SOCIAL SERVICES LABOUR MARKET RESEARCH PROJECT FINAL REPORT

Canada
British Columbia
THE FEDERATION of COMMUNITY SOCIAL SERVICES of BC
Cssea Community Social Services Employers' Association of BC
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Funding provided through the Canada-British Columbia Labour Market Development Agreement.

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- The Association of Service Providers for Employability Skills and Training (ASPECT)
- The BC CEO Network
- The BC Association of Aboriginal Friendship Centres
- Realize Strategies
- Community Social Services Employers' Association (CSSEA)
- Ministry of Social Development and Poverty Reduction
- Ministry of Children and Family Development
- Faculty of Social Work at UBC
- BC Child and Youth Care Educators Consortium

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DISCLAIMER

The views and opinions expressed in this report are those of its author(s) and not the official policy or position of the Government of British Columbia.

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EXECUTIVE SUMMARY

The community social services sector provides the majority of social care available in BC. Community social services touch the lives of every person in this province, from infants to older adults. They include things like supports for people with disabilities, employment programs, supports for those experiencing family violence, prenatal services, childcare, services for families, and youth programs. These services are delivered through contracts with First Nations, contracts with the provincial and federal government, through grants, and thanks to the generosity of corporate and community donors. It is a rich sector, with a long history of both advocacy and service delivery, and it is a vital part of what makes a healthy and prosperous province.

However, it is also a sector that has long been plagued by up and down funding cycles, staffing challenges, and misunderstandings about the extent and detail of what "social services" really means. For years, community social services organizations have highlighted the challenges they face finding and keeping the skilled, compassionate professionals that this sector, and this province, needs in order to thrive. Efforts to develop a provincial labour market strategy for the social services sector were hampered by a lack of comprehensive baseline knowledge about the capacity, training, recruitment, and retention issues facing the sector. The Social Services Labour Market Research Project aims to change that.

In 2017, The Federation of Community Social Services of BC (The Federation) proposed the idea of a labour market research project to BC's Ministry of Advanced Education, Skills & Training (AEST). The ministry quickly got on board and The Federation was thrilled to have an enthusiastic and engaged funder and partner in this work. The Federation—a provincial membership organization representing over 140 community social services organizations—brought knowledge of, and connections with, the sector. The Social Planning and Research Council of BC (SPARC BC) brought research expertise to help design, implement, and analyse the survey, workshop and interview data collection tools. The Community Social Services Employers' Association (CSSEA) was asked to contribute their knowledge, information, and expertise about the social services labour market.

Guided by an Advisory Committee, these partnering organizations embarked on an in-depth research project in an attempt to better understand the unique needs, challenges, and opportunities related to capacity, training, recruitment, and retention in community social services.

This project's main goal was to enhance current understandings of what it is like to work in community social services, and what it is like to hire and train and support people who work in the sector.

We heard the voices of those working on the frontlines, face-to-face with community members, and we heard the voices of leaders from across the sector. We collected

and compared statistical information about those who choose to do this work to give context to those voices and to paint a clear picture of the labour market—both now and looking toward the future. From the start, we have hoped and expected that this project would lead to an increased understanding of the social services sector and its labour market challenges and to a comprehensive strategy encouraging people to choose community social services as a a career. This report was the first step in that process and it has made a few things very clear.

- Social services organizations are experiencing an increasing degree of complexity in their work—in the needs of clients, in their funding, and in the recruitment and retention of their employees and volunteers.
- There is ample room for improvement when it comes to education and training within the social services sector.
- Organizations are struggling to meet multiple and growing services demands with the limited time and resources currently available to them.
- There is a lot of potential in terms of how people understand the sector and are welcomed into the sector as employees or volunteers and there is a lot of interest from those already within the sector to improve how this is done.

What still needs to be explored and analyzed are the potential strategies and mechanisms for addressing the challenges and taking advantage of the opportunities outlined in this report. There are questions that require answers.

- How do we address the particular challenges of recruitment and retention in northern, rural and remote communities?
- How do we address pressing wage concerns and disparities?
- How can we help organizations ease their administrative burdens so that they can focus more time and resources on training, supervision, and service delivery?

The next phase of this work will involve answering those questions. And we have made some recommendations about what the next steps should look like.

- A labour market strategy for BC's community social services sector should be developed in partnership with the newly-formed Social Service Sector Roundtable.
- A review of the technological capacity of BC's community social services sector should be undertaken.
- The benchmarks that determine wages for the community social services sector should be reviewed.
- A recruitment strategy for northern, rural, and remote communities should be developed.

As a final note, it is worth mentioning that this research project was wrapping up during a particularly momentous and challenging time in the world. Amid the global COVID-19 pandemic, BC's community social services were called upon from the very first days of our provincial state of emergency. Long before essential services were declared, community social services were encouraged to stay open to help reduce the potential harm of the public health measures underway.

Community social services workers across the province helped ensure that youth living in group homes continued to have a safe place to call home. Community social services workers overcame their fears and kept showing up to provide companionship and care to adults with disabilities. Community social services workers mobilized incredibly quickly to make sure families didn't go hungry. And community social services workers helped ensure that health care providers could continue doing their important work by providing childcare around the clock.

At this time, the future of our province is still somewhat unclear. But one thing that is very clear is that community social services are an undeniably vital part of our province's health and well-being. Thank you for continuing to step up in the service of your communities and for always doing this work with compassion, intention, and creativity. We hope that this report will help make BC's social services sector even stronger.

1. INTRODUCTION

In British Columbia, social services may be delivered by government bodies or by community organizations. These community organizations are separate entities from the government and may deliver government-funded services through a contractual arrangement. In BC, the vast majority of social services are delivered by community organizations. Some examples of community social services are childcare centres, prenatal services, employment programs, women's shelters, youth programs, and group homes for adults with disabilities.

Community social services organizations vary in size from small (one employee) to large (hundreds of employees) and many of these organizations provide a variety of services for people across their entire lifespan—infants, seniors, and everyone in between. In some cases, community members access these services voluntarily. In other cases, an individual may be mandated to participate. Beyond providing services to individuals, many organizations also focus on improving the wellbeing of their communities at large and are active in various community-building and awareness-raising efforts.

Over the years there have been multiple attempts to illustrate the labour market challenges within the community social services sector (The Government Non-Profit Initiative, The New Directions Survey of Non-Profit Organizations and Voluntary Associations in BC, previous work by The Federation of Community Social Services of BC, Step Up BC). Anecdotal evidence suggests that the community social services sector faces significant challenges in both attracting people to jobs and keeping them in those positions.[1] Not being able to recruit and retain the appropriate staffing levels for the work that is required affects the capacity of social services organizations and, ultimately, the support and care provided to people these organizations serve.

1. See The Federation of Community Social Services Membership Reports (fcssbc.ca/membership-reports) and presentations to the Select Standing Committee on Finance and Government Services (fcssbc.ca/sf-docs/member-area/SSC_2017_FINAL.pdf).

A NOTE ON TERMINOLOGY

The community social services sector is often referred to as the ***charitable sector*** or the ***non-profit sector***. In BC, many social services are delivered by organizations who are charities and/or non-profits but many services are also delivered by private businesses (community living group homes, residential homes for young people in care, and employment programs are a few examples). In this report, we will use the term ***community social services*** unless there is a reason to delineate an organization's governance or taxation status.

Compiling a complete picture of this sector's labour market needs is complicated by a lack of research that encompasses the entirety of this broad sector without sacrificing the necessary specificity of the diverse occupations, demographics, and service areas. For example, while there exists research (albeit dated) on the non-profit and union-based social services sectors, it does not encompass the combination of non-profits, volunteer-based organizations, private business, as well as union and non-union organizations. There is data about non-profits but not all organizations operating community-based social services are non-profits. For a long time, the complexity of the sector has made finding and using available data very challenging.

To gain a better understanding of the issues related to organizational capacity in BC's community social services sector, The Federation of Community Social Services of BC (The Federation), The Social Planning and Research Council of BC (SPARC BC), and Community Social Services Employers' Association of BC (CSSEA) partnered with British Columbia's Ministry of Advanced Education, Skills and Training to complete labour market research focusing on recruitment and retention issues within the community social services sector. Funding for this work was provided by the Canada-British Columbia Labour Market Development Agreement's Sector Labour Market Partnerships (SLMP) Program administered by the BC Ministry of Advanced Education, Skills & Training (AEST).

This project seeks to highlight and explain the recruitment and retention challenges facing BC's community social services sector. This report discusses those issues and presents solutions that involve all of the various stakeholders within the sector—the community social services organizations themselves, government funders, post-secondary institutions, unions, as well as foundations and other funding bodies. This project was guided by the following research questions.

- What is the current state of employment in BC's community social services sector?
- What labour market data is needed to fill in the gaps of what we know about the community social services sector in BC?
- What are the recruitment and retention issues within the community social services sector in BC?

To answer these questions, this project employed a mixed-methods approach (a literature review, statistical profiles, surveys, interviews, and workshops) to collect meaningful data from diverse groups of individuals working in the sector (including both Strategic Leaders and Frontline Workers). The project involved participants and community social services organizations from across the province, inclusive of large and small employers, non-profit and private structures, union and non-union workers, and within northern, rural, and urban communities.

To identify recruitment and retention trends, this project explored barriers and differences related to geography, age, gender, culture, and immigration status. To understand how effectively new employees are being prepared to join the workforce, we explored the effectiveness of education and training programs as well as employer-based training. Where there was existing research being conducted about specific

subsectors within the community social services we incorporated that data into this report (where relevant) rather than duplicating work.

This report contains background information, summaries of research methods and limitations, results from the mixed-methods data collection and analysis of those findings. The analysis informed a series of recommendations including the identification of future research topics that would further enhance the understanding of BC's social care system. The appendices include lists of terminology, participating organizations, definitions, and references.

2. BACKGROUND

In order to best understand the findings of this project, it is important to have some context about the community social services sector as a whole—what that phrase refers to, how the sector is funded and managed, who works in the sector, and how it looks different in different parts of the province. Most people don't really know that much about the community social services sector so this section is designed to provide necessary background information and to help address some of the gaps in the reader's understanding or awareness. Even if you already know a lot about the sector you may be surprised!

THE COMMUNITY SOCIAL SERVICES SECTOR IN CANADA

Many publicly funded social services are provided through contracts between social services organizations and provincial governments. These organizations are separate entities with their own bylaws, organizational structures, histories, and cultures. Some are 100% contracted-funded, some rely wholly on fundraising, and some are for-profit companies. Some are unionized or partly unionized, while others are non-unionized. Some organizations are required or choose to be accredited through independent bodies such as the Council on Accreditation (COA), Commission on Accreditation of Rehabilitation Facilities (CARF), or Imagine Canada. Accredited BC social services organizations follow a 3- or 4-year cycle to meet standards that signify their commitment to continually improving services, encouraging feedback, and serving the community.

At the national level, the research done on the community social services sector has been limited. Most of the existing national research focuses solely on non-profit social services providing organizations, excluding both for-profit and public organizations. Furthermore, most of the national data available is quite dated. With these limitations in mind, it is worth considering two of the most relevant sources of data about non-profit social services organizations in Canada.

ABOUT COMMUNITY SOCIAL SERVICES

In this report, the term ***community social services*** refers to organizations that provide support to individuals and communities. These services can benefit one person or whole families. They provide support, information, and/or advocacy to people facing personal challenges at any point in their lives. They include supports for young people involved in the child protection system, for people with disabilities, for families, for those trying to find jobs, for newcomers, and for older adults. They can also benefit entire communities through collaborative work that improves social and cultural well-being.

In 2007, Statistics Canada produced the Satellite Account of Non-Profit Institutions and Volunteering which estimated the value of the non-profit sector by primary areas of activity, including social services. In 2007, the gross domestic product (GDP) of social services within the non-profit sector was estimated to be $8.17 billion—almost a quarter of the estimated total GDP for the non-profit sector.[2]

In 2003, Statistics Canada conducted the National Survey of Non-Profit and Voluntary Organizations (NSNVO), the only comprehensive national survey of non-profit organizations completed to-date.[3] The NSNVO identified approximately 19,000 social services non-profit organizations in Canada, accounting for 12% of all non-profit organizations across the country. According to the survey, 72% of social services organizations were registered charities (compared to 56% of all organizations surveyed)[4] and 51% of social services organizations reported annual revenues of $100,000 or more (compared with 36% of organizations across the entire non-profit sector).[5]

THE COMMUNITY SOCIAL SERVICES SECTOR IN BRITISH COLUMBIA

The NSNVO data can also be used to capture a snapshot of the non-profit sector in British Columbia. According to the 2003 NSNVO survey, British Columbia had 20,270 non-profit or voluntary organizations (13% of Canada's total of 161,227). On a per-capita basis, British Columbia had the second-lowest number of non-profit and voluntary organizations of all Canadian provinces, followed only by Ontario.

2. Statistics Canada. 2009. Satellite Account of Non-profit Institutions and Volunteering. Statistics Canada Catalogue no. 13-015-X. Ottawa. https://www150.statcan.gc.ca/n1/pub/13-015-x/13-015-x2009000-eng.htm
3. Statistics Canada. 2003. Summary of the Findings of the National Survey of Nonprofit and Voluntary Organizations (NSNVO). Statistics Canada Catalogue no. 61-533-SWE. Ottawa. https://www150.statcan.gc.ca/n1/pub/61-533-s/61-533-s2005001-eng.htm
4. Barr, Cathy & Brownlee, Barbara & Lasby, David & Gumulka, Glenn. (2005). Understanding the capacity of social services organizations: a synthesis of findings from the National Survey of Nonprofit and Voluntary Organizations and the National Survey of Giving, Volunteering and Participating.
5. Ibid.

GRASSROOTS, COMMUNITY-BASED ORIGINS

The community social services sector in Canada is rather complex because it grew out of community responses to equally complex social issues and challenges. Many organizations that today seem like very formal institutions got their start around kitchen tables where small groups of community members came together to solve problems and make things better for their loved ones and neighbours. The complexity of the sector reflects this organic, grassroots, community-based origin from which the sector has grown. There are incredibly rich histories and stories in this sector. Like a garden of wildflowers, it may not always look especially neat and tidy but each flower has deep roots and plays an important role in the ecosystem.

In 2003, British Columbia's non-profit and voluntary organizations (excluding hospitals, universities, and colleges) had close to $9 billion in revenues coming from government sources, earned income, grants, and donations.[6] In British Columbia, the social services subsector makes up 9% of all non-profit and voluntary organizations, slightly lower than the national average of 12%.[7] Unfortunately, more detailed information from the NSNVO about non-profit organizations providing social services in British Columbia is not publicly available.

According to the 2014 report 'Characteristics of the Labour Market in British Columbia's Non-Profit Sector' produced by Ference Weicker & Company Ltd, the social services subsector employed a larger number of employees (38,850) than any of the ten other non-profit subsectors in 2012.[8][9] The same study also found that the social services subsector had the highest share of unionized staff (31%), the second-highest share of female employees (83%), and that organizations in the social services subsector were more likely to offer health benefits for their employees than other non-profit subsectors.

IN 2015, AMONG THOSE EMPLOYED BY CSSEA MEMBER AGENCIES, THE AVERAGE TOTAL COMPENSATION WAS $54,486 FOR BARGAINING UNIT EMPLOYEES AND $47,260 FOR NON-UNION EMPLOYEES; MANAGEMENT AND EXCLUDED EARNING WAS AN AVERAGE OF $75,873.

While the sources discussed above focus on the non-profit community social services sector, member-based organizations like the Community Social Services Employers' Association of BC (CSSEA), which has both non-profit and business members, are the primary sources of information about the sector as a whole. In 2018/19, CSSEA's 191 member agencies (which include unionized agencies only) employed 21,594 regular employees—the equivalent of 13,533 full-time positions—with a total compensation amount of $825 million.[10]

In 2015, among those employed by CSSEA member agencies, the average total compensation was $54,486 for bargaining unit employees and $47,260 for non-union employees. The average total compensation for management and excluded earning was $75,873.[11] The average age of those employees was 45 and 77% of those employees were female.[12]

6. Ibid.
7. Note: Report on regional highlights of the NSNVO is no longer available on the Imagine Canada website, but can be found here: https://www.yumpu.com/en/document/read/28003521/the-nonprofit-and-voluntary-sector-in-british-columbia.
8. Ference Weicker & Company Ltd. 2014. Characteristics of the Labour Market in British Columbia's Non-Profit Sector..
9. The other subsectors were: religion; arts and culture; sports and recreation; housing and development; philanthropic intermediaries and volunteerism promotion; education and research; health; law, advocacy, and politics; environment; and international.
10. Community Social Services Employers' Association of BC. No date. Community Social Services Sector Data: Overall Sector Data. Vancouver. https://www.cssea.bc.ca/index.php?option=com_content&view=article&id=167&Itemid=240
11. Community Social Services Employers' Association of BC. 2017. CSSEA Fact Book 2016. Received from CSSEA.
12. Ibid.

CURRENT LABOUR MARKET DATA AVAILABILITY

Most of the labour market information available through federal and provincial statistical sources does not distinguish between the non-profit and business sectors. Most data is gathered at the individual level, using data collection tools, such as Statistics Canada's Labour Force Survey and the national census. Earlier studies have used the Workplace and Employer Survey (WES) where the employer, not the individual, provides information about the workforce. This survey is no longer active.[13]

Given the labour market information available, the social services labour market can be examined through two lenses: industry and occupation. Industries can be identified by the North American Industry Classification System (NAICS). Occupations can be identified by the National Occupational Classification (NOC). For the purposes of this project, industry and occupational codes were selected based on feedback received from the Advisory Group and project team members about which categories best encompassed the wide spectrum of services provided by BC's community social services organizations.

TABLE 1: NORTH AMERICAN INDUSTRY CLASSIFICATION SYSTEM (NAICS)*

	CODE	DESCRIPTION
ECONOMIC SECTOR	62	HEALTH CARE AND SOCIAL ASSISTANCE
SUBSECTOR	621	AMBULATORY HEALTH CARE SERVICES
INDUSTRY GROUP	6216	HOME HEALTH CARE SERVICES
SUBSECTOR	623	NURSING AND RESIDENTIAL CARE FACILITIES
SUBSECTOR	624	SOCIAL ASSISTANCE
INDUSTRY GROUP	6241	INDIVIDUAL AND FAMILY SERVICES
INDUSTRY GROUP	6242	COMMUNITY FOOD AND HOUSING, AND EMERGENCY AND OTHER RELIEF SERVICES
INDUSTRY GROUP	6243	VOCATIONAL REHABILITATION SERVICES
INDUSTRY GROUP	6244	CHILD DAY-CARE SERVICES

*The language used for some of the categories may not resonate with those familiar with the sector. These are industry codes so we are not able to change them. We chose ones that were the best match.

TABLE 2: NATIONAL OCCUPATIONAL CLASSIFICATION (NOC)*

	CODE	DESCRIPTION
MINOR GROUP	001	LEGISLATORS AND SENIOR MANAGEMENT
UNIT GROUP	0014	SENIOR MANAGERS – HEALTH, EDUCATION, SOCIAL AND COMMUNITY SERVICES AND MEMBERSHIP ORGANIZATIONS
MINOR GROUP	042	MANAGERS IN EDUCATION AND SOCIAL AND COMMUNITY SERVICES
UNIT GROUP	0423	MANAGERS IN SOCIAL, COMMUNITY AND CORRECTIONAL SERVICES
MINOR GROUP	415	SOCIAL AND COMMUNITY SERVICE PROFESSIONALS
UNIT GROUP	4152	SOCIAL WORKERS
UNIT GROUP	4153	FAMILY, MARRIAGE AND OTHER RELATED COUNSELLORS
UNIT GROUP	4156	EMPLOYMENT COUNSELLORS

13. Statistics Canada. No date. Workplace and Employee Survey (WES). Last updated February 5, 2009. http://www23.statcan.gc.ca/imdb/p2SV.pl?Function=getSurvey&SDDS=2615 (accessed October 2018).

	CODE	DESCRIPTION
MINOR GROUP	421	PARAPROFESSIONAL OCCUPATIONS IN LEGAL, SOCIAL, COMMUNITY AND EDUCATION SERVICES
UNIT GROUP	4212	SOCIAL AND COMMUNITY SERVICE WORKERS
UNIT GROUP	4214	EARLY CHILDHOOD EDUCATORS AND ASSISTANTS
UNIT GROUP	4215	INSTRUCTORS OF PERSONS WITH DISABILITIES
MINOR GROUP	441	HOME CARE PROVIDERS AND EDUCATIONAL SUPPORT OCCUPATIONS
UNIT GROUP	4411	HOME CHILD CARE PROVIDERS
UNIT GROUP	4412	HOME SUPPORT WORKERS, HOUSEKEEPERS AND RELATED OCCUPATIONS

*The language used for some of the categories may not resonate with those familiar with the sector. These are industry codes so we are not able to change them. We chose ones that were the best match.

On one hand, the social services labour market can be examined by identifying industry sectors where community social services are provided. This project focuses on three industry-sub sectors of the Health Care and Social Assistance Industry (NAICS 62): Ambulatory Health Care Services (NAICS 621), Nursing and Residential Care Facilities (NAICS 623), and Social Assistance (NAICS 624). Specific industry groups within these subsectors were also examined. On the other hand, the social services labour market can also be examined based on the occupations which provide community social services.

> ***THE SOCIAL SERVICES LABOUR MARKET CAN BE EXAMINED THROUGH TWO LENSES: INDUSTRY AND OCCUPATION. INDUSTRIES CAN BE IDENTIFIED BY THE NORTH AMERICAN INDUSTRY CLASSIFICATION SYSTEM (NAICS). OCCUPATIONS CAN BE IDENTIFIED BY THE NATIONAL OCCUPATIONAL CLASSIFICATION (NOC).***

For the purposes of this project, occupations in social services organizations that are directly involved in providing service and support to vulnerable and marginalized population groups were considered community social services occupations. This project does not include education professionals and primary health care providers such as elementary school and kindergarten teachers, physicians, and nurses.

VOLUNTEERING

Volunteerism plays an important role in the economic and social wellbeing of Canada and British Columbia. Volunteers dedicate their time, energy, and expertise in a wide range of ways that help create strong and healthy communities. People volunteer in many ways and at many places such as hospitals, recreation organizations, youth services, chambers of commerce, museums, and food banks. Volunteer responsibilities are matched with the volunteer's expertise and interest.

By volunteering, community members directly contribute to the places they live and foster a sense of belonging and purpose, organizations further their reach and do more with the resources available to them, and potential employees receive valuable hands-on experience. In 2018, Imagine Canada reported that 44% of Canadians volunteer

their time to charities and nonprofits.[14] That's 13 million volunteers contributing almost 2 billion hours of their time every year to organizations and causes they believe in—the equivalent of one million full-time jobs.[15]

The National Survey of Nonprofits and Voluntary Organizations[16] collected data on human resources and capacity issues and found community social services organizations experience three main volunteering-related concerns: 69% struggle to recruit volunteers, 63% struggle to find board members, and 57% struggle to retain the volunteers they have. The long-term trends also show a decline in the number of overall volunteer hours nationally and an increase in people volunteering for one-time events rather than regularly occurring, long-term commitments.

14. Sector Stats retrieved from Imagine Canada https://www.imaginecanada.ca/en/360/sector-stats. Accessed April 27, 2020.
15. Ibid.
16. See: https://www23.statcan.gc.ca/imdb/p2SV.pl?Function=getSurvey&Id=5827

3. METHODOLOGY

This Social Service Sector Labour Market Research Project employed a mixed-methods approach that included a Literature Review, Key Informant Interviews, Strategic Leaders Workshops, and online surveys of both Strategic Leaders and Frontline Workers from BC's community social services sector. The methodology of each of the research tools is described below, followed by an overview of the National Occupational Classification (NOC) and North American Industry Classification System (NAICS) codes that were selected to estimate statistical labour market trends in the sector.

LITERATURE REVIEW

The first phase of this project included a review of existing literature on BC's community social services sector. This was done to understand current labour market research, to identify gaps in the publicly available labour market information for the sector, and to inform the creation of other data collection tools used in this project. The literature review included a focus on the following areas.

- The current state of the community social services sector in BC
- The availability of current social services labour market information in BC
- The types of social services labour market information currently available in BC
- Other publicly available data related to BC's community social services sector
- Limitations of the publicly available data on BC's community social services sector
- The data needs of the community social services sector in BC
- A comparison of labour market information availability in BC and Ontario
- The types of social services labour market information available in Ontario
- Gaps in social services labour market information available in BC compared to Ontario

To conduct the literature review, the project team conducted keyword-based searches, gathered information from 49 sources (including websites of governmental and other organizations related to the social services sector), reviewed labour market data from Statistics Canada, BC Stats, and WorkBC, and obtained relevant research using Google Scholar. Reports included in the literature review came from the following organizations.

- Imagine Canada
- Community Social Services Employers' Association of BC (CSSEA)
- Canadian Policy Research Networks (CCPA)
- Canadian Centre on Philanthropy
- The BC Non-Profit Housing Association
- Statistics Canada
- WorkBC
- Social Planning Research Council of BC (SPARC BC)
- The Federation of Community Social Services of BC
- Province of Ontario
- City of Toronto

The literature review also offered directions for the project's data-collection methodology based on five broad research areas that were identified to have data gaps and/or deficiencies: sector characteristics, occupation characteristics, organizational capacity, paid employees, and volunteers and volunteering.

SECTOR CHARACTERISTICS

The project team found a lack of comprehensive, publicly available data on the community social services sector in British Columbia. A baseline understanding of the size and scope of the community social services sector in British Columbia was needed and the project team sought to capture data including, but not limited to, the number of employees in the sector, the number of organizations, the number of clients, the scope of programs and services offered, and the sector's contribution to GDP.

OCCUPATION CHARACTERISTICS

Also missing from the publicly available data were job and occupation characteristics disaggregated by occupation and industry sector. A better understanding of the different positions within the community social services sector would provide valuable insights into the supply and demand of each occupation within the labour market as well as the education and skill requirements of positions within the sector. The project's methodology sought to capture data including, but not limited to, compensation (i.e., salary and benefits), hours worked, and employment status (i.e., full-time, part-time, ongoing, contract).

ORGANIZATIONAL CAPACITY

The project team found that much of the publicly available data focused on employees within the community social services sector. Generally, less attention had been paid to the characteristics and capacities of the organizations providing social services. A goal of this project was to gain insights into the operations, processes, functions, and outcomes of the sector. To do so, the methodology also created space for data about the programs and services organizations deliver, their clients as well as their structural capacity, financial capacity, and human capital capacity.

PAID EMPLOYEES

There was also a lack of comprehensive publicly available data about the workforce that makes up the community social services sector. This project wanted to explore the demographic and socio-economic characteristics of those working in the wide range of social services occupations and sought to capture data that would create a dynamic profile of the sector's paid employees, their occupational needs, and ways they could be more effectively recruited and retained.

VOLUNTEERS AND VOLUNTEERISM

The project team also recognized that volunteers make up a significant component of the community social services sector but most of the publicly available data paid even less attention to the contributions of volunteers. The project's methodology also prioritized data on volunteers and volunteerism including, but not limited to, the socio-economic and demographic characterization of volunteers, volunteer skills, volunteer hours, the length of volunteer commitments, the type of volunteer positions, and volunteer outreach efforts.

KEY INFORMANT INTERVIEWS

To gain insights into organizational capacity, education and training needs, and the recruitment and retention of both paid employees and volunteers, the project team conducted "key informant" interviews with leaders in the community social services sector. These key informants included, but were not limited to, Executive Directors, Chief Executive Officers, and other designated leaders from service-providing organizations.[17]

These individuals were selected from member organizations of The Federation of Community Social Services of BC. Federation member organizations were chosen as the sample because of their existing relationships with project staff and readily available data about their organizational size, geographic location, and the scope of their programs and service delivery. From this pre-existing data, the project team was able to verify that the key informants interviewed represented a wide range of organizations from different subsectors, geographic regions, and with different organizational structures and sizes.

Invitations to participate in the interview process were sent to 100 social services organizations across the province in April of 2019. A total of 54 organizations responded to the interview requests. Interviews were conducted over the phone with key informants or their designated representatives. The key informant data collection ended on May 31, 2019.

STRATEGIC LEADERS WORKSHOPS

To learn more about organizational capacity, education and training needs, the recruitment and retention of staff and employees, as well as investment priorities and labour market needs of the community social services sector, the project team facilitated eight workshops with Strategic Leaders from the sector.

The goal of these workshops was to enhance and contextualize the information collected through the Strategic Leaders Survey through group dialogue. Hosting these

17. Key informants are sometimes referred to as "strategic leaders"" in the results analysis sections of this report (when both groups are discussed together) but they may not be the same leaders who participated in the Strategic Leaders Workshops or survey.

workshops also allowed us to incorporate the views of sector leaders whose roles were not necessarily running service-providing organizations (e.g., leaders of umbrella organizations or post-secondary institutions). The same approach was not taken with Frontline Workers due to the difficulty of having direct service workers take time away from their positions (e.g., many programs require a certain amount of face-to-face time, backfilling for staff is challenging).

The workshops were based around a facilitation guide of four open-ended questions. Strategic Leaders participating in the workshops included the following.

- Executive Directors
- Chief Executive Officers
- Other designated leaders from service-providing organizations
- Leaders of provincial umbrella organizations representing service providers
- Other sector leaders such as volunteer board members and "key informants" that participated in the interviews discussed above
- Representatives from post-secondary institutes and research organizations
- Individuals with a long history in BC's social services sector

In the spring of 2019, invitations to participate in the workshops were sent to over 160 organizations throughout the province using The Federation's network and communication channels. It was requested that recipients circulate the invitations as widely as possible. Since the invitations to participate in the Strategic Leaders Workshops were distributed using both direct outreach and snowball methods, it is not possible to discern the exact number of invitations that were received.

In response to these outreach efforts, 82 people registered and a total of 51 people participated in the eight workshops. The organizations that participated in the process represented various geographic regions and ranged in size, populations served, and industry subsectors.

Workshops were held in eight different communities across the province: Kelowna (4 participants), Nelson (8 participants), Terrace (3 participants), Fort St. John (6 participants), Prince George (9 participants), Nanaimo (6 participants), Surrey (4 participants) and Richmond (11 participants). In some instances, the participants represented service delivery organizations from surrounding or neighbouring communities. The workshop data collection ended on May 31, 2019.

STRATEGIC LEADERS SURVEY

In April and May of 2019, the project team circulated an online survey to the member organizations of The Federation of Community Social Services of BC and other social services organizations (including umbrella organizations, advocacy groups, research bodies, and post-secondary institutions). The survey was specifically designed for the "strategic leaders," defined as individuals with titles such as Executive Directors, Chief Executive Officers, and other designated leaders from service-providing organizations.

This survey consisted of mainly closed-ended questions with an option to provide additional comments. To generate a higher response rate, the project team utilized a snowballing technique and asked survey recipients to share the survey links with their colleagues in other organizations. The Federation also sent out reminders promoting the survey as part of their weekly updates to members. A total of 90 Strategic Leaders responded to this survey. The data collection ended on May 31, 2019.

FRONTLINE WORKERS SURVEY

In addition to the Strategic Leaders survey, the project team also conducted an online survey of Frontline Workers to better understand their experiences and needs. This survey was also distributed to the member organizations of The Federation of Community Social Services of BC and other social services organizations (including umbrella organizations, advocacy groups, research bodies, and post-secondary institutions). Organizations were asked to share the survey with all of their paid employees.

