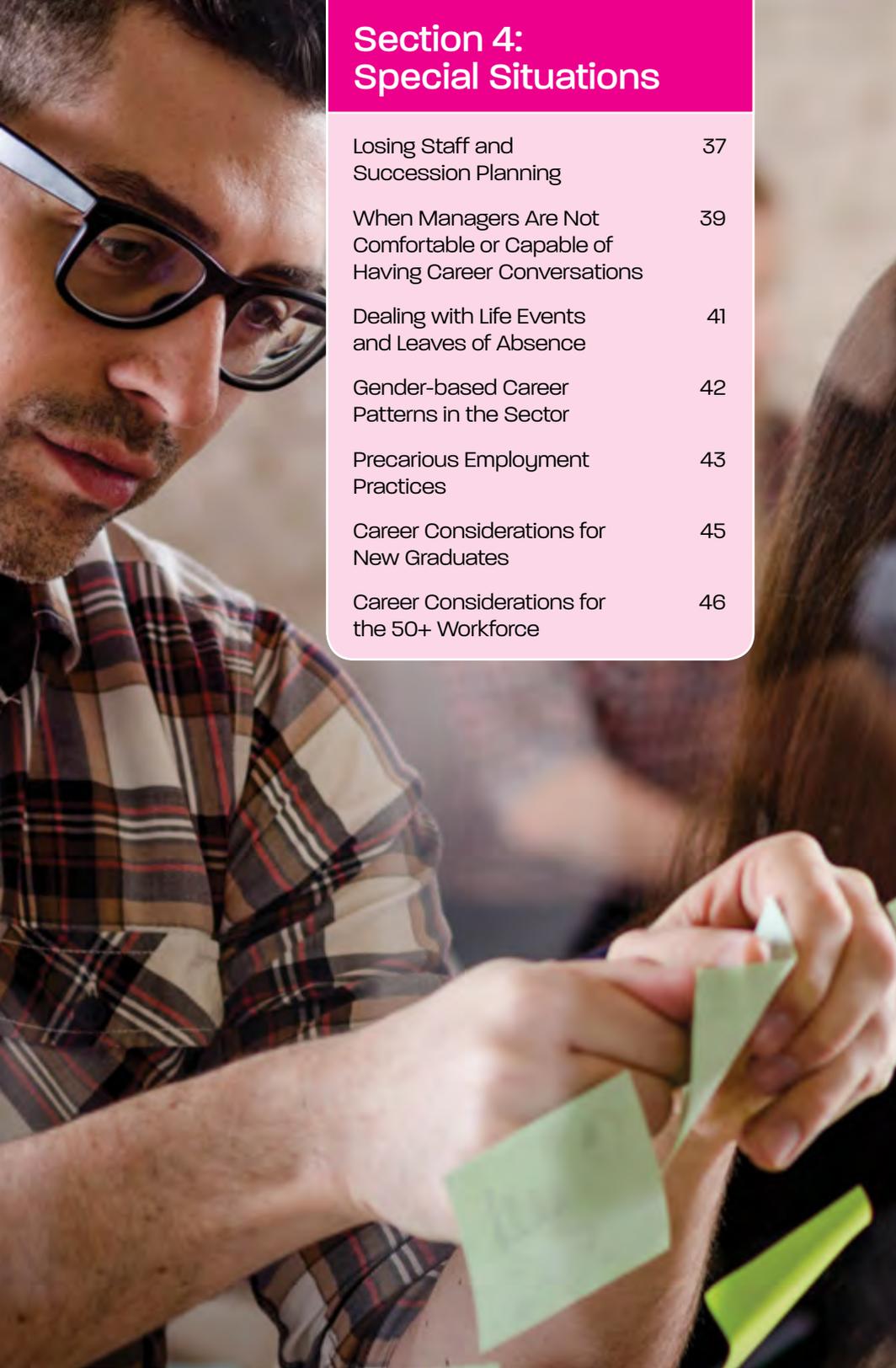
Not sure how team will react to adding these activities to busy schedule

Who can help you answer your questions or find good resources? (**HINT:** Page 48 of this Playbook has a long list of resources for you in addition to your own colleagues, sector organizations and institutions)

My managers and leaders - what excites them about these ideas? Build on that

Ask Paul how his organization has used these tools

Ask Paulette to craft great internal emails to spark curiosity

A man with glasses and a plaid shirt is looking at a woman's hands as she works with green sticky notes. The woman is holding a green sticky note and appears to be peeling it off a surface. The background is blurred, showing other people in a meeting or workshop setting.

