Developing Labour Market Information for the Nonprofit Sector

Final Report

March 2011

HR Council
for the Nonprofit Sector

The HR Council takes action on nonprofit labour force issues.

As a **catalyst**, the HR Council sparks awareness and action on labour force issues. As a **convenor**, we bring together people, information and ideas in the spirit of collaborative action. As a **research instigator** we are building knowledge and improving our understanding of the nonprofit labour force.

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Executive summary

Nonprofits require good labour market information (LMI) in order to determine skill and education requirements for positions in the sector; identify and attract potential workers; fill job vacancies; and plan for the future.

The nonprofit sector includes organizations that operate in diverse areas of the economy that are united by their contributions: delivering programs and services — from healthcare to after-school sports — that improve Canadians' day to day lives; fostering social cohesion, integration and innovation; and bringing vibrancy to our communities. The diversity of the nonprofit sector is one of its strengths. However, this makes gathering and retrieving data on the sector more difficult than with other sectors. Some information that is considered foundational to other sectors is simply unavailable, while other information is only available from alternative sources. Nonprofits require good labour market information (LMI) in order to determine skill and education requirements for positions in the sector; identify and attract potential workers; fill job vacancies; and plan for the future, among other uses.

The HR Council for the Nonprofit Sector (HR Council) commissioned a study of LMI to improve the data available to nonprofits. This study of LMI for the nonprofit sector included work with an Advisory Committee, stakeholder consultations and a review of existing data on the sector. The consultations included discussions with data producers, intermediaries (e.g., umbrella organizations, resource centres), end users (e.g., nonprofit organizations, researchers, etc.) and LMI experts from other sectors and jurisdictions.

The consultations covered a range of topics, including how respondents use LMI, what data sources they use, barriers to accessing data, key information that is not available to them, and what information they wish to see in the future. Based on these questions, respondents shared their experiences, thoughts and opinions on the development of the nonprofit sector's LMI system.

Through the consultations, respondents noted that LMI was becoming a hot topic in the sector; there is currently a great deal of interest and excitement about LMI that the HR Council can build on in its work. Respondents highlighted the need for easily accessible, low-cost data. Existing information on nonprofits, when it is available, is in high demand and considered valuable for many end uses including day-to-day HR needs, collective bargaining research and strategic planning. Data users noted that the existing information needs to be more easily accessible and better reflect local conditions.

When respondents were asked about specific data that they wanted, they responded that information on wages and compensation is needed for day-to-day use, but that they also need information that can help with strategic planning and long-term management. They noted that the sector needs to become more proactive in its use of data and in its planning, forecasting and scenario development. This would help the sector better plan for the future, compete with other sectors for employees and manage HR matters.

Respondents noted that the term "LMI" does not resonate with all end users; users in small organizations simply want the necessary information as they need it. Regardless of how the information is presented, it is vital for working with the sector's partners in governments (local, provincial and national) and other sectors, and is of strategic importance for future labour market initiatives. This future importance underscores the respondents' views that developing LMI will be a long-term undertaking, with benefits for all LMI users.

The LMI Advisory Committee reviewed the findings and conclusions stemming from the consultations and created a set of recommendations for how to improve LMI for the sector. The recommendations focus on:

- Developing key data sets, including both compensation and forecasting data
- Expanding the available data through collaborative partnerships
- Fostering LMI engagement within the sector
- Developing distributed LMI capacity within existing networks and organizations
- Planning for sustainable LMI

Together, these recommendations highlight key goals and milestones for data development and provide a starting point for further developing a long-term strategy for improving the nonprofit sector's labour market information. Achieving these goals will take perseverance and commitment from organizations and individuals in the nonprofit sector; the HR Council; national, provincial and local governments; and other stakeholders, including researchers, funders and organizations that work with and for the sector.

List of acronyms

ANSER	Association of Nonprofit and Social Economy Research
ANVSI	Alberta Nonprofit/Voluntary Sector Initiative
BR	Business Register
CMA	Census Metropolitan Area
CSAE	Canadian Society of Association Executives
CSGVP	Canada Survey of Giving, Volunteering and Participating
CSNA	Canadian System of National Accounts
CSSEA	Community Social Services Employers' Association (British Columbia)
CUPE	Canadian Union of Public Employees
FLMM	Forum of Labour Market Ministers
FOCO	Federation of Community Organizations (Nova Scotia)
GDP	Gross Domestic Product
GNPI	Government Non-Profit Initiative (British Columbia)
GSS	General Social Survey
HR	Human Resources
HRSDC	Human Resources and Skills Development Canada
ICNPO	International Classification of Non-Profit Organizations
LFS	Labour Force Survey
LMI	Labour Market Information
LMIAC	Labour Market Information Advisory Committee
MNCN	Minnesota Council of Nonprofits
NAICS	North American Industrial Classification System
NOC	National Occupational Classification
NPISH	Non-Profit Institutions Serving Households
NSNVO	National Survey of Nonprofit and Voluntary Organizations
NUPGE	National Union of Public and General Employees
RDC	Research Data Centre
SEPH	Survey of Employment, Payrolls and Hours
TASC	The Alliance of Sector Councils
TSRC	Third Sector Research Council (United Kingdom)
UN	United Nations
VSI	Voluntary Sector Initiative

Contents

1   Key findings

- The nonprofit sector requires labour market information (LMI) for employers, employees, intermediaries and sector stakeholders to make labour market decisions and better understand the sector

- While some LMI for the nonprofit sector exists, it is significantly harder - sometimes impossible - to find the information on which other sectors rely

- The industrial and occupational classifications used in labour statistics make it difficult to isolate nonprofit workers and employers

- Presently, data sources include Statistics Canada, the provincial statistical agencies, as well as several private organizations, including the Canadian Society of Association Executives, Community and Social Service Employers' Association, Imagine Canada and Peter Boland and Associates

- The sector's key data needs include: compensation and benefit surveys, employment trends, information on local labour markets and forecasting data. Data need to be available at a local level; national and provincial information are of limited usefulness to end users

- Data need to be relevant to users' needs, readily available, low cost or free, updated regularly and presented with some analysis to facilitate their use. The sector requires a variety of data and products to meet different users' needs

- Small end users' data needs often revolve around compensation and human resources-specific data; most of these needs can be met effectively through annual surveys with regional detail

- In addition to data, the sector must build capacity to collect, analyze and use LMI. This involves raising awareness of LMI, educating potential users, sharing experiences and skills, and fostering a climate of cooperation and collaboration for data collection and use

- There are existing pockets of expertise and skills in the sector that must be fostered and encouraged. Existing networks also have an important role to play in collecting and distributing LMI

- Developing an effective and self-sufficient LMI system will require the sustained engagement of the sector, as well as support from key partners in government

Recommendations

Develop key data sets and information for the nonprofit sector, including:

- Comprehensive compensation data
- Forecasts and planning scenarios

With Statistics Canada and provincial and territorial statistical agencies, explore the feasibility of expanding available data on the nonprofit sector.

Foster LMI engagement and awareness in the nonprofit sector by producing and promoting key data products.

Encourage and advance distributed LMI capacity through local networks and information hubs connected to a national network.

Through a national LMI Working Group, create a plan for a sustainable, pan-Canadian LMI system built on the momentum that exists to improve compensation surveys and forecasting data.

2 Introduction

The high level of interest and enthusiasm for LMI in the sector means that many activities are currently planned, underway, or ongoing.

This report documents the work completed for a project entitled, *Developing Labour Market Information (LMI) for the Nonprofit Sector*, led by the HR Council for the Nonprofit Sector (HR Council). The HR Council convened a national LMI Advisory Committee (LMIAC) composed of sector stakeholders from across the country and contracted with Informetrica Limited to complete the project. This report explores labour market information and its place within the nonprofit sector, highlighting the current LMI context, existing information sources, data gaps, and precursors for moving forward, concluding by outlining recommendations to improve LMI for the nonprofit sector.

Of note: many organizations and individuals are currently working on LMI-related activities for nonprofits across the country. The high level of interest and enthusiasm for LMI in the sector means that many activities are currently planned, underway, or ongoing. Thus the information gaps and challenges reported below may be reduced in the future. The HR Council and the LMI Advisory Committee welcome these developments.

3   The current context

We require good labour market information to understand the current labour force, match skilled workers to jobs, set pay rates, fill employment vacancies, train new workers, and plan for future needs.

Labour market information (LMI) has been an issue of growing concern in Canada over the past several years. While LMI can be understood and defined in many different ways, the LMI Working Group of the Forum of Labour Market Ministers defines it broadly as "any piece of information used to make a labour market decision" (Advisory Panel on Labour Market Information, 2009, p.3) This broad definition is helpful for gaining a basic understanding of LMI. It can include things that one traditionally thinks of as LMI, such as data on employment and unemployment; employment projections; wage and salary information; skill classifications; educational attainments and requirements; job descriptions and human resources (HR) tools; or policy and program information. The definition also includes other information that can be used to make labour market decisions, such as information on emerging technologies that may influence long-term labour market directions; the workplace environment and working conditions; relative costs of living; and regional or community attributes (e.g., quality of local schools, recreation opportunities). We require good labour market information to understand the current labour force, match skilled workers to jobs, set pay rates, fill employment vacancies, train new workers, and plan for future needs.

The Drummond Report

In 2008, the Forum of Labour Market Ministers (FLMM), a federal-provincial-territorial body composed of ministers responsible for labour market issues in their jurisdictions, commissioned an advisory panel to examine Canada's labour market system and potential ways to improve it. The panel, headed by well-known economist Don Drummond, examined Canada's LMI system and reported back to the FLMM in August 2009. This report, commonly referred to as the Drummond Report, highlighted what many individuals who regularly and actively use labour market information already knew: Canada's LMI system, while strong, could be improved to better serve employees, employers, governments, and ultimately, the Canadian economy as a whole (Advisory Panel on Labour Market Information, 2009).