This survey consisted of mainly closed-ended questions with an option to provide additional comments. To generate a higher response rate, the project team utilized a snowballing technique and asked survey recipients to share the survey links with their colleagues in other organizations. The Federation also sent out reminders promoting the survey as part of their weekly updates to members. A total of 774 Frontline Workers responded to this survey. The data collection ended on May 31, 2019.

STATISTICAL PROFILES

This project also includes statistical profiles of key occupations and industries that are a part of BC's community social services sector. They contain province-wide data as well as figures for four Census Metropolitan Areas (CMAs): Vancouver, Victoria, Abbotsford-Mission, and Kelowna. The four CMA profiles use data from the 2016 census. The BC profile includes a historical comparison of 2006 and 2016 census data where possible.

Publicly available census data 2016 and 2006 were retrieved from Statistics Canada. The profiles include National Occupational Classification (NOC) and North American Industry Classification System (NAICS) codes that were selected based on feedback received from the Advisory Group and project team members and the literature review. The NOC and NAICS codes used in this project were identified as those most relevant to BC's community social services sector.

It is worth noting that information for detailed levels of NAICS or NOC codes was not always publicly available. In these cases, aggregated, higher-level codes were sometimes substituted as the best approximation of social services industries and occupations. Because of this, the statistical analysis using these codes is an imperfect reflection of the social services sector and should be interpreted with caution.

In addition to NOC and NAICS codes, the statistical profiles also incorporated select socio-demographic variables for both province-wide and CMA-specific comparisons.

- Immigration Status
- Education Level
- Age
- Sex
- Work Activity (e.g., full-year, part-time)
- Education Attained

The project team originally planned to also look at Indigenous status and income level; however, we were not able to do so due to the lack of publicly available data. Limited information about Indigenous identity was collected from provincial sources where available.

NATIONAL OCCUPATION CLASSIFICATION (NOC)

The National Occupation Classification (NOC) is the system used by Human Resources and Skills Development Canada for organizing and describing occupations.[18] Every occupation is identified by a 4 digit code called a NOC Code.

The first digit refers to one of 10 different skill types; the second digit refers to one of 4 skill level categories. Together, the first 2 digits define the "Major Group" category. The third digit refers to one of 140 occupational categories, called "Minor Groups" and the fourth digit represents one of 500 "Unit Groups" which includes specific job titles.

TABLE 3: RELEVANT NATIONAL OCCUPATIONAL CLASSIFICATION (NOC) CODES

	CODE	DESCRIPTION
MINOR GROUP	**001**	**LEGISLATORS AND SENIOR MANAGEMENT**
UNIT GROUP	0014	SENIOR MANAGERS – HEALTH, EDUCATION, SOCIAL AND COMMUNITY SERVICES AND MEMBERSHIP ORGANIZATIONS
MINOR GROUP	**042**	**MANAGERS IN EDUCATION AND SOCIAL AND COMMUNITY SERVICES**
UNIT GROUP	0423	MANAGERS IN SOCIAL, COMMUNITY AND CORRECTIONAL SERVICES
MINOR GROUP	**415**	**SOCIAL AND COMMUNITY SERVICE PROFESSIONALS**
UNIT GROUP	4152	SOCIAL WORKERS
UNIT GROUP	4153	FAMILY, MARRIAGE AND OTHER RELATED COUNSELLORS
UNIT GROUP	4156	EMPLOYMENT COUNSELLORS
MINOR GROUP	**421**	**PARAPROFESSIONAL OCCUPATIONS IN LEGAL, SOCIAL, COMMUNITY AND EDUCATION SERVICES**
UNIT GROUP	4212	SOCIAL AND COMMUNITY SERVICE WORKERS
UNIT GROUP	4214	EARLY CHILDHOOD EDUCATORS AND ASSISTANTS
UNIT GROUP	4215	INSTRUCTORS OF PERSONS WITH DISABILITIES
MINOR GROUP	**441**	**HOME CARE PROVIDERS AND EDUCATIONAL SUPPORT OCCUPATIONS**
UNIT GROUP	4411	HOME CHILD CARE PROVIDERS
UNIT GROUP	4412	HOME SUPPORT WORKERS, HOUSEKEEPERS AND RELATED OCCUPATIONS

18. The language used for some of the categories may not resonate with those familiar with the sector. These are industry codes so we are not able to change them. We chose ones that were the best match.

NORTH AMERICAN INDUSTRY CLASSIFICATION SYSTEM (NAICS)

The North American Industry Classification System (NAICS) is used by government and businesses to classify and measure economic activity.[19] It is used by Canada, the United States and Mexico. A NAICS code can have up to 6 digits.

- The 1st and 2nd digits: Economic Sector
- The 3rd digit: Subsector
- The 4th digit: Industry Group
- The 5th digit: NAICS Industry
- The 6th digit: National Industry

TABLE 4: RELEVANT NORTH AMERICAN INDUSTRY CLASSIFICATION SYSTEM (NAICS) CODES[20]

	CODE	DESCRIPTION
ECONOMIC SECTOR	**62**	**HEALTH CARE AND SOCIAL ASSISTANCE**
SUBSECTOR	**621**	**AMBULATORY HEALTH CARE SERVICES**
INDUSTRY GROUP	6216	HOME HEALTH CARE SERVICES
SUBSECTOR	**623**	**NURSING AND RESIDENTIAL CARE FACILITIES**
SUBSECTOR	**624**	**SOCIAL ASSISTANCE**
INDUSTRY GROUP	6241	INDIVIDUAL AND FAMILY SERVICES
INDUSTRY GROUP	6242	COMMUNITY FOOD AND HOUSING, AND EMERGENCY AND OTHER RELIEF SERVICES
INDUSTRY GROUP	6243	VOCATIONAL REHABILITATION SERVICES
INDUSTRY GROUP	6244	CHILD DAY-CARE SERVICES

19. See footnore 17 above.
20. No separate data was available for NAICS 623 subsectors. NAICS 623 includes subsectors 6231 through 6239.

4. LIMITATIONS

STATISTICAL PROFILES

The statistical profiles explored in this project were produced with publicly available data and come with several limitations that should be considered.

First, it is important to note that there were data suppression issues (e.g., confidentiality, random rounding, disclosure prevention, and area suppression) with the data presented in the profiles. Given that Statistics Canada data were reported as estimates of counts or averages with varying standard errors for different levels of geography, there may be some discrepancies in estimates for the four CMAs and the province-wide data for BC.

Second, the statistical profiles were constructed with as much detail as possible so that they would be relevant in this characterization of the social services sector (given the limitations of publicly available data). Therefore, the statistical profiles do not include several sociodemographic variables including, but not limited to, wages, low income cut off, and Indigenous status (due to limited publicly available data). Additional cross-tabulations among the sociodemographic variables included were unavailable due to the same limitations. For instance, gender was not cross-tabulated with immigrant status, age, education, or work activity.

In addition, the statistical profiles focus only on two levels of geography (BC and the four Census Metropolitan Areas of Vancouver, Victoria, Kelowna, and Abbotsford-Mission) also due to the limited availability of data. Finer levels of geographic analysis such as Census Agglomeration (CA) were not included due to data suppression issues for smaller communities and regions.

Third, publicly available 2016 and 2006 census data were retrieved from Statistics Canada. The profiles included the National Occupational Classification (NOC) and North American Industry Classification System (NAICS) codes that were selected based on feedback received from the Advisory Group and project team and by the project's literature review. These NOC and NAICS codes were identified as those most relevant to the social services sector.

However, it is worth noting that data for detailed levels of NAICS or NOC codes was not always publicly available. In these cases, aggregated, higher-level codes were sometimes substituted as a best-approximation of social services industries and occupations. Because of this, the statistical analysis using these codes is an imperfect reflection of the social services sector and numbers should be interpreted with caution.

Fourth, the data in the province-wide BC profile includes only a limited number of comparisons between 2006 and 2016 census data due to a lack of comparable publicly available data from the 2006 census. Comparisons were made where possible.

DATA COLLECTION

The data collection tools used in the project also have several limitations which should be considered when interpreting the project findings.

First, the data collection processes for the workshops, interviews, and surveys all attempted to encourage participation from individuals representing a wide range of organizations that varied in geography, industry subsector, populations served, and types of programs and services provided. The Strategic Leaders Workshops also included eight participants from provincial umbrella organizations (thus contributing provincial and regional perspectives on specific issues).

While this project was successful in eliciting information from a wide range of organizations, because there is no comprehensive, publicly available information about community social services organizations in BC, it is unknown whether the organizations that participated are representative of BC's entire social services sector. As a result, the findings may not be generalizable to the entire sector. Without comprehensive data, it is not possible to assess and estimate the extent of response biases, nor is it possible to identify which types of organizations may be under- or over-represented in the findings.

We were unable to determine how a respondent's position, role, or the capacity of their organization may have influenced participation. For example, it is unclear whether frontline workers with permanent positions or those in organizations with more administrative capacity may have been more likely to complete the surveys and thus bias the data in a particular way.

Second, the use of both closed- and open-ended questions allowed for detailed data to be collected. Interviewees offered a wide range of responses to these questions, reflecting significant differences between organizations within the sector. This report contains a range of responses in order to provide a comprehensive characterization of the sector, the organizations within it, and the issues they are facing. While the aggregated findings indicate overall trends, it is worth noting these trends may sometimes mask unique differences between organizations, regions, subsectors, and occupations.

However, is important to note that this project was intended to establish a baseline and foundation upon which others can continue to build knowledge about the social services labour market more specifically (that is to say inclusive of union, non-union, non-profit, and private business organizations). The Advisory Group and project team are aware that this data could be further analyzed; unfortunately, additional research was beyond the scope of this project. The project team had to prioritize which data to present and intends to produce additional reports tailored for specific audiences and delving deeper into some of the insights emerging from this project.

In addition, while not a limitation of the data collection tools, it is worth noting the scope of the quantitative analysis for this project mostly focused on descriptive

statistics of closed-ended survey and interview question responses. Multivariate analyses using data already collected in this project (e.g., cross-tabulating responses by organizational size or sector, conducting multivariate regressions to identify factors most associated with challenges identified by certain organizations or employees) was not within the scope of this project.

Third, it is important to note that closed-ended questions used in the Key Informant Interviews and both surveys generally asked respondents to compare their situation now to their situation three years ago. This approach improves comparability between answers and facilitates the identification of recent trends in the sector, but does not capture baseline levels of, for example, the difficulty recruiting paid employees. This distinction should be kept in mind when interpreting the closed-ended question interview and survey results.

Fourth, to increase the reach of the Strategic Leaders Survey and Frontline Workers Survey, those organizations to whom the survey invitations were sent were asked to forward the survey invitation email to colleagues and other organizations. The use of the snowballing technique resulted in a higher than expected number of responses, particularly for the Frontline Workers Survey. However, due to this snowballing technique, it is not possible to guarantee that only Strategic Leaders or Frontline Workers completed the respective surveys nor is it possible to guarantee that no one completed the surveys more than once as the surveys were accessible to anyone with the survey link.

5. LABOUR MARKET STATISTICAL PROFILES

It is important to understand who is working in the sector in order to consider opportunities to increase labour market attachment; there is not a one size fits all approach to recruitment. While it is beyond the scope of this project to explore the particular and unique experience of being, for example, an Indigenous woman or an an immigrant man, working in this sector, it will be important to consider these distinctions when developing strategies to address labour market attachment. For example, *The Aboriginal Non-Profit Workforce Strategy*[21] highlights numerous ways that workplaces can align their practices with the needs of Indigenous employees, such as embedding traditional values and making pensions and benefits programs available to all staff.

The National Report of the First Nations Regional Early Childhood, Education, and Employment Survey notes the importance of providing Indigenous-focused workplace supports and training on topics such as cultural safety. The development and ongoing implementation of the "Safe Harbour: Respect for All" diversity and inclusion training, developed by the Affliation of Multicultural Societies and Services Agencies of BC, stresses the need for all workplaces to do the work required to be safe spaces for all staff. Only by better understanding who the community social services sector employs will we be able to create the kinds of workplaces that people want to—and are able to—be a part of.

INDUSTRY AND OCCUPATION FIGURES

The 2016 Census provides comprehensive information on employment, employee demographics, educational attainment, and work-activity profiles for social services industries and occupations in British Columbia and selected Census Metropolitan Areas (CMAs) within the province. Unfortunately, census data was unable to cover more specific demographic details around First Nations status and Indigenous identity. This project focused on provincial figures for British Columbia and the four CMAs with publicly available data: Vancouver, Victoria, Abbotsford-Mission, and Kelowna.

TABLE 5: SUBSECTOR/INDUSTRY EMPLOYEES PROVINCE-WIDE

SUBSECTOR / INDUSTRY GROUP	NAICS CODE	BC (2016)	BC (2006)	% CHANGE
AMBULATORY HEALTH CARE SERVICES	**621**	**100,730**	**69,095**	**46%**
HOME HEALTH CARE SERVICES	6216	8,310	7,630	9%
NURSING AND RESIDENTIAL CARE FACILITIES*	**623**	**41,285**	**33,165**	**24%**
SOCIAL ASSISTANCE	**624**	**52,425**	**44,985**	**17%**
INDIVIDUAL AND FAMILY SERVICES	6241	25,515	20,045	27%
COMMUNITY FOOD AND HOUSING, AND EMERGENCY AND OTHER RELIEF SERVICES	6242	2,705	1,035	161%
VOCATIONAL REHABILITATION SERVICES	6243	2,090	3,005	-30%
CHILD DAY-CARE SERVICES	6244	22,115	20,895	6%

Statistics Canada, 2016 Census of Population, Statistics Canada Catalogue no. 98-400-X2016359 and no. 97-564-XCB2006006.
*No separate data available for NAICS 623 subsectors. NAICS 623 includes subsectors 6231 through 6239.

21. The Aboriginal Non-Profit Workforce Strategy, March 2014 http://anpbc.com/wp-content/uploads/2017/03/PhaseOneFinalReport.pdf

Of the three social services industry sectors identified, Ambulatory Health Care Services (NAICS 621) was the largest with 100,730 people employed across British Columbia in 2016—more than the other two sectors combined.[22] The Vancouver CMA had the largest provincial share of employees in each of the three industry sectors, accounting for 53% of those employed in Ambulatory and Health Care Services (NAICS 621), 44% of those employed in Nursing and Residential Care Facilities (NAICS 623), and 49% of those employed in Social Assistance (NAICS 624).

Between 2006 and 2016, all industry groups within these subsectors experienced employment growth except for Vocational Rehabilitation Services (6243). Community Food and Housing, and Emergency and Other Relief Services (NAICS 6242) experienced the largest relative growth, from 1,035 individuals employed to 2,705.[23] There was also significant absolute growth in Ambulatory Health Services (NAICS 621). The number of subsector employees varies across the different CMAs and, as expected, there are greater numbers of these positions in larger urban areas.

TABLE 6: SUBSECTOR EMPLOYEES BY CENSUS METROPOLITAN AREA (2016)

SUBSECTOR	VANCOUVER CMA	VICTORIA CMA	ABBOTSFORD/ MISSION CMA	KELOWNA CMA
AMBULATORY HEALTH CARE SERVICES	53,760	11,515	2,815	4,195
NURSING AND RESIDENTIAL CARE FACILITIES	18,240	4,675	1,835	2,280
SOCIAL ASSISTANCE	25,850	4,535	1,900	2,110

Statistics Canada, 2016 Census of Population, Statistics Canada Catalogue no. 98-400-X2016359.

TABLE 7: OCCUPATIONAL GROUP EMPLOYEES PROVINCE-WIDE (2016)

OCCUPATION MINOR GROUP/UNIT GROUP	NOC CODE	BC (2016)
LEGISLATORS AND SENIOR MANAGEMENT	**001**	**27,840**
SENIOR MANAGERS – HEALTH, EDUCATION, SOCIAL AND COMMUNITY SERVICES AND MEMBERSHIP ORGANIZATIONS	0014	3,395
MANAGERS IN EDUCATION AND SOCIAL AND COMMUNITY SERVICES	**042**	**11,395**
MANAGERS IN SOCIAL, COMMUNITY AND CORRECTIONAL SERVICES	0423	4,125
SOCIAL AND COMMUNITY SERVICE PROFESSIONALS	**415**	**21,910**
SOCIAL WORKERS	4152	6,450
FAMILY, MARRIAGE AND OTHER RELATED COUNSELLORS	4153	4,835
EMPLOYMENT COUNSELLORS	4156	2,320
PARAPROFESSIONAL OCCUPATIONS IN LEGAL, SOCIAL, COMMUNITY AND EDUCATION SERVICES	**421**	**52,770**
SOCIAL AND COMMUNITY SERVICE WORKERS	4212	23,135
EARLY CHILDHOOD EDUCATORS AND ASSISTANTS	4214	17,125
INSTRUCTORS OF PERSONS WITH DISABILITIES	4215	1,285
HOME CARE PROVIDERS AND EDUCATIONAL SUPPORT OCCUPATIONS	**441**	**45,020**
HOME CHILD CARE PROVIDERS	4411	13,160
HOME SUPPORT WORKERS, HOUSEKEEPERS AND RELATED OCCUPATIONS	4412	13,580

Statistics Canada, 2016 Census of Population, Statistics Canada Catalogue no. 98-400-X2016295 and no. 97-564-XCB2006006.

22. Statistics Canada, 2016 Census of Population, Statistics Canada Catalogue no. 98-400-X2016359.
23. Statistics Canada, 2006 Census of Population, Statistics Canada Catalogue no. 97-564-XCB2006006.

The largest social services-related occupational group in BC in 2016 was Paraprofessional Occupations in Legal, Social, Community and Education Services (NOC 421).[24] Among the minor occupational groups identified, Social and Community Service Workers (NOC 4212) and Early Childhood Educators and Assistants (NOC 4214) were the largest.[25]

TABLE 8: OCCUPATIONAL GROUP EMPLOYEES BY CENSUS METROPOLITAN AREA (2016)

OCCUPATION MINOR GROUP/UNIT GROUP	VANCOUVER CMA	VICTORIA CMA	ABBOTSFORD/ MISSION CMA	KELOWNA CMA
LEGISLATORS AND SENIOR MANAGEMENT	17,915	2,495	725	1,145
SENIOR MANAGERS – HEALTH, EDUCATION, SOCIAL AND COMMUNITY SERVICES AND MEMBERSHIP ORGANIZATIONS	**2,005**	**325**	**100**	**120**
MANAGERS IN EDUCATION AND SOCIAL AND COMMUNITY SERVICES	6,290	1,140	390	340
MANAGERS IN SOCIAL, COMMUNITY AND CORRECTIONAL SERVICES	**2,205**	**430**	**170**	**130**
SOCIAL AND COMMUNITY SERVICE PROFESSIONALS	10,785	2,065	970	915
SOCIAL WORKERS	2,935	665	205	315
FAMILY, MARRIAGE AND OTHER RELATED COUNSELLORS	2,410	440	185	225
EMPLOYMENT COUNSELLORS	**1,035**	**215**	**70**	**95**
PARAPROFESSIONAL OCCUPATIONS IN LEGAL, SOCIAL, COMMUNITY AND EDUCATION SERVICES	28,735	4,565	1,990	1,680
SOCIAL AND COMMUNITY SERVICE WORKERS	10,295	2,330	965	765
EARLY CHILDHOOD EDUCATORS AND ASSISTANTS	9,795	1,340	595	535
INSTRUCTORS OF PERSONS WITH DISABILITIES	**805**	**100**	**30**	**75**
HOME CARE PROVIDERS AND EDUCATIONAL SUPPORT OCCUPATIONS	22,845	4,155	1,845	1,835
HOME CHILD CARE PROVIDERS	7,665	1,290	425	460
HOME SUPPORT WORKERS, HOUSEKEEPERS AND RELATED OCCUPATIONS	6,505	1,620	500	570

Statistics Canada, 2006 Census of Population, Statistics Canada Catalogue no. 97-564-XCB2006006.

Looking at the regional CMA level, occupational data shows that the largest share of employees in each occupational group resided in Vancouver. Approximately 10% of employees in each major occupational category resided in Victoria, and 4% each in Kelowna and Abbotsford-Mission.[26] This makes sense when one accounts for the different population size and number of organizations in these regions.

The data on NAICS industry employment levels show a considerable increase in many categories specific to the community social services sector. While it would be useful to provide NOCS occupational data similar to the NAICS data provided in Table 8 and Table 5, that 2006 Census data is not available.

24. Statistics Canada, 2016 Census of Population, Statistics Canada Catalogue no. 98-400-X2016295.
25. Ibid.
26. Statistics Canada, 2006 Census of Population, Statistics Canada Catalogue no. 97-564-XCB2006006.

DEMOGRAPHIC PROFILE

When exploring labour market trends for the community social services sector from a demographic perspective, we were interested in understanding four characteristics in greater detail: Indigenous identity, immigrant identity, gender, and age. While gaps in demographic data exist, we do know that the population rates of Indigenous peoples are increasing and that immigration rates and the proportion of immigrants in BC also continue to grow.[27] At the same time, historical and systemic discrimination have resulted in Indigenous people and immigrants being significantly over- or under-represented in certain industries and occupations. Exploring the demographic data can shed light on how labour market segmentation may compound the effects of these barriers.

Traditionally, the social care sector has had a very high number of female employees and we wanted to explore the sex ratio in different occupations within the sector and over time. Understanding the age range for the sector is particulary helpful in mapping current labour market challenges and what we may need to expect in the coming years.

POPULATION GROWTH

In spite of the fact that Vancouver, the largest CMA in the province, accounted for one in five new BC residents, it experienced the smallest relative population growth between 2006 and 2016. Kelowna had the largest relative population growth.

TABLE 9: POPULATION GROWTH BY CENSUS METROPOLITAN AREA

CMA	2006 POPULATION	2016 POPULATION	% CHANGE
VANCOUVER CMA	2,116,581	2,264,823	7%
VICTORIA CMA	330,088	376,770	14%
ABBOTSFORD/MISSION CMA	159,020	180,518	14%
KELOWNA CMA	162,276	194,882	20%
BRITISH COLUMBIA TOTAL	4,113,487	4,648,055	13%

Statistics Canada, 2016 Census of Population, Statistics Canada Catalogue no. 98-316-X2016001 & 2006 Census Tract (CT) Profiles, retrieved from: https://www12.statcan.gc.ca/census-recensement/2006/dp-pd/prof/92-591/index.cfm?Lang=E.

The relative growth of each of the three social services industry subsectors between 2006 and 2016 (see Table 5) exceeded the relative population growth of British Columbia over the same time period. However, two important industry groups experienced less growth than the province's overall population: Home Health Care Services (NAICS 6216) and Child Day-Care Services (NAICS 6244). In additon, the Vocational Rehabilitation Services industry group (NAICS 6243) shrunk by nearly a third during a decade of population growth.

27. Statistics Canada. 2016. Focus on Geography Series, Census 2016, British Columbia. https://www12.statcan.gc.ca/census-recensement/2016/as-sa/fogs-spg/Facts-pr-eng.cfm?Lang=Eng&GK=PR&GC=59&TOPIC=7

INDIGENOUS IDENTITY

Unfortunately, limitations in the statistical data meant that we were unable to develop a statistical profile of Indigenous workers in the community social services sector. The Labour Force Survey, a monthly household survey conducted by Statistics Canada, is somewhat limited by the fact that it does not include people living on-reserve; however, it does include a question about Aboriginal identity. While up to 78% of Indigenous people in BC live off reserve, the omission of this data still presents a gap.[28] There is also a lack of publicly available data that provides adequate information about Indigenous peoples' employment in social services occupations.

> ***ONLY BY BETTER UNDERSTANDING WHO THE COMMUNITY SOCIAL SERVICES SECTOR EMPLOYS WILL WE BE ABLE TO CREATE THE KINDS OF WORKPLACES THAT PEOPLE WANT TO–AND ARE ABLE TO–BE A PART OF.***

According to 2016 Census, there were 270,585 Aboriginal people in British Columbia, making up 5.9% of the population.[29] The Aboriginal population in BC is generally younger than the non-Aboriginal population. The average age of an adult Aboriginal person in BC is 32.8 years compared to 42.4 years for non-Aboriginal adults. Children under age 14 represent 25.8% of the Aboriginal population compared to 14.5% in the non-Aboriginal population. Nearly one third (30%) of BC's the Aboriginal population

28. See: https://www2.gov.bc.ca/gov/content/governments/indigenous-people/supporting-communities/urban-off-reserve-aboriginal-people
29. See: https://www12.statcan.gc.ca/census-recensement/2016/as-sa/fogs-spg/Facts-PR-Eng.cfm?TOPIC=9&LANG=Eng&GK=PR&GC=59

DE-COLONIZING SOCIAL SERVICES

The Calls to Action from the Truth and Reconciliation Commission of Canada clearly outline the role the social services sector has played in the discrimination and oppression of Indigenous people. It also describes the role that the sector must play in breaking the cycle of trauma and harm experienced by Indigenous families.

The BC College of Social Workers makes a distinction between providing culturally safe care to Indigenous community members and decolonizing the systems and institutions so that "we actively acknowledge and support the self-determination of Indigenous people, including cultural, spiritual, and land connections."

In January 2020, Bill-C92, *An Act respecting First Nations, Inuit and Métis children, youth and families* came into effect. The Act "affirms the rights and jurisdiction of Indigenous peoples in relation to child and family services and sets out principles applicable, on a national level, to the provision of child and family services in relation to Indigenous children, such as the best interests of the child, cultural continuity and substantive equality."Among other things, the act allows Indigenous communities to take over child welfare jurisdiction from the provinces.

lives in rural areas, 20% live in small population centres, 13% in medium-sized population centres, and 32% in large population centres.[30]

TABLE 10: ABORIGINAL POPULATION BY CENSUS METROPOLITAN AREA (2016)

CMA	ABORIGINAL IDENTITY POPULATION	TOTAL POPULATON
VANCOUVER CMA	61,455	2,264,823
VICTORIA CMA	17,245	376,770
ABBOTSFORD/MISSION CMA	9,755	180,518
KELOWNA CMA	11,370	194,882
BRITISH COLUMBIA TOTAL	270,585	4,648,055

2016 Census of Population, Statistics Canada Catalogue no. 98-316-X2016001 and 2016 Census Focus on Geography Series: https://www12.statcan.gc.ca/census-recensement/2016/as-sa/fogs-spg/Facts-PR-Eng.cfm?TOPIC=9&LANG=Eng&GK=PR&GC=59

In 2018, the First Nations Information Governance Centre released *The National Report of the First Nations Regional Early Childhood, Education, and Employment Survey*. The survey included 20,429 First Nations children, youth, and adults from 243 First Nations communities across Canada (representing 70% of their target sample). It was the first such undertaking to gather such data from First Nations. Nearly 1 in 10 First Nations adults (9.8%) reported working in education; 7.7% reported working in health care, social assistance, and public administration.[31]

According to the 2016 Census, Indigenous peoples represent 4.9% of the population, a 42.5 % increase since 2006 (more than four times the growth rate of the non-Indigenous population). In the next twenty years, the Indigenous population in Canada is likely to exceed 2.5 million people.[32] Given the expected growth of Indigenous populations, the community social services sector would be wise to consider how best to engage with and welcome Indigenous people into its workforce.

The 2019 Indigenous Economic Progress Report[33] gives some sense of Indigenous participation in the community social services labour market.

TABLE 11: PERCENTAGE OF WORKERS (OCCUPATION) BY INDIGENOUS IDENTITY (2019)

OCCUPATION	FIRST NATIONS	INUIT	MÉTIS	NON-INDIGENOUS
HEALTH OCCUPATIONS	4.2%	2.5%	4.1%	4.5%
COMMUNITY AND SOCIAL SERVICES OCCUPATIONS	15.2%	17%	12%	11.7%

From the 2019 Indigenous Economic Progress Report (p. 38).

When looking at the percentage of employment income earned by people in different identity groups, we see that participation in both health and community and social services is quite comparable across First Nations, Métis, Inuit, and Non-Indigenous

30. Ibid.
31. First Nations Information Governance Centre, The National Report of the First Nations Regional Early Childhood, Education, and Employment Survey, 2018, obtained from https://fnigc.ca/sites/default/files/docs/fnigc_fnreees_national_report_2016_en_final.pdf
32. Statistics Canada, Aboriginal People in Canada: Key results from the 2016 census: www150.statcan.gc.ca/n1/daily-quotidien/171025/dq171025a-eng.htm
33. Available at: http://www.naedb-cndea.com/en/2019-indigenous-economic-progress-report/

people. Equal levels of participation are also seen when comparing the same identity groups across industry categories. However, there is a lack of data comparing Indigenous and non-Indigenous participation in specific occupations or subsectors.

TABLE 12: PERCENTAGE OF WORKERS (INDUSTRY) BY INDIGENOUS IDENTITY (2019)

INDUSTRY	FIRST NATIONS	INUIT	MÉTIS	NON-INDIGENOUS
HEALTH CARE AND SOCIAL ASSISTANCE	14.1%	13.2%	12.4%	11.6%

From the 2019 Indigenous Economic Progress Report (p. 39).

IMMIGRANT IDENTITY

The share of immigrants employed in BC's three social services industry sectors remained the same (or slightly higher) between the 2006 and 2016 censuses. The percentage employed in Nursing and Residential Care Facilities (NAICS 623) increased from 34% to 39% over that decade. The percentage of immigrants employed in Social Assistance (NAICS 624) increased from 26% to 30% while the percentage in Ambulatory Health Care Services (NAICS 621) remained consistent at 31%. For comparison, the share of workers in all industries in BC who are immigrants increased from 29% in 2006 to 30% in 2016.

TABLE 13: CHANGE IN IMMIGRANT EMPLOYEES BY SUBSECTOR/INDUSTRY GROUP

SUBSECTOR / INDUSTRY GROUP	NAICS CODE	BC (2016)	BC (2006)	% CHANGE
AMBULATORY HEALTH CARE SERVICES	**621**	**31,380**	**21,080**	**49%**
HOME HEALTH CARE SERVICES	6216	3,345	2,615	28%
NURSING AND RESIDENTIAL CARE FACILITIES*	**623**	**16,090**	**11,305**	**42%**
SOCIAL ASSISTANCE	**624**	**15,545**	**11,665**	**33%**
INDIVIDUAL AND FAMILY SERVICES	6241	7,060	5,060	40%
COMMUNITY FOOD AND HOUSING, AND EMERGENCY AND OTHER RELIEF SERVICES	6242	570	215	165%
VOCATIONAL REHABILITATION SERVICES	6243	535	600	(11%)
CHILD DAY-CARE SERVICES	6244	7,375	5,785	27%

Statistics Canada, 2016 Census of Population, Statistics Canada Catalogue no. 98-400-X2016358 and no. 97-564-XCB2006006.
*No separate data available for NAICS 623 subsectors. NAICS 623 includes subsectors 6231 through 6239.