Section 4: Special Situations

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Special Situations

From time to time, situations arise that demand unique approaches. Here are tips and tools for you to use.

Fifty-seven percent of our interviewees indicated that they can provide good programs and support to new graduates and mid-career professionals “some of the time” and 71% reported that they do not have the skills programs or resources to support

new leaders or employees stepping into new levels of responsibility. Supporting career advancement beyond initial onboarding and orientation emerged as a consistent and common area needing additional attention and resources.

This section takes a

thematic approach to specific, special situations that present unique challenges for non-profits and charities. After reading this section, you may want to go back to your template and add an action item if any of these topics are particularly relevant to your organization. ■



Losing Staff and Succession Planning

Non-profits and charities across the country told us that they struggle with balancing a sincere desire for staff to grow and an interest in retaining senior management or executive-level high performers in flat organizations.

For example, we learned of the challenge to retain development staff in organizations with smaller budgets as these leaders seek to manage larger assets and campaigns.

We hope that the activities and suggestions provided in the itinerary get some ideas flowing for how you can help your experienced staff continue to grow in their careers, even in a flat structure. However, even with an enhanced focus on internal career management activities, some of your staff will decide that they need to leave to meet career-related goals. Some will seek higher levels of responsibility, the opportunity to manage a larger team or budget or the chance to work in a new area or field. For others, geographic or

family considerations may trigger the desire or need to move. Smart organizations will recognize that investing in employee career development today can lead to strong relationships with employees even after they have left your organization. They



become your alumni – external champions with strong referral, donor and volunteer networks eager to continue to support you from the outside.

In our interviews, 25%



FROM THE SECTOR:

“I got tired of people getting a designation (CPA) and thinking they were going to do better outside because they didn’t know there was room to grow here. So, I put in place a formal program (pathways to success) that is a tool to reduce unnecessary turnover. It facilitates conversations where employees can raise paths or next steps that are in the organization that managers don’t realize they are interested in. The tools work. It is a way to retain good people.”

- Executive, Healthcare non-profit



Losing Staff and Succession Planning *continued*

of Executive Directors indicated that they never do any succession planning and 63% only plan for impending leadership changes on an ad-hoc or informal basis. These same organizations indicated that it takes time to find good, new staff. Indeed, more than 50% of the organizations

interviewed indicated that it takes between 6-12 months to recruit, hire and onboard a new senior employee or leader. If you knew that it would take at least half a year to replace the support you receive from a key donor, we doubt 75% of you would wait until the donor agreement expired before seeking new sources of funding. ■



TAKE ACTION:

On a quarterly basis, identify key employees who would be hard to replace should they decide to leave your organization. Identify if it is their skills, relationships or other qualities that make them so valuable and consider who might be able to step into their role if they were ready to move on, either internally or externally. Make sure you keep these employees in mind as you review your Career Management Itinerary. Have you focused on engaging them in ways that will be meaningful?



TAKE ACTION:

Executive Directors should ensure that they are maintaining their network and keeping strong relationships with alumni (employees who have left the organization) in order to maintain access to good, qualified referrals for new staff. You may find that employees who have left to pursue new career opportunities become great candidates a few years later for new roles, or they may be key clients and partners.



FROM THE SECTOR:

Lester Salamon, Director of the Center for Civil Society Studies at The Johns Hopkins Institute for Health and Social Policy Studies, points out, “belt tightening has its limits and at some point, starts to damage vital organs.”²⁴

When Managers Are Not Comfortable or Capable of Having Career Conversations

Sixty-three percent of Executive Directors and managers told us that they believe managers find career conversations difficult – for good reason.

In more than 75% of the organizations we spoke with, there are no career-related resources or tools in place for managers to use. Couple this fact with the lack of support to assist new leaders and managers are left to navigate different relationships, roles and conversations on their own.