The Drummond Report included seven distinct areas of recommendations covering all aspects of LMI. These areas were: governance; data collection; data analysis and interpretation; raising awareness of LMI; data dissemination; funding; and, implementation. The report notes that the recommendations, if implemented, would have far-reaching benefits such as reducing unemployment and employee turnover, improving recruitment and training, and improving Canadian productivity.

The panel also placed a price tag on the recommendations, including $21 million for start-up costs and $50 million annually, most of which would flow to Statistics Canada to allow for more labour surveys and free access to LMI (Advisory Panel on Labour Market Information, 2009). While the costs are significant, the panel noted that the investment would pay for itself several times over through increased productivity and efficiency in the labour market. The panel also suggested that the federal and provincial governments share responsibility for covering these costs as they will be of benefit to all Canadians.

Since the Drummond Report, Human Resources and Skills Development Canada (HRSDC) has also undertaken some work on LMI. The new *Working in Canada* website connects workers to LMI in a more streamlined and user-friendly manner than was previously possible. It allows workers to select jobs (based on NOC classifications), then identify skill requirements, certification and licensing protocols, relevant educational programs, wage expectations, and labour market outlooks for the selected job in various regions (HRSDC, 2010).

Canada's LMI system

Canada boasts one of the strongest LMI systems in the world. These LMI data help individuals, organizations and governments to make informed labour market decisions; to set policy and strategic directions; and to examine changes in labour markets and in society as a whole. For example, over the past few years, the available labour pool for all organizations, including nonprofits, has shifted to include more new immigrants, individuals from varied ethno-cultural backgrounds, Aboriginals, women, persons with disabilities, and younger and older workers. Employers, governments and policy makers must address and respond to the needs of the increasingly diverse and changing labour pool to ensure that they are able to adapt to these changes and continue to fulfill their missions. A number of authorities, including various levels of government, trade and professional associations, private companies and other community-based organizations, collect and compile labour market statistics, document trends and distribute this information to others. While the availability and accessibility of these data vary depending on the producer, audience and objectives of the exercise, many valuable data sources exist.

Nationally, Statistics Canada regularly collects and distributes national- and provincial-level labour market data through a variety of publications, data sets and tools. These include a range of surveys aimed at workers and employers. The Labour Force Survey (LFS) is probably the most widely known, generating Canada's monthly unemployment rate and tracking employment trends across the country. The Survey of Employment, Payrolls and Hours (SEPH) provides data on employees, compensation and hours worked based on employers' wage and hours reports. In addition to these two main surveys, additional data are collected through the census and other specialized surveys of organizations and individuals. These surveys are further explored in the lessons section.

Besides Statistics Canada's survey framework, data are available from the Canadian System of National Accounts (CSNA) framework. The CSNA examine national and provincial economies highlighting a broad range of issues and statistics including gross domestic product (GDP), investment, income and expenditures, employment, environmental indicators, and productivity. The system is used internationally, allowing for broad data comparisons. In addition to these national data sets and tools, other regional, provincial and industry-specific LMI have been created to address LMI needs.

In addition, provincial governments collect and commission various data sets that are complementary to the national data. For example, under an agreement between the provincial government and Statistics Canada, British Columbians are oversampled in the Labour Force Survey to generate more specific provincial data. This is done to provide better data for small areas (a particular concern outside of the largest cities and provinces), to examine the results of local and regional policy or conditions, or add additional insights on industries that are particularly important in a given province.

Many private groups and umbrella organizations — such as sector councils and trade associations — also collect and compile LMI. These organizations often conduct wage and benefit surveys of their member organizations and distribute these data to their memberships. This is an extremely effective way to gather information that is not available under national and provincial frameworks. The information collected may serve many purposes: to assist with policy and program efforts, to advocate on behalf of member organizations, as a membership incentive, and as a revenue stream for the organization if the data are sold. Due to the broad potential benefits of these data, broader sharing options should be considered to make data available to a larger audience, perhaps after a time lag.

4   LMI and the nonprofit sector

The existing LMI framework poses challenges for accessing nonprofit sector data.

Most Canadian LMI, notably the surveys and databases produced by Statistics Canada, is organized using large data frameworks. These frameworks allow users to quickly and efficiently find and use relevant LMI. On the employer and industry side, the North American Industry Classification System (NAICS) classifies industries and business entities according to six digit codes.[1] These codes are used in all Statistics Canada's business-based surveys and databases, and can be used to identify industries and classify organizations into narrow categories. From the perspectives of labour and workers, the National Occupational Classification (NOC) divides jobs by four-digit code based on industry as wall as education and skill requirements.[2] This coding system is linked to the Labour Force Survey and to the Census. Together, the NAICS and NOC codes demarcate workers and jobs in most industries, allowing for quick and easy data retrieval and broad comparability of data. These frameworks, however, do not distinguish between for-profit and non-profit organizations and workers. For example, nonprofit and for-profit day care centres and early childhood educators are indistinguishable in the data as both for-profit and nonprofit groups are providing day care services.

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1. NAICS codes are six-digit codes that classify businesses by their primary area of activity in a standardized manner across North America. While businesses are classified at the 6-digit level, the classifications can be aggregated to 2-, 3-, and 4-digit levels depending on the level of detail required for analysis. The classification is reviewed every five years and updated as necessary. For more information on NAICS codes, consult: Statistics Canada (2007) North American Industry Classification System (NAICS) – Canada, 12-501-XIE. Ottawa: Statistics Canada.

2. The National Occupational Classification is developed by Human Resources and Skills Development Canada. The NOC classifies over 30 000 jobs using 4-digit codes. These codes indicate the sector where the work is classified as well as the education level and skills required to perform a given job. The classifications are updated every 10 years before alternate census cycles. For more information, see: Statistics Canada (2006) National Occupational Classification for Statistics (NOC-S), 12-583-XIE. Ottawa: Statistics Canada.

To fill the classification void, the United Nations developed the International Classification of Nonprofit Organizations (ICNPO) specifically to determine which organizations should be considered part of a country's nonprofit sector within the system of national accounts framework (United Nations, 2003). This classification system can be mapped to the NAICS coding to highlight key areas in which one can find nonprofits. The ICNPO underlies Statistics Canada's Satellite Account for Nonprofit Institutions and can be used as a framework for understanding the nonprofit sector and collecting LMI.

Since 2001, the CSNA has included a satellite account for nonprofit institutions. This account captures the activities of nonprofits, defined according to the UN ICNPO classification. This includes a breakdown of nonprofit institutions classified in the government sector, nonprofit institutions classified in the business sector, and nonprofit institutions serving households (NPISH).[3]

The existing LMI framework poses challenges for accessing nonprofit sector data. While most sector councils can rely on a single NAICS code or a group of codes to describe their work and workers (e.g., NAICS 23 – Construction; NAICS 2211 – Electricity; NAICS 624410 – Child Care, etc.), this is not the case for the nonprofit sector. As the nonprofit sector includes organizations working in a numerous industries with varying areas of activity, one cannot look to a single NAICS category or code to find relevant information. While one can identify some codes that are particularly relevant to the sector, these codes are not exclusive to the nonprofit sector and often include for-profit or government entities. Similarly, the range of occupations and roles held by workers in the sector mean that many NOC codes may be somewhat useful for analysis, but do not apply solely to the nonprofit sector.

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3. These classifications are further discussed in section 6 and in the Appendices.

5 LMI Project

The project includes research on available LMI and key informant interviews that draw on the experiences of various stakeholders.

The HR Council was created in 2005 following the Government of Canada's Voluntary Sector Initiative (VSI), a multi-year federal strategy aimed at increasing the capacity and profile of the voluntary and nonprofit sector.[4] The HR Council, like other sector councils, works to identify and address skills, workforce and HR issues within the sector. Since its inception, it has undertaken a number of projects to identify and improve LMI for the nonprofit sector. Major past projects have included an examination of the LMI available to the nonprofit sector, the development of a labour force strategy for the sector (2009) and a study of workforce strategies for the sector (2010). Other labour force initiatives, including some dealing directly and indirectly with LMI are ongoing or planned.

Seeking to build on its previous work and improve the LMI available to the nonprofit sector, the HR Council commissioned the current project to improve LMI for the nonprofit sector. The HR Council work on LMI began with three primary goals:

- Assess LMI sources with respect to their relevance and applicability for this sector and identify priorities for the development of better LMI for the sector
- Make sure prospective and current sector employees have information about occupations in the sector
- Provide sector employers and employees and other stakeholders with more research-based information on topics of current interest (HR Council, 2010)

Beginning in the fall of 2009, this project has involved an LMI Advisory Committee (LMIAC)[5] composed of members from across Canada with varying expertise relating to the sector and LMI, from individuals working in nonprofit agencies, intermediaries, researchers and other data users and government departments. The project includes research on available LMI and key informant interviews that draw on the experiences of various stakeholders, including LMI producers, researchers, analysts and government representatives as well as LMI experts from other jurisdictions and sectors. The goal is to develop recommendations for improving the LMI available to the nonprofit sector. Throughout the course of the project, the LMIAC has met to discuss LMI, initial findings as well as conclusions, recommendations and next steps.

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4. The Voluntary Sector Initiative was a five-year federal program that aimed at improving quality of life for Canadians by building capacity in the voluntary sector and strengthening the relationship between the sector and the government (Voluntary Sector Initiative, 2010).
5. A complete list of LMIAC members is included in the Appendices.