TABLE 14: IMMIGRANT EMPLOYEES BY SUBSECTOR/INDUSTRY GROUP (2016)

SUBSECTOR / INDUSTRY GROUP	VANCOUVER CMA	VICTORIA CMA	ABBOTSFORD/ MISSION CMA	KELOWNA CMA
AMBULATORY HEALTH CARE SERVICES	23,440	2,290	755	430
HOME HEALTH CARE SERVICES	**2,390**	**420**	**115**	**45**
NURSING AND RESIDENTIAL CARE FACILITIES*	**11,405**	**1,460**	**630**	**540**
SOCIAL ASSISTANCE	11,800	870	420	350
INDIVIDUAL AND FAMILY SERVICES	4,865	535	230	210
COMMUNITY FOOD AND HOUSING, AND EMERGENCY AND OTHER RELIEF SERVICES	445	20	15	10
VOCATIONAL REHABILITATION SERVICES	350	35	20	15
CHILD DAY-CARE SERVICES	6,140	280	160	120

Statistics Canada, 2016 Census of Population, Statistics Canada Catalogue no. 98-400-X2016358 and no. 97-564-XCB2006006.
*No separate data available for NAICS 623 subsectors. NAICS 623 includes subsectors 6231 through 6239.

In all four CMAs examined, the share of immigrants in each of the three subsectors was highest in Nursing and Residential Care Facilities (NAICS 623). There was slightly more variation in the percentage of immigrants at the subsector level. In Vancouver, over half of those working in the Home Health Care Services (NAICS 6216) and Child Care Services (NAICS 6244) subsectors are immigrants. No other CMA has a subsector with such a high percentage of immigrant workers. Home Health Care Services (NAICS 6216) is the subsector with the highest percentage of immigrants in all CMAs except for Kelowna.

TABLE 15: PERCENTAGE OF IMMGRANT EMPLOYEES BY SUBSECTOR/INDUSTRY GROUP (2016)

SUBSECTOR / INDUSTRY GROUP	VANCOUVER CMA	VICTORIA CMA	ABBOTSFORD/ MISSION CMA	KELOWNA CMA
AMBULATORY HEALTH CARE SERVICES	**44%**	**20%**	**27%**	**10%**
HOME HEALTH CARE SERVICES	59%	36%	39%	13%
NURSING AND RESIDENTIAL CARE FACILITIES*	**63%**	**31%**	**34%**	**24%**
SOCIAL ASSISTANCE	**46%**	**19%**	**22%**	**17%**
INDIVIDUAL AND FAMILY SERVICES	43%	22%	26%	18%
COMMUNITY FOOD AND HOUSING, AND EMERGENCY AND OTHER RELIEF SERVICES	29%	11%	13%	12%
VOCATIONAL REHABILITATION SERVICES	36%	22%	18%	18%
CHILD DAY-CARE SERVICES	51%	16%	21%	15%

Statistics Canada, 2016 Census of Population, Statistics Canada Catalogue no. 98-400-X2016358 and no. 97-564-XCB2006006.
*No separate data available for NAICS 623 subsectors. NAICS 623 includes subsectors 6231 through 6239.

GENDER

All social services subsectors and industry groups were female-dominated, with little change between 2006 and 2016. While 48.5% of all workers in BC were female in 2016, the percentages of women in social services subsectors is significantly higher.[34]

TABLE 16: SEX RATIO BY SUBSECTOR/INDUSTRY GROUP (2016)

SUBSECTOR / INDUSTRY GROUP	NAICS CODE	WOMEN		MEN	
AMBULATORY HEALTH CARE SERVICES	**621**	**77,425**	**77%**	**23,310**	**23%**
HOME HEALTH CARE SERVICES	6216	7,355	89%	955	11%
NURSING AND RESIDENTIAL CARE FACILITIES*	**623**	**34,025**	**82%**	**7,255**	**18%**
SOCIAL ASSISTANCE	**624**	**44,600**	**85%**	**7,820**	**15%**
INDIVIDUAL AND FAMILY SERVICES	6241	20,400	80%	5,110	20%
COMMUNITY FOOD AND HOUSING, AND EMERGENCY AND OTHER RELIEF SERVICES	6242	1,795	66%	910	34%
VOCATIONAL REHABILITATION SERVICES	6243	1,555	74%	535	26%
CHILD DAY-CARE SERVICES	6244	20,845	94%	1,270	6%

Statistics Canada, 2016 Census of Population, Statistics Canada Catalogue no. 98-400-X2016358 and no. 97-564-XCB2006006.
*No separate data available for NAICS 623 subsectors. NAICS 623 includes subsectors 6231 through 6239.

Across BC, women accounted for 77% of those working in Ambulatory Health Care Services (NAICS 621), 82% of those working in Nursing and Residential Care Facilities

34. Statistics Canada, 2016 Census of Population, Statistics Canada Catalogue no. 98-400-X2016358.

(NAICS 623), and 85% of those working in Social Assistance (NAICS 624). Women also account for 94% of those working in Child Day-Care Services (NAICS 6244).

TABLE 17: CMA SEX RATIOS BY SUBSECTOR/INDUSTRY GROUP (2016)

SUBSECTOR / INDUSTRY GROUP	VANCOUVER CMA		VICTORIA CMA		ABBOTSFORD/ MISSION CMA		KELOWNA CMA	
	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN
AMBULATORY HEALTH CARE SERVICES	**75%**	**25%**	**76%**	**24%**	**82%**	**18%**	**79%**	**21%**
HOME HEALTH CARE SERVICES	89%	11%	84%	16%	93%	7%	90%	10%
NURSING AND RESIDENTIAL CARE FACILITIES*	**81%**	**19%**	**74%**	**26%**	**88%**	**12%**	**84%**	**16%**
SOCIAL ASSISTANCE	**84%**	**16%**	**82%**	**18%**	**86%**	**14%**	**87%**	**13%**
INDIVIDUAL AND FAMILY SERVICES	78%	22%	77%	23%	79%	21%	82%	18%
COMMUNITY FOOD AND HOUSING, AND EMERGENCY AND OTHER RELIEF SERVICES	65%	35%	56%	44%	65%	35%	69%	31%
VOCATIONAL REHABILITATION SERVICES	72%	28%	73%	27%	78%	22%	89%	11%
CHILD DAY-CARE SERVICES	94%	6%	93%	7%	97%	3%	94%	6%

Statistics Canada, 2016 Census of Population, Statistics Canada Catalogue no. 98-400-X2016358 and no. 97-564-XCB2006006.
*No separate data available for NAICS 623 subsectors. NAICS 623 includes subsectors 6231 through 6239.

When broken down by Census Metropolitan Area (CMA) the ratios between male and female employees remain quite similar. There are only slight variations in the Victoria CMA where there is a higher ratio of men to women working in Nursing and Residential Care Facilities (NAICS 623) and Community Food and Housing, and Emergency and Other Relief Services (NAICS 6243).[35]

TABLE 18: SEX RATIOS BY OCCUPATION GROUP (2016)

OCCUPATION MINOR GROUP/UNIT GROUP	NOC CODE	WOMEN	MEN
LEGISLATORS AND SENIOR MANAGEMENT	**001**	**28%**	**72%**
SENIOR MANAGERS – HEALTH, EDUCATION, SOCIAL AND COMMUNITY SERVICES AND MEMBERSHIP ORGANIZATIONS	0014	55%	45%
MANAGERS IN EDUCATION AND SOCIAL AND COMMUNITY SERVICES	**042**	**62%**	**38%**
MANAGERS IN SOCIAL, COMMUNITY AND CORRECTIONAL SERVICES	0423	74%	26%
SOCIAL AND COMMUNITY SERVICE PROFESSIONALS	**415**	**67%**	**33%**
SOCIAL WORKERS	4152	83%	17%
FAMILY, MARRIAGE AND OTHER RELATED COUNSELLORS	4153	77%	23%
EMPLOYMENT COUNSELLORS	4156	80%	20%
PARAPROFESSIONAL OCCUPATIONS IN LEGAL, SOCIAL, COMMUNITY AND EDUCATION SERVICES	**421**	**82%**	**18%**
SOCIAL AND COMMUNITY SERVICE WORKERS	4212	77%	23%
EARLY CHILDHOOD EDUCATORS AND ASSISTANTS	4214	95%	5%
INSTRUCTORS OF PERSONS WITH DISABILITIES	4215	88%	12%
HOME CARE PROVIDERS AND EDUCATIONAL SUPPORT OCCUPATIONS	**441**	**91%**	**9%**
HOME CHILD CARE PROVIDERS	4411	95%	5%
HOME SUPPORT WORKERS, HOUSEKEEPERS AND RELATED OCCUPATIONS	4412	87%	13%

Statistics Canada, 2016 Census of Population, Statistics Canada Catalogue no. 98-400-X2016295 and no. 97-564-XCB2006006.

35. While 'gender' may be a more appropriate term, Statistics Canada uses the term 'sex' in data collection. See: https://www12.statcan.gc.ca/census-recensement/2021/road2021-chemin2021/fs-fi/sex-and-gender.cfm

When we look at the ratios by occupation group, women accounted for 55% of Senior Managers in the sector (NOC 0014)—a slight increase from 49% in 2006.[36] The occupation groups with the highest percentage of female employees were Home Child Care Providers (NOC 4411) and Early Childhood Educators and Assistants (NOC 4214). While women made up 62% of Managers in Education and Social and Community Services (NOC 042), they made up a noticeably higher percentage of the unit group more specific to the social sector Managers in Social, Community and Correctional Services (NOC 0423).

TABLE 19: CMA SEX RATIOS BY OCCUPATION GROUP (2016)

SUBSECTOR / INDUSTRY GROUP	VANCOUVER CMA		VICTORIA CMA		ABBOTSFORD/ MISSION CMA		KELOWNA CMA	
	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN
LEGISLATORS AND SENIOR MANAGEMENT	**25%**	**75%**	**33%**	**67%**	**18%**	**82%**	**26%**	**74%**
SENIOR MANAGERS – HEALTH, EDUCATION, SOCIAL AND COMMUNITY SERVICES AND MEMBERSHIP ORGANIZATIONS	50%	50%	57%	43%	57%	43%	58%	42%
MANAGERS IN EDUCATION AND SOCIAL AND COMMUNITY SERVICES	**62%**	**38%**	**69%**	**31%**	**62%**	**38%**	**52%**	**48%**
MANAGERS IN SOCIAL, COMMUNITY AND CORRECTIONAL SERVICES	73%	27%	74%	26%	71%	29%	65%	35%
SOCIAL AND COMMUNITY SERVICE PROFESSIONALS	**67%**	**33%**	**68%**	**32%**	**61%**	**39%**	**67%**	**33%**
SOCIAL WORKERS	82%	18%	80%	20%	83%	17%	89%	11%
FAMILY, MARRIAGE AND OTHER RELATED COUNSELLORS	77%	23%	75%	25%	71%	29%	74%	26%
EMPLOYMENT COUNSELLORS	78%	22%	79%	21%	67%	33%	79%	21%
PARAPROFESSIONAL OCCUPATIONS IN LEGAL, SOCIAL, COMMUNITY AND EDUCATION SERVICES	**80%**	**20%**	**78%**	**22%**	**82%**	**18%**	**84%**	**16%**
SOCIAL AND COMMUNITY SERVICE WORKERS	75%	25%	72%	28%	80%	20%	79%	21%
EARLY CHILDHOOD EDUCATORS AND ASSISTANTS	95%	5%	93%	7%	100%	0%	97%	3%
INSTRUCTORS OF PERSONS WITH DISABILITIES	88%	12%	75%	25%	100%	0%	100%	0%
HOME CARE PROVIDERS AND EDUCATIONAL SUPPORT OCCUPATIONS	**91%**	**9%**	**88%**	**12%**	**93%**	**7%**	**93%**	**7%**
HOME CHILD CARE PROVIDERS	95%	5%	94%	6%	95%	5%	95%	5%
HOME SUPPORT WORKERS, HOUSEKEEPERS AND RELATED OCCUPATIONS	86%	14%	83%	17%	90%	10%	91%	9%

Statistics Canada, 2016 Census of Population, Statistics Canada Catalogue no. 98-400-X2016294.; Statistics Canada, 2006 Census of Population, Statistics Canada Catalogue no. 97-564-XCB2006005.

Across all Census Metropolitan Areas, the percentages of female employees is noticeably greater in the non-management subsectors and industry groups. There is not much variation in the ratios across the different CMAs except for in the Instructors of Persons with Disabilities (NOC 4215) occupational group; the variation in male-female ratios for this occupational group may be due to the small number of individuals employed within each CMA.

36. Statistics Canada, 2016 Census of Population, Statistics Canada Catalogue no. 98-400-X2016294.; Statistics Canada, 2006 Census of Population, Statistics Canada Catalogue no. 97-564-XCB2006005.

AGE

The majority of the workers in social services occupations fall between the ages of 25 and 54. The unit groups with the largest shares of younger employees (between 15 and 24) are Instructors of Persons with Disabilities (NOC 4215), Home Child Care Providers (NOC 4411), and Early Childhood Educators and Assistants (NOC 4214). Across all social services occupations, those aged 65 years and older made up a larger share of the workforce in 2016 than in 2006 with the exception of Early childhood educators and assistants (NOC 4214) which remained the same.[37]

TABLE 20: AGE RANGE BY OCCUPATION GROUP (2016)

OCCUPATION MINOR GROUP/UNIT GROUP	NOC CODE	15-24	25-54	55-64	65+
LEGISLATORS AND SENIOR MANAGEMENT	**001**	**0%**	**63%**	**26%**	**11%**
SENIOR MANAGERS – HEALTH, EDUCATION, SOCIAL AND COMMUNITY SERVICES AND MEMBERSHIP ORGANIZATIONS	0014	0%	59%	30%	10%
MANAGERS IN EDUCATION AND SOCIAL AND COMMUNITY SERVICES	**042**	**1%**	**70%**	**24%**	**5%**
MANAGERS IN SOCIAL, COMMUNITY AND CORRECTIONAL SERVICES	0423	1%	71%	23%	5%
SOCIAL AND COMMUNITY SERVICE PROFESSIONALS	**415**	**2%**	**67%**	**22%**	**9%**
SOCIAL WORKERS	4152	2%	75%	19%	4%
FAMILY, MARRIAGE AND OTHER RELATED COUNSELLORS	4153	1%	64%	24%	10%
EMPLOYMENT COUNSELLORS	4156	2%	71%	21%	5%
PARAPROFESSIONAL OCCUPATIONS IN LEGAL, SOCIAL, COMMUNITY AND EDUCATION SERVICES	**421**	**11%**	**67%**	**17%**	**4%**
SOCIAL AND COMMUNITY SERVICE WORKERS	4212	8%	69%	19%	5%
EARLY CHILDHOOD EDUCATORS AND ASSISTANTS	4214	14%	70%	14%	2%
INSTRUCTORS OF PERSONS WITH DISABILITIES	4215	19%	61%	16%	4%
HOME CARE PROVIDERS AND EDUCATIONAL SUPPORT OCCUPATIONS	**441**	**8%**	**64%**	**22%**	**6%**
HOME CHILD CARE PROVIDERS	4411	15%	64%	14%	6%
HOME SUPPORT WORKERS, HOUSEKEEPERS AND RELATED OCCUPATIONS	4412	5%	62%	27%	7%

Statistics Canada, 2016 Census of Population, Statistics Canada Catalogue no. 98-400-X2016294.; Statistics Canada, 2006 Census of Population, Statistics Canada Catalogue no. 97-564-XCB2006005.

EDUCATION PROFILE

Working in the community social services sector generally requires some level of postsecondary education. The minimum education for the community and social services workers is the completion of a one-, two-, or four-year college or university program in social work, child and youth care, counselling or another social science or health-related discipline.[38] The exact requirements vary across the occupation units;

37. Statistics Canada, 2016 Census of Population, Statistics Canada Catalogue no. 98-400-X2016294.; Statistics Canada, 2006 Census of Population, Statistics Canada Catalogue no. 97-564-XCB2006005.
38. Work BC, https://www.workbc.ca/Jobs-Careers/Explore-Careers/Browse-Career-Profile/4212#job-requirements

for example, Family, Marriage and Other Related Counsellors (NOC 4153) normally requires a Master's degree at minimum.[39] Understanding the level of educational attainment across subsectors and regions can help to understand the degree to which other training opportunities may be required. It can also help to understand the relationship between what one may be expected to invest in education compared to what one can expect to earn as it relates to the expectation of wages for those choosing a career in this sector.

Educational disciplines within social services (such as child and youth care, social work, and early childhood special education) have long worked to identify themselves as distinct professions. At the same time, as work to professionalize the field has taken place, there has also been a shift from more general forms of social care education to specific fields or positions (such as early childhood education, substance use, or community support worker). As we learn and understand more about the impact of things like trauma, early childhood experiences, and colonialism on an individual's wellbeing, there have been increasing expectations that those working with vulnerable populations have relevant formal education and training.

TABLE 21: CHANGE IN EDUCATION LEVELS BY OCCUPATION GROUP

OCCUPATION MINOR GROUP / UNIT GROUP	NOC CODE	CERTIFICATE/DIPLOMA BELOW BACHELOR'S		BACHELOR'S DEGREE OR HIGHER	
		2016	2006	2016	2006
LEGISLATORS AND SENIOR MANAGEMENT	**001**	**46%**	**57%**	**54%**	**43%**
SENIOR MANAGERS – HEALTH, EDUCATION, SOCIAL AND COMMUNITY SERVICES AND MEMBERSHIP ORGANIZATIONS	0014	31%	42%	69%	58%
MANAGERS IN EDUCATION AND SOCIAL AND COMMUNITY SERVICES	**042**	**27%**	**33%**	**73%**	**67%**
MANAGERS IN SOCIAL, COMMUNITY AND CORRECTIONAL SERVICES	0423	51%	51%	49%	49%
SOCIAL AND COMMUNITY SERVICE PROFESSIONALS	**415**	**22%**	**33%**	**78%**	**67%**
SOCIAL WORKERS	4152	15%	26%	85%	74%
FAMILY, MARRIAGE AND OTHER RELATED COUNSELLORS	4153	22%	47%	78%	53%
EMPLOYMENT COUNSELLORS	4156	54%	57%	46%	43%
PARAPROFESSIONAL OCCUPATIONS IN LEGAL, SOCIAL, COMMUNITY AND EDUCATION SERVICES	**421**	**67%**	**76%**	**33%**	**24%**
SOCIAL AND COMMUNITY SERVICE WORKERS	4212	64%	73%	36%	27%
EARLY CHILDHOOD EDUCATORS AND ASSISTANTS	4214	78%	87%	22%	13%
INSTRUCTORS OF PERSONS WITH DISABILITIES	4215	49%	71%	51%	29%
HOME CARE PROVIDERS AND EDUCATIONAL SUPPORT OCCUPATIONS	**441**	**80%**	**87%**	**20%**	**13%**
HOME CHILD CARE PROVIDERS	4411	79%	89%	21%	11%
HOME SUPPORT WORKERS, HOUSEKEEPERS AND RELATED OCCUPATIONS	4412	81%	88%	19%	12%

Statistics Canada, 2016 Census of Population, Statistics Canada Catalogue no. 98-400-X2016357; Statistics Canada, 2006 Census of Population, Statistics Canada Catalogue no. 97-563-XCB2006069.

39. Work BC https://www.workbc.ca/Jobs-Careers/Explore-Careers/Browse-Career-Profile/4153#job-requirements

Across all social services occupations in British Columbia, the share of employees with a bachelor's degree or higher increased between 2006 and 2016, with the exception of Managers in Social, Community and Correctional Services (NOC 423) which remained the same. The industry groups with the largest increases in the number of employees with a Bachelor's degree or higher were Instructors of Persons with Disabilities (NOC 4215) and Family, Marriage and Other Related Counsellors (NOC 4153).[40]

TABLE 22: PERCENTAGE OF EMPLOYEES WITH A BACHELOR'S DEGREE OR HIGHER BY CMA AND OCCUPATION GROUP

OCCUPATION MINOR GROUP / UNIT GROUP	VANCOUVER CMA	VICTORIA CMA	ABBOTSFORD/ MISSION CMA	KELOWNA CMA
LEGISLATORS AND SENIOR MANAGEMENT	**59%**	**65%**	**39%**	**40%**
SENIOR MANAGERS – HEALTH, EDUCATION, SOCIAL AND COMMUNITY SERVICES AND MEMBERSHIP ORGANIZATIONS	75%	67%	60%	65%
MANAGERS IN EDUCATION AND SOCIAL AND COMMUNITY SERVICES	**74%**	**77%**	**73%**	**73%**
MANAGERS IN SOCIAL, COMMUNITY AND CORRECTIONAL SERVICES	55%	59%	50%	43%
SOCIAL AND COMMUNITY SERVICE PROFESSIONALS	**82%**	**83%**	**72%**	**79%**
SOCIAL WORKERS	89%	89%	88%	94%
FAMILY, MARRIAGE AND OTHER RELATED COUNSELLORS	81%	87%	71%	73%
EMPLOYMENT COUNSELLORS	57%	51%	27%	61%
PARAPROFESSIONAL OCCUPATIONS IN LEGAL, SOCIAL, COMMUNITY AND EDUCATION SERVICES	**39%**	**36%**	**29%**	**23%**
SOCIAL AND COMMUNITY SERVICE WORKERS	43%	43%	33%	28%
EARLY CHILDHOOD EDUCATORS AND ASSISTANTS	28%	20%	13%	13%
INSTRUCTORS OF PERSONS WITH DISABILITIES	56%	60%	33%	38%
HOME CARE PROVIDERS AND EDUCATIONAL SUPPORT OCCUPATIONS	**25%**	**25%**	**17%**	**13%**
HOME CHILD CARE PROVIDERS	24%	24%	16%	16%
HOME SUPPORT WORKERS, HOUSEKEEPERS AND RELATED OCCUPATIONS	27%	19%	13%	12%

Statistics Canada, 2016 Census of Population, Statistics Canada Catalogue no. 98-400-X2016357.

40. Statistics Canada, 2016 Census of Population, Statistics Canada Catalogue no. 98-400-X2016357; Statistics Canada, 2006 Census of Population, Statistics Canada Catalogue no. 97-563-XCB2006069.

EXAMPLES OF SOCIAL SERVICES POST-SECONDARY PROGRAMS

- Child/Youth Care Work
- Criminal Justice/Criminology
- Criminology/Criminal Justice
- Health/Medical (General)
- Human Services (General)
- Human/Social Service Work
- Psychology
- Social Work
- Sociology
- Substance Abuse/Addiction Counselling
- Teacher Assistant/Aide
- Women's and Gender Studies

Regionally, there is some variation in the level of education attainment. For instance, in most occupational groups, a higher share of workers in Vancouver and Victoria had bachelor's degrees than did those in Kelowna and Abbotsford-Mission—the exceptions being Employment Counsellors (NOC 4156) and Social Workers (NOC 4152). Across the four CMAs, Employment Counsellors (NOC 4156) and Instructors of Persons with Disabilities (NOC 4215) were the unit groups with the greatest variation in the level of educational attainment.[41]

It is worth noting that all four CMAs are sizable cities with several options for post-secondary programs related to community social services. There may be some correlation between access to relevant post-secondary educational opportunities locally and the degree to which educational attainment is reflected in the statistics shared. It is beyond the scope of this project to explore the relationship between local access to relevant post-secondary programs and local labour market attachment. The relationship between geographic location and education and training is discussed in the **Findings** and **Analysis** sections.

WORK ACTIVITY PROFILE

Community social services operate 24 hours a day, 7 days a week, 365 days a year. However, the nature of the work done within the sector varies widely. Shift work is common, especially in programs that are residential in nature (i.e., programs where someone lives). Some services, such as before and after school care operate in the morning and afternoons but not during the middle of the day; others, such as those for young people or working parents, may only be open in the evenings. In some cases, staff are employed overnight or for shifts that last several consecutive days. Much of the client-focused work is done face-to-face and may take place in the client's home, in a public space (like a park or recreation centre), or in a space provided by the community organization itself.

TABLE 23: EMPLOYEES WORKING FULL/PART TIME BY SUBSECTOR/INDUSTRY GROUP (2016)

SUBSECTOR / INDUSTRY GROUP	NAICS CODE	FULL YEAR		PART YEAR
		FULL TIME	PART TIME	FT & PT
AMBULATORY HEALTH CARE SERVICES	**621**	**41%**	**10%**	**49%**
HOME HEALTH CARE SERVICES	6216	36%	14%	50%
NURSING AND RESIDENTIAL CARE FACILITIES*	**623**	**45%**	**11%**	**44%**
SOCIAL ASSISTANCE	**624**	**41%**	**10%**	**49%**
INDIVIDUAL AND FAMILY SERVICES	6241	42%	12%	46%
COMMUNITY FOOD AND HOUSING, AND EMERGENCY AND OTHER RELIEF SERVICES	6242	46%	11%	43%
VOCATIONAL REHABILITATION SERVICES	6243	54%	9%	37%
CHILD DAY-CARE SERVICES	6244	37%	8%	55%

Statistics Canada, 2016 Census of Population, Statistics Canada Catalogue no. 98-400-X2016359.
*No separate data available for NAICS 623 subsectors. NAICS 623 includes subsectors 6231 through 6239.

41. Statistics Canada, 2016 Census of Population, Statistics Canada Catalogue no. 98-400-X2016357.

In 2016, among the social services industry groups, Child Day-Care Services (NAICS 6244) had the highest percentage of staff who only worked part-year (i.e., less than 49 weeks). The industry group with the highest percentage of full-year, full-time workers was Vocational Rehabilitation Services (NAICS 6243). All industry groups had more full-year workers than part-year workers with the exception of Child Day-Care Services (NAICS 6244) and Home Health Care Services (NAICS 6216) which had a 50/50 split.[42]

TABLE 24: EMPLOYEES WORKING FULL/PART TIME BY OCCUPATION GROUP (2016)

OCCUPATION MINOR GROUP / UNIT GROUP	NOC CODE	FULL YEAR		PART YEAR
		FULL TIME	PART TIME	FT & PT
LEGISLATORS AND SENIOR MANAGEMENT	**001**	**69%**	**4%**	**27%**
SENIOR MANAGERS – HEALTH, EDUCATION, SOCIAL AND COMMUNITY SERVICES AND MEMBERSHIP ORGANIZATIONS	0014	72%	4%	24%
MANAGERS IN EDUCATION AND SOCIAL AND COMMUNITY SERVICES	**042**	**68%**	**3%**	**29%**
MANAGERS IN SOCIAL, COMMUNITY AND CORRECTIONAL SERVICES	0423	68%	3%	29%
SOCIAL AND COMMUNITY SERVICE PROFESSIONALS	**415**	**54%**	**9%**	**37%**
SOCIAL WORKERS	4152	58%	8%	34%
FAMILY, MARRIAGE AND OTHER RELATED COUNSELLORS	4153	45%	12%	43%
EMPLOYMENT COUNSELLORS	4156	57%	6%	37%
PARAPROFESSIONAL OCCUPATIONS IN LEGAL, SOCIAL, COMMUNITY AND EDUCATION SERVICES	**421**	**40%**	**9%**	**51%**
SOCIAL AND COMMUNITY SERVICE WORKERS	4212	46%	10%	44%
EARLY CHILDHOOD EDUCATORS AND ASSISTANTS	4214	36%	8%	56%
INSTRUCTORS OF PERSONS WITH DISABILITIES	4215	24%	15%	61%
HOME CARE PROVIDERS AND EDUCATIONAL SUPPORT OCCUPATIONS	**441**	**23%**	**8%**	**69%**
HOME CHILD CARE PROVIDERS	4411	34%	8%	58%
HOME SUPPORT WORKERS, HOUSEKEEPERS AND RELATED OCCUPATIONS	4412	34%	13%	53%

Statistics Canada, 2016 Census of Population, Statistics Canada Catalogue no. 98-400-X2016356.

According to the table above, only 54% of all employees in the Social and Community Service Professionals (NOC 415) minor group worked full-year, full-time in 2016. At the unit group level, the two management groups—Senior Managers (NOC 0014) and Managers in Social, Community and Correctional Services (NOC 0423)—had a higher percentage of full-year, full-time workers than any of the non-management unit groups.

The occupational unit groups with the highest share of employees only working part-year were Instructors of Persons with Disabilities (NOC 4215), Home Child Care Providers (NOC 4411), Early Childhood Educators and Assistants (NOC 4214), and Home Support Workers, Housekeepers and Related Occupations (NOC 4412). All four of those unit groups had more employees working part-year than full-year.[43]

42. Statistics Canada, 2016 Census of Population, Statistics Canada Catalogue no. 98-400-X2016359.
43. Statistics Canada, 2016 Census of Population, Statistics Canada Catalogue no. 98-400-X2016356.

These numbers alone can not explain each employee's work activity or whether they would prefer to work a different number of hours. However, the prevalence of part-time work in social services occupations raises important questions about access to benefits and pensions which are more often available through full-time employment.

WAGE PROFILE

Wages in the community social services sector, like those in health, education, public service, colleges, universities, and crown corporations, are governed by BC's Public Sector Employers' Council Secretariat (PSEC), the formation of which was legislated under the Public Sector Employers Act.

Among its many functions, the PSEC Secretariat works with employers' associations on compensation planning and reporting for public sector organizations.[44] This includes bargaining mandates for negotiation in collective agreements covering unionized employees, as well as non-union, excluded management and executive employees.

The employer's associations representing community social services are the Community Social Service Employers' Association (CSSEA) and the Health Employers' Association of BC (HEABC). HEABC represents organizations that have community health contracts with either a Health Authority or the Provincial Health Services Authority (e.g., substance use and hospice programs).

Wages for the portion of the community social services sector that is unionized are set by the Community Social Services Joint Job Evaluation Plan Benchmarks and Benchmarks Ratings[45] and corresponding wage grid. Organizations that are not unionized enter into negotiations with their specific funder(s) guided by the mandate set by PSEC. Sometimes wages are similar to union wages; sometimes they are not.

44. See https://www2.gov.bc.ca/gov/content/governments/services-for-government/public-sector-management/plan-report
45. Joint Job Evaluation Plan Benchmarks and Benchmark Ratings, CSSEA, Nov 2016. See: https://www.cssea.bc.ca/PDFs/JJEP/2016Benchmarks2.pdf

SOCIAL SERVICES UNIONS

Within the community social services sector, unionized employees are represented by one of ten unions in the Community Social Services Bargaining Association. The unions are: the BC Government and Service Employees' Union (BCGEU), the Canadian Union of Public Employees of BC (CUPEBC), the Hospital Employees' Union (HEU), the Health Sciences Association (HSA), the Construction and Specialized Workers Union (CSWU), the United Food and Commercial Workers (UFCW), the United Steelworkers (USW), the Service Employees International Union (SEIU), the Christian Labour Association of Canada (CLAC), and the BC Nurses Union (BCNU). Collectively these unions represent over 16,000 members.

Most recently, the collective agreement negotiated in 2019 saw a significant increase for some positions in the community social services sector following efforts to bring wages more in line with comparable positions in health and education (referred to as the "low wage redress"). Data on wages in British Columbia is available through WorkBC's annual report and BC's Labour Market Outlook.[46] The following table shows low, median, high wage rates (as of 2018) for selected occupational unit groups in the community social services sector.