Interestingly, when we spoke with non-profit people managers, we heard the same three constraints small- and medium-sized business managers had identified that kept them from feeling comfortable engaging their direct reports in meaningful career conversations:

- “The conversation goes to compensation and we have little room to move.”

- “Sometimes managers and leaders don’t even know where we’re going so it’s hard for us to explain to the employee where the organization will be in 2-5 years. The sector is changing or is about to change. How can I lay out a map when I don’t know the future?”
- “We are so busy working in support of our organization’s mission. It is hard to find the time and resources to explore and develop the team. Funders don’t let us build this into proposals and so it falls to the bottom of our commitment and priority list.”

Most of the organizations we spoke with had a very small team of people



TAKE ACTION:

In your Career Management Itinerary, there are suggested activities that address these suggestions. Executive Directors should ensure you have thought of how you will support your managers to have good, ongoing career conversations.

managers, with many organizations only having 1 or 2 people in this role. Non-profit and charity people managers need to wear many hats and develop strong internal and external relationships. They cannot rely on a large group of peers, and managers lacking strong people skills are unlikely to succeed.

Based on these findings, it seems evident that Executive Directors can help enhance the quality of career conversations by:

- Providing non-financial recognition and reward suggestions to managers in advance of meeting with employees.
- Considering how the organization’s priorities and projects for the

When Managers are not comfortable....
continued

next 6-12 months might provide career-building opportunities for staff. Ensure managers know which of these opportunities are available to staff.

- Helping managers prioritize career conversations as a critical strategic activity. ■



Qualities that Executive Directors indicated make managers better career coaches.



DID YOU KNOW?

Good preparation for career conversations is critical, even when the staff member and manager know each other well and have worked together for a long time. Here are **7 pitfalls to avoid in career conversations** (adapted from *Managing Human Resources: A Guide for Small Business Managers*):

1. Ignorance: Prepare for the conversation by reading the employee's file or reviewing their work. Look for unexplained gaps, contradictions or unfinished business. If this leaves you with questions, ask them and listen carefully to the answers.
2. Inattention: Do not allow interruptions during the conversation. Answering the phone or permitting disruptions insults your employee and undermines the value of the discussion.
3. Verbosity: Try not to talk too much during the discussion. Let the employee speak and listen carefully. Ask the employee what they want to talk about before dominating the agenda.
4. Inconsistency: Treat everyone the same. Stick to the same schedule or trigger point for career conversations. Maintain regular frequency.
5. Aimlessness: Covering irrelevant details reveals more about you than the employee. Try sticking with specific experiences and on-the-job examples to support your discussion.
6. Mismanagement: Always stay on track in the conversation. Stick to the time you had allotted, recognizing that you are committing to regular conversations. There should not be urgency to the discussion – this is a long-term ongoing relationship and discussion.
7. Procrastination: Don't take too long to make a decision. Keep your discussion process reasonable and non-bureaucratic. If you agree to do something, set short-term and long-term time commitments for follow up.

Dealing with Life Events and Leaves of Absence

As we move into an era where there is increasing focus on work-life balance, there is a recognition that life events trigger unique career-related needs.

Sometimes an employee has asked for a leave of absence to care for a family member, or is taking maternity or parental leave. Other times, there has been a death in their family or other circumstances that lead to an interruption of their work. Being flexible and addressing the career needs of your employees when they are off and after they've returned to work can be a challenge.

In Canada, 35% of the workforce is involved with caregiving for a family member.²⁵ The federal government has put together this list of practices that companies of various sizes are using to help meet the needs of their employees, while addressing concerns related to productivity, staffing and turnover: <https://www.canada.ca/en/employment-social-development/programs/seniors/reports.html>.

CERIC has also published

guides for both employers and employees that specifically address the career-related considerations when employees take maternity or parental leave. Many of the suggestions and recommendations in these guides are applicable to employees taking leaves of absence for other reasons.



Learn more at: http://ceric.ca/maternity_employer and http://ceric.ca/maternity_employee. ■



TAKE ACTION:

Review the materials recommended and consider that it is likely 1/3 of your staff are maintaining their current work schedules while balancing caregiving responsibilities. Decide if you want to add any actions to your Career Management Itinerary to research what the implications are in your specific organization, what your employees need and if there are hidden opportunities to satisfy your employees' needs while growing your organization.