6   Methodology

Respondents shared their insights on LMI based on their own experiences with the data and the sector.

To determine the current context for labour market information for the nonprofit sector, Informetrica Limited met with the LMIAC and conducted consultations with LMI experts and stakeholders in the nonprofit sector. The stakeholder consultations included interviews and discussions with a variety of groups, including data producers, researchers, analysts, government officials, other sector councils, and end users. Informetrica contacted individuals and organizations involved in LMI activities that were identified by the HR Council, the LMIAC, and through snowball sampling, where participants were asked to recommend others with LMI expertise who might be interested in taking part in the study. From here, the sample snowballed to include other LMI users and individuals with relevant experiences and expertise.[6]

Respondents shared their insights on LMI based on their own experiences with the data and the sector. While not including all organizations and agencies that are involved in LMI activities, the sample is somewhat representative of the sector, including individuals from across Canada and several international experts with various backgrounds, providing a broad range of experiences and highlighting both regional and subsector-specific issues and concerns. In all, forty-eight individuals shared their experiences and advice in the consultations.

The consultations took place between March and August 2010 and involved a mix of in-person, telephone and e-mail conversations. Informetrica also conducted one discussion group at the annual meetings of the Association for Nonprofit and Social Economy Research (ANSER) at Concordia University in Montréal in June 2010. The method of contact used depended on respondents' locations and preferences, but was most commonly a telephone interview with follow-up e-mail exchanges as required. Other interviews were conducted in-person or by e-mail.

For each interview, respondents were asked about their area(s) of expertise, such as collecting or producing data, analyzing data, distributing data or using LMI. In addition to these questions, each discussion also included some general questions. These questions examined:[7]

- How respondents currently use LMI
- Relevant data that are available
- Any challenges to accessing data that they have encountered
- Respondents' notes and observations on missing data (including what can't be done due to gaps in the data)
- Respondents' future goals for LMI and their personal/organizational views on what data should be collected
- Best Practices/ Ideas for moving forward, including insights from experts within the sector and with broader LMI expertise
- Data, reports and analysis generated by the respondents
- Other locally-produced data of which respondents were aware

Analysis

The interviews were documented through detailed notes that were later analyzed for insights about the existing LMI system, LMI uses, and ways to improve LMI. In addition, reports, survey documents and research findings shared by the participants were reviewed to assess the LMI currently available.

The insights were compared to highlight key themes, commonalities and differences. The variety of participants allowed for a well-rounded exploration of LMI issues and concerns, as well as ideas and best practices for moving forward.

Based on these responses, preliminary findings and conclusions were developed outlining the LMI currently available to the nonprofit sector, the strengths and weaknesses of the LMI, as well as what actions are required to improve LMI for the nonprofit sector.

6. A full list of respondents and participants is included in the Appendices.
7. The interview guide used for the consultations is included in the Appemdices.

7 Lessons

Overall, the respondents indicated a strong need for timely data on the sector, focusing on worker characteristics, wages and compensation and other HR matters.

LMI uses

Respondents were asked about their day-to-day LMI needs. The responses varied widely between the various categories of respondents. While individual respondents highlighted many different issues and concerns, the following provides a general overview of the responses.

Data producers were interested in acquiring as much LMI as possible. These individuals cited the potential for benchmarking and verifying their own results, expanding the available data pool, and capitalizing on opportunities for sharing knowledge and best practices. Although many producers sell their data, either as a break-even or profit-making exercise, most identified these data as a public good and were interested in exploring ways to share data with more users.

Individuals from the research and policy communities indicated that they were heavy LMI users. This group was interested in any and all information that could be made available to them, including labour force data, economic data and any other information available on the sector. Researchers highlighted their concerns about data availability, quality and access to the data. The researchers indicated an interest in working with source data – that is, data with few or no suppressions (required for data confidentiality) and local detail – wherever possible, even if their results could not be reported in the same level of detail. Of note, government-produced data are sometimes made available to researchers in this form for specific projects through Research Data Centres (RDC), a collaborative project of Statistics Canada, the Social Sciences and Humanities Research Council, and the university community. For non-government data, researchers in particular noted the necessity of collecting data using clear and coherent methodologies to ensure the validity, reliability and overall quality of the data collected and so that data can be analyzed and compared across sources and over time when possible.

In addition to researchers and policy-makers, the interviews included other intermediaries that work with small nonprofits. These intermediaries provide support to smaller organizations, are often engaged in research activities of their own, and also may work in local economic and community development. As such, their responses reflect the needs of small users as well as their own organizations. These groups were interested in accessing local data that pertained to their specific community, instead of to their province or region. They noted that conditions vary within regions and provinces, necessitating a finer breakdown of information. These intermediaries also stressed the importance of providing analysis with the data provided; often the organizations must do these analyses if they are not already done to meet the needs of users in small organizations.

While few users in small organizations were consulted directly, the needs of these users were addressed by the intermediaries that assist smaller organizations with day-to-day operational and HR needs. According to these intermediaries, small organizations generally do not need a regular supply of LMI. Rather, their data needs are intermittent: when these organizations must perform HR and planning functions (e.g., hiring, performance reviews, strategic planning, applying for funding, etc.), they turn to intermediaries to help them find the data that they require. In these instances, they wish to quickly find relevant and reliable data in an easily understood format. Of note, these organizations usually have little or no money set aside for acquiring LMI or other data they may need.

Current and future LMI needs

In developing better LMI for the nonprofit sector, it is important to determine not only how respondents currently used LMI, but also any LMI needs that are going unmet, including activities that respondents are currently unable to pursue due to insufficient LMI as well as activities in which organizations wish to engage in the future. Also included in this section are key ideas and strategies employed in other jurisdictions as well as by other sectors that show some of the possibilities for LMI development.

Overall, the respondents indicated a strong need for timely data on the sector, focusing on worker characteristics, wages and compensation and other HR matters. Specific examples of data needs included granular, local compensation data (i.e., data for individual cities by type of worker) and information on employee satisfaction, turnover, skill requirements and educational attainment. For some subsectors where nonprofits compete with private and for-profit organizations for the same supply of workers, such as health care and child care, respondents indicated that comparative data that examines wages for public, private and nonprofit workers would be especially useful.

Experts from other sectors and other jurisdictions highlighted what can be accomplished when one has access to good LMI. In the United Kingdom, for example, the Third Sector Research Council (TSRC) can access nonprofit statistics from the UK Labour Force Survey. This survey is very similar to its Canadian counterpart, with one key exception: instead of asking workers whether they are employed by a public or private agency as in Canada, since 1993 the survey has also allowed employees to indicate that they work for nonprofits. As such, the TSRC is currently carrying out research on this rich data source.

Similarly, in the United States, the National Compensation Survey includes data on public, private for-profit, and private nonprofit employees. Although the estimates for the nonprofit sector are not published, this distinction is also included in the Current Population Survey. In addition to these national surveys, some states collect more detailed LMI on nonprofits and nonprofit workers.

In Minnesota, most charities and nonprofits must file certain forms to take advantage of a state tax exemption program. These forms contain data on the organizations and are linked to other sources of wage data, creating a detailed database of information on nonprofits. Thanks to this program, the Minnesota Council of Nonprofits (MNCN) is able to access detailed data on nonprofits in the state, including information on employment, wages and nonprofit organizations' financial data (Minnesota Council of Nonprofits, 2010). These data are analyzed by region, subsector and organizational size.

The MNCN has been producing these reports since 1996, meaning that there is now a wealth of longitudinal data for analysis.

In addition to the needs for local data on the sector and its workers, the majority of respondents wished to see the sector become more proactive regarding workforce management and planning. Respondents indicated that organizations within the sector were frequently focusing on immediate concerns and problems and overlooking areas such as succession planning, long term growth and management strategies and the changing profiles of the communities that they serve. In terms of potential solutions, they cited developments in other sectors on forecasting the demand for workers in the future, identifying skill shortages and highlighting concerns regarding the supply of workers.

Some respondents representing other sector councils shared examples of how sector employers have worked with them to develop, conduct and analyze worker demand surveys. From these surveys, the sectors have been able to develop skill requirement profiles and explore the demand for workers, both currently and into the future. By combining these surveys with other industry and macroeconomic information (e.g., data on commodity prices; projections of population and economic growth; post-secondary graduation rates, etc.), they have been able to develop forecasting models that can be used for many applications, including strategic planning, policy-making, and raising public awareness of upcoming skilled labour shortages. While some of these exercises are more ambitious than the goals indicated by many nonprofit sector respondents, those in the nonprofit sector still wished to begin the process of developing sector-specific forecasts and building econometric models for the sector.

Existing data

As noted in the introduction, Canada has a strong LMI system and as such, there are some data sources available for nonprofits, despite the challenges of identifying nonprofit employees and employers in the national, Statistics Canada-produced data sets. These data are produced both by governments, as well as by organizations within the sector. Of note, while only ongoing, cyclical studies and data sources are listed below, there are also a number of one-time or occasional LMI studies conducted within the sector by local, regional and national governments and associations. As these sources form the basis from which we hope to improve nonprofit sector LMI, they warrant examination here.

Nationally-collected data

The majority of nationally-available data on wages, salaries and labour market conditions are produced by Statistics Canada. As the national statistical agency, Statistics Canada gathers the majority of Canada's LMI. While there are challenges with using these data for studying the nonprofit sector, as noted above, Statistics Canada does provide several sources of data on nonprofits.

Canadian System of National Accounts Satellite Account for Nonprofit Institutions

As described above, the Satellite Account for Nonprofit Institutions includes many basic measurements of the economic contribution of the nonprofit sector. While not completely mirroring the HR Council's outline of the sector[8], the Nonprofit Institutions Serving Households (NPISH) category covers much of the same territory.