TABLE 25A: WAGE RATES BY OCCUPATION UNIT GROUP (2018)

OCCUPATION MINOR GROUP / UNIT GROUP	NOC CODE	LOW WAGE RATE ($)	MEDIAN WAGE RATE ($)	HIGH WAGE RATE ($)
SENIOR MANAGERS – HEALTH, EDUCATION, SOCIAL AND COMMUNITY SERVICES AND MEMBERSHIP ORGANIZATIONS	0014	21.76	45.96	88.00
MANAGERS IN SOCIAL, COMMUNITY AND CORRECTIONAL SERVICES	0423	25.24	37.26	62.50
SOCIAL WORKERS	4152	19.00	34.15	42.07
FAMILY, MARRIAGE AND OTHER RELATED COUNSELLORS	4153	17.85	25.00	39.66
SOCIAL AND COMMUNITY SERVICE WORKERS	4212	15.85	20.00	29.00
EARLY CHILDHOOD EDUCATORS AND ASSISTANTS	4214	13.00	17.00	25.00
HOME CHILD CARE PROVIDERS	4411	12.65	14.00	20.00
HOME SUPPORT WORKERS, HOUSEKEEPERS AND RELATED OCCUPATIONS	4412	14.00	18.00	24.05

WorkBC, Health Care and Social Assistance. Last updated 2019. https://www.workbc.ca/Labour-Market-Industry/Industry-and-Sector-Information/Industry-and-Sector-Outlooks/Health-Care-and-Social-Assistance.aspx (Accessed March 2020).

For comparison, the table below details the low, median, and high wage rates for related occupations outside the community social services sector— Registered Nurses and Registered Psychiatric Nurses (NOC 3012), Elementary School and Kindergarten Teachers (NOC 4032), and Occupational Therapists (NOC 3143).

TABLE 25B: WAGE RATES BY OCCUPATION UNIT GROUP (2018)

OCCUPATION MINOR GROUP / UNIT GROUP	NOC CODE	LOW WAGE RATE ($)	MEDIAN WAGE RATE ($)	HIGH WAGE RATE ($)
REGISTERED NURSES AND REGISTERED PSYCHIATRIC NURSES	3012	25.00	38.00	43.65
ELEMENTARY SCHOOL AND KINDERGARTEN TEACHERS	4032	20.79	34.87	50.00
OCCUPATIONAL THERAPISTS	3143	24.04	39.00	49.72

See the WorkBC Online career profiles tool: https://www.workbc.ca/Jobs-Careers/Explore-Careers.aspx

In British Columbia, the occupation of "Social Work" (NOC 4152) is most frequently used to describe positions that exist in the public service or health care settings. These positions generally require a person to be registered with an independent body unless

46. WorkBC. 2019. British Columbia Labour Market Outlook: 2019 Edition. Victoria. https://www.workbc.ca/Labour-Market-Industry/Labour-Market-Outlook.aspx

they are working for an organization that is exempt (e.g., The Ministry of Children and Family Development does not require their social workers to be registered). Similar positions like clinical counsellors, nurses, and occupational therapists are also required to be registered by an independent body.

There are some commonalities among the health, education, and social sectors that suggest these sectors compete with each other for employees. While no studies have been undertaken to demonstrate this, all three professions involve some manner of civic service and work with vulnerable populations. These three sectors also share a general caring nature and approach to their work as well as a high degree of personal interaction. As such, there may be competition to attract workers with shared values, interests, and personal dispositions.

However, there are significant differences in terms of autonomy, governing regulations, funding structures, unionization, and professionally-held values. It is beyond the scope of this project to conduct an in-depth analysis of the similarities and differences between these sectors.

TABLE 26: LIVING WAGE IN BC COMMUNITIES (2019)

BC COMMUNITY	2019 LIVING WAGE
METRO VANCOUVER	$19.50
GREATER VICTORIA	$19.39
REVELSTOKE	$18.90
GREATER TRAIL	$18.83
NELSON	$18.46
COMOX VALLEY	$15.97
KAMLOOPS	$15.93
COLUMBIA VALLEY	$15.92
PARKSVILLE-QUALICUM	$15.81
FRASER VALLEY	$15.54
CRANBROOK	$14.38
NORTH CENTRAL REGION	$14.03

Living Wage BC 2019, http://www.livingwageforfamilies.ca/2019_living_wages.

The "living wage" for different communities across BC is calculated each year to reflect the hourly amount that each of two working parents with two young children must earn to meet their basic expenses (including rent, child care, food and transportation) once government taxes, credits, deductions, and subsidies are taken into account.[47]

47. Living Wage BC 2019, http://www.livingwageforfamilies.ca/2019_living_wages

THERE ARE SEVERAL SOCIAL SERVICES OCCUPATIONS WHERE THE LOW WAGE RATE IS VERY CLOSE TO MINIMUM WAGE AND COULD EVEN BE BELOW THE LIVING WAGE DEPENDING ON THE COMMUNITY THOSE EMPLOYEES WORK WITHIN.

In June 2019, the minimum wage in BC became $13.85/hour. In June 2020, it increased to $14.60/hour.[48] When we compare some of the low wage rates from occupational groups in the community social services sector with the above information about living and minimum wages in BC, it becomes clear that there are several social services occupations where the low wage rate is very close to minimum wage and could even be below the living wage depending on the community those employees work within. These occupations are Family, Marriage, and Other Related Counsellors (NOC 4153), Social and Community Service Workers (NOC 4212), Early Childhood Educators and Assistants (NOC 4214), Home Child Care Providers (NOC 4411), and Home Support Workers, Housekeepers and Related Occupations (NOC 4412).

FORECASTED LABOUR MARKET CONDITIONS

The impetus for this labour market project was the growing anecdotal evidence about how hard it is to fill positions in the community social services sector. Understanding these kinds of challenges involves forecasting how the labour market may change over time. Can we expect the same, fewer, or more jobs in the community social services sector in the coming years?

WorkBC's annual Labour Market Outlook report aims to provide these kinds of insights. It includes 10-year labour market projections as well as industry and sector forecasts that highlight important subsector labour market information—data that can be used to estimate future labour market demand for the social services sector.[49]

The tables below provide a summary of current and projected labour market information provided by WorkBC for the Ambulatory Health Care Services (NAICS 621), Nursing and Residential Care Facilities (NAICS 623), and Social Assistance (NAICS 624) industry subsectors.

TABLE 27A: WORKBC LABOUR MARKET INFORMATION FOR SELECT NAICS SUBSECTORS

SUBSECTOR / INDUSTRY GROUP	CODE	EMPLOYMENT 2019		EMPLOYMENT GROWTH**		
		# OF WORKERS	SHARE OF BC	2019-24*	2024-29	2019-29
AMBULATORY HEALTH CARE SERVICES	621	95,407	3.8%	1.7%	1.9%	1.8%
NURSING AND RESIDENTIAL CARE FACILITIES	623	51,095	2.0%	3.0%	3.3%	3.2%
SOCIAL ASSISTANCE	624	65,069	2.6%	1.3%	1.2%	1.3%

WorkBC, Industry and Sector Outlooks: Health Care and Social Assistance. https://www.workbc.ca/Labour-Market-Industry/Industry-and-Sector-Information/Industry-and-Sector-Outlooks/Health-Care-and-Social-Assistance.aspx (Accessed March 2020).
* Short-term forecasts may no longer be accurate and are being revised significantly due to the COVID-19 pandemic.
** Average Annual Rate

48. See: https://www2.gov.bc.ca/gov/content/employment-business/employment-standards-advice/employment-standards/wages/minimum-wage
49. WorkBC. 2019. British Columbia Labour Market Outlook: 2019 Edition. Victoria. https://www.workbc.ca/Labour-Market-Industry/Labour-Market-Outlook.aspx

TABLE 27B: WORKBC LABOUR MARKET INFORMATION FOR SELECT NAICS SUBSECTORS

SUBSECTOR / INDUSTRY GROUP	CODE	10-YEAR JOB OPENINGS (2019-2029)			
		EXPANSION OPENINGS	REPLACEMENT OPENINGS	TOTAL OPENINGS	SHARE OF BC (2029)
AMBULATORY HEALTH CARE SERVICES	621	19,009	24,861	43,869	5.1%
NURSING AND RESIDENTIAL CARE FACILITIES	623	19,213	13,888	33,101	3.8%
SOCIAL ASSISTANCE	624	8,911	15,700	24,611	2.9%

WorkBC, Industry and Sector Outlooks: Health Care and Social Assistance. https://www.workbc.ca/Labour-Market-Industry/Industry-and-Sector-Information/Industry-and-Sector-Outlooks/Health-Care-and-Social-Assistance.aspx (Accessed March 2020).

In 2019, the Ambulatory Health Care Services subsector (NAICS 621) accounted for 3.8% of all employment in the province; employment in Nursing and Residential Care Facilities (NAICS 623) accounted for 2.0% and Social Assistance (NAICS 624) accounted for 2.6%. The Health Care and Social Assistance sector (NAICS 62) has the second-highest projected annual employment growth rate for 2019-2029 (1.7%) among all sectors and is more than 50% higher than the average growth rate for all sectors (1.0%).[50]

The Nursing and Residential Care subsector (NAICS 623) has a particularly high projected annual growth rate (3.2%) over the next ten years—three times the average projected rate for all sectors (1.0%).[51] Similarly, each of the three subsectors accounts for a significantly larger share of the projected ten-year job openings in the province than their current share of employees.[52]

The three tables below provide a summary of labour market information for NOC occupational groups that exist within the three social services NAICS subsectors. The occupational groups identified with an asterisk (*) next to their NOC code are those that the BC Labour Market Information Office has deemed "high opportunity occupations" in that they are expected to experience higher demand and offer higher pay than others in the future.

TABLE 28A: LABOUR MARKET PROJECTIONS FOR OCCUPATIONS WITHIN THE AMBULATORY HEALTH CARE SERVICES (NAICS 621) SUBSECTOR

OCCUPATION GROUP	NOC CODE	EMPLOYMENT 2019	JOB OPENINGS 2019-29	% CHANGE 2019-29
SENIOR MANAGERS – HEALTH, EDUCATION, SOCIAL AND COMMUNITY SERVICES AND MEMBERSHIP ORGANIZATIONS	0014*	286	202	71%
MANAGERS IN SOCIAL, COMMUNITY AND CORRECTIONAL SERVICES	0423	112	64	57%
SOCIAL AND COMMUNITY SERVICE WORKERS	4212*	2310	1052	46%
HOME SUPPORT WORKERS, HOUSEKEEPERS AND RELATED OCCUPATIONS	4412*	2635	1299	49%

WorkBC. Industry and Sector Outlooks. Last updated 2019. https://www.workbc.ca/Labour-Market-Industry/Industry-and-Sector-Information/Industry-and-Sector-Outlooks.aspx

50. WorkBC. 2019. British Columbia Labour Market Outlook: 2019 Edition. Victoria. https://www.workbc.ca/Labour-Market-Industry/Labour-Market-Outlook.aspx
51. Ibid.
52. Ibid.

TABLE 28B: LABOUR MARKET PROJECTIONS FOR OCCUPATIONS WITHIN THE NURSING AND RESIDENTIAL CARE FACILITIES (NAICS 623) SUBSECTOR

OCCUPATION GROUP	NOC CODE	EMPLOYMENT 2019	JOB OPENINGS 2019-29	% CHANGE 2019-29
SENIOR MANAGERS – HEALTH, EDUCATION, SOCIAL AND COMMUNITY SERVICES AND MEMBERSHIP ORGANIZATIONS	0014*	341	323	95%
MANAGERS IN SOCIAL, COMMUNITY AND CORRECTIONAL SERVICES	0423	676	523	77%
SOCIAL WORKERS	4152*	489	325	66%
FAMILY, MARRIAGE, AND OTHER RELATED COUNSELLORS	4153*	393	289	74%
SOCIAL AND COMMUNITY SERVICE WORKERS	4212*	5396	3524	65%
HOME SUPPORT WORKERS, HOUSEKEEPERS AND RELATED OCCUPATIONS	4412*	2075	1427	69%
HOME CHILD CARE PROVIDERS	4411	898	505	56%

WorkBC. Industry and Sector Outlooks. Last updated 2019. https://www.workbc.ca/Labour-Market-Industry/Industry-and-Sector-Information/Industry-and-Sector-Outlooks.aspx

TABLE 28C: LABOUR MARKET PROJECTIONS FOR OCCUPATIONS WITHIN THE SOCIAL ASSISTANCE (NAICS 624) SUBSECTOR

OCCUPATION GROUP	NOC CODE	EMPLOYMENT 2019	JOB OPENINGS 2019-29	% CHANGE 2019-29
SENIOR MANAGERS – HEALTH, EDUCATION, SOCIAL AND COMMUNITY SERVICES AND MEMBERSHIP ORGANIZATIONS	0014*	569	339	60%
MANAGERS IN SOCIAL, COMMUNITY AND CORRECTIONAL SERVICES	0423	1984	925	47%
SOCIAL WORKERS	4152*	2668	991	37%
FAMILY, MARRIAGE, AND OTHER RELATED COUNSELLORS	4153*	2432	992	41%
SOCIAL AND COMMUNITY SERVICE WORKERS	4212*	10292	3691	36%
HOME SUPPORT WORKERS, HOUSEKEEPERS AND RELATED OCCUPATIONS	4412*	4222	1676	40%
EMPLOYMENT COUNSELLORS	4156	530	196	37%
EARLY CHILDHOOD EDUCATORS AND ASSISTANTS	4214	17996	7482	42%
HOME CHILD CARE PROVIDERS	4411	7047	1987	28%

WorkBC. Industry and Sector Outlooks. Last updated 2019. https://www.workbc.ca/Labour-Market-Industry/Industry-and-Sector-Information/Industry-and-Sector-Outlooks.aspx

Within each of the three NAICS subsectors, the Senior Manager occupation group (NOC 0014) is expected to increase (in relative, not absolute terms) more than any other. Within the Nursing and Residential Care Facilities subsector (NAICS 623), the number of Senior Managers (NOC 0014) is expected to nearly double. While the projected changes in employment numbers vary widely in the Ambulatory Health Care Services (NAICS 621) and Social Assistance (NAICS 624) subsectors, all of the social services occupations within the Nursing and Residential Care Facilities subsector (NAICS 623) expect to increase their employment levels by more than 50%.[53]

The community social services sector also compares itself to the health and education sectors when it comes to wages and compensation—especially since careers in health

53. See: WorkBC Industry and Sector Outlooks. Last updated 2019. https://www.workbc.ca/Labour-Market-Industry/Industry-and-Sector-Information/Industry-and-Sector-Outlooks.aspx

or education could be just as appealing to prospective employees. And while many occupations within BC's community social services are considered "high opportunity" positions, so too are many similar occupations in the health and education sectors.

- Registered Nurse (NOC 3012)
- Elementary School and Kindergarten Teacher (NOC 4032)
- Licenced Practical Nurse (NOC 3233)
- Nursing Coordinators and Supervisors (NOC 3011)
- Occupational Therapist (NOC 3143)
- Other professional occupations in therapy and assessment (NOC 3144)

> ***THE PREVALENCE OF PART-TIME WORK IN SOCIAL SERVICES OCCUPATIONS RAISES IMPORTANT QUESTIONS ABOUT ACCESS TO BENEFITS AND PENSIONS WHICH ARE MORE OFTEN AVAILABLE THROUGH FULL-TIME EMPLOYMENT.***

The community social services sector is complex, diverse, and growing in size. Over the next ten years, it will offer a range of occupational opportunities to the people of BC. By understanding the factors that challenge recruitment and retention the sector stands a much better chance of being able to attract workers into this growing field.

6. FINDINGS

This section presents key findings of the Key Informant Interviews, Strategic Leaders Workshops, Strategic Leaders Survey, and Frontline Workers Survey and a summary of the participants involved in this project. The findings are organized according to the following topics: organizational capacity, recruitment and retention of paid employees, recruitment and retention of volunteers, and education and training. The four data gathering tools were designed to collectively gather information and insights from both frontline workers and strategic leaders in the community social services sector. However, the tools did not always contain the same questions. As a result, some of the findings draw on one, two, or three data sources while others draw from all four.

OVERVIEW OF PROJECT PARTICIPANTS

Across the four different data collection methods (Key Informant Interviews, Strategic Leaders Workshops, Strategic Leaders Survey, Frontline Workers Survey) over 900 people from across BC's community social services sector contributed their knowledge, experiences, insights, and ideas.

KEY INFORMANT INTERVIEW PARTICIPANTS

A total of 54 people participated in the Key Informant Interview process. They held positions such as Executive Director, CEO, or Director at social services organizations in communities across BC. The number of responses for each interview question varies as not all respondents chose to answer each question.

Over a third of the respondents indicated that their organization serves the Mainland/Southwest region (37%). Other participants represented the Vancouver Island/Coast region (17%), Kootenay, Northeast, and Thompson-Okanagan regions (just under 13% each). The least represented regions were Cariboo (6%) and North Coast & Nechako (3%).[54]

In many cases, organizations offered more than one program or service. Over half of the participants represented organizations offering counselling and life skills programs (72%) as well as mental health services (56%). Respite care homes for persons with developmental disabilities (19%), emergency shelters for homeless families, men, women, or youth (19%), and immigrant settlement support programs (11%) were least commonly reported by key informants.

A large majority of the participants reported that their organizations primarily serve adults (82%), youth (82%), and children (76%). Nearly two thirds (65%) of organizations serve individuals identifying as First Nations and over half (59%) serve those identifying as Métis. Immigrant and refugee (39%) and Inuit (35%) populations were served by

54. Key informants could represent multiple regions which resulted in a total of 71 responses. Shares are calculated based on the number of responses.

a smaller percentage of organizations. A majority of organizations represented also provide services to seniors (57%) and individuals who identify as LGBTQ (67%). This question was about who is accessing services. In most cases, organizations served more than one population group. While some organizations do not have specific programs for First Nations, Métis, Inuit, or LGBTQ people, respondents described their organizations as inclusive and offering service to these population groups as needed.

A majority of participants were from organizations registered as a charity/non-profit (87%). Close to half (43%) of participants reported that their organization is fully unionized. An equal share (43%) reported that their organization is not at all unionized. The remainder (approximately 14%) of participants represented partially unionized organizations. A total of 54 key informants shared the various sources of their organization's total revenue and the share of their revenue by source. The table below provides a distribution of organizations by revenue source.

TABLE 29: NUMBER OF PARTICIPATING ORGANIZATIONS BY SHARE OF REVENUE SOURCE

	FEDERAL GOVT	PROVINCIAL GOVT	LOCAL GOVT	FIRST NATIONS	OTHER ORGS	PRIVATE GIFTS	EARNED INCOME	OTHER
# OF ORGS	**24**	**53**	**14**	**3**	**21**	**26**	**19**	**8**
% OF ORGS	**44.4%**	**98.1%**	**25.9%**	**5.6%**	**38.9%**	**48.1%**	**35.2%**	**14.8%**
81–100%	0	31	0	0	0	0	0	0
61–80%	1	11	0	0	0	0	0	0
41–60%	2	4	0	0	0	0	2	0
21–40%	1	6	3	1	3	0	1	0
1–20%	20	1	11	2	18	26	16	8
0%	**30**	**1**	**40**	**51**	**33**	**28**	**35**	**46**

STRATEGIC LEADERS WORKSHOP PARTICIPANTS

A total of 51 people participated in the Strategic Leaders Workshops. The organizations that participated in the process were spread across geographic regions and ranged in size. Workshops were held in eight different communities: Kelowna (4 participants), Nelson (8 participants), Terrace (3 participants), Fort St. John (6 participants), Prince George (9 participants), Nanaimo (6 participants), Surrey (4 participants) and Richmond (11 participants).

The Strategic Leaders that participated in the workshops identified many different population groups served by their organizations including children, youth, families, seniors, Indigenous people, and people with diverse abilities. The perspectives of LGBTQ2 communities, refugees, and newcomers were discussed during the workshops but no participants self-identified as belonging to these groups.[55]

55. Workshop participants were not asked the same background questions as were participants in the surveys or interviews. The project team members were able to provide descriptions based on workshop discussions and familiarity with workshop participants' organizations..

Subsectors and/or service delivery areas identified by workshop participants included friendship centres, housing, adults, mental health and substance use, employment, community living, community development, criminal justice, gender-based, post-secondary institutes, family resource programs, neighbourhood houses, volunteer centres, delegated Aboriginal agencies, child care, school districts, and education and training.

STRATEGIC LEADERS SURVEY PARTICIPANTS

A total of 90 Strategic Leaders from BC's community social services sector participated in the Strategic Leaders Survey. Respondents represented non-profit organizations (79%) and private companies (21%) as well as fully-unionized (29%), non-unionized (54%), and partially-unionized (17%) workplaces.

Participants represented organizations from across the province. The largest share (41%) of the respondents reported that their organization serves the Mainland/ Southwest. A third reported that they serve the Vancouver Island/Coast (33%) region. Organizations represented also served the North Coast and Nechako (18%), Kootenay (16%), Thompson-Okanagan (13%), Cariboo (10%), and Northeast (7%) regions.

Organizations represented in the Strategic Leaders Survey also serve a wide range of population groups including adults (84%), youth (79%), children (76%) and families (72%). Other demographics served include people with physical, mental and developmental disabilities (71%), First Nations (67%), Métis (43%), Inuit (18%), the LGBTQ community (60%) and seniors (53%). In most cases, organizations served more than one population group. Some respondents also indicated that while their organizations do not have specific programs for First Nations, Métis, Inuit, or LGBTQ people, they are inclusive organizations that serve these population groups upon request.

The survey specifically captured the overall staff composition of the community social services organizations that participated. Approximately half of the organizations had fewer than 20 permanent employees who work more than 30 hours a week. Six percent had no permanent employees working more than 30 hours a week and 20 percent of the organizations had over 100 such permanent staff.

Over half of the organizations participating reported that the average time worked by their staff falls between 20 to 24 hours per week. Many of the participating organizations have experienced growth in the number of paid employees over the past three years due to increased funding (for both new and existing programs) and overall organizational growth. Those that experienced a decrease in the number of employees cited recruitment and retention challenges as well as the loss of contracts and funding (resulting in a reduction of both staff and clients served).

FRONTLINE WORKERS SURVEY PARTICIPANTS

A total of 774 Frontline Workers from BC's community social services sector responded to the Frontline Workers Survey. The respondents were a very diverse group representing an array of community social services occupations and positions.

Respondents represented National Occupation Classification (NOC) groups such as Early Childhood Educators and Assistants (NOC 4214) and Social and Community Service Workers (NOC 4212). They worked in North American Industry Classification System (NAICS) subsectors such as Individual and Family Services (NAICS 6241), Residential Developmental Handicap, Mental Health and Substance Abuse Facilities (NAICS 6232), and Other Residential Care Facilities (NAICS 6239).

Most of the Frontline Workers that participated worked for non-profit organizations and more than half reported that their position was unionized. The age range of survey participants was fairly evenly distributed but the largest number of respondents were between the ages of 40 and 59. A vast majority of the Frontline Workers identified as women and more than half had some level of post-secondary education. About 10% of respondents identified as persons with disabilities, 9% identified as visible minorities, 8% identified as seniors, 8% identified as Indigenous, 8% identified as LGBTQ, and 7% identified as an immigrant or refugee. A small percentage (3%) preferred not to disclose any groups they identified with. Many Frontline Workers also identified with more than one group.

More than half (52%) of the respondents reported that their organization serves the Mainland/Southwest region; 19% represented Vancouver Island/Coast and 17% represented Thompson-Okanagan. The North Coast and Nechako (4%) and Cariboo (3%) regions were the least well represented among survey participants.

The survey collected information about employment status, the average number of hours worked per week, and the number of years worked in their current organization. The majority of Frontline Workers reported that their current position is a permanent one. Close to half of the Frontline Workers worked full-time hours (i.e., between 30 to 39 hours per week) and, of the remainder, a larger share reported working over 40 hours per week than the share working under 30 hours per week. Among those surveyed, close to 40% have worked in their current organization for 1 to 3 years. Over 30% have worked in their current organization for 10 years or more.

ORGANIZATIONAL CAPACITY

One of the goals of this project was to validate the anecdotal evidence that organizations in BC's community social services sector struggle to fill positions and plan for the future. The capacity of community social services organizations is largely influenced by two sides of the same coin—the demand for services and support and the availability and nature of funding allowing organizations to provide those services.

CHANGES IN ORGANIZATIONAL CAPACITY

Approximately half of the Key Informants[56] reported that their organization's capacity to meet the growing demand for service is either higher or much higher than it was three years ago. About one-quarter of participants thought the capacity of their organization was the same as it was three years ago and only one-fifth reported a lower or much lower capacity.

IN YOUR VIEW, HOW HAS THE LEVEL OF YOUR ORGANIZATION'S CAPACITY CHANGED COMPARED TO 3 YEARS AGO?					
MUCH HIGHER	**HIGHER**	**ABOUT THE SAME**	**LOWER**	**MUCH LOWER**	**UNSURE / NO OPINION**
6 (11.1%)	22 (40.7%)	14 (25.9%)	11 (20.3%)	1 (1.9%)	0 (0%)

Key Informants who reported an increase in capacity attributed this to a wide range of activities including the purposeful recruitment of more highly qualified staff, the fostering of strong partnerships with post-secondary institutions (to facilitate increased numbers of practicum students), and the recruitment of additional supervisors to support internal organizational development.

Key Informants who reported increased organizational capacity also highlighted the importance of activities such as creative community development projects, increasing the range of services they provide, and actively pursuing funding through grant writing and proposal submissions. However, these respondents acknowledged that such activities required significant administrative support and staff time.

Those who reported that their capacity had decreased cited difficulty in recruiting highly qualified staff due to the limited financial compensation their organizations can offer and the short-term nature of many contracts. A majority of those who reported their organization's capacity as about the same as three years ago explained that while some areas of their organization have seen growth, other areas (mainly administration) have been outpaced by both the demand for their services and increased governmental reporting and accountability requirements.

CHANGES IN DEMAND FOR SERVICES

Eighty-seven percent of Key Informants[57] reported that the level of demand for services at their organization was higher or much higher compared to three years ago. Just over 10% of respondents reported that the level of demand was about the same as three years ago. None of the key informants reported a decrease in the demand for services.

56. Findings in this section (Changes in Organizational Capacity) are from the Key Informant Interviews.
57. Findings in this section (Changes in Demand for Services) are from the Key Informant Interviews.

IN YOUR VIEW, HOW HAS THE LEVEL OF DEMAND FOR THE SERVICES OF YOUR ORGANIZATION CHANGED COMPARED TO 3 YEARS AGO?					
MUCH HIGHER	**HIGHER**	**ABOUT THE SAME**	**LOWER**	**MUCH LOWER**	**UNSURE / NO OPINION**
18 (33.3%)	29 (53.7%)	6 (11.1%)	0 (0%)	0 (0%)	1 (1.9%)

Key Informants attributed the increased demand for services to overall population growth and the reduced stigma around issues like mental health, addiction, and intimate partner violence which is likely causing more people to seek out support services. Key Informants also reported that the needs of their clients are becoming more complex with more and more people experiencing multiple, interconnected challenges (e.g., mental illness, addictions, food insecurity, precarious housing).

Several Key Informants also explained that their organizations are increasingly playing a role as "anchors" in their community—both in urban areas where an extended family may not be accessible and in rural communities where those resettling, searching for employment, or working temporarily may not have roots or social connections. Those who thought the demand for services was about the same as it was three years ago reported that their organizations have been keeping pace with demand through continuous and intentional efforts to grow and expansion of the services they provide.

CHANGES IN PLANNING FOR THE FUTURE

Almost two-thirds of Key Informants[58] felt that the level of difficulty in planning for the future was higher or much higher than it was three years ago. About one-quarter thought the level of difficulty was about the same. Less than ten percent believed the level of difficulty in planning for the the future was lower or much lower than it was three years prior.

IN YOUR VIEW, HOW HAS THE LEVEL OF DIFFICULTY IN PLANNING FOR THE FUTURE CHANGED COMPARED TO 3 YEARS AGO?					
MUCH HIGHER	**HIGHER**	**ABOUT THE SAME**	**LOWER**	**MUCH LOWER**	**UNSURE / NO OPINION**
16 (29.6%)	17 (31.5%)	13 (24.1%)	3 (5.1%)	1 (1.9%)	4 (7.4%)

Those who reported that planning for the future has become more difficult attributed this increase to changing government priorities, philosophies, and procurement practices which combine to create uncertainty within the sector. They explained that organizations experience periods of fluctuating and unpredictable demand as well as

58. Findings in this section (Changes in Planning for the Future) are from the Key Informant Interviews and Strategic Leaders Workshops. The findings in the table are from the Key Informant Interviews only.

short-term contracts and funding which combine to keep them in a position of relative scarcity. This makes it difficult to plan or strategize and to recruit and retain staff.

Those who reported having the same level of difficulty in planning for the future explained that their focus was on planning and consulting with the service user community and keeping services grounded in the expressed needs of the people who will be accessing them. They also noted the value in having resources that allowed them to focus on developing their infastructure.

Those from non-unionized organizations also reported a high level of uncertainty regarding their ability to recruit and retain staff in the future as a result of the recent low wage redress (which, they thought, may cause workers to leave their non-unionized positions for jobs at unionized organizations).

Strategic Leaders Workshop participants identified similar issues. A number of participants pointed out that many provincial ministries fund programs differently, without a unified plan, and often only provide year-to-year funding. They recommended legislative policy changes (collaboratively developed by the sector, government, and unions) that would enable more consistent and long-term planning and funding.

Many participants in the workshops suggested creating provincial, cross-sector working groups to address the numerous issues related to recruitment and retention as well as the education and training needs of the sector. Such groups could convene a provincial dialogue or summit involving government and post-secondary institutions to identify and discuss the sector's needs and then build a strategy to meet those needs (e.g., shifting away from competitive procurement processes toward more collaborative or cooperative approaches).

CHANGES IN OBTAINING FUNDING FROM GOVERNMENT

Nearly two-thirds of Key Informants[59] reported higher or much higher levels of difficulty in obtaining funding from the government or other organizations compared to three years ago. About one-third thought the level of difficulty had remained approximately the same. A very small minority thought the level of difficulty was lower or much lower than three years ago.

IN YOUR VIEW, HOW HAS THE LEVEL OF DIFFICULTY IN OBTAINING FUNDING FROM THE GOVERNMENT OR OTHER ORGANIZATIONS CHANGED COMPARED TO 3 YEARS AGO?					
MUCH HIGHER	HIGHER	ABOUT THE SAME	LOWER	MUCH LOWER	UNSURE / NO OPINION
11 (20.3%)	24 (44.4%)	16 (29.6%)	1 (1.9%)	1 (1.9%)	1 (1.9%)

59. Findings in this section (Changes in Obtaining Funding from Government) are from the Key Informant Interviews and Strategic Leaders Workshops. The findings in the table are from the Key Informant Interviews only.

The process of applying for funding is a barrier for many organizations. Key Informants explained that smaller, grassroots service providers often lose contracts to for-profit companies or larger province-wide non-profits due to their relative lack of administrative or structural capacity—even when those smaller organizations are well-positioned to respond to client needs. This problem is exacerbated when new reporting and accreditation requirements are not covered or acknowledged by the funding. Some participants have also observed a trend where multiple contracts are awarded to single large providers.

A number of Key Informants described a lack of flexibility in funding structures once contracts are obtained. Many explained that they have little-to-no space for innovation or adjustments to help meet the changing needs and complexities of their clients and most contracts have no funding for ancillary costs (e.g., additional training, creative recruitment efforts, information technology). Key Informants also expressed that less and less funding was available from other foundations and private donors. They attributed this to general economic conditions (i.e., businesses that were able to support services in the past are no longer able to do so).