DID YOU KNOW?

According to Flexjobs, 82% of employees say they would be more loyal to their employers if they had flexible work options.²⁶ It is important to evaluate your workforce and workflow to determine if flex options, such as varied start times, teleworking and job sharing, are viable.

Gender-based Career Patterns in the Sector

Since 2011, Charity Village has produced the Canadian non-profit sector salary and benefits study.

The study includes demographic analysis of compensation and benefits, with specific attention paid to a consistent gender dynamic within the sector.²⁷

While gender pay disparity is not unique to the non-profit and charitable sector, a consistent pattern of gender-based differences within the sector is worthy of note. While an across-the-board examination of gender hiring will indicate that, at every level, women outnumber men in the sector, men outnumber women in senior leadership roles within the largest organizations. Organizations with the largest budgets and most complex governance structures tend to be led by men. According to Charity Village, 67% of organizations across the board are led by women. However, in organizations with more than \$10M in

revenues, 62% of CEOs/ Executive Directors are men. In organizations with revenues of less than \$1 million, 79% of the top leadership positions are filled by a woman.

Much can be said about gender disparity in the workplace. Since the publication of the 2003 Statistics Canada National Survey of Nonprofit and Voluntary Organizations (NSNVO) report, there have been numerous reports from a variety of sources examining this topic. Several such resources, including the ONN report “Decent Work for Women,” have been curated and listed in the additional resources section of this Playbook. From a career management perspective, there are interesting implications of the noted pattern that men lead in the smaller number of large organizations while women lead the majority



of organizations that are smaller and less well resourced. Employees need access, exposure, support and encouragement to learn about all options available to them over their entire career. People managers need to know what new, emerging structures, opportunities and supports are available to generate better conversations about fair hiring, compensation and career management practices. ■

Precarious Employment Practices

Challenge Factory has identified 5 drivers that are shaping the future of work: Demographics, Shifts in Career Ownership, the Freelance Economy, Platforms as Business Models and AI and Robotics.

This Playbook focuses on how career ownership can be a tool for better employment within the non-profit sector. Precarious employment is often confused to mean the same thing as the freelance economy. It is not. The sector's focus on decent work is a good example of how new employment structures can be accessed without exploitive practices becoming normalized in today's increasingly flexible and freelance environment.

Lisa Lalande, et al. explore promising practices within the non-profit sector related to decent work. In this joint Mowat Centre, Ontario Nonprofit Network and Toronto Neighbourhood Centres research study, the authors identify 7 aspects of decent work:

1. Employment Opportunities
2. Stable Employment
3. Fair Income
4. Health and Retirement Benefits
5. Opportunities for Development and Advancement
6. Equal Rights at Work
7. Culture and Leadership



Across a variety of resources and studies on this topic (which are listed in the resources section of this Playbook on page 48), it becomes clear that there is a perception that in an environment of scarce resources, there are often few options to provide environments supportive of decent work within the sector. By building a Career Management Itinerary and implementing some of the activities contained



DID YOU KNOW?

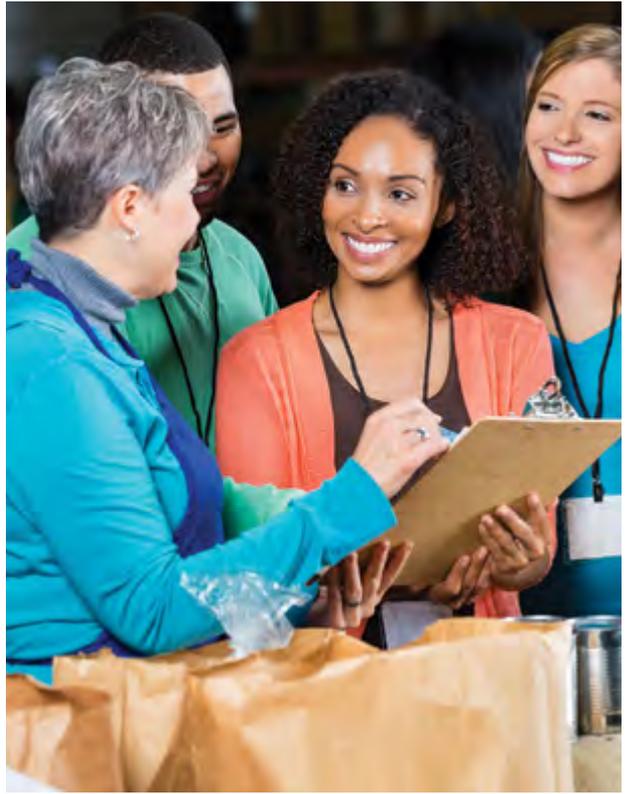
“About 28 per cent of people employed by Ontario non-profits work part-time, 6 per cent work full-time but on time-limited contract, and another 13 per cent are employed part-time and on contract.”²⁸