NPISH differs slightly from the organizations covered in the HR Council's mandate. Explanations from Statistics Canada indicate, for example, that nonprofit child care services are not included in NPISH; these instead are included as nonprofit institutions classified to the corporate sector because they charge a market rate for their services. Also, nonprofit organizations that rely on government for the bulk of revenues or are controlled by government, such as residential care

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8. The HR Council's definition of the sector mirrors that used in the National Survey of Nonprofit and Voluntary Organizations and includes organizations that are non-governmental, non profit-distributing, self governing, voluntary and formally incorporated. (See Statistics Canada (2003) *Cornerstones of Community: Highlights of the National Survey of Nonprofit and Voluntary Organizations*, Ottawa: Statistics Canada).

facilities, city-run recreation services and municipal museums are classified as nonprofit institutions in the government sector. In addition, trade unions appear in NPISH but not in the HR Council's client population.[9]

These differences aside, much can be learned from the NPISH estimates produced by Statistics Canada. Statistics Canada calculates several labour statistics for NPISH and its subcategories (i.e., religious organizations, nonprofit welfare organizations, nonprofit sports and recreation clubs, other nonprofit institutions), including the total number of jobs in the category; total hours worked; and total compensation (calculated in total as well as by job and per hour). Data are also available for other categories of nonprofit institutions, including education, hospitals and residential care facilities which are classified as government services. These data can be a valuable source of LMI as annual time series estimates are available from 1997 to the present, with one year's lag on the data release. While the related data publication will no longer be produced after the 2009 issue, the time series data will continue to be updated and tables made available through *The Daily* and CANSIM.

The four major reporting categories available from the data — religious organizations; nonprofit welfare organizations; nonprofit sports and recreation clubs; and other nonprofit institutions — are quite broad, including a large "other" category that makes up approximately 40% of sector employment, some further breakdowns of these numbers and categories are available from Statistics Canada by special request. As with other national-level information, some of these breakdowns are subject to suppressions to meet data confidentiality requirements. Despite these drawbacks, the estimates are important as they provide time series data on the nonprofit sector; use the NAICS organizational framework, making them comparable with other national statistics; and, most importantly, provide more information than is currently available on nonprofits through the Labour Force Survey (LFS) or Survey of Employment, Payrolls and Hours (SEPH).

Labour Force Survey (LFS)

The Labour Force Survey (LFS) is Canada's best-known labour survey of households. Tracking workforce participation, employment, industry, occupation, hours of work, wages, education and training as well as worker demographics, the survey gathers a wealth of information on workers (Statistics Canada, 2011a). The data produced are considered to be key benchmarks for tracking Canada's workforce and the Canadian economy as a whole. The survey is run on a monthly basis, with results released at the beginning of the following month. This quick turnaround makes the LFS the timeliest source of LMI. Economic region data are also available within each province and for each census metropolitan area (CMA); these provide insights on local labour markets. In addition to these advantages, the survey is similar to surveys run in other countries, providing measures that can be compared internationally.

Although the LFS boasts many strengths, including its popularity, level of detail and timeliness, it is less useful for the nonprofit sector than for other sectors. While the survey does ask respondents if they work for a "public" or "private" organization, there is no identification or flagging of nonprofit employees within this database. While one cannot identify which individuals work for nonprofits, industrial classification codes (i.e., NAICS classification) or occupational codes can be used to estimate employment as certain industries and occupations have very high proportions of nonprofit employees. Nonprofits, however, employ a wide range of individuals, just as other organizations do (e.g., receptionists, accountants, etc.). Therefore, it is difficult to develop robust estimates of the nonprofit workforce; only general estimates can be made. This limitation makes it challenging to retrieve information on nonprofits from the survey or to make comparisons between workers in nonprofits and workers in government or for-profit enterprises when the work performed is comparable (e.g., education, healthcare occupations, social work, etc). In addition, although detailed breakdowns are available nationally and for large provinces, such as Ontario,

9. For a more detailed review of the NPISH concept, please refer to Appendix 11.4 – The System of National Accounts (SNA) and Non-Profit Institutions Serving Households (NPISH).

Québec and British Columbia, data estimates are less reliable for small provinces and regions. Indeed, small regions may not be able to access any local data due to confidentiality issues. For individuals in smaller provinces, or those residing outside of major urban centres, the LFS can be helpful in providing a national picture, but cannot provide detail on local conditions.

Survey of Employment, Payrolls and Hours (SEPH)

The Survey of Employment, Payrolls and Hours provides information on the number of paid workers in a sector, hours worked, and compensation. It is the best-known business survey in Canada, providing detailed industry breakdowns of employment and hours worked. Each month, Statistics Canada combines the results of the Business Payroll Survey with administrative data on payroll deductions from Canada Revenue Agency (CRA). The survey represents a census of employers, although it does exclude employers in agriculture; fishing and trapping; private household services; military personnel; and, notably for the nonprofit sector, religious organizations (Statistics Canada, 2011b). These data are released as estimates with approximately two months' lag.[10] Therefore, monthly data for November 2010 became available as preliminary estimates in late January 2011 while final figures were released in February 2011. While the lag time is greater than for the LFS, the data are still quite current.

The data collected are classified using the organization's NAICS code. There is no flag demarcating nonprofit institutions, but one can glean data on industry codes that largely fall within the nonprofit sector from the results using specific NAICS codes. While this will not be a perfect sample of nonprofit employers and employees, as even those industries with high concentrations of nonprofits may include government or for-profit enterprises, one can identify NAICS codes that contain significant numbers of nonprofit businesses and institutions and use these to examine general trends. Indeed, the high concentration of nonprofits in Nursing and Residential Care Facilities (codes beginning with 623); Social Assistance (624); Arts, Entertainment and Recreation (71); and Religious, Grant-Making, Civic, and Professional and Similar Organizations (813) make these areas interesting for further analyses (Informetrica Limited, 2010; Statistics Canada, 2007).

While SEPH data may be useful for painting a broad picture of the sector, this data source would not be effective for making wage comparisons between nonprofit, for-profit and government establishments as all could appear within these NAICS codes. In addition, as with the LFS data, data suppression rules apply. Therefore, the more specific an area one wishes to examine, the less detail will be available. This is particularly a problem for the smaller provinces, less populous regions and also for areas with few industries.

Business Register (BR)

The Business Register (BR) is not a business survey. Rather, it is an administrative database maintained by Statistics Canada that serves as the "universe" for the agency's business surveys. The BR includes over 2.5 million registered business entities. It is current, with payroll forms (PD-7) providing information on the wage bill, the number of employees, geographic location, and the number of locations for each establishment. In the business register, "businesses" include: corporations, self-employed individuals, government entities, non-profit organizations, partnerships, and financial funds (Statistics Canada, 2009). The database includes a number of "flags" on entries, including one that designates businesses as nonprofits. Using these flags, one can attempt to learn more about nonprofits.

While the information contained in the BR has a number of identified challenges (e.g., over-counting of establishments and workers, slow updates of some records, etc.), it may still hold some promise for LMI. The flags can be used to determine the areas of operation for nonprofits, as well as their relative weights in industries. When combined with other sources, information from the BR can be a valuable addition to the LMI system.

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10. Of note, the increased lag time for SEPH data compared to LFS data is due in part to the sheer volume of data that must be compiled.

Data collection and provincial nonprofit labour force initiatives

While Statistics Canada data can provide a broad picture of conditions across the country, significant regional and local nuance and variations can be missed in national numbers. Statistics Canada does provide some regional breakdowns, but in some cases, especially outside the larger provinces, these do not capture local-level detail or include numerous suppressions to meet confidentiality requirements. To augment these data and provide additional insights, several provinces have begun to collect more detailed information on the nonprofit sector. While these data vary between provinces, they can be extremely useful to capture local conditions. This is especially the case in provinces with relatively small populations that are not well-served by Statistics Canada data in terms of local detail.

Of note, many provincial LMI activities involve both the provincial government and local organizations or sector councils. As such, provincial-level data is emerging from varied sources, not just the provincial governments and statistical agencies. While all the provinces are interested in improving labour markets, and to some degree, data on these markets, there has been uneven progress in collecting data and developing LMI.

The following paragraphs offer spotlights on LMI activity across the country based on inputs provided by LMIAC members and nonprofit organizations in November 2010 and shared at the December 2010 LMIAC meeting. While other LMI activities are ongoing, under development and launching across the country, these represent a sampling of current activity.

British Columbia

In British Columbia, the Government Non-Profit Initiative (GNPI) provides a mechanism for close collaboration between the nonprofit sector and government, recognizing that nonprofits work together with the government to deliver programs and services.

The Non-Profit Sector Labour Market Partnership Advisory Committee has been working on labour market issues, including LMI. The group, working with Roslyn Kunin and Associates, surveyed nonprofit employees and executive directors for the study.

In addition, the province of British Columbia pays for an oversampling of BC residents as part of the Labor Force Survey. Due to its size, BC is relatively well-represented in LFS data; the oversampling allows for additional regional breakdown, making the data more useful from a regional and local perspective.

Alberta

Several initiatives and programs are ongoing in Alberta. The Alberta Nonprofit Workforce Council, WorkforceConnect, is coordinating the implementation of A Workforce Strategy for Alberta's Nonprofit and Voluntary Sector, a province-wide strategy for creating a sustainable nonprofit workforce (Alberta Employment and Immigration, 2008). Current activities include an awareness campaign and ongoing meetings.