Of those who stated that the level of difficulty in obtaining funding from the government has remained about the same, many explained that, while they continue to receive funding, those funding levels have not responded to the increased cost of living and the growing demand for services in their communities. Key informants who reported an easier time obtaining funds from the government or other organizations explained that this was because they had diversified their organizations' income through advertising and/or the creation of social enterprises (both of which require substantial resources to implement).

The findings from the Key Informant Interviews mirror what was shared in the Strategic Leaders Workshops. Every workshop involved a discussion about the unintended negative consequences that the current procurement and funding model has on recruitment and retention within the sector. Participants explained how things like one-year contracts, emerging monopolies, and competition with the private sector all contribute to job insecurity and insufficient employment options. Participants in many of the workshops also described a lack of consistency among funders—including different government ministries—which results in some contracts having higher wages than others. During this discussion, many participants also referenced the impact of the 2019 collective agreements.[60]

The constraints and rigidity of funding parameters were another common discussion topic in the Strategic Leaders Workshops. Participants described a "cookie-cutter" approach to contracts that doesn't take into account regional or local needs. Participants from northern, rural, and remote communities explained how the

60. While the data collection for this report was taking place, the community social services sector was in the midst of working to address significant wage gaps between the unionized and non-unionized parts of the sector. At the time, the historic wage gaps within job classifications were growing as a result of the most recent collective agreement. Organizations that were partly-unionized or not at all unionized were very concerned about the affect this would have on recruitment and retention..

additional expenses associated with covering vast geographical coverage areas aren't considered in contracts. Workshop participants from a number of regions also noted that higher costs of living aren't adequately considered in current funding arrangements.

Many participants in the Strategic Leaders Workshops identified funding for administrative functions as a key priority needing to be addressed. They explained that their organizations often require administrative budget increases to cover the costs of new government initiatives (e.g., Employers Health Tax) and administrative necessities such as liability insurance. Greater investment in capital expenses was also recommended by participants.

CHANGES IN OBTAINING FUNDING FROM INDIVIDUAL DONORS

Of those Key Informants[61] whose organizations obtain funding from individual donors, nearly half said the difficulty of doing so was about the same as it was three years ago. A little over one-fifth described the level of difficulty as higher or much higher. Only five percent of respondents said the level of difficulty was lower or much lower than it was three years ago.

IN YOUR VIEW, HOW HAS THE LEVEL OF DIFFICULTY IN OBTAINING FUNDING FROM INDIVIDUAL DONORS CHANGED COMPARED TO 3 YEARS AGO?					
MUCH HIGHER	HIGHER	ABOUT THE SAME	LOWER	MUCH LOWER	UNSURE / NO OPINION
11 (20.3%)	24 (44.4%)	16 (29.6%)	1 (1.9%)	1 (1.9%)	1 (1.9%)

Many of the organizations represented in the Key Informant Interviews continue to rely on the same funders they have had for several years and cited their strong roots in the community as a crucial factor in maintaining those fiscal relationships. However, some interviewees said they are devoting resources to updating the branding and image of their organizations to attract new funders in an increasingly competitive giving market.

Some participants explained that smaller organizations not only have trouble obtaining government funding (as discussed above) but are also often overlooked by individual donors. Organizations that have seen a decrease in the level of difficulty obtaining funding from individual donors are those that have been able to establish or expand fund development programs.

61. Findings in this section (Changes in Demand for Services) are from the Key Informant Interviews.

CHANGES IN HOURS WORKED AND LONG-TERM POSITIONS

A total of 758 respondents from the Frontline Workers Survey[62] reported the average number of hours worked per week in their current position. The table below provides a distribution of Frontline Workers by the average number of hours worked per week.[63]

TABLE 30: HOURS WORKED PER WEEK (FRONTLINE WORKERS)

AVERAGE HOURS WORKED PER WEEK	NUMBER OF FRONTLINE WORKERS	PERCENTAGE OF FRONTLINE WORKERS
0 – 9	22	2.9%
10 – 19	45	5.9%
20 – 29	122	16.1%
30 – 39	362	47.8%
40 – 49	159	21.0%
50 – 59	26	3.4%
60 – 69	8	1.1%
70 – 79	11	1.5%
80 +	3	0.4%

The largest share of Frontline Workers (nearly half) reported putting in an average of 30 to 39 hours per week. The second-largest share (about one in five) reported working an average of 40 to 49 hours. It is worth noting that the hours of Frontline Workers often vary from week to week and many reported both paid and non-paid hours of work in their responses. Some also work part-time hours and/or hold down more than one permanent or casual position.

Most Frontline Workers (nearly 90%) reported that their current position is a permanent one. About ten percent of respondents were in a position that was not permanent and two percent did not know the status of their current position.

TABLE 31: YEARS IN CURRENT ORGANIZATION (FRONTLINE WORKERS)

YEARS WORKED IN CURRENT ORGANIZATION	NUMBER OF FRONTLINE WORKERS	PERCENTAGE OF FRONTLINE WORKERS
< 1	60	8.0%
1 – 3	280	37.2%
4 – 6	109	14.5%
7 – 9	59	7.8%
10 – 12	79	10.5%
13 – 15	55	7.3%
16 – 18	25	3.3%
19 – 21	28	3.7%
22 – 24	16	2.1%
25 +	41	5.5%

62. Findings in this section (Changes in Hours Worked and Long-Term Positions) are from the Frontline Workers Survey.
63. It is not possible to know whether these numbers are representative of the sector or a result of response bias. More full-time, permanent employees participated relative to their overall share of workers in the sector.

A total of 752 participants from the Frontline Workers Survey reported the number of years worked in their current organization. Over one-third of Frontline Workers reported working in their current organization for 1 to 3 years. The highest number of years worked by a respondent was 40.

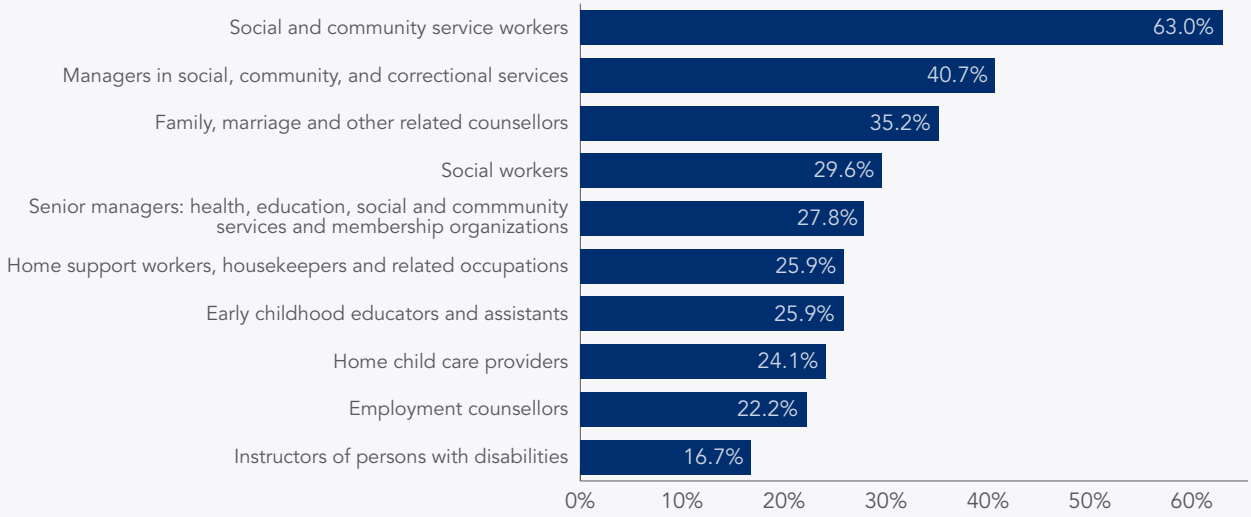
OCCUPATIONS GROWING IN DEMAND

Most Key Informants[64] reported that their organizations have a growing demand for specific occupations within the National Occupation Classification. The occupations most often identified as growing in demand were Social and Community Service Workers (NOC 4212), Managers in Social, Community, and Correctional services (NOC 0423), and Family, Marriage, and Other Related Counsellors (NOC 4153).

Other positions that Key Informant Interview participants reported as growing in demand include the following.

- Family resources staff
- Board members
- Registered nurses and licenced practical nurses
- Clinical supervisors
- People with business skills for social enterprises
- Human resource personnel
- Speech-language pathologists
- Occupational therapists
- Child and youth mental health and addictions counsellors

CHART 1: NOC OCCUPATIONS IDENTIFIED AS GROWING IN DEMAND



Percentages represent the share of Key Informants who identified each occupation as growing in demand.

64. Findings in this section (Occupations Growing in Demand) are from the Key Informant Interviews.

RECRUITMENT AND RETENTION: PAID EMPLOYEES

At the root of the recruitment and retention challenges faced by the community social services sector seems to be the fact that this work is often highly demanding but poorly compensated relative to other sectors. When Frontline Workers were surveyed about the challenges that they face at work, the most common responses were: stress (70%), low pay (61%), and workload (49%). Strategic Leaders also linked recruitment and retention challenges to the lack of stable, long-term positions in the sector as well as things like irregular or minimal work hours and a lack of benefits (health or otherwise). Given the already-high and rising costs of living across BC, these challenges may deter new workers from entering the sector and may cause current workers to leave.

Strategic Leaders who participated in all three data gathering activities reported that community social services lose workers to other sectors that have better compensation and job stability, particularly the health and education sectors. Interestingly, while the provincial low wage redress was designed to help address recruitment and retention challenges in the social services sector, Key Informants from non-unionized or partially-unionized organizations reported it actually may have exacerbated recruitment and retention challenges in their organizations (non-unionized employees may leave to work at unionized workplaces with higher wages).

Recruitment and retention challenges are particularly severe in certain geographic communities and among certain demographics. Strategic Leaders Survey respondents and Strategic Leader Workshop participants noted that northern, rural, and remote communities face a lack of qualified local candidates for many positions. They also face difficulty recruiting non-local candidates due to their communities' lack of quality education, public transportation, social services, and affordable housing. Many of these northern, rural, and remote communities have resource-based economies with transient labour pools.

Strategic Leaders in both rural and urban communities experienced challenges attracting workers with diverse cultural backgrounds. For example, in the Strategic Leaders Workshops it was noted that newcomers often have valuable skills, but face difficulty getting their credentials recognized in Canada.

CHANGES IN THE NUMBER OF PAID EMPLOYEES

Over half of the respondents of the Strategic Leaders Survey[65] reported that the number of paid employees in their organization was either higher or much higher than it was three years ago. About one-third of respondents said the number of paid employees was about the same. The remainder (15%) reported that the number of paid employees in their organization was either lower or much lower than three years ago.[66]

65. Findings in this section (Changes in the Number of Paid Employees) are from the Strategic Leaders Survey.
66. Information gathered in respondents' comments regarding challenges with recruitment and the numerical data associated with these findings will be discussed in the **Analysis** section of this report.

IN YOUR VIEW, HOW HAS THE NUMBER OF PAID EMPLOYEES IN YOUR ORGANIZATION CHANGED COMPARED TO 3 YEARS AGO?					
MUCH HIGHER	HIGHER	ABOUT THE SAME	LOWER	MUCH LOWER	UNSURE / NO OPINION
8 (9.3%)	37 (43.0%)	28 (32.6%)	8 (9.3%)	5 (5.8%)	0 (0%)

The Strategic Leaders Survey respondents who reported an increase in the number of paid employees attributed this increase to increased funding and/or the addition of new programs. The respondents who reported a decrease in paid employees identified reasons such as unqualified candidates, a decrease in the number of clients, the loss of contracts/funding, employees leaving for higher-paying positions, and casual employees leaving for permanent positions in other organizations. Those respondents who reported a decrease said that their organizations had lost between 2 and 20 employees (a 10–50% decrease of overall organizational staff levels).

CHANGES IN DIFFICULTY RECRUITING PAID EMPLOYEES

Most Strategic Leaders (over 75%)[67] reported that the level of difficulty in recruiting paid employees was either higher or much higher than it was three years ago.

IN YOUR VIEW, HOW HAS THE LEVEL OF DIFFICULTY IN THE RECRUITMENT OF PAID EMPLOYEES CHANGED COMPARED TO 3 YEARS AGO?					
MUCH HIGHER	HIGHER	ABOUT THE SAME	LOWER	MUCH LOWER	UNSURE / NO OPINION
44 (50.0%)	24 (27.3%)	17 (19.3%)	2 (2.3%)	0 (0%)	1 (1.9%)

Strategic Leaders Survey respondents explained that they face several challenges when it comes to recruiting skilled and qualified staff—non-competitive wages in the sector (compared to the education and health sectors), a lack of qualified workers available to do difficult work, and additional minimum qualifications required by the government. Respondents explained that their organizations are facing a highly competitive labour market within a sector that struggles to attract qualified and skilled workers. At the same time, workers are increasingly seeking out opportunities where they can work more hours and receive higher pay.

Participants in the Key Informant Interviews also offered explanations for the shortage of people entering the sector. Low wages, the lack of benefits, and limited retirement packages (compared to for-profit organizations or other sectors like health or education) were the most commonly cited factors. Interview participants also suggested that many young people are no longer entering the sector because they

67. Findings in this section (Changes in Difficulty Recruiting Paid Employees) are from the Strategic Leaders Survey, Strategic Leaders Workshops and the Key Informant Interviews. The findings in the table are from the Strategic Leaders Survey only.

have made significant investments into their education and are looking for long-term career prospects and a reasonable work-life balance (including dependable schedules).

Several Key Informants explained that fewer people are willing to work odd hours, overnights, and weekends in increasingly complex and demanding service environments without proportionate compensation or job stability. The short-term nature of many contracts, stress levels, and the (at times) unsafe nature of the work were other factors cited as making recruitment and retention increasingly difficult in the social services sector.

In addition, respondents in the Strategic Leaders Survey, Key informant Interviews and Strategic Leaders Workshops anticipated that the ability of their organizations to recruit qualified workers will be further hindered by the recent wage increases for unionized workers (especially for non-unionized workplaces).

CHANGES IN DIFFICULTY RETAINING PAID EMPLOYEES

Over two-thirds of Strategic Leaders Survey respondents[68] said the level of difficulty retaining paid employees was either higher or much higher than it was three years ago. About one-quarter of respondents said the level of difficulty was about the same.

IN YOUR VIEW, HOW HAS THE LEVEL OF DIFFICULTY IN THE RETENTION OF PAID EMPLOYEES CHANGED COMPARED TO 3 YEARS AGO?					
MUCH HIGHER	**HIGHER**	**ABOUT THE SAME**	**LOWER**	**MUCH LOWER**	**UNSURE / NO OPINION**
25 (28.7%)	35 (40.2%)	24 (27.6%)	2 (2.3%)	0 (0%)	1 (1.2%)

Some Strategic Leaders Survey respondents have found that staff tend to stay with their organizations for the long-term once they are employed. However, others reported that one of the main retention issues they face is staff leaving for higher-paying jobs with better benefits in the government or the education or health sectors. Low wages in BC's community social services sector present a significant challenge for organizations when it comes to retaining employees. A number of survey respondents also explained that their younger staff are leaving to further their education (e.g., obtaining a graduate degree).

According to the Strategic Leaders Survey, other factors affecting employee retention include cuts to program funding, irregular or minimal working hours, the high cost of living in urban areas, and (in the case of rural and remote areas) staff moving away due to a downturn in the economy. Respondents also explained that short-term contracts may mean organizations can hire staff when new contracts are awarded, but that these

68. Findings in this section (Changes in Difficulty Retaining Paid Employees) are from the Strategic Leaders Survey, Strategic Leaders Workshops and the Key Informant Interviews. The findings in the table are from the Strategic Leaders Survey only.

workers often lose hours the following year and, as a result, choose to leave so they can better support themselves financially.

Similarly, the compounding effect of a high cost of living (most notably housing) on the ability to recruit and retain staff was discussed in most of the Strategic Leaders Workshops. Participants in northern communities added that they prefer to hire local residents but struggle to attract qualified employees from within their communities. In addition to losing candidates or existing staff to other sectors (e.g., health authorities, government, post-secondary institutions), organizations in northern, rural, and remote communities often find they are also competing with resource-based employers such as those in the oil and gas industries and struggle to fill even entry-level positions as a result.

Workshop participants from urban communities outside the Lower Mainland reported that many potential employees prefer to work in the hospitality sector where less training and education is required. Participants in the Strategic Leaders Workshops also commented on inconsistent funding levels from different ministries which creates wage inequities within some organizations (resulting in equivalent positions receiving different wages). Workshop participants explained that this issue plagues a range of service areas: early years, transition house workers, anti-violence counsellors, and community living workers.

In the Key Informant Interviews, those who reported relatively stable retention rates spoke to the importance of creating an environment that supports and nourishes the growth and development of employees. Examples of this included robust mentoring programs, attractive extended benefits packages, mental health support, and a focus on transparency and communication across the organization so that workers feel they are involved and valued.

The suggestion that the community social services sector has a negative image (i.e., that the sector is not valued by society at large) was also raised by several participants in the Strategic Leaders Survey, Strategic Leaders Workshop, and Key Informant Interviews. These people explained that this perception of the sector not only affects the recruitment and retention of workers, but also influences interactions between their organizations and government staff or politicians, post-secondary institutions, and the general public. Participants in the Strategic Leaders Workshops also commented on the disappearing notion of "social good" and the perception of social services provision as charitable work (i.e., to be done for free). They described a lack of capacity to promote and increase awareness about the sector and suggested the government should provide resources to help the sector in doing so as it has with other sectors (e.g., forestry's Value Added campaign).

DIFFICULTY LANDING FRONTLINE POSITIONS

When asked about the level of difficulty in landing their current position, the largest share of Frontline Workers Survey respondents[69] (41%) reported feeling neutral. More than one-third said that landing their current position was either easy or very easy. Less than one-fifth reported that landing their current position was either difficult or very difficult.

HOW DIFFICULT WAS IT FOR YOU TO LAND YOUR CURRENT POSITION?					
VERY DIFFICULT	**DIFFICULT**	**NEUTRAL**	**EASY**	**VERY EASY**	**UNSURE / NO OPINION**
24 (3.2%)	111 (14.9%)	303 (40.7%)	200 (26.9%)	88 (11.8%)	18 (2.4%)

Of all the participants that completed the Frontline Workers Survey, 155 provided additional comments about the level difficulty experienced in landing their current position. Most explained that they were already a part of the same organization either as a paid employee, volunteer, or practicum student. Others explained that finding their current position was easy because of their past working experience, their qualifications, or networking efforts. Some of the challenges respondents faced in landing their current positions included having to work more than one part-time position until a full-time position became available, a lack of available positions, competition for positions, inadequate qualifications, and demographic-related barriers such as age, ethnicity, and gender.

CHALLENGES FACED BY FRONTLINE WORKERS

When asked to identify the top three challenges facing them in their current position, Frontline Workers Survey[70] respondents identified stress (70%), low pay (61%), and workload (49%).[71] The lack of pension/ RRSP (18%) and lack of job security (15%) were identified as challenges by a smaller share of respondents. A small minority (8%) reported that they do not face any challenges in their current job.

Of all those who participated in the Frontline Workers Survey, 176 respondents provided additional comments about the challenges they face in their current positions. Many described the stress and emotional toll of providing services to people in need and their own precarious work environment (due to a lack of full-time positions and/ or the short-term nature of their program's funding). Some respondents discussed struggling with burnout and explained that a lack of (or insufficient) benefits prevents

69. Findings in this section (Difficulty Landing Frontline Positions) are from the Frontline Workers Survey.
70. Findings in this section (Challenges Faced by Frontline Workers) are from the Frontline Workers Survey.
71. A total of 732 respondents answered this question with some providing multiple responses for a total of 2585 responses. Shares are calculated based on the number of respondents.

them from accessing health-promoting activities and services that could improve their wellness. Frontline Workers Survey participants also reported a range of organizational challenges (e.g., a lack of time with colleagues, interpersonal conflicts with colleagues, a lack of supervision opportunities, and large workloads).

ENCOURAGING EMPLOYEE RETENTION

The large majority of Frontline Workers Survey[72] respondents (81%) reported that the best way to encourage them to stay longer in their current position would be better pay.[73] Other things that would encourage them to stay longer in their current position are more professional development opportunities (46%), less stress (41%), and benefits (35%).

In the comments for this question, Frontline Workers Survey respondents further elaborated on what would keep them in their positions longer. Many suggestions were related to job security (e.g., more secure working conditions, more/better hours, more/better shifts). Survey respondents also described their desire for more full-time positions, ongoing professional development opportunities, more supervision (including clinical), more opportunities for innovation at work, and access to benefits and pension plans or improved benefits and pension plans.

RECRUITMENT AND RETENTION: VOLUNTEERS

Nearly two-thirds of the respondents to the Strategic Leaders Survey (64%) reported that their organization has volunteers. It is possible that respondents did not consider their volunteer board members when responding to this question. Of the Key Informants who participated in the interviews, three-quarters (76%) reported that their organization has volunteers (13% of interview respondents represented private companies). Respondents represented non-profit organizations (79%) and private companies (21%), as well as fully-unionized (29%), non-unionized (54%), and partially-unionized workplaces (17%).

CHANGES IN THE NUMBER OF VOLUNTEERS

When asked about volunteer levels, most of the respondents from the Strategic Leaders Survey[74] (61%) reported that the number of volunteers in their organization was about the same as it was three years ago. More respondents reported volunteer numbers had decreased (about 20%) than increased (about 17%).

72. Findings in this section (Encouraging Employee Retention) are from the Frontline Workers Survey.
73. A total of 695 respondents answered this question with some providing multiple responses for a total of 2209 responses. Shares are calculated based on the number of respondents.
74. Findings in this section (Changes in the Number of Volunteers) are from the Strategic Leaders Survey, Strategic Leaders Workshops, and the Key Informant Interviews. The findings in the tables are from the Strategic Leaders Survey and Key Informant Interviews and are labelled as such.

IN YOUR VIEW, HOW HAS THE NUMBER OF VOLUNTEERS IN YOUR ORGANIZATION CHANGED COMPARED TO 3 YEARS AGO?					
MUCH HIGHER	HIGHER	ABOUT THE SAME	LOWER	MUCH LOWER	UNSURE / NO OPINION
0 (0%)	9 (16.7%)	33 (61.1%)	10 (18.5%)	1 (1.9%)	1 (1.9%)

Responses from the Strategic Leaders Survey

The same question was asked to participants of the Key Informant Interviews. Here, more than half (55%) reported that the number of volunteers at their organizations was approximately the same as three years ago. A total of 28% reported either a higher or much higher number of volunteers and about 17% reported having fewer volunteers.

IN YOUR VIEW, HOW HAS THE NUMBER OF VOLUNTEERS IN YOUR ORGANIZATION CHANGED COMPARED TO 3 YEARS AGO?					
MUCH HIGHER	HIGHER	ABOUT THE SAME	LOWER	MUCH LOWER	UNSURE / NO OPINION
3 (7.5%)	8 (20.0%)	22 (55.0%)	7 (17.5%)	0 (0%)	1 (2.4%)

Responses from the Key Informant Interviews

While there was no specific questions about volunteer numbers in the discussion guide for the Strategic Leaders Workshops, participants overwhelmingly noted a dwindling volunteer pool as a key issue related to volunteer recruitment and retention.[75]

Some Strategic Leaders who indicated little change in volunteer numbers attributed this to either already having enough volunteers or being lucky (knowing that many other organizations do not have enough volunteers). However, other Strategic Leaders who indicated little change in volunteer numbers explained that they do not have enough staffing resources to recruit, supervise, or otherwise support more volunteers. Those who noted a rise in volunteer numbers often had a connection to other volunteer programs and/or had resources dedicated to volunteer programming (e.g., the Better at Home Program).

Strategic Leaders Survey respondents who said the number of volunteers had decreased explained that this was a result of fewer young people volunteering, the loss of volunteer programs, and more time being spent on coordinating volunteers rather than on recruitment and training of volunteers. Participants in the Key Informant Interviews and Strategic Leaders Workshops echoed these explanations and noted that increased economic pressures also make it harder for people to volunteer and discussed the impact that generational differences may have on the volunteer pool. Participants in both the interviews and workshops also noted the benefits of having a paid, dedicated volunteer coordinator to recruit, train, and supervise volunteers.

75. See the Analysis section of this report for a discussion of these findings.

Workshop participants added that volunteers are not always appropriate given the services provided by organizations.

CHANGES IN DIFFICULTY RECRUITING VOLUNTEERS

Just over half of the respondents of the Strategic Leaders Survey[76] (53%) reported that the level of difficulty recruiting volunteers was about the same as it was three years ago. Almost everyone else (43%) said the level of difficulty was either higher or much higher than it was three years ago.

IN YOUR VIEW, HOW HAS THE LEVEL OF DIFFICULTY RECRUITING VOLUNTEERS CHANGED COMPARED TO 3 YEARS AGO?					
MUCH HIGHER	HIGHER	ABOUT THE SAME	LOWER	MUCH LOWER	UNSURE / NO OPINION
10 (18.9%)	13 (24.5%)	28 (52.8%)	1 (1.9%)	0 (0%)	1 (1.9%)

Responses from the Strategic Leaders Survey

Among those reporting the presence of volunteers in the Key Informant Interviews, just over half (53%) said the level of difficulty recruiting volunteers had remained the same compared to three years ago. Almost of a third of respondents (30%) said the level of difficulty was either higher or much higher.

IN YOUR VIEW, HOW HAS THE LEVEL OF DIFFICULTY RECRUITING VOLUNTEERS CHANGED COMPARED TO 3 YEARS AGO?					
MUCH HIGHER	HIGHER	ABOUT THE SAME	LOWER	MUCH LOWER	UNSURE / NO OPINION
3 (7.5%)	9 (22.5%)	21 (52.5%)	2 (5.0%)	2 (5.0%)	4 (10.0%)

Responses from the Key Informant Interviews

Regardless of their response to the question, participants in the Key Informant Interviews said that their organization's capacity to administer and coordinate volunteer programs was a critical factor in the recruitment of volunteers. Those who maintained their recruitment levels cited the necessity of such dedicated positions; those who experienced difficulty recruiting volunteers expressed a desire for such positions. Those who had improved their volunteer recruitment capabilities said they did so by creating volunteer administration positions or programs—sentiments that were shared by participants in the Strategic Leaders Survey and the Strategic Leaders Workshops.

Some Key Informants also explained that regulatory restrictions on the tasks volunteers can complete don't always correlate with the changing needs of client populations. For example, those in residential programs increasingly require more highly-skilled medical

76. Findings in this section (Changes in Difficulty Recruiting Volunteers) are from the Strategic Leaders Survey, Strategic Leaders Workshops, and Key Informant Interviews. The findings in the tables are from the Strategic Leaders Survey and Key Informant Interviews and are labelled as such.

or behavioural interventions such as the dispensing of medications. (These comments were echoed by those in the Strategic Leaders Workshops.) Respondents explained that grappling with these restrictions, though seen as vital for client safety, can make running volunteer programs more demanding than beneficial.

The vast majority of Strategic Leaders who participated in the workshops said it is significantly more difficult to recruit volunteers, in particular, recruiting board members. The few workshop participants who reported less difficulty recruiting volunteers were from organizations with dedicated volunteer program funding.

CHANGES IN DIFFICULTY RETAINING VOLUNTEERS

Half of the Strategic Leaders Survey[77] respondents reported that the level of difficulty retaining volunteers was about the same as it was three years ago. The majority of the remaining respondents (42%) reported either higher or much higher levels of difficulty retaining volunteers. These figures are very similar to those about volunteer recruitment above.

IN YOUR VIEW, HOW HAS THE LEVEL OF DIFFICULTY RETAINING VOLUNTEERS CHANGED COMPARED TO 3 YEARS AGO?					
MUCH HIGHER	**HIGHER**	**ABOUT THE SAME**	**LOWER**	**MUCH LOWER**	**UNSURE / NO OPINION**
11 (21.2%)	11 (21.2%)	26 (50.0%)	3 (5.8%)	0 (0%)	1 (1.9%)

Responses from the Strategic Leaders Survey

Among the Key Informant Interview participants, over two-thirds (68%) said that the level of difficulty in the retention of volunteers has remained about the same over the past three years. A total of 16% thought the level of difficulty was either higher or much higher, whereas only 7% said it was either lower or much lower.

IN YOUR VIEW, HOW HAS THE LEVEL OF DIFFICULTY RETAINING VOLUNTEERS CHANGED COMPARED TO 3 YEARS AGO?					
MUCH HIGHER	**HIGHER**	**ABOUT THE SAME**	**LOWER**	**MUCH LOWER**	**UNSURE / NO OPINION**
1 (2.3%)	6 (13.6%)	30 (68.2%)	2 (4.5%)	1 (2.3%)	3 (6.8%)

Responses from the Key Informant Interviews

Many participants in the Key Informant Interviews explained that their ability to keep volunteer numbers constant (i.e., "about the same") was informed by whether or not their organization had dedicated staff for volunteer coordination and supervision (including student placements). They also explained the importance of showing

77. Findings in this section (Changes in Difficulty Retaining Volunteers) are from the Strategic Leaders Survey, Strategic Leaders Workshops, and Key Informant Interviews. The findings in the tables are from the Strategic Leaders Survey and Key Informant Interviews and are labelled as such.

appreciation for their volunteers to ensure unpaid workers also feel valued and appreciated. Volunteer retention challenges were often related to a lack of sufficiently skilled volunteers, especially for clients with more complex needs. Interview participants also reported feeling overwhelmed as a result of having inadequate resources for volunteer supervision. These two issues were also raised in the survey comments and workshop discussions.

Volunteer retention, especially board members, was a significant challenge noted by many participants in the Strategic Leaders Workshops. Participants in the Strategic Leaders Workshops also reported losing potential volunteers as a result of the length of time required for screening processes (e.g., Criminal Records Check) and explained that some volunteers resist participating in necessary risk management assessments. Because they need to protect their clients' safety, workshop participants have lost qualified volunteers (e.g., those with lived experience) because they had addiction-related criminal records.

It has also become more and more difficult for many organizations to include volunteers in their frontline work since the increasingly complex needs of those being served create unique liabilities and necessitate additional training and supervision that isn't always available. Participants explained that those organizations that are able to engage volunteers in frontline often lose those volunteers to paid positions (either internally or to another organization) after investing in their training.

FACTORS AFFECTING RECRUITMENT AND RETENTION OF VOLUNTEERS

Strategic Leaders Survey participants who reported that recruiting and retaining volunteers is more difficult now than three years ago attributed this difficulty to a range of factors. Many explained that people simply have less time to volunteer than in the past. The high cost of living means many people need to spend more time working rather than volunteering. Strategic Leaders also discussed generational shifts and suggested that young people seem less likely to volunteer than previous generations (points also raised in the survey and interview comments). Workshop participants and Key Informants added that younger people seem to prefer short-term positions or one-time volunteer events.

However, the difficulty of recruiting and retaining volunteers was also linked to several organizational factors. Many organizations lack funding for volunteer programs, without which it is difficult to find the capacity to coordinate volunteers. Some participants (in the Strategic Leaders Workshops, Key Informant Interviews and Strategic Leaders Survey) also reported struggling to match volunteer skills and interests with their organizational needs—particularly as the work done by their organization has become more complex and demanding. For example, workshop participants appreciated corporate volunteerism but were often challenged to match such one-time volunteers with long-term and ongoing organizational needs.