Precarious Employment Practices continued

in this Playbook, you may find your employees can help you challenge this underlying assumption and identify new ways to improve overall working and employment conditions within your organization. At minimum, you will develop new tools, language and metrics to take to funders, donors and policymakers as the sector continues to advocate for better work for all.

Focusing on career development within your organization supports all 6 promising practices identified in the Decent Work report:

- Develop a vision for decent work
- Start the conversation
- Design a comprehensive plan
- Make investments non-discretionary in the budget
- Pay for the work
- The short- and long-view (The tortoise vs the hare) ■



FROM THE SECTOR:

“Some organizations deal with very challenging issues, and their staff as a result also deals with those issues... I think addressing decent work gives HR professionals and directors in the non-profit sector the needed permission to say ‘OK, given our work environment, what supports could help our employees be the best at their jobs and help organizations meet their missions?’”

- **Monina Febria**, former Decent Work Project Lead for the Ontario Nonprofit Network

Career Considerations for New Graduates

Unlike previous generations, which tended to remain loyal to an organization and its mission, the majority of younger volunteers and non-profit workers care more about causes and issues than about particular organizations.²⁹



Despite research that indicates younger workers are in fact loyal to employers, within the non-profit sector we encountered many leaders who were concerned that new graduates view organizations like yours as an initial stop on a longer career – destined for other larger non-profits and other sectors. New graduates joining your organization take time and energy to onboard and we have heard concerns about exerting the effort only to have the employee leave and begin the process all over again.

With this concern top of mind, it is easy to overlook new staff for specific opportunities or consider them “not yet ready” to take on certain tasks. There are many resources available to help ensure that you establish good

working relationships with your newest employees, without relying on stereotypes or generational assumptions to colour your interactions before you learn more about each other’s work ethic, values and capabilities. ■



TAKE ACTION:

Imagine Canada interviewed younger workers to identify trends and provide employers with tips and actions to retain newer staff. You can access their report at: <http://www.imaginecanada.ca/resources-and-tools/research-and-facts/young-people-nonprofit-work>.



DID YOU KNOW?

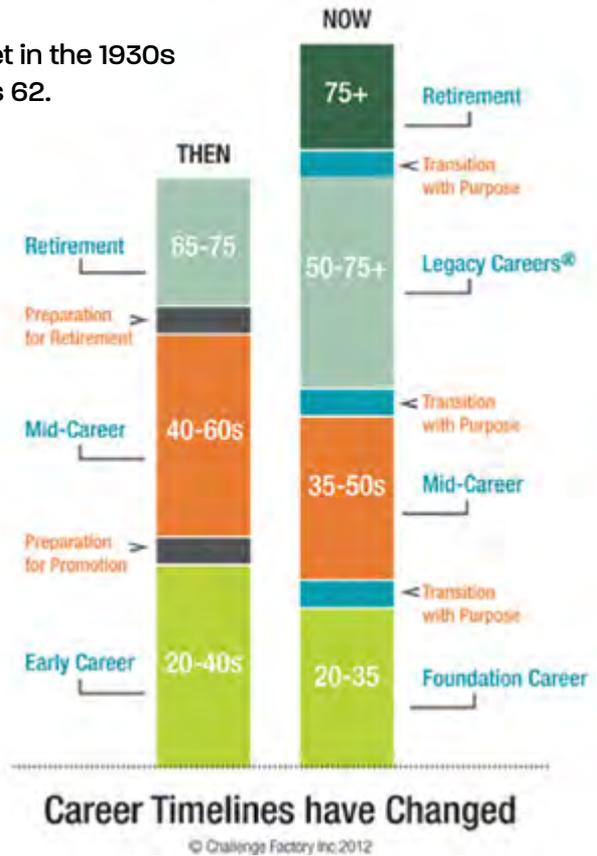
Research from the University of North Carolina shows that “Millennials want the same things from their employers that Generation X and Baby Boomers do: challenging, meaningful work; opportunities for learning, development and advancement; support to successfully integrate work and personal life; fair treatment and competitive compensation. What’s more, all three generations agree on the characteristics of an ideal leader: a person who leads by example, is accessible, acts as a coach and mentor, helps employees see how their roles contribute to the organization, and challenges others and holds them accountable.”³⁰