The Alberta Nonprofit/Voluntary Sector Initiative (ANVSI) is an initiative to foster collaboration between the nonprofit/voluntary sector and government in Alberta. ANSVI includes a Collaboration Committee that includes representatives from the sector, the province, academia and the funding community (Alberta Culture and Community Spirit, 2011). This group examines issues of interest to the sector, including sustainability and capacity, issues that also implicate LMI.

A report on the state of the sector in Alberta is expected to be released in spring 2011. For this report, the Canada West Foundation and Calgary Chamber of Voluntary Organizations (CCVO) have replicated the National Survey of Nonprofit and Voluntary Organizations (NSNVO) 2003 for Alberta to provide time series data and update this resource.

Manitoba

The province of Manitoba began collecting detailed data on the nonprofit sector in 2009. The provincial study, which is a partnership between the Manitoba Federation of Non-Profit Organizations (MFNPO), the provincial government and the Manitoba Bureau of Statistics, focuses on health and social service occupations within the nonprofit sector. This study has become a template for LMI

data collection for all Manitoba sector councils, and will be conducted annually beginning in 2012. In future iterations, the health and social service study will be broadened to include the entire nonprofit sector. MFNPO is also planning a census of nonprofits in all subsectors.

Ontario

In 2010, the Government of Ontario announced that it was working with the nonprofit sector to create a long-term strategic action plan for the nonprofit sector. The key partners in the strategy are the provincial government, through the Ministry of Citizenship and Immigration, the Ontario Trillium Foundation and the Ontario Nonprofit Network. The strategy started with a stakeholder consultation, the results of which were released in March 2011 (The Partnership Project, 2011). While the strategy is still in its early stages, the Ontario Nonprofit Network has contributed an HR development strategy to the project.

New Brunswick

In 2004, the Government of New Brunswick released a report entitled *Employment in the Voluntary Sector: The New Brunswick Context* (Carr et al., 2004). This report provided much-needed local information on employment in the sector. Other work on LMI has been slower to develop. Current initiatives include ongoing work through regional nonprofit networks as well as a research partnership called the Social Policy Research Network, involving the provincial government, the University of New Brunswick and Université de Moncton, which aims to increase research in the province and knowledge sharing between New Brunswick's universities and government.

Nova Scotia

In 2009, citing a lack of information on the nonprofit workforce, Phoenix Youth Programs and the Federation of Community Organizations (FOCO) partnered to conduct a study of voluntary and nonprofit organizations in the province (FOCO, 2011; Gardner Pinfold, 2010). The study consisted of a survey, focus groups and in-person interviews. The results provide a baseline of information on the sector in Nova Scotia and also raise key questions for further research and for human resources policy.

Newfoundland and Labrador

In Newfoundland and Labrador, the provincial government champions the nonprofit sector through the Voluntary and Non-Profit Secretariat. While many of the Secretariat's projects focus on voluntarism promotion and improving the sector's visibility, there is also a strong interest in capacity building for the sector. The Secretariat, in conjunction with the Newfoundland and Labrador Statistics Agency, is also conducting a census of nonprofits in the province that will provide data to feed many ongoing projects and interests, including further LMI development.

Sources of data in the nonprofit sector

As indicated earlier, government institutions are not the sole providers of LMI. Indeed, several regional and national surveys collect LMI on the nonprofit sector. These surveys provide valuable information and are often cited as reliable sources for data on compensation in the nonprofit sector and on organizations themselves. While other surveys and information sources exist, the following represent recurring surveys that were repeatedly cited by key informants during the consultations.

Boland Survey of Not-For-Profit Salaries and Human Resource Practices

The Boland Survey, as it is commonly known, started in Calgary in 1996 as a grassroots initiative to develop LMI for the local nonprofit sector. The survey tracks employment, wages/salaries, benefits, and turnover amongst participating organizations. The results are broken down by organization size (based on annual operating budget) and position/job title.

The survey has now expanded to include more than 300 participants nationally, making it the largest survey of its kind in Canada. Over the past few years, the survey has expanded beyond Alberta to other provinces and regions, although the uptake outside of Alberta is still low, which could limit the generalizability of results. The Prairie region study, including Alberta as well as Manitoba and

Saskatchewan, continues to be the most popular and well known of the surveys and has the most participants. In order to encourage participation, the survey results are only accessible to organizations that submit their own data.

Canadian Society of Association Executives (CSAE)

The Canadian Society of Association Executives is a national membership organization that includes executives and managers in nonprofit organizations, as well as those in industries that serve nonprofit organizations. CSAE conducts an annual compensation survey of its members. The survey, which has been running for more than ten years, provides annual compensation comparisons between CSAE member organizations. Nearly 300 organizations participated in the study for 2010/11, representing more than 800 executives.

The survey includes information on cash compensation, but also breakdowns of in-kind benefits, health and pension benefits, and incentive compensation. These data are broken down by size of organization, type of organization, region of operation, type of membership, executives' demographic attributes (e.g., age, sex, and experience) and other categories. In terms of organization type, CSAE uses four categories: industry associations, professional associations, charities and special/common interest; the latter two are of particular interest in terms of nonprofit LMI. Of note, these data cover four levels of executive positions, ranging from executive directors to managers, but do not include other staff positions. The data are available for purchase on the CSAE website; neither membership in the organization nor submission of survey results is a prerequisite for data access.

Community Social Services Employers' Association (CSSEA)

The Community Social Service Employers' Association (CSSEA) is an employers' organization serving unionized social-service based organizations in British Columbia that receive funding from the provincial government. Whilst not widely known outside of the province, CSSEA surveys its members twice each year, collecting data to support its collective bargaining efforts. Member organizations are engaged in activities including employment training, multicultural and resettlement services, correctional and community justice services, and broadly those serving vulnerable populations (CSSEA, 2011). Of note, the surveys have extremely high response rates (approximately 80%) as participation is tied to the collective bargaining process.

The data collected include information on compensation (wages and benefits), compensation practices and turnover. These surveys cover a variety of positions that CSSEA developed in collaboration with the employer organizations. Survey results are available solely to participating member organizations. Data are broken down by organizational budget, position title and region. Other comparisons are also included in some categories, such as salary differentials paid to males and females for executive positions. CSSEA also prepares additional comparisons between categories of member organizations and other community employers (e.g., provincial employers, school boards, etc.) (CSSEA, 2009a, 2009b).

Imagine Canada Sector Monitor

Imagine Canada is a national nonprofit organization that serves and supports charities and non-profits. The organization has long been involved in research activities focused on charities, nonprofits and volunteering, including working in collaboration with Statistics Canada on the NSNVO and the Canada Survey of Giving, Volunteering and Participating (CSGVP), among other efforts. Imagine Canada began its Sector Monitor survey in 2009, seeking to examine how charities were faring during the recession. In the survey, Imagine Canada asked charities about their current circumstances

compared to their situations one year earlier. The survey sample draws from registered charities with revenues exceeding $30,000 that are not religious congregations. This is done to allow for direct comparisons with Canada Revenue Agency data on charitable organizations (Imagine Canada, 2011a, 2011b).

The survey examines how well the organizations can meet their mandates by examining demand for services, income (e.g., donations, grants, etc.), expenses and organizational resources (e.g., staff, volunteers), as well as the organizations' confidence in the future. It includes a set of baseline questions as well as some rotating questions that focus on areas of special interest. The survey will be replicated several times each year, creating a longitudinal data set that will provide a better understanding of current issues and long-term trends in charities and nonprofits. Data are provided free of charge to all interested parties on the organization's website (Imagine Canada, 2011b).

The Sector Monitor provides valuable information on trends in the nonprofit sector, and includes analytical breakdowns by designation (i.e., operating charity or foundation) for annual revenues, area of activity, region of operation and number of paid staff. Although relatively new, the survey has received wide media attention and interest in the nonprofit sector and beyond. Unlike the other surveys profiled, the Sector Monitor does not fill the demand for wage and benefit data. The survey does, however, provide a useful benchmark for the health of the nonprofit sector and, over time, will allow for a broad analysis of trends in the sector.

Goals for the nonprofit LMI system

Respondents discussed desired goals for the future of the LMI system. As mentioned above, most respondents wished for relevant, more easily accessible data – especially compensation data – as a cornerstone to the LMI system, although they were divided as to how this should be accomplished. Some respondents wished to see nonprofits indentified in the LFS and SEPH, or to have Statistics Canada conduct a regular national survey of nonprofits. This group highlighted the robust quality of national surveys as well as the broad recognition of the LFS and SEPH as key measures of labour force issues. Others, however, wished to pursue regional and local data collection. These individuals cited several reasons for not collecting data on a national level: there is existing talent and expertise within the sector in this area that should be encouraged and supported, as demonstrated by the variety of surveys outlined above; regional differences in the sector necessitate a nuanced approach; smaller provinces and local areas need to be better represented than can be accomplished with a national survey; and the need for flexibility and sector-made solutions to the LMI challenge. Regardless of the method chosen, respondents indicated that the focus should be on developing high-quality, low-cost, timely and sustainably-collected data that are representative of the nonprofit sector. This was seen as the top priority for data development as it addresses the needs of most user groups.

In the longer term, respondents were eager to begin work on an econometric model of the sector to allow for forecasting of demand and examining trends in the sector. While the responses were mixed as to how this process should unfold and what would be included in a forecasting model, this was seen as a key opportunity for growth and development. Respondents noted that long-term trends in the population and labour force (e.g., aging population, increasing prominence of Aboriginals and new immigrants in the labour pool, trends in postsecondary education) have made long-term forecasting a hot topic and an area that the sector should explore.