In the Strategic Leaders Survey, Strategic Leaders Workshops, and Key Informant Interviews participants reported particular challenges recruiting and retaining volunteers for board positions. In smaller communities, people often sit on numerous boards which can lead to challenges related to confidentiality and volunteer health (e.g., increased risk of "burnout"). Participants reported that fiduciary responsibilities also deter some people from volunteering on their boards. Complex social issues, various service delivery areas, and changing organizational structures have made training for incoming board members increasingly important but also increasingly complicated. While it falls to each individual organization to provide that training, there are few resources available to support board training (which often includes a range of topics like board governance, relationships between boards, Executive Director responsibilities, and changing social trends) and it is difficult to find donors wanting to invest in board development. These problems are compounded for larger organizations with even more complex business decisions since incoming board members require even more training.

Strategic Leadership Workshop participants explained that screening, orientation, training, supervision, and support are all required to ensure volunteers are qualified, appropriately placed, and understand the necessary organizational policies. For many organizations, financial resources are already stretched thin simply by recruiting and retaining necessary paid staff. That means finding additional funding for volunteer training and/or promoting one's organization to potential volunteers is exceptionally difficult. Very few contracts include capacity for volunteer support (i.e., recruitment, training, supervision, expense reimbursement, volunteer appreciation), but workshop participants from organizations that did have fully resourced volunteer support (e.g., a paid coordinator and a volunteer budget) described their various programs and services as being very successful.

EDUCATION AND TRAINING

A goal of this project was to better understand how effectively their prior education and training has prepared workers in the community social services sector, the impact of employer-based training, the degree to which other training opportunities may be required and/or available, and the relationship between the investment in one's education and the dividends as they relate to wages, benefits, and potential career advancement. This section shares findings from all data collection tools related to the education and training of the social services sector workforce.

SKILLS AND EDUCATION REQUIRED

More than half of the participants in the Key Informant Interviews[78] (54%) reported that the level of skill and education required for positions in their organizations was either higher or much higher compared to three years ago.

78. Findings in this section (Skills and Education Required) are from the Key Informant Interviews.

IN YOUR VIEW, HOW HAS THE LEVEL OF SKILL AND EDUCATION REQUIRED FOR POSITIONS IN YOUR ORGANIZATION CHANGED COMPARED TO 3 YEARS AGO?					
MUCH HIGHER	HIGHER	ABOUT THE SAME	LOWER	MUCH LOWER	UNSURE / NO OPINION
5 (9.3%)	24 (44.4%)	22 (40.7%)	1 (1.9%)	0 (0%)	2 (3.7%)

The Key Informants who reported that the level of skill and education required for positions in their organizations has increased cited two main reasons for this change—funders requiring higher levels of worker qualifications and the increasing complexity of the work being done. Participants explained that Frontline Workers must provide services to clients who are often grappling with multiple, compounding issues. In some subsectors (particularly in residential care and multi-service community-based care) staff are increasingly serving clients with specific health support needs which require additional and specialized skills and training.

Those Key Informants who thought the level of skill and education required has remained about the same as three years ago asserted that the service landscape has always been relatively demanding. Several Key Informants also emphasized the importance of having workers with both educational credentials and hands-on experience in the communities they serve.

EFFECTIVENESS OF EXTERNAL EDUCATION AND TRAINING

Of those who participated in the Strategic Leaders Survey,[79] more than one third (39%) reported that existing external training and education programs were either ineffective or very ineffective at meeting their organizational needs. A similar share of respondents (37%) said the external programs were neither effective nor ineffective. Less than one-quarter said existing external programs were effectively meeting the needs of their organization.

IN YOUR VIEW, HOW EFFECTIVE HAVE EXISTING EXTERNAL EDUCATION AND TRAINING PROGRAMS BEEN IN FULFILLING YOUR ORGANIZATION'S NEEDS?					
VERY EFFECTIVE	EFFECTIVE	NEUTRAL	INEFFECTIVE	VERY INEFFECTIVE	UNSURE / NO OPINION
0 (0%)	20 (22.7%)	30 (37.0%)	23 (26.1%)	11 (12.5%)	4 (4.6%)

Responses from the Strategic Leaders Survey

Over one-third of Key Informant Interview participants (38%) also said that existing external training and education programs were neither effective nor ineffective (neutral)

79. Findings in this section (Effectiveness of External Education and Training) are from the Strategic Leaders Survey, Strategic Leaders Workshops, and Key Informant Interviews. The findings in the tables are from the Strategic Leaders Survey and Key Informant Interviews and are labelled as such.

at meeting their organizational needs. Equal shares of Key Informants rated external training programs as effective (30%) and ineffective (30%).[80]

IN YOUR VIEW, HOW EFFECTIVE HAVE EXISTING EXTERNAL EDUCATION AND TRAINING PROGRAMS BEEN IN FULFILLING YOUR ORGANIZATION'S NEEDS?					
VERY EFFECTIVE	**EFFECTIVE**	**NEUTRAL**	**INEFFECTIVE**	**VERY INEFFECTIVE**	**UNSURE / NO OPINION**
2 (3.7%)	14 (25.9%)	20 (37.9%)	10 (18.5%)	6 (11.1%)	2 (3.7%)

Responses from the Key Informant Interviews

Strategic Leaders Survey respondents reported that existing education and training programs either fail to address the complex issues that workers face or simply lack offerings in key service areas (e.g., supporting people with developmental disabilities and/or mental health issues, behavioural intervention, early childhood education, victim support services). Several participants suggested that there aren't enough graduates with the necessary training to meet the needs of their organizations. To address this shortfall, some organizations must provide additional training to their staff and/or recruit staff from outside of their communities (both nationally and internationally). Others explained that their organizations are able to work with local colleges to develop effective social services programs and/or host practicum students.

More Key Informants rated external education and training programs as effective if their organizations had close geographic proximity to and/or strong relationships with post-secondary institutions. Participants whose organizations had these collaborative relationships especially benefited from practicum student programs. Participants whose organizations did not have these relationships were more likely to have new graduates enter the field with good theoretical understanding but without preparation for the practicalities of working in the social services sector. Several Key Informants also stressed that orienting and training new employees will always require a certain amount of time and that all workers need to gain experience in the sector, even if their educational programs included practicums.

While some participants in the Strategic Leaders Workshops believe that graduates entering the sector receive excellent preparation from their post-secondary institutions, many others said the applicants and new hires coming to their organizations often lack the actual skills required to do the work in spite of having the appropriate education or certification.

During the Strategic Leaders Workshops, one participant from a multi-service organization suggested that providing training in-house might be best and questioned whether or not it is unrealistic to expect tailor-made training to be provided by large post-secondary institutions. However, several other participants suggested

80. Comments from the surveys, interviews, and workshop discussions add important context to the quantitative information about education and training. Comments, recurring themes, and inconsistencies are discussed in the **Analysis** section of this report.

that baseline or general competencies should be provided through post-secondary institutions and that such education could be improved by lengthening placements and/or providing additional hands-on activities that place an emphasis on relationship-building.

When it comes to teaching leadership skills, most participants found post-secondary institutions lacking and explained that, in their experience, leadership training offered within the sector offered more positive results. Some participants suggested that formal institutions might not be the appropriate place for leadership training at all and that on-the-job learning may be more appropriate for social services leaders. However, some participants believed that fundamental leadership skills should be expected from post-secondary programs.

Strategic Leaders also explained that all employees within community social services organizations would benefit from better interpersonal and person-centred skills—including those working in administration (including management), information technology (IT), and finance—and that their organizations require all employees to have skills specific to their positions as well as an understanding of the sector as a whole.

Some participants in the Strategic Leaders Workshops expressed that they would prefer more education and training opportunities provided by organizations that are not post-secondary institutions (e.g., issue-specific conferences, dedicated workshops). However, it is difficult for many organizations to access these types of opportunities due to course/registration costs, the difficulty of back-filling positions with already heavy workloads, and costs associated with travel (particularly for those in northern, rural, and remote communities).

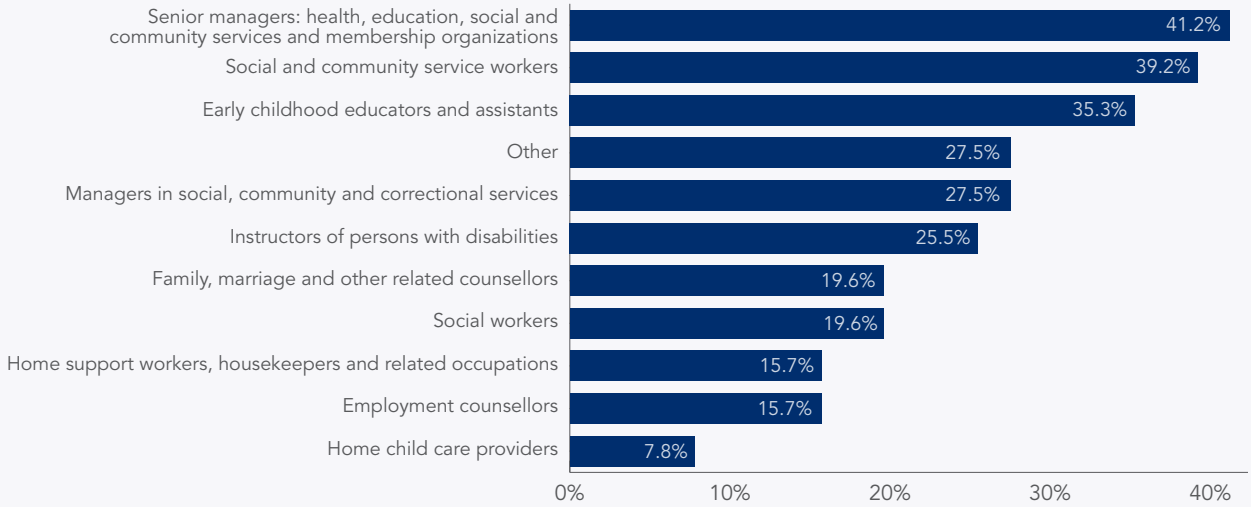
POSITIONS WITH INSUFFICIENT EDUCATION AND TRAINING

More than half of the Strategic Leaders Survey respondents[81] (59%) identified positions within their organization where existing external education and training programs have been insufficient in meeting program needs. The remainder of the respondents reported that existing programs are sufficient for the positions in their organizations (24%) or that they did not know (17%).

The participants of the Strategic Leaders Survey who indicated positions with insufficient existing external education and training programs were asked to specify those occupational groups from the National Occupation Classification (NOC). The most common occupational categories identified as having insufficient education and training programs were Senior Managers (NOC 0014), Social and Community Service Workers (NOC 4212) and Early Childhood Educators and Assistants (NOC 4214). Each of these categories were selected by over one-third of all Strategic Leaders Survey participants.

81. Findings in this section (Positions with Insufficient Education and Training) are from the Strategic Leaders Survey, Strategic Leaders Workshops, and Key Informant Interviews. The findings in the chart are from the Strategic Leaders Survey.

CHART 2: NOC OCCUPATIONAL GROUPS WITH INSUFFICIENT EXTERNAL EDUCATION AND TRAINING



Percentages represent the share of Strategic Leaders Survey participants who identified each NOC occupational group as having insuffient external education and training programs.

Other positions that Strategic Leaders Survey respondents identified as having insufficient external education and training programs included the following.

- Behavioural consultants for children with special needs
- Therapists (especially those with pediatric training)
- Behaviour interventionist
- Senior management
- Victim services staff
- Youth workers
- Clinical supervisors
- Program managers
- Volunteer managers
- Staff running Indigenous programs
- Handyman (e.g., those working with the Better at Home Program)

Key Informants were also asked to note positions where external existing training and education programs are insufficient in meeting program needs and noted the following.

- Behavioural consultants that work with children with special needs
- Mental health clinicians
- Early childhood educators
- Specialized residential care staff
- Counsellors
- Employment specialists
- Support workers for children and people with autism
- Social workers

In the Strategic Leaders Survey, participants identified several key reasons why existing external education and training programs were insufficient: a lack of program availability, limited access to training and education programs, and a lack of in-depth training on certain topics (e.g., cultural competency, leadership, Indigenous worldviews, non-profit governance/management).

Many explained that current education and training programs do not prepare students for the complexities of the work their organizations undertake and suggested that longer practicum placements might allow students to gain practical experience in the field and apply their skills and knowledge in real life before entering their chosen profession. Respondents also reported that training programs provided to workers are too short and often fail to cover the materials in as much detail as needed. Several participants shared a desire for higher-level training and longer, more in-depth programs for key service areas (e.g., early childhood education).

Some participants in the Strategic Leaders Workshops suggested that, due to increasingly complex service demands, there is a disconnect between the education or training available and the skills or knowledge required to do the work. Several explained that their staff need additional and specific training to respond to the complex challenges faced by the people accessing their services (e.g., autism, fetal alcohol syndrome, addictions). As a result, some organizations are more likely to hire people with direct community service experience rather than new graduates.

However, workshop participants also offered a variety of suggestions to remedy the challenges related to accessing education and training within the community social services sector. Building and developing relationships with post-secondary institutions was the most common theme and participants expressed having much more positive experiences with graduates from institutions that have consulted with social services organizations on their curriculum development. (One such example involved the creation of a program about Indigenous knowledge and worldviews.)

FRONTLINE PERSPECTIVES ON LEVEL OF EDUCATION AND TRAINING

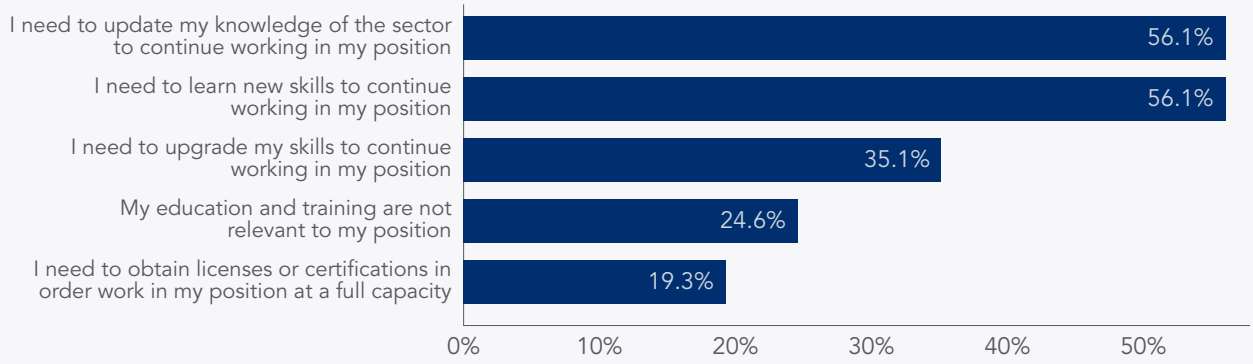
A majority of the Frontline Workers Survey[82] respondents (88%) expressed that their education and training were sufficient for their current position. Only a small minority (8%) did not consider their education and training to be sufficient. (About 4% said they did not know.)[83] Of those respondents who reported that their education and training were insufficient, over half said they need to update their knowledge of the sector (56%) or need to learn new skills to continue in their position (56%).[84]

Several respondents offered additional comments and many stated that they would benefit from a combination of education and hands-on training and/or would like more

82. Findings in this section (Frontline Perspectives on Level of Education and Training) are from the Frontline Workers Survey.
83. This finding contrasts with other findings from this study; the differences will be explored in the **Analysis** section.
84. A total of 57 respondents answered this question and with some providing multiple responses for a total of 109 responses. The share is based on the number of respondents.

ongoing training and education on specific topics (e.g., victim services, mental health, children and youth with special needs, Indigenous traditions, working with marginalized populations, family-centred practices).

CHART 3: REASONS WHY EDUCATION AND TRAINING ARE INSUFFICIENT



Percentages represent the share of Frontline Workers who selected each reason.

FRONTLINE PERSPECTIVES ON ADDITIONAL EDUCATION AND TRAINING

Nearly two-thirds (64%) of those who responded to the Frontline Workers Survey[85] either strongly agreed or agreed that they need more education and training to advance their career in the community social services sector.

IN YOUR VIEW, DO YOU FEEL YOU NEED MORE EDUCATION AND TRAINING TO ADVANCE YOUR CAREER IN THE SOCIAL SERVICES SECTOR?					
STRONGLY AGREE	**AGREE**	**NEITHER AGREE NOR DISAGREE**	**DISAGREE**	**STRONGLY DISAGREE**	**UNSURE / NO OPINION**
170 (22.4%)	314 (41.4%)	153 (20.2%)	72 (9.5%)	34 (4.5%)	15 (2.0%)

Frontline Workers Survey respondents also provided additional comments regarding their need for more education and training. Of the 198 people who provided comments, a large share (39%) explained that ongoing training and education are important for the work of social caring but only a small minority (5%) believed that it would help advance their careers.

> ***"I ENJOY MY WORK VERY MUCH BUT WILL BE PURSUING FURTHER EDUCATION LEADING TO A HIGHER-PAYING JOB AS THE PAY FOR THIS POSITION IS NOT SUSTAINABLE LONG-TERM."***

Many Frontline Workers who indicated they would benefit from ongoing training also identified topics for that training. These included: leadership and management, trauma-informed practice, mental health and substance use, domestic violence, working with specific populations, understanding Indigenous traditions, and a wide range of child and youth-related topics. (See below for more.)

85. Findings in this section (Frontline Perspectives on Additional Education and Training) are from the Frontline Workers Survey.

EDUCATION AND TRAINING REQUESTED BY WORKERS

Frontline Workers Survey[86] respondents offered many different types of training and education that would be beneficial to their work. These topics included leadership (e.g. non-profit management, supervision), social services practice (e.g. trauma-informed training, non-violent crisis intervention), and specific social issues (e.g. Indigenous knowledge, cross-cultural competency).

> ***"MORE FREQUENT PROFESSIONAL DEVELOPMENT OPPORTUNITIES WHICH WILL ALLOW ME TO EXPAND MY SKILL SET ON AN ONGOING BASIS WOULD DEFINITELY ENCOURAGE ME TO KEEP MY PASSION FOR THE LONG-TERM."***

Several respondents added that they would benefit from more opportunities to stay up-to-date with the latest research, best practices, and training applicable to their practice or service area.

Many Frontline Workers expressed that they would like more hands-on training as well as training that focuses on specific client needs or specialized population groups. The most popular methods of training that were identified included workshops, webinars, online or web-based, forums, a structured two to three-month program, or a one-day crash course.

EDUCATION AND TRAINING OFFERED BY ORGANIZATIONS

Frontline Workers Survey[87] participants were asked to identify the "in-house" education and training available at their organziations. The three most commonly reported types of education and training offered by the current organizations of Frontline Workers were workshops, seminars, or conferences (71%), on-the-job training (65%), and webinars or online training (56%).[88] A small minority of respondents (7%) reported that their organization offers no education or training for employees.

Many Frontline Workers Survey respondents described the organization-sponsored education and training they received as insufficient; they participated in a minimal number of courses to meet the basic needs of their job functions or those contained within accreditation standards (e.g., first aid, mental health first aid, Safe Talk, non-violent crisis intervention, or Foodsafe).

Many respondents desired more organizational support for education and training, beyond the requirements of accreditation. However, many acknowledged that most social services organizations lack the capacity to offer and facilitate additional training.

86. Findings in this section (Education and Training Requested by Workers) are from the Frontline Workers Survey.
87. Findings in this section (Education and Training Offered by Organizations) are from the Frontline Workers Survey.
88. A total of 730 respondents answered this question with some providing multiple responses for a total of 1987 responses. Shares are calculated based on the number of respondents.

CHART 4: TYPES OF TRAINING OFFERED BY ORGANIZATIONS

Percentages reflect the share of respondents whose organizations offer such education and training.

NORTHERN, RURAL, AND REMOTE COMMUNITIES

Both Strategic Leaders Survey respondents and Strategic Leaders Workshop[89] participants explained that access to education and training was a more profound concern for organizations in northern, rural, and remote communities where institutions and programs are less available than they are in urban areas.

Several respondents expressed that, while online courses are available, there often aren't enough for workers who require more in-depth and in-person training. They expressed the need for more local training and education opportunities within northern, rural, and remote communities (e.g., at local colleges or community centres) in order to increase availability and access.

Several Strategic Leaders also explained that organizations in northern, rural, and remote communities are often faced with the extra burden of covering the costs of travel and accommodation if they need to send staff out of town for training. They suggested that increased funding for staff travel and accommodation within government contracts would go a long way to support community social services organizations in northern, rural, and remote areas. Some respondents in the Strategic Leaders Workshop also noted that internet connectivity issues and/or lack of access to computers can affect access to education and training for individuals in these communities.

During the Key Informant Interviews, there was discussion about how the effectiveness of education and training programs appears to be linked to geographical location—particularly the proximity of organizations to post-secondary institutions. Some

89. Findings in this section (Northern, Rural, and Remote Communities) are from the Key Informant Interviews, Strategic Leaders Workshops, and Strategic Leaders Survey.

participants explained that their organizations have very strong relationships with local degree programs, thereby allowing for collaboration and relationship-building which can lead to an influx of practicum students who are then prepared to take on paid roles once their degrees are completed.

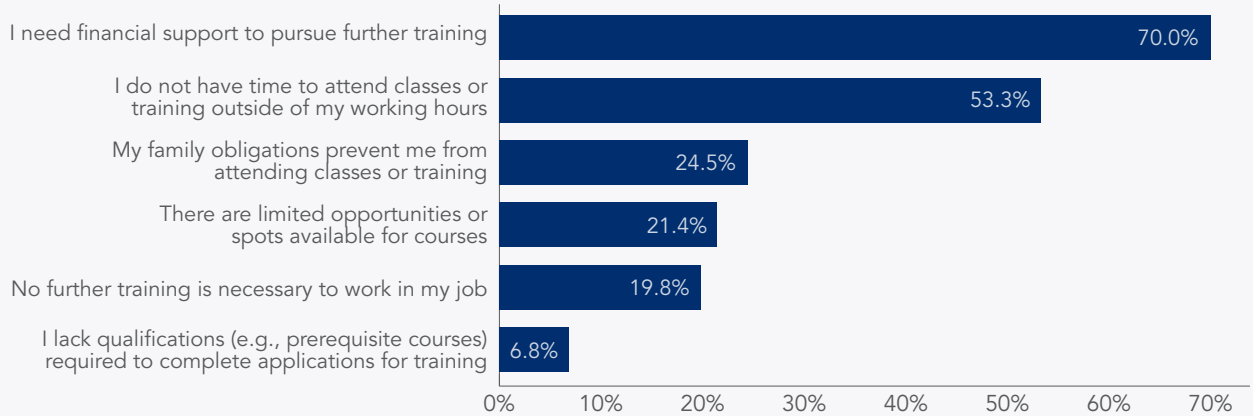
Participants from northern, rural, and remote organizations reported fewer such opportunities and explained that workers coming right out of school were rarely well-equipped to do the work required of their position. Those organizations without close relationships to educational institutions often found new graduates entering the field with good theoretical understandings but without preparation for the practicalities of social services sector work (e.g., managing workloads, practicing self-care, applying different skills in different situations, supporting clients with multiple needs, following occupational health and safety practices, understanding and supporting accreditation).

BARRIERS TO ACCESSING EDUCATION AND TRAINING

As part of the Frontline Workers Survey,[90] participants were asked what barriers they face in pursuing further education and training. The majority of respondents (70%) reported that they needed financial support in order to pursue further training. The second most common barrier cited by participants (53%) to pursuing further training was the lack of time to attend classes or training outside of working hours.[91]

Frontline Workers Survey respondents also identified other barriers that they face in pursuing education and training. Many commented on personal financial limitations and explained that they would benefit from organization-sponsored training and education. Some reported being disinclined to pursue further training because they saw no opportunity for advancement in the field or that low wages in the sector would not compensate for the required investment.

CHART 5: BARRIERS TO ACCESSING EDUCATION AND TRAINING



Percentages represent the share of respondents who face such barriers to education and training.

90. Findings in this section (Barriers to Accessing Education and Training) are from the Frontline Workers Survey.

91. A total of 709 respondents answered this question with some providing multiple responses for a total of 1388 responses. Shares are calculated based on the number of respondents.

Others explained that they could not take time away from their current workload. Comments related to accessing training often referenced geographical barriers such as distance, time, costs, and timing of available training. Interestingly, both a lack of face-to-face and a lack of online options were reported as obstacles to accessing further training.

As part of our analysis, we compared educational barriers across demographics to determine whether marginalized identity groups face different educational challenges. However, the survey responses suggest that a significant number of respondents may have misinterpreted the question about group identity. A large number of respondents identified with every group option. In addition, the number of respondents from each identity group was relatively small and the distinction between respondents identifying with marginalized groups and other participants was not statistically significant. Additional research is needed to better understand barriers to education experienced by social services workers from marginalized groups.

7. ANALYSIS

The results of this project illuminate realities and trends experienced by those working in BC's community socials services sector. Where relevant, we discuss commonalities and divergences among the primary data (Strategic Leaders and Frontline Workers Surveys, Key Informant Interviews, and Strategic Leaders Workshops) with secondary data sources (CSSEA Compensation and Employee Turnover Survey, Statistical Profiles based on data from Statistics Canada) and other existing research.

The analysis of project findings is organized according to the following topic areas: organizational capacity, recruitment and retention of paid employees, recruitment and retention of volunteers, and education and training—in keeping with design of the data collection tools.

ORGANIZATIONAL CAPACITY

Based on the project findings, BC's community social services sector lacks the funding and organizational capacity to improve workloads and increase compensation. While approximately half of the Key Informants who were interviewed reported that their organization's capacity is higher than it was three years ago, about one-quarter reported that it was "about the same" and only one-fifth reported that it was lower.

Approximately half of the Key Informants interviewed reported that their organization's capacity is higher than it was three years prior. About one-quarter reported that

COMPLEX SERVICE DEMANDS

Increased complexity of service demands can refer to a range of new and/or overlapping issues.

- Providing support within the context of a larger system or community-wide issue (e.g., the opioid crisis, the challenge finding affordable housing, the impact of intergenerational trauma on Indigenous people).
- Providing support and service to an individual experiencing more than one challenge (e.g., a young person seeking support for substance use while also dealing with a mental health issue, a woman fleeing an abusive relationship while also dealing with unemployment).
- Providing support to one member of a family when there may be other issues present for other family members (e.g., providing childcare for a toddler whose dad is struggling with his mental health, providing employment support to a young person whose partner is struggling with substance use).

their organization's capacity was "about the same." However, the majority of those interviewed also reported that the level of demand for services was higher than it was three years prior. Most Strategic Leaders also reported they have not been able to keep up with the growing and increasingly complex demands for services.

During the workshops in particular, Strategic Leaders explained that organizations need more financial resources and qualified staff to promote job vacancies, attract applicants, and identify the most suitable candidates. Once new employees are hired, organizations also need to offer adequate orientation and training. New employees who do not receive this initial support may find themselves unable to handle the demands of the work and are more likely to leave their organization or the sector entirely. Organizations also need resources to provide more supervision (both clinical and administrative) in order to support their employees—both new and experienced.

> ***"WHEN YOU HAVE AN EMPTY POSITION, THAT WORK GETS PUSHED ON TO OTHERS. THIS CREATES ADDITIONAL STRESS AND PRESSURES. THIS IMPACTS RETENTION."***

Organizational capacity, recruitment and retention, and education and training are all delicately interconnected. Increased capacity enables more professional development and training opportunities which then benefits recruitment and retention efforts which then help to increase capacity.

Education and training improve an organizations' ability to respond to the increasingly difficult and complex nature of social services occupations and helps to attract new employees by creating a culture in which employees can "see a future" for themselves within the organization and are more likely to stay in their position longer. Professional development and training also play a critical role in succession planning (a key aspect of an organization's long-term capacity).

More indirectly, organizational capacity is also linked to administrative capacity, especially when it comes to navigating procurement processes and accountability requirements. The ability to consistently obtain adequate funding is a precondition to hiring, retaining, and training employees (as discussed further below).

STRATEGIC LEADERS

For the purposes of the Analysis & Discussion section, the use of the term ***"Strategic Leaders"*** refers to all and/or any of the people who participated in three of the data collection tools used for this project—the Strategic Leaders Survey, the Key Informant Interviews, and the Strategic Leaders Workshops. Information and details specific to each of these data collection tools can be found in the ***Findings*** section and in the ***Aggregated Data Report***.

GROWING SERVICE DEMANDS

Strategic Leaders are reporting increased difficulty with recruitment and retention at the same time as the demand for services has increased (both in volume and complexity). As with recruitment and retention struggles, the growing demand for social services appears to be a long-term trend. For instance, a survey of Federation members conducted by the University of Victoria[92] found that the number of clients served by all members more than doubled between 2008 and 2014, with steady annual increases each year.[93]

The 2015 Federation member survey found that 82% of organizations reported increases in requests of services and 86% reported increases in organizational workload.[94] As noted in the Findings section, 87% of respondents to the Key Informant Interviews conducted for this project reported the level of demand for their services as either higher or much higher than it was three years ago.

This growing demand is also reflected in publically available government data which shows increased caseloads of people accessing the Persons with Disability financial assistance program (dating back to 1998)[95] as well as those accessing supports for children and youth with special needs (dating back to 2016).[96]

Strategic Leaders who participated in this project linked the growing demand for services to various factors. Some suggested that increased demand is a consequence of rapid population growth. While not able to cross-reference these suggestions with the actual population growth in specific communities, we do know that there are several communities in BC that have seen especially significant population growth (ie. Surrey, Chilliwack, Duncan, Langford).[97] In recent years, the Ministry of Children and Family Development has made changes to how their regional budgets are calculated (for all MCFD services, not just community social services) based on these regional population changes. Strategic Leaders also attributed increased demand to heightened awareness and reduced stigma around issues like mental health[98] and substance use.[99]

92. The Federation of Community Social Services of BC. 2016. *Federation Membership Survey Analysis #1.* Victoria. https://fcssbc.ca/sf-docs/reports/2016_Member_Survey_Analysis_1.pdf
93. The number of clients increased significantly each year with the sole exception of a relatively stable number of clients between 2009 and 2010.
94. The Federation of Community Social Services of BC. 2016. *Federation Membership Survey Analysis #1.* Victoria. https://fcssbc.ca/sf-docs/reports/2016_Member_Survey_Analysis_1.pdf
95. Government of British Columbia. 2020. Ministry of Social Development and Poverty Reduction BC Employment and Assistance Summary Report, Feb 2020. Victoria. https://www2.gov.bc.ca/assets/gov/british-columbians-our-governments/organizational-structure/ministries-organizations/social-development-poverty-reduction/bcea-caseload-6page.pdf
96. Government of British Columbia. 2019. Ministry of Children and Family Development, Services for Children and Youth with Special Needs (CYSN) Case Data and Trends. Victoria. https://mcfd.gov.bc.ca/reporting/services/children-and-youth-with-special-needs/case-data-and-trends
97. Statistics BC, Municipal and sub-provincial areas population, 2011 to 2019 (XLSX), https://www2.gov.bc.ca/gov/content/data/statistics/people-population-community/population/population-estimates
98. Ipsos. 2019. Mental Illness Increasingly Recognized as Disability, but Stigma Persists. Available at: https://www.ipsos.com/en-ca/news-polls/Mental-Illness-Increasingly-Recognized-as-Disability
99. Tzemis, D., Campbell, J., Kuo, M. & Buxton, J. 2013. A Cross-Sectional Study of Public Attitudes Towards Safer Drug Use Practices in British Columbia, Canda. https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4221987/

Several Key Informants reported that community social services organizations are increasingly playing a role as "anchors" for people in their community—both in urban areas where an extended family may not be accessible and in rural communities where those resettling, searching for employment, or working temporarily may not have roots. Strategic Leaders also explained that service users are more often grappling with multiple concurrent challenges such as poverty, precarious housing, mental health issues, substance use and addictions, and food insecurity. Combined, these various factors paint a picture of the increased (and increasingly complex) demands that BC's community social services organizations are facing.