Career Considerations for the 50+ Workforce

The retirement age was set in the 1930s when life expectancy was 62.

Today, with life expectancy reaching into the mid-80s, it is only natural that we see more and more employees choosing to work past the traditional retirement age. What's more, we know that many employees are worried about finances and need to continue earning income longer than they expected. The result is that a new phase of people's careers is emerging. Instead of moving from mid-career to retirement, people are now transitioning with purpose from work that they did in their 30s and 40s into new work arrangements or positions that better align their talents, what they care about, their lifestyle and other needs and the market.

Like new graduates, there are many stereotypes, age-based assumptions and ageist language that dominate how "older workers" are considered.



DID YOU KNOW?

According to a study conducted by the Center on Aging and Work at Boston College, "Results indicate that older workers (those 55 and older) are significantly more engaged than younger workers (those 54 and younger). In fact, employee engagement appears to increase with age among current cohorts."³¹



DID YOU KNOW?

According to AARP, “replacing an experienced worker can cost 50% or more of the individual’s annual salary in turnover-related costs.”²³²



Ageism in hiring practices is common, although we believe that in most cases, it is unintentional. Simply put, none of us are conditioned to consider our 60s and 70s as some of our most productive years. But, career timelines are changing and employers need to be aware that there are carrots (productivity gains, employee retention gains) and sticks (legal action, bad publicity) associated with outdated career thinking. ■



TAKE ACTION:

Consider how your organization is taking advantage of Legacy Career® talent. Ensure your older employees continue to have career conversations with your managers – and ensure your managers understand why these conversations are relevant and important. U.S.-based “This Chair Rocks” and its blog “Yo, Is this Ageist?” provides free resources and current examples of how ageism affects everyone, every day: <https://thischairrocks.com/>. For workplace-specific questions, Challenge Factory is a North American leader in helping organizations capitalize on shifting demographics. There are many courses and resources for your staff and managers at: <http://www.challengefactory.ca/>.

Section 5: Listed and Additional Resources



Career Management Resources for Non-Profits and Charities

Many of the following resources have been referenced in this Playbook. They are organized here by topic for easy reference according to the various phases of your employee lifecycle.

Hiring and Interviewing

Tips for hiring and retaining staff in the sector: <http://www.nptechnews.com/Management-Features/tips-for-non-profits-to-attract-and-retain-top-talent>

A classic list of 31 competencies and related behaviours that can shape job descriptions, career conversations and development plans: <http://www.workforce.com/2002/09/03/31-core-competencies-explained/>

Wealth of articles focused on new graduates in the workplace: <http://talentegg.ca/incubator/>

Variety of talent-related articles, tools and tips for small organizations: <https://www.marsdd.com/tag/talent/>

com/tag/talent/

Articles focused on employee recruitment and management: <https://www.bdc.ca/en/articles-tools/employees/pages/default.aspx>



Building Your Culture

Report on the sector, promising practices and challenges: https://mowatcentre.ca/wp-content/uploads/publications/111_change_work.pdf

Updated lists of resources as well as additional training and materials related to this Playbook can also be found at: <http://www.challengefactory.ca/nonprofit>.