8 Conclusions

> The smaller nonprofits that make up the bulk of organizations in the sector have less familiarity with LMI and consequently a more limited capacity for researching, analyzing and using it.

The following conclusions were developed based on the findings of the stakeholder consultation; a review of existing LMI data (including both data provided by respondents in the consultations and a data exercise conducted by Informetrica Limited); as well as the discussions, ideas and insights of the LMI Advisory Committee

The conclusions examine the current LMI infrastructure, as well as sector needs and will allow us to move forward with developing a framework for improving LMI in the nonprofit sector. The conclusions are divided into thematic headings, each of which highlights a different array of ideas, concerns and considerations.

Key concepts that need attention

At the beginning of each LMI interview, respondents were told how LMI was defined for the purposes of the study, and were given some examples of LMI. After this, the first areas of inquiry for the consultation examined what LMI respondents' use, how often they access or search for LMI, and how they make use of the existing data. This prompted discussions about the LMI system on a conceptual level, as well as the broad developments in LMI in Canada.

Different organizations and users have varying levels of knowledge and experience working with LMI. Data producers, analysts and researchers, as well as some large end-users, are often familiar with LMI and use it regularly as part of their work. At the other end of the continuum, however, the smaller nonprofits that make up the bulk of organizations in the sector have less familiarity with LMI and consequently a more limited capacity for researching, analyzing and using it. LMI is considered an essential day-to-day tool by some. For others, it represents a resource that is consulted only intermittently, through intermediaries or other data users, and only when very specific pieces of information are required (e.g., data needed to prepare a job description or set salaries for various positions).

Within the nonprofit sector, the capacities and needs for LMI are diverse. Thus, a conceptual model of LMI for the nonprofit sector would include:

- A core of LMI data for the sector
- A surrounding ring of LMI knowledge, products and applications (includes user capacity, reports, resources, forecasting scenarios, etc.)
- Surrounded by the "big picture" dynamics of the labour market, economy, and society that we must consider to understand the nonprofit sector in the broader context

The model would have both static and dynamic elements:

- Static – current information, information for making decisions/choices in the shorter term
- Dynamic – information about longer term trends, information for planning, strategy, forecasting

As this model indicates, some users only require detailed LMI that is specific to their situations; other users, however, require information on the broader labour market context as well as data that shed light on trends and dynamics within the sector.

- The Drummond Report[11] has led to an increased interest in LMI in many areas. While its broad recommendations, if heeded, will undoubtedly improve the entire LMI system, it is important to still focus on needs specific to the nonprofit sector
  - > While we have seen some new LMI developments from Human Resources and Skills Development Canada (HRSDC) (e.g., Working in Canada web portal), we still do not know which aspects of the Drummond Report will be implemented; we need to make sure that we are not duplicating these efforts with our framework
  - > We need to ensure that the needs of the nonprofit sector do not get lost in this larger body of work

- LMI is both an issue of policy and data. It can be a way of learning about, expanding awareness of, and creating cohesion amongst nonprofits
  - > Moving forward, LMI represents a key way to learn more about the sector, dispel myths and market nonprofit jobs to potential workers
- LMI is becoming a focal issue for the sector. While users' needs and demands vary widely (e.g., quantity and specificity of LMI required, frequency of use, etc.), there is a growing consensus that LMI is good and beneficial
  - > The experiences of other sector councils show that as HR challenges become more salient (e.g., staffing, turnover, meeting organizational mandates/goals, etc.), interest in LMI increases dramatically
- There is a groundswell of support for and interest in LMI, as well as a growing sense of urgency for LMI data and solutions. This is increasing the demand for better LMI (e.g., shorter turnaround times for data releases, more detail, more local content, etc.)
  - > Many groups have invested a great deal of time and effort in the system (i.e., filling out surveys, collecting data, publicizing LMI, educating others, etc.) and are eager to move forward with LMI
  - > There are a number of new initiatives in LMI for the nonprofit sector across the country, with many projects occurring through provincial governments and other bodies
- The inherent breadth of the sector makes developing a LMI system particularly challenging. Social services will likely dominate, but the strategy needs to acknowledge the diversity of nonprofits (both in terms of size and area of activity)

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11. See section 2 for more information on the Drummond Report.

There are existing data sources that can be built upon

As discussed above, many of the labour statistics that are considered basic and foundational to the LMI work of other sectors and industries do not specifically identify nonprofits. Without these basic data, such as how many nonprofits or non-profit employees there are; basic wage rates for all types of organizations; or information on working conditions, developing an LMI framework seems daunting.

During the interviews, respondents were asked about the available LMI data in Canada and the data that they personally used. These conversations highlighted the diversity of information available, as well as the wide variety of information sources. Users described the data known to them and also gave their assessments as to its usefulness.

- The interviews highlighted that many end users were not aware of the full array of data sources that exist. This creates a strong opportunity to promote the available data to ensure that it is used to the fullest extent possible

- While high quality LMI data exist, awareness of and access to these data varies by source. For example, the results of some surveys are available for free or for nominal fees, while others are more costly. Also, while some academic research studies are available for free (through open access, via publication as reports or directly from researchers), others are extremely costly to access

  > Data needs to be more readily available, with the recognition that many organizations in the sector do not have any budget for purchasing data and also lack the time and capacity for detailed analysis

- Certain events, such as changes in government contracts or dramatic changes in need, can rapidly affect sector employers and employees. Special data may be needed to understand, analyze and adapt to these events

- The government-sponsored National Survey of Nonprofit and Voluntary Organizations (NSNVO) and its supporting publications, while still very popular among users, have become dated (these data are now nearly ten years old) (Statistics Canada, 2003). A new iteration of the survey, or a new source of similar data, would be welcomed and heavily used by many in the sector

  > If the survey is to be re-done, respondents would like to see the same questions used again to create time-series data

- Data sharing is desirable and many producers are willing to increase the amount of data sharing that occurs. At the moment, however, it is difficult to share studies and existing information in a timely fashion and in a way that makes the data useful to all (e.g., comparability for wage and compensation data between studies)

- Regarding data analysis, there are pockets of expertise with LMI on the ground throughout the sector. These individuals and data sources are often considered trusted and "go-to" sources for end users' LMI needs

- Data producers, especially in provincial and federal governments, need to work collaboratively to refine data collection and improve the accuracy of data on workers and employers in the sector

New data from a variety of sources are needed for various purposes

While there are already some good quality data sets, as noted, not all of these data are available, accessible or relevant to all users who could benefit. In addition, some of the data may not be easy to compare to data from other sources, creating challenges for those without expertise in using data or who lack the time and resources to devote to comparing and analyzing the information. While we wish to turn our attention to increasing the data pool, this does not decrease the necessity of the existing, underlying data. The sector will continue to rely on the existing data tools and surveys now in place; additional information will be used to augment this foundation and broaden the possibilities for its use. Together, current and new data sources are required to improve the LMI framework.

Respondents were asked, based on their knowledge of existing data on the Canadian nonprofit sector, on the nonprofit sector in other jurisdictions, and on other sectors in Canada, what new data are needed to strengthen the LMI framework. Of note, respondents were asked to outline what data would be most useful regardless of costs, source of data (i.e., government, private enterprise, nonprofit sector) or other challenges in procuring data. The respondents indicated that they want general and specific data, covering national and local conditions. Of these data, some are already available while other data sets would need to be collected.

New data may be produced by various levels of government, from within the nonprofit sector, or both. The conclusions from the consultation point to a need for and an interest in both government-generated and nonprofit sector-generated data. Currently, many data exercises are occurring within the sector. As this work progresses, it results in increased opportunities for improving the data available

- There is a dearth of national data on the nonprofit sector. While the System of National Accounts provides some valuable insights, this data source cannot compensate for the lack of a nonprofit identifier in other tools (e.g., Labour Force Survey) in terms of the data available

  > While national data are a key concern, this cannot be the sole focus; regional data are also important, and often much more useful for users

  > Many areas (smaller provinces as well as metropolitan regions) are underserved by national data surveys. Local detail is often unavailable. Oversampling, supplementary surveys, local partnerships, or other tools could be used to help provide more local data for all users

  > Respondents indicated that, as the Drummond Report suggests and recommends, national LMI data collected and distributed by Statistics Canada should be treated as a public good and be free of cost for all users

- As many one-time, small studies on nonprofits and labour markets are conducted each year, and as new regional and provincial-level surveys emerge,[12]

new data standards and best practices would be beneficial to ensure that new and future studies are conducted with similar definitions, research questions and methodologies. This could allow for broader comparisons between data sources, and also assist end users to navigate the available data

- New data needs to be accessible to all

  > Finances are a key barrier to access for users

- The Canadian nonprofit sector needs a similar level of access to high-quality data about the sector as can be seen in other jurisdictions, such as the United Kingdom and certain American states

- Government – university research partnerships, where governments (regional or national) collect data and share it with universities, where researchers then analyze it and publish the results, have proven beneficial for studying nonprofits in Canada as well as abroad and should be encouraged and expanded

- In tandem with the need for better data on the nonprofit workforce, there is also a need for more data on volunteers. Many nonprofits rely on both volunteers and paid staff, with both groups performing key roles in their daily operations. Also, volunteering is sometimes a pathway into paid work in the sector. While paid work and volunteering are distinct, both need to be considered in terms of data development

- As well as requiring national data to provide basic information on the number of workers, wage rates, etc., special studies are needed to examine particular aspects and attributes in the sector. For example, data on specific subsectors in the core nonprofit sector (e.g., international relations, sports organizations, etc.) would be useful for better understanding parts of the sector not usually well-covered in larger surveys of nonprofits. Also, studies on the particular characteristics of the nonprofit workforce (including gender, race, ethnicity, ability, etc.), could help to attract new groups of employees and remove barriers (both real and perceived) to working in nonprofits

  > These studies are needed to better understand the nonprofit sector and to help drive human resources strategies, policy and strategic planning within the sector (e.g., strategies to increase the diversity of the workforce, adapt to changing labour pools, increase the recruitment of skilled professionals, or to retain talent)

12. As of November 2010, new data collection activities and LMI initiatives are currently occurring, or are planned for the immediate future, in at least five provinces.