These findings are corroborated by recent MCFD Service Plans which identify factors that influence the Ministry's operating environment. These include the following.

- Changing demographics. The population of children and youth is projected to increase, the complexity of community needs is increasing, and the population is ageing—all of which may impact caseloads and the recruitment of both foster parents and ministry staff.[100]
- Increasing demand for services in the areas of child welfare and children and youth with special needs (including autism).[101]

While many community social services organizations have the same or higher numbers of paid staff than they did three years ago, most Strategic Leaders reported that they have not been able to keep up with these growing and increasingly complex demands which may be resulting in a significant level of unmet needs across the province.

FUNDING AND PROCUREMENT PROCESSES

Community social services organizations can have a variety of funding sources including procured contracts with the provincial and federal government, contracts with First Nations, private and corporate donations, local governments, other organizations (e.g., foundations and granting organizations), and earned income (e.g., fee-for-service initiatives, social enterprises).

Several Strategic Leaders reported that current government procurement processes result in many organizations struggling to obtain funding. They also explained that certain aspects of the procurement process exacerbate recruitment and retention challenges; short-term contracts make it difficult to offer long-term positions, inconsistencies between funders cause wage disparities, overly rigid contract terms don't reflect community needs, and funding constraints prevent capacity-building by excluding things like administration and supervision. These concerns reiterate those identified in the 2013 report *Towards a Community Benefit Model of Procurement in Community Social Services* released by the Community Social Planning Council

100. Government of British Columbia. 2017. Ministry of Children and Family Development, 2017/18 Annual Service Plan Report. Victoria. https://www.bcbudget.gov.bc.ca/Annual_Reports/2017_2018/pdf/ministry/cfd.pdf
101. Ibid.

of Greater Victoria.[102] The report explains that, since as far back as the 1980s, British Columbia's approach to procurement demonstrates the following trends.

- Funding shifting away from core funding to projects and contracts
- Narrowed scope of allowable activities
- Innovation stifled by accountability measures
- Increased competition between sector organizations
- Costs shifted onto communities[103]

A similar dynamic exists with regard to private donations received by social services organizations. Several Key Informants explained that smaller organizations often worry that they will be overlooked by funding bodies since larger organizations have more resources to devote to fundraising campaigns, program advertisements, and organizational branding. Some organizations have to devote resources to attracting private donations that could otherwise be directed to providing services or paying staff wages.

While approximately half of all organizations that participated in this project received some funding from private sources, donations from individuals only account for 1-20% of overall revenue for those organizations. Furthermore, private giving in Canada is on the decline. Between 1997 and 2017, the percentage of Canadians who reported a donation on their tax return decreased from 26% to 20% (with much of the decline occurring in the last decade).[104] Imagine Canada reports that "by 2026 the social sector will face a $25 billion social deficit, leading to ever-growing waitlists and inability to access critical services across the country."[105]

Results from the Frontline Workers Survey and the Strategic Leaders Survey indicate that the majority of positions in the sector are considered permanent but many of those positions are part-time and/or part-year. Strategic Leaders explained that short-term, project-based funding is the main challenge preventing their organizations from offering more full-time, permanent positions to employees. And while some employers may be able to combine multiple, smaller contracts in order to offer full-time hours and/or permanent positions to staff, this is not always possible (and it creates additional administrative work when it is possible).[106]

102. Amyot, S. 2013. Towards a Community Benefit Model of Procurement in Community Social Services. The Community Social Planning Council of Greater Victoria. https://www.communitycouncil.ca/sites/default/files/CSPC_Report_Community_Benefit_Procurement_model_2013January.pdf
103. Ibid. (See p. 11–13.)
104. Ayer, S. 2019. Profit, Purpose and Giving, Trends and Motivations in Corporate Giving & Volunteering. Imagine Canada. https://www.imaginecanada.ca/sites/default/files/2019-11/Profit_Purpose_Talent_WEB_EN.pdf
105. Ibid.
106. The impact of flexible hours/shifts on frontline workers is discussed in more detail in the Recruitment and Retention of Paid Employees section..

> ***"THE CAPACITY FOR ANY ORGANIZATION CANNOT BE EXPANDED BECAUSE NO FUNDER GIVES MONEY FOR OPERATIONAL COSTS. AND BECAUSE OF THAT YOU CANNOT INCREASE YOUR STAFF RETENTION OR YOU CANNOT INCREASE YOUR STAFF KNOWLEDGE OR EDUCATION. YOU CANNOT INCREASE CAPACITY FOR VOLUNTEER COORDINATION BECAUSE NOBODY FUNDS FOR A VOLUNTEER COORDINATOR OR VOLUNTEER MANAGER. NO ONE FUNDS FOR THE ADMINISTRATIVE SIDE OF THINGS. EVERYTHING IS ONE-TIME PROJECT, ONE-TIME FUNDING."***

Another way that current procurement processes affect organizational capacity is the inconsistency between funders which creates wage disparities both between and within organizations. One Strategic Leaders Workshop participant explained how this is an issue for many First Nations organizations. Because of discrepancies between federal and provincial social work program contracts, employees often leave their organizations to work directly with provincial ministries or health authorities where they can receive higher wages for the same work. Strategic Leaders explained that this is an issue in many prominent service areas (e.g., early years staff, transition house workers, anti-violence counsellors, community living workers).

Several Strategic Leaders also reported that the terms of contracts are sometimes overly rigid and often fail to take into account local or regional needs. Participants from northern, rural, and remote communities explained that contracts rarely acknowledge the additional expenses associated with providing services over large geographic areas. Many Strategic Leaders also reported that the costs of keeping pace with new reporting and accreditation requirements are not acknowledged or covered by funding amounts. Because of these rigidities, funds that could be used towards capacity-building are rarely made available for such efforts even though doing so would benefit the organizations and improve service delivery.

Short-term, project-based funding models prevent organizations from building capacity because the necessary functions of any business or organization (e.g., operational costs, administrative costs, supervision and/or mentorship, professional development) are rarely included in contracts.[107] This means organizations either have to go without or limit these necessities or sacrifice capacity elsewhere. Because of such constraints, social services organizations aren't able to address the ongoing challenges that lie at the root of their recruitment and retention problem.

These problems have existed for a long time and they are only getting worse. The majority of Strategic Leaders that participated in this project reported that it is more difficult to obtain funding from government and other organizations now than it was three years ago. Smaller organizations, in particular, feel they are often at a disadvantage because they have fewer resources with which they can apply for funding. According to several Key Informants, even though smaller organizations may have stronger ties to their community and be more responsive to the needs of their clients,

107. Amyot, S. 2013. Towards a Community Benefit Model of Procurement in Community Social Services. The Community Social Planning Council of Greater Victoria.

they are at a disadvantage when it comes to bidding processes because of their lack of administrative and/or managerial capacity.

According to the participants of the Key Informant Interviews, bigger organizations with greater capacity are often more able to diversify their incomes through advertising or the creation of social enterprises—both of which require substantial resources to implement. In this way, organizations that already have advantages when it comes to applying for government funding are also less dependent on sole funding sources while smaller organizations without the same resources are further disadvantaged. A 2004 study by the Canadian Council on Social Development had similar findings.[108] (While noting the limitations of the study, the author noted that large organizations were much more likely to have diversified funding sources.)

In BC, Procurement Services exists to "obtain the best rates, terms and conditions when buying goods, services and/or construction."[109] Organizations compete against one another to win contracts to provide services, and payments are tied to pre-specified activities, in what is called the "shopping model."[110] Some organizations in the community social services sector, including The Federation, have questioned whether this model is the most appropriate for the kinds of services that are delivered and the outcomes that are desired.

The 2013 report *Toward a Community Benefit Model for Procurement in Social Services*[111] outlines some of the key trends and concerns for the social care sector as it relates to the current procurement model: - narrowed scope of what is allowable costs (for example administrative expenses) - risk aversion in funding which can impact innovation and development - increased competition within the sector which can weaken networks. Further research on how the current approach to procurement affects sector sustainability (e.g., the closure of programs or agencies, agency productivity and growth, the impact on staff) is warranted but unfortunately not available.

RECRUITMENT AND RETENTION OF PAID EMPLOYEES

Community social services organizations need highly-skilled, experienced workers to provide high-quality, responsive, and efficient services. However, a majority of Strategic Leaders from BC's community social services sector reported that recruiting and retaining workers is more challenging now than it was three years ago. Throughout the Strategic Leaders Workshops, Strategic Leaders Surveys, and Key Informant Interviews conducted as part of this project, Strategic Leaders shared a series of common concerns: small pools of qualified job candidates (especially in northern, rural, and remote communities), new employees who leave the sector when necessary resources

108. Scott, K. 2004. Funding Matters:The Impact of Canada's New Funding Regime on Nonprofit and Voluntary Organizations. Canadian Council on Social Development. https://cdn.ymaws.com/www.istr.org/resource/resmgr/working_papers_toronto/scott.katherine.pdf
109. See: https://www2.gov.bc.ca/gov/content/governments/services-for-government/bc-bid-resources/support-services/procurement-services
110. Unwin, J., 2004. The Grant Making Tango: Issues for Funders. London: Baring Foundation.
111. See: https://communitycouncil.ca/wp-content/uploads/2020/02/CSPC-Report-Community-Benefit-Procurement.pdf

and supports are not available to them, and more experienced workers leaving the sector for better compensation and less demanding work conditions elsewhere.

Recruitment and retention are separate issues that are affected by similar factors and deeply interconnected: good recruitment results in less staff turnover and less staff turnover reduces the recruitment burden because organizations are not always scrambling to fill positions. And neither is a new issue for BC's community social services sector; as one Strategic Leader expressed, "recruitment and retention have plagued us for 15 years or more."

LABOUR MARKET SUPPLY AND DEMAND

In a 2008 survey of unionized social services sector employers, almost half of the organizations surveyed indicated they had job vacancies—many of which had been vacant for over three months.[112] More recently, a Statistics Canada study of long-term job vacancies (defined as positions vacant for 90 days or more) found that the Health Care and Social Assistance sector (NAICS 62) had the highest rate of long-term job vacancies of all industries across Canada;[113] 14% of vacancies in the sector were long-term, compared with 9% across all sectors.[114]

This data is consistent with the experiences of organizational leaders in the community social services sector. In a 2015 survey conducted by The Federation of Community Social Services of BC, 68% of Federation member organizations found it challenging to recruit for frontline positions, 66% found it challenging to recruit workers with specific educational qualifications, and 60% found it challenging to retain staff because of opportunities elsewhere.[115] In its 2018 annual survey, the Community Social Services

112. Siggner, R. 2008. Exploring recruitment and retention issues for BC's community social service sector employers. Burnaby: SPARC BC. http://former.bcgeu.ca/sites/default/files/SPARC%20report-Exploring%20Recruitment%20and%20Retentions%20Issues%20Report1.pdf
113. Unfortunately, provincial-level data on long-term job vacancies by industry is not publicly available.
114. Langevin, M. 2018. Long-term job vacancies in Canada: Insights on Canadian Society. February. Statistics Canada Catalogue no. 75-006-X. https://www150.statcan.gc.ca/n1/pub/75-006-x/2018001/article/54917-eng.htm
115. The Federation of Community Social Services of BC. 2016. Federation Membership Survey Analysis #1. Victoria. https://fcssbc.ca/sf-docs/reports/2016_Member_Survey_Analysis_1.pdf

RECENT PROCUREMENT PROCESSES

It is worth noting that during the time period in which this project's data collection took place (March to May of 2019), British Columbia's community social services sector had just undergone two major procurement processes—WorkBC employment programs (through the Ministry of Social Development and Poverty Reduction) and early years services (through the Ministry of Children and Family Development). In addition, a retendering of provincial Child Care Resource and Referral contracts had also just been announced.

Employers' Association of BC (CSSEA) found its member organizations had a total turnover rate of 19% (approximately 14% for regular employees and 27% for casual employees).[116] Non-union, non-CSSEA organizations had a slightly higher overall turnover rate of 20%. Significant shares of both survey groups had turnover rates greater than 20% (more than one-quarter of CSSEA member organizations and almost one-third of non-CSSEA organizations).[117]

Far more Frontline Workers Survey respondents indicated that it was either easy or very easy (39%) to land their current position than those that said it was either difficult or very difficult (18%). About 40% of respondents were neutral. And a huge majority of Strategic Leaders who participated in the survey (73%) expressed that the level of difficulty recruiting paid employees was either higher or much higher than it was three years ago. All of these findings combine to paint a picture of a sector in which the demand for labour far exceeds the availability of workers.

While relative social services sector employment growth exceeded relative population growth for the province as a whole, this does not negate the significant recruitment and retention challenges reported across the sector. For one, comparisons of relative growth rates are a poor indicator of underlying community need; Strategic Leaders within the sector described long-standing recruitment and retention challenges as well as growing and increasingly complex service demands. Second, data on changing employment levels are only available at the provincial level and we know there is significant variation between communities. Many Key Informants and Strategic Leaders reported recruitment and retention challenges unique to their local context.

Further complicating things is the fact that this is a very challenging sector to recruit people into. Both Frontline Workers and Strategic Leaders reported that workers in the social services sector face stressful work conditions, large workloads, poor compensation relative to other sectors, irregular and/or minimal work hours, and lack of long-term positions. Workers who are new to the field may also lack the necessary training and/or organizational support to cope with highly demanding and complex work—quickly finding themselves stressed, burnt-out, or overwhelmed.[118]

This situation raises an important question about service delivery. What kind of client care and support can we reasonably expect from a revolving door of new workers who are always in a state of orientation—catching up on caseloads while still trying to find their footing all without adequate supervision? While it is beyond the scope of this project to understand the impact of this situation on clients and individuals served, it is certainly clear that recruitment and retention issues in the community social services

116. Turnover rates are defined as the number of employees who left the organization divided by the total number of employees working at the organization over the course of the year. While CSSEA asks respondents to share the reason for termination, a significant share of respondents select "Other" or "Don't Know", making it difficult to accurately estimate the share of voluntary versus involuntary terminations.

117. Community Social Services Employers' Association of BC. 2019. 2018 Employee Turnover Report. [Provided by CSSEA]

118. According to the 2018 CSSEA Employee Turnover Survey, 86.1% of terminated employees at member agencies and 90.2% of terminated employees at non-member agencies had worked for their employer for five years or less. "Termination" in this context refers to all employees who leave their position for any reason.

sector need to be addressed so that organizations can continue to provide necessary and high-quality services.

Both Strategic Leaders and Frontline Workers also explained how recruitment and retention challenges within organizations can create a "snowball effect" where vacant positions and high staff turnover increase workloads and stress levels for remaining employees. These workers may then be more likely to get overwhelmed or burn out and leave the organizations themselves, creating a negative feedback loop that further exacerbates issues related to workload and turnover. The impact of high staff turnover on the remaining staff was a theme noted in two recent reports from BC's Representative for Children and Youth. Both in *Delegated Aboriginal Agencies: How Resources Affects Service Delivery* (2017)[119] and *The Thin Front Line* (2015)[120] the representative also highlighted the growing problems of burnout and high staff turnover affecting government social services positions within MCFD.

Recruitment and retention challenges involve and affect workers at all levels of skill and experience; no one is exempt. Strategic Leaders reported that workers with more experience and with higher levels of educational attainment often move to the health care and education sectors which tend to offer greater job stability and better compensation packages. But these other related sectors are also experiencing recruitment and retention challenges. (WorkBC notes that "high opportunity" occupations projected to experience higher demand for workers include teaching and nursing in addition to social work.)[121] Furthermore, while other sectors are also expected to experience higher labour market demands, the community social services sector is currently having difficultury meeting its current demand. Unless the issues identified here are addressed, this can only be expected to worsen.

The Ministry of Children and Family Development is anticipating significant turnover in the coming years due to workforce retirement and already experiences a significant turnover of child protection workers. Health, education, and social services have all experienced a flurry of hiring due to the creation of new positions over recent years. In the social services, this was the result of recommendations within the 2015 Plecas Review[122] and a 2016 report by BC's Representative for Children and Youth;[123] in education, this was the result of the Supreme Court of Canada ruling on class size in 2017.

119. Delegated Aboriginal Agencies: How resourcing affects service delivery. 2017. The Representative for Children and Youth. https://rcybc.ca/wp-content/uploads/2019/04/rcy-delegated-aboriginal-agencies-2017.pdf
120. The Thin Front Line. 2015. The Representative for Children and Youth. https://rcybc.ca/wp-content/uploads/2019/05/rcy-thethinfrontline-oct2015-final_revised.pdf
121. BC Social Worker positions are most often associated with jobs in the BC public service or hospital settings, or in one of the 24 Delegated Aboiginal Agencies in the province.
122. See Plecas Review, Part One: Decision Time: https://www2.gov.bc.ca/assets/gov/family-and-social-supports/services-supports-for-parents-with-young-children/reporting-monitoring/00-public-ministry-reports/plecas-report-part-one.pdf
123. See Implementation of the Plecas Review, Part One: Decision Time: https://rcybc.ca/wp-content/uploads/2019/04/final_mplementationoftheplecasreview_partone-decisiontime.pdf

While it is beyond the scope of this project to delve deeper into the similarities and differences between the labour demands of these sectors and the occupations within, it is important to note the extent to which they exist in relationship to one another. As much as they may compete with one another for a limited number of employees, the health, education, and social services sectors also work together and are dependant on one another. This means that labour market struggles in one sector will affect the others in terms of workloads, availability of supports, and demand for services.

The work of BC's community social services sector is reliant on people. Except for a few transactional service relationships (related to material support), the community social services sector is a people- and relationship-based one. Without enough people to do the work, we risk individuals, children, youth, and families not getting the supports they need. While there may be some opportunities to find efficiencies in how this work is done, the fact remains that the majority of community social services work is relational; it's about workers and their clients navigating various systems together. These systems could be simplified or streamlined (through practices such as "no wrong door" and/or tools to more safely share client data), but this work will always require time spent with people, meeting them where they are at, and addressing their issues together.

CHALLENGES AND COMPLEXITY

As part of the Frontline Workers Survey, respondents were asked to note the types of challenges they experience in their current position. The top five responses were (in order): stress, low pay, workload, lack of organizational resources, and lack of recognition at work. This paints a vivid picture of the working conditions for a community social services employee in BC.

Stress, of course, can mean a lot of things and a limitation of the survey was that it used such a broad term. However, the comments provided by Frontline Workers offer a window into what that stress looks like. Respondents described the emotional toll of providing services to people in need, the precarity of their own position, burnout,

NECESSARY SUPPORTS, UNNECESSARY STRESS?

Describing the stress a person working in this sector may experience without contributing to the stereotypes about the "kind of person" who may need support and services requires walking a fine line. Several reports from BC's Representative for Children and Youth—*Who Protected Him?* (2013), *Paige's Story* (2015), *A Tragedy in Waiting* (2016)—give a sense of this complexity without falling into the trap of vilifying those who need help. Given the broad range of social services that exist, most people will likley access social services for themselves or a family member at some point in their life.

and the inability (due to lack or time or lack of benefits) to access health-promoting activities and services that would improve their wellbeing.

> ***"IN THIS FIELD, THERE IS A HIGH RATE OF TURNOVER AND BURNOUT WITHIN ORGANIZATIONS THAT ARE OPERATING ON EXTREMELY THIN BUDGETS TO PROVIDE A SERVICE THAT THEY HAVE SET FORTH TO DO, WHICH LEADS TO HIGHER STRESSES PLACED ON THOSE THAT STAY IN THE FIELD."***

In both the survey and the workshops, Strategic Leaders explained that the kinds of issues people are facing have become increasingly complex. In 2016, The Federation surveyed all of its member organizations in an attempt to (among other things) understand what this complexity looked like. Over half of all Federation member organizations (53%) were facing increasing requests for services that fell outside of their mandate. Nearly half (47%) were facing an increase in requests for help with accessing other services at the same time as they found themselves with fewer organizations to which they could refer people (a 27% decrease). Almost all of the participating organizations were also facing increased workloads overall (86%) and expressed a need for more professional development (89%).

In other words, social services organizations are being asked to help with more and different social issues without always having the ability to refer people elsewhere. This means that more and more staff are having to learn and navigate different social systems and policies off the sides of their desk without adequate support and while their workloads continue to increase.

Other reports corroborate these experiences of burnout and stress. A 2009 study conducted by Pivot Legal Society[124] explored the factors behind staff turnover among MCFD child protection workers. These included high caseloads, not enough time to be with their clients, a lack of services to refer their clients to, and deteriorating mental wellbeing as a result of burnout and extreme stress.

124. Bennett, D., Sadrehashemi, L., Smith, C., , Hehewerth, M. , Sienema, L. , Makolewski, J. 2009. Hands Tied: Child protection workers talk about working in, and leaving, BC's child welfare system. Pivot Legal Society. https://d3n8a8pro7vhmx.cloudfront.net/pivotlegal/pages/76/attachments/original/1345746358/Pivot_HandsTied.pdf?1345746358

STRESS AND WORKPLACE INJURIES

Another indicator of workplace stress is the rate of workplace injuries. In 2015, CSSEA, The Federation, and Worksafe BC launched The Community Social Services WorkSafeBC Pilot Project which was designed to reduce workplace claims rates in the community social services sector. Historically, the community social services sector had a high number of injuries, a high number of time-loss claims. Between 2010 and 2015, the growth rate of the social sector's workplace claims was between 10-20% indicating a very high rate of workplace injuries.

COMPENSATION

Compensation is a long-standing issue in the social services sector and the responses from both Strategic Leaders and Frontline Staff demonstrate that wages continue to be a significant cause of concern. As one Strategic Leader suggested, "many people simply can't afford to work for community agencies." Furthermore, compensation and cost of living issues often hit under-represented groups the hardest (e.g., people who have lived experience of poverty or homelessness, Indigenous and LGBTQ2S+ communities). This means low wages are making it even harder for social services organizations to recruit and retain employees from minority groups.

British Columbian renters currently spend an average of $1,148 on rent and utilities a month.[125] Two out of every five renters spend more than 30% of their monthly income on rent and utilities. In Metro Vancouver, the average monthly mortgage payment for someone starting out in the housing market increased to $3,555 in 2014 compared to $1,991 in the 1976-80 period.[126] Wages in BC's community social services sector exist within both a competitive wage market and within the context of what it costs to live and work in various BC communities. If the sector is deemed to be necessary and valuable to the wellbeing of the province, it becomes necessary to examine the wages with these important factors in mind.

Many scholars have also explored the link between caring work and gender, arguing that the work itself is devalued because it has historically been seen as "women's work." A 2009 study by Levanon, England, and Allison found that when more women entered an industry, the relative pay of that industry 10 years later was noticeably lower.[127] This gender imbalance is especially relevant in this context given the extent to which social services sectors and occupations are female-dominated.

Even though the occupations in the social services sector require experience, skills, and postsecondary education, the wages for a number of community social services positions fall under living wage levels (and are barely above minimum wage). In order for people to continue seeing community social services as a viable career rather than just a short-term job, significant changes will need to be made to ensure the sector offers career paths people can afford to choose.

That said, there has been some recent progress for community social services workers. An increased wage for childcare workers was announced as part of the Childcare BC Plan and the aforementioned wage lift negotiated in the last round of collective bargaining suggest that the low wages of the sector are starting to be recognized and that there is a willingness to address them.

125. Canadian Rental Housing Index, BC Snapshot. http://www.rentalhousingindex.ca/en/#comp_prov
126. Kershaw, P., Minh, A. 2014. Code Red: Rethinking canadoan Housing Policy. Generation Squeeze. https://d3n8a8pro7vhmx.cloudfront.net/gen-squeeze/pages/4216/attachments/original/1512088419/Code_Red_Rethinking_Canadian_Housing_Policy_Final_2016-05-24.pdf?1512088419
127. Levanon, A.,, England, P., and Allison, P., 2009. Occupational Feminization and Pay: Assessing Causal Dynamics Using 1950-2000 U.S. Census Data. Social Forces, vol. 88, no. 2, 865–892.

TERMS OF EMPLOYMENT

In addition to challenges related to compensation, Strategic Leaders also reported a major increase in casual, part-time, and temporary[128] positions across the sector.[129] They described how very difficult it is to get clinicians and other professionals to accept one-day-a-week or casual positions—especially in northern, rural, and remote communities.

Participants in the Strategic Leaders Workshops explained how workers in temporary or casual positions don't have the stability to plan for the future, for themselves, or for their families and that this precarity can make it especially difficult to recruit and retain younger workers.[130] Key Informants suggested that a reason why young people are no longer entering the sector at high rates is that many have made significant investments into their education and are looking for long-term career prospects and reasonable work-life balance (including dependable schedules) in exchange.

128. Ference Weicker & Company. 2014. Characteristics of the labour market in British Columbia's non-profit sector. This study finds the prevalence of casual, part-time, and temporary positions to be a characteristic of the non-profit sector in British Columbia more generally.
129. See also: The Federation of Community Social Services of BC. 2016. Federation Membership Survey Analysis #1. Victoria. https://fcssbc.ca/sf-docs/reports/2016_Member_Survey_Analysis_1.pdf
130. The particular challenges of recruiting and retaining younger workers are supported by data from CSSEA. According to CSSEA's 2018 Compensation and Employee Turnover Survey, at both member and non-member agencies, more than half of terminated employees (covering both voluntary and involuntary terminations) were 35 year of age or younger, while this age group only accounting for about a third of the active workforce.

THE STATUS OF "LOW WAGE REDRESS"

Some Strategic Leaders reported that recruitment and retention challenges related to compensation may have been exacerbated by the 2019 low wage redress for unionized employees only. Data from the 2018 CSSEA Employee Turnover Survey suggests non-unionized workplaces already have higher turnover rates (20.4%) than unionized workplaces (18.6%). Strategic leaders argued that the low wage redress, while addressing wage parity issues between unionized workers in the community sector and their counterparts in community health, further places non-unionized organizations at a disadvantage when recruiting and retaining workers and also poses unique challenges for organizations that are partially unionized. They reported that, as a result of increases that were a part of the low wage redress, some worker classifications now receive higher compensation than their managers and that it is now more difficult to attract and retain individuals for poorly compensated management and leadership positions. At the time of writing this report there was a commitment from government to address these concerns with money earmarked in contingency funds in the 2020 Provincial Budget. However the global COVID-19 pandemic has delayed details being communicated from Treasury Board as to what this process will involve. This issue was of significant concern during the time period in which data collection in the community sector was taking place.

In some ways (and/or for some people) the flexibility of hours and shifts could be seen as an advantage of working in the community social services sector. But even so, it is important to understand the impact this has on employees and employers. While several participants in the Frontline Workers Survey reported that they have to work more than one job, we don't know whether this is by choice or necessity. Many Frontline Workers also reported working more than 40 hours per week. These findings raise important questions about the interplay between hours worked and wages paid that are unfortunately beyond the scope of this project.

While the majority of Frontline Workers Survey participants reported having a permanent position (and reported working more than 30 hours a week), this should not be interpreted as a contradiction of what Strategic Leaders are experiencing per se.

It is unclear whether our data on permanent positions are representative of the sector as a whole. Frontline workers with permanent positions or those in organizations with more administrative capacity may have been more likely to complete the surveys. However, while the ratio of permanent positions could very well be increasing, Strategic Leaders made very clear the fact that the administrative burden of casual, non-permanent positions is also increasing.

Over half of the respondents of the Strategic Leaders Survey reported that the number of paid employees in their organization was either higher or much higher than it was three years ago. Data from the Labour Market Statistical Profiles also projects significant growth in the number of employees in the sector. While these leaders may have more employees, they are also reporting increasing demand for services and increasing recruitment challenges. Organizations will continue to expand and take on new service delivery programs to meet community needs. However, a significant recruitment and retention challenge will be ensuring that organizational capacity increases more (and more quickly) than service demand.

The lack of permanent, full-time positions has a direct impact on recruitment and retention. But it also has a number of indirect effects such as increasing the administrative burden on community social services organizations. In the Strategic Leaders Workshop, one participant called the rise of casual and part-time positions an "administrative nightmare" because they often require cobbling together funds from

WHEN PERMANENT ISN'T PERMANENT

The use of the term ***permanent*** is meant to connote that it is not time-limited in connection to it's funding source. All positions in the social services sector are subject to funding continuing to be available. For example, a temporary position may be one that is linked to a year long grant with the expectation (at the time of hiring) that once the period of time set by the grant ends, the position will end as well.

multiple contracts in order to create one full-time position. This redirects attention, time, and financial resources away from providing internal support to program development and staff, increasing overall administrative costs. While it is beyond the scope of this project, it would be worth exploring how the length of vacancy for a position is affected by whether the position is permanent and/or full-time.

For positions that require specific screening procedures (e.g., criminal record checks, prior child welfare contact screening, medical screening, reference checks) requiring more and more frequent checks exponentially adds to the administrative burden of the entire system—whether it's multiple checks for one full-time equivalent position or numerous part-time positions. It is also important to note that many of these screenings are not portable; potential employees are not necessarily able to use the same clearance documents with multiple employers. This can slow down the hiring and screening process. In some cases, this can also lead to a potential employee securing other employment by the time their screening is complete. Proper screening for employees and volunteers is necessary for client safety, and improving ways of doing so efficiently is an important aspect of improving recruitment in the sector.

There are some programs within the sector that rely heavily on a casual or relief pool of workers. These are most often programs and services that operate 24 hours a day, 7 days a week. However, the nature of casual and/or shift work (in particular overnight shifts) adds another layer of complexity to the staffing challenges faced by the sector. It is common for staff to be on the casual worker list for more than one organization. In some cases, individuals are actually working full-time hours by taking multiple shifts at several different organizations. For some employees, this may be preferable—particularly for those who may be balancing work with school or family caregiving responsibilities. However, this leaves many employees without access to employee health benefits.

MULTI-SITE EMPLOYEES DURING COVID-19

As part of the public health approach to containing the spread of COVID-19 in BC, the provincial government issued a policy that would end part-time work at multiple long-term care homes. The policy was announced in March. By mid-April, the Province was halfway to its goal of seeing 7500 of 45,000 part-time/multiple site employees transitioned to working at single sites. This decision set off a chain reaction in community-based residential programs for children, youth and vulnerable adults. Many organizations feared that this policy, if applied to them, would result in programs not having enough staff to continue to operate. The policy was not applied to these programs because of the significant harm it would have done to the sector (and because the residents in these facilities were not as vulnerable to COVID-19).

