

Resources About Effective Practices for Non-profit Organizations

Articles

Joslyn, Heather. (2002). *Charities and Foundations Must Confront Shrinking Labour Pool, Researcher Says. Chronicle of Philanthropy, 15(1), p. 22.*

This excellent article reflects a continuing trend of labour shortage within the non-profit sector and as labour market matures, this will worsen. The report based on a US survey in 2002, suggest that “part of the solution to the labour crunch...is stepping up recruiting efforts.” Non-profits should be pitching career opportunities at employment fairs to their own clients and focus on young adults who are considering government careers. They can “offer idealistic young people the chance to have a lot of responsibility and make a big impact early in their careers.”

Job Quality in the Non-profit Sector

<http://www.cprn.com/en/theme-docs.cfm?theme=59>

This site offers links to many articles related to the non-profit sector such as developing skills, social innovation and workplace stress.

New Efforts Under Way to Recruit the Next Generation of Charity Leaders

<http://www.transitionguides.com/resources/docs/New%20Efforts%20Under%20Way%20to%20Recruit.pdf>

Alarmed by the number of workers in non-profit organizations that are leaving the sector, particularly those in leadership or management roles, foundations and organizations are looking at recruitment strategies and succession planning to attract, retrain and train future leaders.

Non-Profit Good Practice Guide

<http://www.npgoodpractice.org/Default.aspx>

This website has many papers on topics related to good governance of and capacity-building within non-profit organizations. In the section on Staff Development and Organizational Capacity, there are good practices related to building capacity in non-profit associations. This looks at “creating an environment that supports continuous improvement of individuals and their organisations to better serve the communities that they seek to change.”

Roach, Robert. *The Nonprofit and Voluntary Sector in Alberta: Regional Highlights of the National Survey of Nonprofit and Voluntary Organizations. (2006).* Imagine Canada and Canada West Foundation. Retrieved on January 1, 2007 from

www.imaginecanada.ca/Files/NSNVO/F_Alberta_Sector_Report.pdf

The National Survey of Nonprofit and Voluntary Organizations (NSVNO) data was collected from 13,000 incorporated non-profit organizations. This survey provides a statistical snapshot of the capacity of Alberta’s non-profit and volunteer sector to carry out mandates for a range of critical and life-enhancing community-oriented services. A significant proportion of these organizations report declining revenues or revenues that are not keeping up with public sector equivalents. Hence, many are having trouble fulfilling their missions and are unable to maximize their

contributions to society. Compared to the other provinces and territories, Alberta's non-profit and voluntary sector receives the least amount of government funding (33% compared to a national average of 49%). The NSNVO survey indicates some organizations are experiencing significant stress. "Key capacity challenges for many include difficulty recruiting and retaining volunteers, planning for the future, and obtaining funding."

Books

Barbeito, Carol. (2005). *Human Resource Policies and Procedures for Non-profit Organizations*. John Wiley & Sons Ltd.

<http://ca.wiley.com/WileyCDA/WileyTitle/productCd-0471788619,descCd-tableOfContents.html>

Tools to build a successful human resource management system in non-profit associations are found in this book: policies, procedures, recruitment, hiring, compensation, supervision. Includes a CD rom with samples and forms and checklist required for HR management systems.

Hines, Mary L. (1987). *Don't Get Mad: Get Powerful*. (172 pages). Michigan Protection and Advocacy Service, Lansing.

http://eric.ed.gov/ERICDocs/data/ericdocs2/content_storage_01/0000000b/80/25/29/64.pdf

This older (1982) 172-page manual is "intended to assist individuals protect their rights and solve their problems through developing appropriate advocacy skills." Eleven chapters look at these topics:

- Defining types of advocacy and attitudes towards it
- Solving most types of advocacy problems
- Analyzing and defining problem situations
- Gathering information
- Keeping records
- Developing a written plan of action
- Understanding assertiveness and guidelines for assertive verbal and nonverbal communication
- Communication techniques for negotiation and meetings
- Effective letter writing
- Following up
- Systems advocacy and resources

Lysakowski, Linda. (2005). *Nonprofit Essentials: Recruiting and Training Fundraising Volunteers*. John Wiley & Sons Ltd.

<http://ca.wiley.com/WileyCDA/WileyTitle/productCd-0471706485.html>

This book examines recruitment strategies for volunteers with emphasis on the role of the campaign chair as leader of the campaign effort. It looks at the unique role of the board of directors as volunteer fundraisers and strategies for keeping volunteers involved and motivated. It includes tips to make fundraising experiences satisfying for both staff and volunteers.

Murray, Vic. (Ed.). (2006). *The Management of Non-Profit and Charitable Organizations in Canada: Developing Capacity and Sustainability for the 21st Century*. University of Victoria.

http://web.uvic.ca/padm/events/pdfs/murray-mcno_0506.pdf

This comprehensive resource covers all aspects of managing non-profit organizations in Canada. Articles are written by Canadian experts in the field on topics such as developing board of directors, executive leadership, resource development, people, etc.

Pynes, Joan.E. (2004). *Human Resources Management for Public and Nonprofit Organizations* (2nd Ed.). John Wiley & Sons Ltd.

<http://ca.wiley.com/WileyCDA/WileyTitle/productCd-0787970786,subjectCd-BA85,descCd-tableOfContents.html>

This book provides information on HR management, recruitment and selection, benefits, training and challenges for non-profit organizations.

Senger, JoAnn. (March 2005). *Designing a Not-for-Profit Compensation System*. Jossey-Bass. <http://www.josseybass.com/WileyCDA/WileyTitle/productCd-047165776X.html>

This book offers step-by-step plans to design and manage a compensation system for non-profit organizations.

Websites

Alberta Council of Disability Services (ACDS)

<http://www.acds.ca/index.html>

The ACDS website is a source of information for, and a respected partner with, other recognized groups engaged in strategic planning for the future of community rehabilitation. A booklet addressing the HR crisis occurring for this association will be helpful for other non-profit organizations delivery human service programs.

Child and Youth Advocate

http://advocate.gov.ab.ca/main_about_principles.html

Childcare Advocacy Association of Canada

<http://www.childcareadvocacy.ca>

Workforce 2010

<http://http://www.albertarehab.org>

Workforce 2010 works with partners to develop human resource solutions. This initiative is part of a comprehensive strategy headed by the Alberta Association of Rehabilitation Centres (AARC) “to address issues facing the labour market that supports children youth and adults with disabilities.”