Data must be more accessible

As already noted, LMI can be considered a public good: wide access to LMI makes the labour market run smoothly and helps employers, workers, intermediaries and governments to make wise labour market decisions (Advisory Panel on Labour Market Information, 2009). These user groups, however, have unequal access to the LMI currently produced. Access discrepancies are attributable to two key issues: first, a lack of user familiarity with the LMI system, LMI sources and how to apply the data; and secondly, a lack of means to purchase the data required.

Many respondents noted that small organizations have little or no capacity to purchase data. For these organizations, data is seen as an "extra": as it fulfills internal needs but does not directly further the organization's mission and mandate, it is not considered a priority in allocating scarce resources. In addition, as many of these organizations need data on an infrequent and ad-hoc basis, learning about LMI, participating in LMI projects and regularly purchasing data may, to many, seem to be a waste of time and money.

To be of maximum benefit to smaller organizations, data need to be provided for free or for minimal cost. The data offered also need to be supplied with enough analysis and explanation to allow new LMI users to understand and properly use the information they receive. Organizations will also need support to increase their LMI capacity, as outlined below.

Sector capacity needs to be strengthened

With any exercise in building infrastructure – be it data, technology or built environment – one must invest in the infrastructure itself as well as the know-how and capability to use it effectively. For LMI, we require information, but also the capacity to assemble, analyze and distribute the data that are produced. As LMI is not used as frequently or intensively in the nonprofit sector as in some other sectors where more data are currently available,

user ability and sophistication inevitably lags. As discussed above, a successful strategy will involve building interest in end users for LMI.

Respondents commented on the need to build capacity at all levels; they noted that it is important to ensure that both the supply of and demand for LMI grow throughout this exercise; having insufficient demand for LMI products or no products for certain user groups (e.g., researchers, small nonprofits, etc.) could reduce the enthusiasm for improving LMI or lead to disinterest among potential users.

- We need to continue on the path of collaboration and knowledge sharing
  > Training and education, both for data producers and users, are needed to share the existing expertise within the sector. "Train the trainer" projects have been highly successful in other areas and could work for nonprofits
  > The sector's financial capacity to fund and develop LMI is limited; many nonprofit organizations that may wish to increase their LMI capacity will need assistance (e.g., low-cost training, low-/no-cost data, etc.) to do this
- Recognizing the varying levels of expertise and sophistication with LMI, the sector requires tools that present information in an accessible format for end users
  > There are a variety of needs and sophistications – there is no one-size-fits-all LMI solution
- LMI users and contributors need to take ownership of the data to ensure that the system is used by and accessible to a broad base within the sector
- Online data hubs (e.g., Imagine Canada, HR Council) are providing excellent data to end users, although the uptake of these resources could be higher, especially among smaller organizations
- We need to continue the work of promoting the use of LMI within the sector, both to workers, for tasks such as job searching and career planning; and to employers, for human resources management activities and strategic planning
- The sector needs to move from a reactionary position regarding labour force issues and LMI (i.e., little/no strategic planning, succession planning, etc.) to a proactive position where potential employees see the sector more positively and employers can more effectively manage their organizations instead of moving from crisis to crisis

> Forecasting should be considered as a key means of improving organizations' strategic planning and human resources practices for both small and large organizations

> Forecasting activities can include the basics of LMI, such as using current worker demographics to determine future hiring needs (i.e., predicting and planning for retirements, etc.), recognizing workforce trends and adapting to attract new groups of workers (e.g., minority communities, Aboriginals, older workers, disabled workers, etc.) or forecasting skill requirements and postsecondary graduation rates

In addition to these traditional LMI projections, there is significant potential for using broader social, economic and population projections (i.e., projections on economic growth, educational attainment, population aging, numbers of new immigrants, diversity/ethno-cultural mix, disability rates, etc.) to project future service volumes, identify potential organizational challenges and adapt to accommodate long-term community needs.

9   Recommendations

Developing a robust LMI system will require the sustained participation and support of a national LMI Working Group, composed of local, regional, provincial and national organizations working on LMI.

Informed by the findings and conclusions presented above, the LMI Advisory Committee drafted recommendations for improving the nonprofit sector's LMI and ultimately to create an effective and sustainable LMI system for the future. The recommendations form a plan for action, including both what needs to be done as well as the process to achieve these ends; all of the recommendations must be implemented to achieve the sector's LMI goals.

These recommendations focus on key areas for action and include priorities aimed at governments, communities and individual nonprofits. While the recommendations mark the final phase of the current project, the LMIAC recognizes that its work will continue thanks to the growing demand and momentum in the sector. While this ongoing work will be largely sector-driven, the HR Council will serve as a catalyst, securing resources; coordinating efforts; and, most importantly, convening provincial and regional LMI experts and practitioners – the individuals and organizations that will ensure that these recommendations result in much-needed data.

Developing a robust LMI system will require the sustained participation and support of a national LMI Working Group, composed of local, regional, provincial and national organizations working on LMI. The Working Group will pursue these goals and recommendations in harmony with developments in the HR Council's project Building Cohesion in Labour Force Strategies for the Nonprofit Sector (January 2011 - September 2012). Ultimately, the nonprofit sector's LMI capacity and resources will be built collectively by national, provincial and local partners with the recognition that work represents a public good benefitting the entire sector.

Develop key data sets and information for the nonprofit sector, including:

- **Over the next five years, collect comprehensive compensation data** – for employers, workers, intermediaries and policymakers. Standardized compensation data (i.e., for set classifications and positions) are required to help set wage rates, promote the sector strategically vis-à-vis other sectors, and compare wages across sectors and regions, among other uses

  - > These data should include not only wage data, but also information on pensions, health benefits, other forms of compensation and basic information on workers (e.g., full-time or part-time, education, age, gender, etc.)

  - > Collecting and distributing these data will mark a key activity for local LMI networks and provide a strong foundational point for end user engagement

  - > The survey instruments, templates and practices of BC's Community and Social Services Employers' Association (CSSEA) and Peter Boland and Associates Ltd. should be used as best practice models for others

- **Over the next ten years, create sector-specific forecasts and planning scenarios** – for workers, employers, intermediaries and policymakers. This exercise will begin as soon as possible using available data. While recognizing that early forecasting exercises will be general in nature and lack specificity, the goal is to develop more detailed forecast scenarios over time, culminating in detailed, sector-specific forecasts within ten years

- The forecasts will facilitate human resources and organizational planning for organizations, career selection for workers, as well as strategic policy and planning for intermediaries, community networks and governments. These data exercises will align with the International Classification of Nonprofit Organizations (ICNPO), and will take advantage of existing classification systems, including the NAICS, NOC, and ICNPO

With Statistics Canada and provincial and territorial statistical agencies, explore the feasibility of expanding available data on the nonprofit sector

- Explore what data are available nationally as well as provincially. Determine where provincial, regional and local data can be broadly released

- Promote the sharing and broad use of existing data to maximize its utility and value-for-money

- If data cannot be released for general use without suppression, explore options for accessing partnerships between Statistics Canada, the provincial statistical agencies and the academic research community to allow these data to be used for research and government policy-making at the provincial, regional and local levels

- Where data do not exist, explore opportunities for data collection partnerships

Foster LMI engagement and awareness in the nonprofit sector by producing and promoting key data products

- Engage the nonprofit sector in grassroots data collection, distribution and promotion through key data products, including relevant and timely compensation surveys and strategic planning and forecasting exercises

- Develop user tools and resources for a variety of audiences including "Introduction to LMI"-type documents, human resource strategy planning support, and other products

- Create meaningful incentives for organizations to participate and engage in data collection and use

  - > These incentives may include access to data products and training in exchange for participation in surveys and LMI development activities

- This activity should be seen as a way to build capacity for LMI as well as to generate continuing interest in developing and maintaining the LMI system

Encourage and advance distributed LMI capacity through local networks and information hubs connected to a national network

- Build on current hot spots of activity and existing networks to move forward with LMI activities. Networks will build on their existing strengths, capacities and capabilities. As such, LMI activities will take on different forms and the rate of progress will vary between areas (i.e., some networks may be assessing local needs whilst others collect compensation data)

- Connect local networks to a national system, led collaboratively by national and regional organizations, to encourage the development of standardized, broadly comparable data that are situated within a broader context of social and economic considerations

- Use online tools, such as wiki, to facilitate data collection and distribution

- Facilitate a national nonprofit LMI summit (in person or virtual) for practitioners and local leaders to share skills, tools and knowledge and to build network capacity

Through a national LMI Working Group, create a plan for a sustainable, pan-Canadian LMI system driven by compensation surveys and forecasting data

- Identify potential sources and access funding for LMI start-up and promotion activities

- Focus on creating a robust and self-sufficient LMI system capable of functioning with minimal external funding

- Engage relevant national and provincial organizations focused on LMI and statistics (e.g., Statistics Canada and provincial statistical agencies) as supporters and partners

- Identify opportunities for further data developments and LMI system enhancements in line with the milestone goals for compensation surveys and forecasting data in collaboration with the academic research community, Statistics Canada and provincial statistical agencies

- Enhance sustainability by integrating data management skills as a key competence for managers and directors within nonprofit organizations

- Promote the plan to regional and national groups focused on statistics (e.g., meetings of the Forum of Labour Market Ministers' LMI subcommittee)

- Monitor progress of the projects against the established timelines

Continuing LMI work

While this report marks the final phase of the current project, the HR Council plans to continue fostering the development of LMI for the nonprofit sector and providing nonprofits with the tools and expertise to effectively use LMI. To this end, the project, Building Cohesion in Labour Force Strategies for the Nonprofit Sector (January 2011 - September 2012) will include a focus on LMI. In addition, the HR Council is planning another project to continue the work of the LMI Advisory Committee. In Developing LMI for the Nonprofit Sector – Phase 2, the HR Council aims to begin the work of implementing these recommendations, including collecting LMI data, building capacity among data developers and end users, and forging strong LMI networks and partnerships across the country.