Variety of articles focused on employee engagement: <https://www.marsdd.com/mars-library/motivating-employees/>

Manager and Employee Guides to facilitating career conversations: <http://www.crwg-gdrc.ca/crwg/index.php/resources/career-conversations>

1,001 quotes that can generate great conversations within your company: <https://www.amazon.ca/Quotes-Entrepreneurs-Great-Inspire-Motivate/dp/1496011252>

Podcasts that cover a wide variety of HR-related topics – all from a small organization perspective: <https://itunes.apple.com/us/podcast/human-resources-for-small/id533673516?mt=2>

Podcasts that focus on everyday

employees sharing what they like about their jobs: <http://www.bestpartofmyjob.com/podcast/>

Communication firm focused on internal/employee communication. Provides training for managers and owners to be better communicators: <https://www.innerstrengthcommunication.com/>

Variety of talent-related articles, tools and tips: <https://www.marsdd.com/tag/talent/>



Having Better Career Conversations

Article with 5 steps managers can take to lead a career conversation: <https://www.fastcompany.com/919177/dont-run-career-conversations>

Virtual training platform with courses for

employees, managers and leaders. <http://www.centreforcareerinnovation.com>

How to address limited upward mobility as part of broader career conversations: <https://www.recruiter.com/i/4-ways-employers-can-build-big-career-pathways-in-small-companies/>

Manager tools on how to have better coaching conversations: <http://www.right.com/wps/wcm/connect/right-us-en/home/thoughtwire/categories/media-center/Two-Thirds-of-Managers-Need-Guidance-on-How-to-Coach-and-Develop-Careers>

Checklist and tools for managers to address performance management issues: <http://hr.berkeley.edu/hr-network/central-guide-managing-hr/managing-hr/managing-successfully/performance-management/concepts>

Articles focused on employee recruitment and management: <https://www.bdc.ca/en/articles-tools/employees/pages/default.aspx>

Glossary by CERIC

of career development terminology. May be useful to managers seeking to use sector-specific language in career conversations: <https://ceric.ca/glossary-of-career-development/>

The Centre for Career Innovation provides courses for managers to have better career conversations: <http://www.centreforcareerinnovation.com>

The Canadian Working Research Group has developed an organizational capacity building intervention to help managers have career conversations: <http://www.crwg-gdrc.ca/crwg/index.php/resources/career-conversations>

Retaining Talent

Article provides tips for non-profits to attract and retain talent: <http://www.nptechnews.com/Management-Features/tips-for-nonprofits-to-attract-and-retain-top-talent>

Articles focused on employee retention: <https://www.marsdd.com/mars-library/retaining->

top-talent-employee-retention-strategies-for-startups/

Checklist and tools for managers to address performance-management issues: 

<https://hr.berkeley.edu/hr-network/central-guide-managing-hr/managing-hr/managing-successfully/performance-management/concepts>

Article presenting data on the cost of turnover among senior staff: 

<http://www.aarp.org/work/employers/info-06-2013/costs-of-employee-turnover.html>

Variety of talent-related articles, tools and tips:  **<https://www.marsdd.com/tag/talent/>**

This article provides managers with strategies to build intelligent career pathways within their organizations that can help retain talent:  **<https://www.recruiter.com/i/4-ways-employers-can-build-big-career-pathways-in-small-companies/>**



Training and Development

The Ontario Nonprofit Network (ONN) has identified specific leadership competencies and related tools:  **<http://theonnc.ca/our-work/our-people/leadership-competencies/>**

Wealth of resources and tools covering a variety of HR practices, areas and needs. HR Council for the Non-Profit Sector:  **<http://hrcouncil.ca>**

MARS Library with resources including this sample evaluation form to measure the impact of training programs:  **<https://www.marsdd.com/mars-library/training-evaluation-sample-feedback-questionnaire-for-trainees/>**

Developing Leaders

Free, online assessment focused on career motivators:  **<http://testyourself.psychtests.com/testid/3153>**

Best-selling book that supports leaders through having career conversations and engaging with employees:  **<https://www.amazon.ca/Help-Them-Grow-Watch-Conversations/dp/1609946324>**