These initiatives ensure that LMI will continue to be a key focus for the HR Council in the future.

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Appendices

LMI Advisory Committee

The LMI Advisory Committee is made up of a diverse group of nonprofit sector stakeholders and supporters. Representing different regions of the country and bringing their different backgrounds and expertise, these individuals volunteered their time to learn about LMI, participate in meetings and teleconferences, and spread the word about LMI within their networks. The HR Council, on behalf of the nonprofit sector, would like to thank these individuals for their hard work and their dedication to this project.

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List of consultation participants

The HR Council also wishes to thank the following individuals who shared their time and expertise throughout the consultation process. Their input has been invaluable to the research process and to developing the recommendations.

Consultation participants – HR Council LMI project	
Organization	**Name**
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Interview guide

The text below includes both a general preamble and the basic questions asked to the informants during the consultations. Extra questions were added as needed to address participants' particular areas of expertise or background with LMI and the nonprofit sector. These additional questions varied considerably, but were used to ensure that the interviewer gained a good understanding of respondents' work and ideas.

The HR Council for the Nonprofit Sector represents one of Canada's largest economic sectors and receives funding from the federal government's Sector Council Program (for more, see http://www. hrcouncil.ca). The nonprofit sector employs individuals in diverse occupations within a variety of areas, including culture; sports and recreation; health and social services; housing and development; advocacy; environment; philanthropy and voluntarism promotion; international work; and religion.

Labour market information (LMI) includes various pieces of information on jobs, employers and employees and can be used to answer many practical and policy questions. For example:

- future occupational demand projections can help people plan careers, educational institutions design programs, and help employers create hiring strategies
- data on salaries and benefits can help to standardize wage rates, ensuring fairness for employers and employees
- insights on local labour market conditions can drive policy and program changes

Canada has one of the world's best LMI systems, but the system is far from perfect. LMI does not equally benefit all geographic regions or economic sectors; it can be difficult to collect relevant data, interpret it, and distribute it to end users in a timely manner. The nonprofit sector, despite its size and breadth, has poor access to LMI. While most data do include the nonprofit sector, information specifically on the sector is difficult to identify and access.

The HR Council for the Nonprofit Sector, with the assistance of Informetrica Limited, is currently working on a framework to improve LMI for the sector. To this end, it established an Advisory Committee of stakeholders from across the country and is conducting consultations with the aim of improving nonprofit LMI. To add your input to these consultations, I would like to have your responses to the following questions:

1. Describe some of the ways that you (and your organization) use LMI.

2. What relevant data are available to you?

3. What are the challenges/pitfalls in accessing available LMI? (e.g., timeliness, costs, etc.)

4. What data are missing? (i.e., what are you not able to do with the information that you'd like to do)

5. What do you want to be able to do with LMI, both immediately and in the future? (e.g., forecasting demand, better understanding of local labour markets/specific industries, quicker access to relevant data, etc.)

6. What could be done to produce better/more useful LMI?

7. Have you generated other data to meet your specific needs (e.g., local surveys, needs assessments, etc.)? What data? How did you collect it?

The Canadian System of National Accounts (CSNA) and Nonprofit Institutions Serving Households (NPISH)

Statistics Canada's System of National Accounts (CSNA) tracks the macro-level economic activity for the entire Canadian economy. CSNA measures economic activity in a variety of ways and contains four key data sets (i.e., the input-output accounts, the income and expenditure accounts, the financial and wealth accounts, and the balance of payments).[13] We can find data on earnings (i.e., wages, corporate profits, etc.) through the Income and Expenditure Accounts. These include corporations (financial and non-financial), households, governments, and non-residents. Nonprofit institutions exist in all of these categories with the exception of the non-resident category. Of note, the CSNA has included a satellite account on non-profit institutions since 2001, with a data series that begins in 1997. Data for 1997-2007 are published in Satellite Account for Nonprofit Institutions and Volunteering 2007 (Statistics Canada catalogue 13-015). On December 17, 2010 Statistics Canada released data for 2008.

Non-Profit Institutions Serving Households (NPISH) are a subset of nonprofits that are classified in the household category and distinguished from nonprofits serving business (such as trade associations) and nonprofits classified to government (such as hospitals, universities and residential care facilities) in the System of National Accounts. The table below, provided by Statistics Canada, shows that nonprofits exist in a variety of sectors within the SNA framework. N3 in the table represents NPISH entities. As shown, and as supported by researchers at the Johns Hopkins Center for Civil Society Studies,[14] only one segment of the nonprofit sector is included in the NPISH category. While this does not preclude its use for nonprofit LMI, we require a closer examination of the category to learn more about it.

Nonprofits in the Canadian System of National Accounts

Type of Institutional Unit	Canadian System of National Accounts				Non-resident Sector
	Corporations Sector	Government Sector	Household Sector (incl unincorp)	NPISH Sector	
Corporations	C				
Government units		G			
Households (incl unincorporated businesses)			H		
Nonprofit Institutions	N_1	N_2		N_3	

Along with the information contained in the 2009 Satellite Account publication,[15] data on the Canadian NPISH subset is currently available in CANSIM. Specifically, two CANSIM tables, 383-0009 and 383-0010, contain information about the NPISH category in its entirety as well as subsets of the category.

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13. For more information, see Statistics Canada (2010) *Canadian System of National Economic Accounts*. Ottawa: Statistics Canada.
14. Salamon, L. & Tice, H. (2003) "Capturing Nonprofit Institutions in National Accounts." The Statistics Newsletter, 14: 2-4. (http://www.oecd.org/dataoecd/46/39/2505922.pdf).
15. Statistics Canada (2009) *Satellite Account on Nonprofit Institutions and Volunteering 2007*. [13-015-X] Ottawa: Statistics Canada.

CANSIM Tables 383-0009 and 383-0010

In each of these CANSIM tables, the following data sets are available for the time period 1997-2009 with national totals for Canada. Provincial estimates are available in some cases, but we anticipate that many of these will contain significant numbers of suppressions due to data confidentiality issues. Table 383-0009 provides breakdowns by 2-digit NAICS code and by "sector", namely Total Economy, Business and Non-Business Sectors. The Non-Business sector includes nonprofit institutions.[16] Table 383-0010 contains the same data, but is broken into the four NPISH subcategories (religious organizations; welfare organizations; sports and recreation clubs; and other organizations).

- total number of jobs (includes employed and self-employed, full-time and part-time – one category)
- annual average number of hours worked for all jobs
- hours worked for all jobs
- total compensation for all jobs (wage bill)
- total compensation per job
- total compensation per hour worked

The NPISH subcategories listed above each include certain NAICS codes. These are elaborated in the following table:

NPISH Subcategories mapped to NAICS Codes

NPISH	NAICS
NPISH Excluding education (NP1)	All NAICS in NP11, NP12, NP13 and NP19
Religious organizations (NP11)	813100 Religious organizations 813110 Religious organizations
Welfare (NP12)	624 Social Assistance Specifically: 624100 Other Individual and Family Services 624110 Child and Youth Services 624120 Services for the Elderly and Persons with Disabilities 624190 Other Individual and Family Services 624200 Community Food and Housing, and Emergency and Other Relief Services 624210 Community Food Services 624220 Community Housing Services 624230 Emergency and Other Relief Services 624300 Vocational Rehabilitation Services 624310 Vocational Rehabilitation Services 624400 Child Day-Care Services 624410 Child Day-Care Services

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16. From CANSIM Table 383-0009 footnotes: Non-business sector consists of economic agents who are involved in the production of goods and services that are not intended to be sold at a price calculated to cover the production costs. This sector includes non-profit enterprises, public and para-public institutions, religious and welfare organizations, etc.

NPISH	NAICS
Sport and recreation clubs (NP13)	711 Performing Arts, Spectator Sports and Related Industries 712 Heritage Institutions 713 Amusement, Gambling and Recreation Industries
Other NPISH (NP19)	All other NAICS (not in NP11, NP12, NP13 and NP2)
NPISH Education (NP2)	611 Educational Services

The Philadelphia Foundation conducted a study of nonprofits in Pennsylvania, mapping these to various categories. The study shows that NPISH accounts for about a quarter of all nonprofits (identified in a census of NPOs), about half of NPOs that file tax returns and about 68% of all "public charities." There are several aspects in which their findings are not directly comparable to the application of the NPISH concept in Canada: differences in concepts, definitions and data sources exist. Also, working from the CSNA, we have data on the number of jobs and hours whereas the Philadelphia Foundation worked with the number of organizations. Nonetheless, their data give us some preliminary clues to understanding the scope of NPISH (which accounts for about 522,440 nonprofit jobs in Canada) within the universe of nonprofits (which, according to NSNVO 2003 accounted for 1.2 million employees). We have yet to search for other similar analyses that would shed more light on the use of NPISH.

HR Council
for the Nonprofit Sector