A classic list of 31 competencies and related behaviours that can shape job descriptions, career conversations and development plans:  **<http://www.workforce.com/2002/09/03/31-core-competencies-explained/>**



The Ontario Nonprofit Network (ONN) has identified specific leadership competencies and related tools: <http://theonn.ca/our-work/our-people/leadership-competencies/>

Communication firm focused on internal/employee communication. Provides training for managers and owners to be better communicators: <https://www.innerstrengthcommunication.com/>

Variety of talent-related articles, tools and tips: <https://www.marsdd.com/tag/talent/>

Public relations, communications and media training: <https://www.precisionmarketinggroup.ca>



Promoting from Within

Free, online assessment focused on career motivators:



<http://testyourself.psychtests.com/testid/3153>

Best-selling book that supports leaders through having career conversations and engaging with employees:

<https://www.amazon.ca/Help-Them-Grow-Watch-Conversations/dp/1609946324>

How to address limited upward mobility in small organizations as part of broader career conversations: <https://www.recruiter.com/i/4-ways-employers-can-build-big-career-pathways-in-small-companies/>

Gender and the Non-Profit Workplace

ONN study on Decent Work for Women:

<http://theonn.ca/our-work/our-people/decent-work/decent-work-women/>

Charity Village study on compensation in the sector: https://charityvillage.com/cms/Portals/o/CharityVillage/Salary%20Survey/CV_Compensation_2017_executive_summary.pdf ■

A group of diverse people are shown in a celebratory mood. In the foreground, a Black woman with short dark hair is laughing joyfully, holding a blue and white marker. Next to her, a white woman with short blonde hair is clapping and smiling, holding a yellow folder. In the background, a man with a beard and glasses is smiling, and another man is clapping. The scene is brightly lit, suggesting an indoor event or presentation.

Section 6:
Thank You to
Our Knowledge
Champions

Knowledge Champions

A special thank you to our Knowledge Champions for career development who helped to make possible the publication of this Playbook.



**The Counselling
Foundation of Canada**

The Counselling Foundation of Canada

The Counselling Foundation of Canada is a private foundation, which champions learning and career development to help Canadians nurture the gifts and talents within themselves. Our vision is a day when all Canadians are living purposeful and productive lives, helping to build a better, more prosperous society.

<http://www.counselling.net>



CERIC

CERIC is a charitable organization that advances education and research in career counselling and career development, in order to increase the economic and social well-being of Canadians. It funds projects, hosts the Cannexus conference, publishes the *Canadian Journal of Career Development*, and runs the ContactPoint / OrientAction online communities.

<http://www.ceric.ca>



The Lawson Foundation

The Lawson Foundation is a Canadian national family foundation that invests in and engages with ideas, people, and organizations that contribute to the well-being of children and youth and their development as active and engaged members of society.

<https://lawson.ca>



The Muttart Foundation

The Muttart Foundation

The Muttart Foundation is a private charitable foundation created in 1953 by Merrill and Gladys Muttart. The Foundation focuses on working to improve the early education and care of young children and to strengthen the charitable sector.

<https://www.muttart.org/>

A Special Thank You



Imagine Canada

Imagine Canada is a national charitable organization whose cause is Canada's charities. Our three broad goals are to amplify the sector's collective voice, create opportunities to connect and learn from each other, and build the sector's capacity to succeed. Strong Charities. Strong Communities.

 <http://www.imaginecanada.ca>



Ontario Nonprofit Network

Organized in 2007 and incorporated as a nonprofit in 2014, the Ontario Nonprofit Network (ONN) is the independent nonprofit network for the 55,000 nonprofits and charities in Ontario, focused on policy, advocacy and services to strengthen Ontario's nonprofit sector as a key pillar of our society and economy.

 <http://theonn.ca/>

CERIC is proudly supported by The
Counselling Foundation of Canada.



**The Counselling
Foundation of Canada**

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Lisa Taylor is founder and President of Challenge Factory and the Centre for Career Innovation. Her career and workforce perspectives have been featured in media outlets across North America including the *Wall Street Journal*, *Huffington Post*, *CBC* and *The Globe and Mail*. Taylor regularly speaks on the Future of Work, the intergenerational workforce and the changing nature of careers in today’s economy.

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