It is also a precarious system that is contingent on workers and employers being able to piece together the opposing pieces of worker availability and service demand—things which can change and shift at a moment's notice. Moreover, the COVID-19 pandemic has highlighted the implications of relying on a mobile workforce and the significant impact this has on population health goals.

NORTHERN, RURAL, AND REMOTE COMMUNITIES

Strategic Leaders from northern, rural, and remote communities reported facing especially difficult recruitment and retention challenges due to a lack of qualified candidates. While these organizations prefer to hire locally, doing so is not always possible. And at the same time, it is also difficult for them to attract candidates from outside of their community as the relative lack of infrastructure and services (e.g. education, public transport, social and medical services) may make the community less attractive for those without existing community ties.

The Ministry of Children and Family Development (MCFD) experiences similar challenges related to recruitment in rural and remote communities. In 2017, MCFD launched a financial incentive program to support the hiring of additional social workers and staff in rural and underserved regions.[131] It would be worth exploring whether this initiative has had the desired effect on recruiting staff to northern, rural, and remote communities. (When the initiative was announced, community social services organizations had reported that, in some cases, staff from community organizations decided to leave and apply for those MCFD jobs.)

Many northern, rural, and remote communities also have resource-based local economies with transient workforces. Several Strategic Leaders shared experiences of hiring employees who had moved to the region with a partner who was working in the resource sector, only for those employees to leave when their partners' jobs ended. At the same time, some employees in communities with resource-based economies decide to leave the social services sector altogether to access the much higher levels of compensation offered in the resource sectors.

OCCUPATIONAL DEMANDS

Strategic Leaders participating in this project acknowledged that a key consideration for recruiting people into the work of the community social services sector is that prospective employees understand the nature of work done within the sector. This sentiment aligns with numerous attempts over many years to promote a better image of social services sector and the work it is tasked with doing.[132]

131. 'Pay Hikes for social workers in remote communities'. 2016. Government of BC information bulletin. https://news.gov.bc.ca/releases/2016CFD0060-002543

132. For some examples of this type of initiative see 'New Directions Survey Report of Non-Profit Organizations & Voluntary Associations of BC' (2015), https://www.sparc.bc.ca/wp-content/uploads/2016/05/new-directions-final-report.pdf or The Child and Youth Care Association of BC's 'Thank a Youth Worker Day' campaign https://cycabc.com/thank-a-youth-worker/

The 2016 Community Social Services Joint Job Evaluation Plan Benchmarks[133] offers job descriptions for over 40 positions within the community social services sector. These descriptions offer a window into understanding the demands that community social services workers face in exchange for the low wages and short-term contracts within the sector. Select social services positions are described below as examples of the kinds of positions that make up the social services sector. These job descriptions can help give a sense of the demands and responsibilities, particularly for those less familiar with the community social services sector.

TRANSITION HOUSE WORKER

Transition house workers provide support, security, advocacy, information, education, crisis intervention and referrals to residents and crisis line callers.

- Screens prospective residents for suitability prior to admission. Conducts intake interviews. Orients and assists residents to settle in the house.
- Assesses residents' immediate needs and assists them to define and implement an action plan. Provides information to residents on resources available and recommends appropriate services.
- Monitors and ensures the safety and comfort of residents and the security of the facility. Facilitates resolution of conflicts between residents.
- Provides emotional support, encouragement, goal setting and problem solving support to residents. Facilitates house and/or support group meetings.
- Liaises with other service agencies and professionals. Maintains current knowledge of issues and resources related to abuse and violence. Provides presentations and public awareness activities about services and issues of abuse.
- Ensures housekeeping services such as laundry, housecleaning, grocery shopping and maintaining supplies are completed. Orders supplies/groceries; performs minor maintenance.
- Provides crisis intervention and risk assessment for residents and crisis line callers.
- Provides information, advocacy for and assistance to residents and crisis line callers.
- Maintains case notes, resident records, documents, forms and statistical information.
- Orients and assigns duties to volunteers/practicum students.
- Accompanies and/or transports residents to outside services.
- Performs other related duties as required

COMMUNITY SUPPORT WORKER

Community Support Workers assist clients with their physical, economic, vocational, recreational, social, emotional and daily life skills development. They help clients achieve the greatest degree of independence and quality of life possible.

133. Community Social Services Joint Job Evaluation Plan Benchmarks and Benchmark Ratings November 2016. https://www2.gov.bc.ca/assets/gov/employment-business-and-economic-development/employers/non-union-agency-compensation-employee-turnover/2016_joint_job_evaluation_plan_benchmarks.pdf

- Participates in assessment, goal setting and program planning such as Personal Service Plans for individuals. Documents and implements the plan. Provides input into the evaluation of the program.
- Evaluates client needs and develops short term plans to meet such needs with the active participation of clients and their families.
- Assists clients to function more independently in their own homes and in the community. Assists clients with daily life skills, social skills and/or behaviour management. Teaches and assists clients with activities such as grooming, basic cooking, money management, shopping, household safety, pet care. Facilitates physical, recreational, educational, social and vocational activities.
- Recognizes, analyzes and deals with potential emergency situations such as clients' aggressive behaviour to minimize potential harm to the clients and/or the public. Reports problems to the supervisor.
- Administers medication to clients in accordance with established policy.
- Ensures health and safety standards are maintained.
- Reviews and evaluates clients' progress and makes adjustments to programs as required. Provides feedback and support to clients and/or their families.
- Accompanies and/or transports clients to activities such as appointments, shopping or leisure activities.
- Provides written and/or verbal reports regarding clients' daily activities and progress. Ensures that all required documentation is complete and accurate.
- Identifies social, economic, recreational, physical, vocational and educational services in the community that will meet clients' needs. Maintains liaison with other agencies, professionals, government officials and the community.
- Performs other related duties as required.

EMPLOYMENT COUNSELLOR

Employment Counsellors assess clients' interests, skills, abilities and work readiness. They find and advise clients of employment opportunities and support and provide skill development to clients in areas related to obtaining and retaining employment.

- Assesses clients' interests, skills, abilities and readiness as they relate to obtaining and retaining employment and identifies barriers to employment.
- Finds employment opportunities for clients. Contacts potential employers in order to obtain job leads, promote the program and develop relationships.
- Provides clients with information on employment opportunities that are compatible with their interests, skills and abilities by analyzing available jobs and identifying specific tasks to match jobs to clients.
- Provides support and skill development in areas related to obtaining employment such as job search strategies, job application, resume writing and interview skills.
- Maintains and provides current employment-related information such as labour market information, employment standards regulations and information on other community resources and services.

- Conducts group sessions such as information sessions, workshops and job finding clubs.
- Follows up job placements by assisting employers to work with clients through orientation and education.
- Maintains related records in accordance with established policies and guidelines and produces reports as required.
- Liaises with community service providers in order to promote the program. Performs other related duties as required.

RECRUITMENT AND RETENTION OF VOLUNTEERS

Volunteering is a key component of many community social services organizations. It affects relationships between different community social services organizations, it affects the capacity of organizations to provide services, and it affects the recruitment of paid employees. Many non-profit social services organizations depend on volunteers to help deliver their services, provide a connection to their community, support fund development, and act as ambassadors for the work they do.[134] Traditionally, volunteerism has also been a pathway to paid employment within the social services sector.[135] The value of long-time volunteers as well as insights into the challenging realities of social services volunteering emerged during this project.

Quantitative data suggest that both the number of volunteers at an organization and the level of difficulty recruiting and retaining volunteers remained more or less the same over the past few years. However, qualitative data suggest that recruitment and retention of volunteers are becoming increasingly difficult for many organizations. Workshop discussions and comments by Strategic Leaders described significant and ongoing challenges in recruiting and retaining volunteers, in large part due to dwindling volunteer numbers. The limitations of data collection tools is one explanation for this apparent contradiction but additional research is also warranted.

Many Frontline Workers surveyed as a part of this project reported that finding their current position was made easy by the fact that they were already working with the organization as volunteers. Strategic Leaders also indicated that they were losing volunteers who were filling vacancies within the organizations they had been volunteering at or to other organizations. While both Frontline Workers and Strategic Leaders described volunteerism as an avenue for recruiting paid staff, doing so affects the ability of organizations to maintain adequate volunteer levels as people continue to transition into paid positions.

This project does not include the perspectives of volunteers. However, data collected from Strategic Leaders and other Key Informants suggest common challenges around the recruitment of volunteers and the management of volunteer programs.

134. Turcotte, M. 2015. Volunteering and charitable giving in Canada. Statistics Canada. Available at: https://www150.statcan.gc.ca/n1/pub/89-652-x/89-652-x2015001-eng.htm

135. Merrill Associates. 2016. Ten Professional Development Benefits of Volunteering. Charity Village. https://charityvillage.com/ten_professional_development_benefits_of_volunteering/#.WszAli7waUl

For example, just over half of the respondents of the Strategic Leaders Survey (53%) reported that the level of difficulty recruiting volunteers was about the same as it was three years ago. Almost everyone else (43%) said the level of difficulty was either higher or much higher. Among those reporting the presence of volunteers in the Key Informant Interviews, just over half (53%) said the level of difficulty recruiting volunteers had remained the same compared to three years ago; almost of a third of respondents (30%) said the level of difficulty was either higher or much higher.

> ***"THE WHOLE THING OF VOLUNTEERS IS A PROBLEM. IT IS GENERALLY THE SAME PEOPLE. NOT A LOT OF PEOPLE ARE STEPPING UP, IT WILL BE AN ONGOING ISSUE."***

Survey questions about volunteer recruitment and retention used the marker of "three years ago" to gauge changes over time. However, "three years ago" does not provide a baseline level of difficulty. Respondents may have felt that recruitment and retention of volunteers has always been difficult and continues to be so but had no way of quantitatively expressing that. The data indicates that the level of difficulty recruiting and retaining volunteers was unchanged or higher compared to three years prior and comments from Strategic Leaders (across all three data collection tools) indicate that volunteer recruitment and retention is currently fraught with challenges.

EXPERIENCES WITH VOLUNTEERISM

Strategic Leaders (in the workshops and surveys) who talked about decreasing volunteer rates mainly attributed them to a lack of availability and/or a lack of interest. Potential volunteers may have more time commitments than in the past and with the rising cost of living, many potential volunteers may need to spend more time working (either with longer hours or with more casual, part-time positions) to supplement their incomes leaving them less time to volunteer.

Several Strategic Leaders from all three data collection methods (and particularly in the Strategic Leaders Workshops) reported fewer young people volunteering than in the past. Among those young people who do volunteer, many prefer short-term volunteer placements. Some leaders attributed this to a generational shift away from volunteerism and giving back. However, the most recent national survey on volunteerism (the General Social Survey on Giving, Volunteering, and Participating conducted by Statistics Canada in 2013) found that older volunteers (ages 25 to 65) contributed the most volunteer hours but that a much larger percentage of young Canadians (ages 14 to 25) volunteer overall[136] albeit for less time.[137] Statistics Canada figures from 2010 show that 10% of volunteers in Canada accounted for 53% of the total hours volunteered.[138]

136. Turcotte, M. 2015. Volunteering and charitable giving in Canada. Statistics Canada. Available at: https://www150.statcan.gc.ca/n1/pub/89-652-x/89-652-x2015001-eng.htm
137. This pattern was stable over the period studied, from 2004 to 2013.
138. Vézina, M., Compton, S. 2010. Canadian Social Trends: Volunteering in Canada. Statistics Canada. https://www150.statcan.gc.ca/n1/pub/11-008-x/2012001/article/11638-eng.pdf

These findings combine to suggest that the number of volunteers an organization has does not necessarily reflect the intensity or overall impact of these volunteer commitments. Clearly, the relationship between volunteers and the organizations they volunteer for is not as simple or straightforward as it may seem and further investigation would be beneficial.

Adding to the challenges of recruiting and retaining volunteers (and another possible explanation for declining volunteer rates) is the simple fact that community social services are not the only volunteer opportunity available. According to 2010 Statistics Canada figures, people aged 15 and up spent time volunteering for a wide range of organizations as detailed below.[139]

- 12 % volunteered for sports and recreation organizations
- 12% volunteered for non-profit organizations providing social services
- 10% volunteered for associations engaged in education and/or research
- 9% volunteered for religious organizations
- 6% volunteered for organizations supporting health issues

In terms of hourly contributions, people tend to volunteer more time with organizations related to sports and recreation (120 hours), religious activities (117 hours), and social services (116 hours). This suggests that there are more factors at work beyond just generational shifts. It also suggests that Canadian non-profits may need to change how they engage with volunteers and employ different strategies for engaging with different demographics.

Participants in the Strategic Leaders Workshops also suggested that volunteers may be more likely to help with one-time events rather than make long-term commitments. They noted that school-based volunteer requirements (as part of a student's program) benefit their organizations but that students are often too busy for more involved commitments.

Corporate giving events, where a business brings in a group of their employees for a day or two of volunteering activity, are growing more common but also come with various constraints or limitations. Participants in the Strategic Leaders workshops explained that finding a match between what the organization may need and what the business wants to engage in don't always line up. Corporate volunteering is also complicated by the growing desire for businesses to somehow tie the giving activity back to internal business-related metrics such as staff performance.[140]

In an environment of precarious funding it can be hard for organizations to say no to any offer of volunteer help. But with limited administrative time, organizations also need to weigh the cost to benefit ratio of these corporate giving activities. Supporting corporate giving events takes a considerable amount of time and energy on the part

139. Ibid.

140. Baldwin, G. 2020. How New Technologies and Alliances Are Transforming Corporate Volunteering. Stanford Social Innovation Review. https://ssir.org/articles/entry/how_new_technologies_and_alliances_are_transforming_corporate_volunteering

of community social services organizations. Staff need to ensure that the project is a good fit for organization needs, coordinate staff and program participants, make arrangements to protect client confidentiality, be on hand to welcome and orient volunteers, and provide the appropriate thanks and acknowledgement afterwards.

In these cases, volunteer time is more work than benefit—another consideration when it comes to understanding decreased volunteerism within the sector. And while there is much written about the impact such activities have on corporate worker engagement, there does not appear to be any data about the benefit of such activities to the organizations receiving the help.

BOARD MEMBER RECRUITMENT

There are over 26,000 non-profits in BC[141] and that means there are a lot of volunteer board members across the province! And as with recruiting employees and other volunteers, recruiting board members requires organizations to invest time in posting positions, interviewing candidates, screening applicants, and providing orientation.

Over the past decade, there has been a shift in best practices towards setting term limits for board directors which may also be adding to recruitment difficulties. There are clear benefits to term limits, even with boards that are functioning well;[142] however, they do require organizations to recruit board members more frequently.

Participants in the Strategic Leaders Workshops discussed the particular challenges they are facing when it comes to recruiting and retaining volunteer board members. They explained that, in smaller communities, people often sit on multiple boards which can lead to confidentiality issues and volunteer burnout. Workshop participants also explained that organizations with large budgets and complex operations often require board members with a certain amount of experience and/or specific skills or knowledge.

According to Strategic Leaders, the fiduciary responsibilities of boards can dissuade many potential volunteers from joining their boards. Organizations also have difficulty finding funding to provide training opportunities to the board members that do volunteer. (Such costs are very rarely funded through contracts or program grants.)

VOLUNTEER RESOURCES AND ADMINISTRATION

Sometimes social services organizations simply lack the resources to maintain volunteer programs. The recruitment, screening, training, supervision, coordination, and support of volunteers are all highly resource-intensive activities—especially given the increasing complex work done by the sector. According to Strategic Leaders, few contracts

141. StepUp BC. https://www.vancouverfoundation.ca/whats-new/community-social-services-employers-association-now-leading-stepup-bc-support-all-non . accessed April 20, 2020.

142. Price, N. 2018. Best Practices for Nonprofit Board Term Limits. Board Effect website: https://www.boardeffect.com/blog/best-practices-nonprofit-board-term-limits/. accessed April 20, 2020.

include capacity for volunteer support and a growing number of organizations without sufficient resources may be unable to continue with their volunteer programs in the coming years.

Across all data collection tools, Strategic Leaders made very clear the fact that the capacity to administer and coordinate volunteer programs was a critical factor in their attempts to recruit volunteers. Leaders of organizations that have been able to maintain their volunteer recruitment levels reiterated the necessity of volunteer coordinator roles while those who experienced difficulty expressed their desire for such dedicated staff. Moreover, organizations that had improved their volunteer recruitment capabilities reported that they did so by creating dedicated volunteer administration positions or programs.

Strategic leaders across all data collection tools also explained that such dedicated programs and staff also help maintain volunteer programs beyond their initial recruitment efforts. New volunteers need to be screened, oriented, trained, and supervised to ensure they are qualified, appropriately placed, and understand the necessary organizational policies. This is particularly important when volunteers are needed to undertake increasingly complex tasks and/or work with vulnerable populations in the community social services sector. The increasing availability of courses and programs specific to volunteer coordination and management[143] is a testament to the skill set and energy that is required to successfully support volunteer engagement. In 2001, International Year of the Volunteer, a Universal Declaration on the Profession of Leading and Managing Volunteers was created by participants at an international conference in Toronto.

Strategic Leaders also noted that having volunteers requires organizations to navigate challenges related to specific volunteer responsibilities and volunteer liability. For example, there are sometimes regulatory restrictions on tasks volunteers can complete, such as dispensing medication. And in order to have volunteers, organizations must also be able to provide volunteer insurance and they must take into consideration the importance of matching volunteer skill and interest with tasks and responsibilities that are appropriate and safe for all parties involved.

Combining these kinds of volunteer management tasks with other job requirements already expected of an employee (whether they be related to client care or organizational administration) complicates already challenging workloads and puts volunteers at risk. Since organizations are held to high standards by funders, accrediting bodies, the general public, and their boards of directors, the recruitment and retention of volunteers must be adequately resourced and appropriately managed.

Volunteerism plays an important role in the economic and social wellbeing of Canada and British Columbia. Volunteers dedicate their time, energy, and expertise in a wide range of ways that help create strong and healthy communities. Non-profit social services organizations rely on volunteer boards of directors to operate. Volunteer

143. See Volunteer Benevoles Canada website: https://volunteer.ca/index.php?MenuItemID=338 . accessed April 20, 2020.

student placements provide on-the-ground training for those entering the field. Volunteer programs also provide services that would be difficult to otherwise staff or coordinate such as fundraising, event coordination, meal delivery, or flexible in-home support for older adults.

Most importantly, volunteering empowers community members to directly contribute to the places they live and fosters a sense of belonging and purpose. Volunteers allow organizations to further their reach and do more with the resources available to them and potential employees receive valuable hands-on experience.

Although the quantitative findings suggest that many organizations have been able to maintain their volunteer numbers and have experienced little change in the difficulty recruiting and retaining volunteers over the past few years, the qualitative findings illuminate the many challenges involved in maintaining this important element of community social services sector. The volunteer-related needs of community social services organizations and the obvious value volunteers provide will hopefully inspire attention and increased resources.

EDUCATION AND TRAINING

Education and training for employees in BC's community social services sector was a central theme of this research project. Education levels, ongoing training, and professional development opportunities (or lack thereof) have a significant effect on organizational capacity, recruitment, and retention. Access to education and training affects an organization's ability to respond to the increasingly complex nature of service demands and helps to attract and retain employees by creating a work culture in which employees can "see a future" for themselves with an organization.

Education and training relevant to the community social services sector are available through a variety of institutions and organizations in British Columbia. In addition to social services programming provided through post-secondary institutions, education and training for specialized programming have also historically been created and designed by groups within the sector (often provincial umbrella organizations). These initiatives have addressed skills and service areas related to things like gender-based violence, interlocking systems of oppression, leadership development, and family resource program work. Another category of education and training available to the community social services sector comes from within service providing organizations themselves. This type of learning takes the form of student practicums, mentoring, workshops, and conferences (both online and in-person).

UNDERSTANDING THE NEED FOR EDUCATION AND TRAINING

To understand the perspectives of employers and employees in the community social services sector, all participants were asked about their experiences with and level of education and training. In considering their responses, it is important to note that different questions were asked of both Frontline Workers (to obtain their perspectives

as workers) and Strategic Leaders (to gain organizational perspectives). The questions were also posed differently across the different data collection tools given their different target audiences. For that reason, the responses to the open-ended questions by all respondents are particularly valuable.

The findings suggest that, for the most part, there is ample room for improvement when it comes to education and training within the social services sector. Comments from both Strategic Leaders and Frontline Workers make this quite clear even though answers to certain individual closed-ended questions might suggest otherwise.

For example, the questions posed to Strategic Leaders focused on how "effective" and/or "insufficient" they found external training options to be and included an open-ended discussion about the extent to which learning opportunities (i.e., education and training) address organizational needs. Strategic Leaders and Key Informants reported that external education and training programs were far more ineffective than effective. At the same time, a clear majority of Frontline Workers felt that they had a "sufficient" level of education and training for their current position. On the surface, this may appear as a clear disconnect between the perspectives of Strategic Leaders and Frontline Workers. However, the open-ended comments from both groups and the Strategic Leaders Workshop discussions explain this apparent contradiction.

Strategic Leaders are responsible for considering the needs of their organizations overall and are typically more familiar with the impact that things like community needs, emerging trends, strategic directions, procurement approaches, and funding models have on capacity and service delivery. Frontline Workers are more familiar with the unique skills, competencies, and abilities required by their specific position within the organization. The education needs of an organization (e.g., meet changing service demands, succession planning) are different from the education needs of an individual (e.g., advance career, improve credentials). As such, individual workers can be "sufficiently" educated and trained even though the education and training available to the social sector workforce overall can be seen as "insufficient."

Based on the open-ended comments and workshop discussions with Strategic Leaders, "ineffective" and "insufficient" capture a range of concerns about education and training—not only quality and relevance. For instance, Strategic Leaders may consider some programs ineffective if they do not produce enough graduates or if the programs are not accessible (i.e., not enough available seats, inaccessible location) even if the programs are high-quality and relevant. Additionally, many leaders emphasized that orienting and training new employees will always require a certain amount of time; workers need experience in the field and practicums do not always provide sufficient experience.

Differences between a supervisor's expectations and an employee's self-assessment are not a new phenomenon in employer-employee relations nor are they unique to the community social services sector. However, addressing this divergence will require strategies that address the needs and expectations of both distinct groups.

When asked specifically about the effectiveness of existing external education and training, few Strategic Leaders reported that the needs of their organization were being met. Over half reported a need for additional skill and education requirements due to the increasing complexity of service demands, changes in practical needs of people being served, and higher-level qualifications being required by funders and the government.

Both Strategic Leaders and Frontline Workers explained that more and more service users face compounding social issues and, to address these issues effectively, employees must continually improve their assessment, intervention, and case management skills. Some service areas (such as residential care) have experienced particular changes in demand and require additional and specialized skills and training.

When asked about barriers to pursuing further education or training, only 19.8% of Frontline Workers reported that no further training is necessary to work in their job. However, a majority of Frontline Workers that participated in the survey indicated that more education and training would benefit their careers.

When asked about types of external education and training programs they would like, Frontline Workers identified over 50 topics that would be beneficial to their work; many of those listed correspond with leaders' descriptions of service areas where they consider current education and training to be "ineffective."

ACCESSIBILITY AND COST

The responses from Strategic Leaders indicate that the effectiveness of external education and training programs is largely linked to geographical location—particularly the proximity of organizations to post-secondary institutions. Accessibility was a more profound concern for organizations in northern, rural, and remote communities where barriers to training and education include the distance employees must travel and insufficient resources to cover both courses and associated costs (e.g., gas, accommodation, food, staff time off, back-filling positions).

EXTERNAL VS EMPLOYER-BASED TRAINING

In this project, we used the term 'external training' to refer to education and training programming provided by institutions and organizations other than the employee's own organization and 'employer-based training' to refer to opportunities provided in-house. During the analysis of survey responses, it became evident that 'employer-based training' was also interpreted to include training delivered "in-house" by another organization or institution.

While some participants have post-secondary satellite campuses in their communities, the courses offered in their region do not always meet their specific needs. Several Strategic Leaders said that more training and education needs to be delivered locally in northern, rural, and remote communities through local colleges or community centres. This would increase availability and improve access. It is beyond the scope of this project to review the feasibility of educational program offerings and enrollment trends. The relationship between what communities need and what post-secondary institutions are able to offer needs to be explored further.

For Frontline Workers, one of the top barriers to accessing further education and training was not being able to participate during their designated work time while also being unavailable outside of working hours. Some Frontline Workers explained they could not take time away from their current workload—a challenge further compounded by long commutes and increasing workloads. Many employees work directly with clients which creates significant challenges around taking time off as those shifts have to be backfilled and there is limited staff availability and/or funding within contracts to do so.

Key Informants, Strategic Leaders, and Frontline Workers all described various challenges related to the costs of accessing education and training. While Strategic Leaders understand the value in supporting workers' learning opportunities, doing so is clearly a challenge. Many organizations do not have the capacity to pay for the costs of training, nor is there available staff time to participate in training or fill in for absent coworkers (backfill for positions is rarely included in contracts).

Rising tuition costs on top of already high costs of living in many communities make external education and training unaffordable, both for individuals and organizations. Given the relatively low wages in the sector, it is not surprising that several Frontline Workers explained facing personal financial limitations and expressed the desire for organization-sponsored training and education opportunities.

However, some organizations can only participate in ongoing learning opportunities by carving funds out of a budget surplus. Others explained that even when they find free programs they are rarely able to take advantage of them due to other, secondary costs (e.g., travel, meals, accommodation, staff time, backfill). This is especially the case in northern, rural, and remote communities. Some Strategic Leaders have tried to organize training opportunities collaboratively with other organizations in the sector; however, this was done "off the sides of their desks" and infrequently.

Several Frontline Workers also commented that they would be disinclined to pursue further training because (whether or not they saw opportunities for career advancement) low wages in the sector would not compensate for the required investment. Additionally, Frontline Workers also cited a lack of program availability and a lack of in-depth training on various topics (e.g., cultural competency, leadership, Indigenous worldviews, non-profit governance and management).

KNOWLEDGE AND SKILLS GAPS

Strategic Leaders reported that graduates enter the field with good theoretical understandings but are often unprepared for the practicalities of community social services work. Both Frontline Workers and Strategic Leaders identified gaps in education and training in this regard: interpersonal skills such as managing workloads, practicing self-care and how to avoid burnout, being flexible, applying different skills when working in different situations, supporting clients with multiple needs, following occupational health and safety practices, understanding and supporting necessary accreditation processes.

Many Frontline Workers expressed that they desire more hands-on training that focuses on specific clients or specialized population groups with increasingly complex needs (e.g., working with people who have autism and/or complex medical needs). Several participants reported that existing education and training programs lack offerings in certain areas where there is increasing demand (e.g., supporting people with developmental disabilities and mental health issues, behaviour intervention, early childhood education, victim services, trauma-informed practices, leadership and management skills).

> ***THE PROJECTED JOB OPENINGS BETWEEN 2019 AND 2029 HIGHLIGHT THE NEED TO PAY PARTICULAR ATTENTION TO THE SKILL AND KNOWLEDGE GAPS IDENTIFIED IN THIS PROJECT– ESPECIALLY RELATED TO LEADERSHIP AND MANAGEMENT TRAINING.***

Specific requests from Frontline Workers included calls for more training on anti-oppressive practices, cultural understanding, American Sign Language, reaching out to families of diverse cultures (including Indigenous families), reconciliation, culturally-sensitive practices and intercultural competencies. Strategic Leaders and Frontline Workers also identified knowledge and skill gaps related to organizational administration, information technology, and quantitative research and data

RECOGNIZING LIVED EXPERIENCE

Within the community social services sector there is often great value in having "lived experience" that can enable a staff person to better understand and empathize with the people they support. For a long time, the substance use field in particular has used a model whereby those in recovery work alongside those struggling with their substance use. To better recognize and leverage the value of experiential knowledge, Strategic Leaders suggested creating a competency assessment for those employees who have years of experience but do not have traditionally recognized credentials. (This would also have significant implications for incorporating and acknowledging Indigenous knowledge and teachings in organizations.)

management. Many respondents from both groups expressed that they would like more opportunities to stay up-to-date with the latest research, best practices, and training applicable to their position.

Given that the most frequently cited occupations with insufficient education and training were Senior Managers (NOC 0014), Social and Community Service Professionals (NOC 0415), and Early Childhood Educators and Assistants (NOC 4214), the projected job openings between 2019 and 2029 highlight the need to pay particular attention to the skill and knowledge gaps identified in this project—especially related to leadership and management training.

DELIVERY METHOD

Both Strategic Leaders and Frontline Workers made clear the need for more hands-on and in-depth training, especially for emerging and more complex topics and service areas. Interestingly, both a lack of face-to-face and a lack of online options were reported as obstacles to accessing further training.

While a growing number of online courses provide an alternative option for learning, many respondents expressed their dissatisfaction with online learning options currently available. Most of the concerns that were expressed related to questions about the quality of online content, availability of supervised learning, and the inability to learn interpersonal skills required for frontline work. The benefits of online learning were seen primarily by Frontline Workers (whose schedules require flexibility in order to participate in education and training opportunities). In addition, while online training is often proposed as a potential solution to geographic accessibility issues, online learning is especially difficult in northern, rural, and remote communities as they often struggle with internet connectivity issues and/or lack of access to computers.

It is also notable that both Strategic Leaders and Frontline Workers explained that they would prefer more training and education opportunities (often referred to as professional development) be provided through on-the-job training and mentoring.

TRAUMA-INFORMED CARE & CULTURAL AGILITY

Over the last five years within the broad social care field there has been a significant emphasis on the need for two new kinds of practices in particular: Trauma-Informed Practice and Cultural Agility (with respect to working among Indigenous community members). These practice trends exist in both the government sector and the community sector. In particular child-, family-, and women-serving programs have focused on adapting their programming to be more trauma informed and responsive to the Calls to Action that came out of the Truth and Reconciliation Commission.

While there are various conferences and workshops on offer, participants from all groups expressed a desire for more issue-specific conferences and more focused and/or applied workshops.

RELATIONSHIPS WITH POST-SECONDARY INSTITUTIONS

Whether or not Strategic Leaders see external education and training options as effective appears to depend on their relationships with and proximity to post-secondary institutions. Strategic Leaders explained that strong relationships with local degree programs can foster collaboration and an influx of practicum students who are then prepared to take on paid roles once their degrees are completed.

Participants from more remote organizations reported fewer such opportunities and explained that workers coming right out of schools had good theoretical understandings, but were often unprepared for the practicalities of social services sector work. Strategic Leaders explained that student placements and practicums were highly valued and a preferred form of recruitment for many organizations; however, some organizations indicated they are unable to participate due to a lack of such post-secondary relationships and/or a lack of supervisory capacity.

Several Strategic Leaders expressed that "baseline" or general competencies should continue to be provided through post-secondary institutions and that those competencies could be improved by increasing and/or lengthening student practicums. They also noted that organizations in the community social services sector could be more involved in curriculum development and/or serve in an advisory capacity to ensure courses and programs are relevant and meet the expectations and needs of the social services sector.

EMPLOYER-BASED TRAINING

Employer-based training can enhance recruitment and retention within organizations and can fill in the gaps not adequately met by external education and training sources. It can provide hands-on learning and skill development and it can help staff keep up with evolving issues specific to their programs and/or communities (e.g., providing services to people with concurrent disabilities or mental health and substance use issues). It supports the continual improvement of services and it is an essential element of orientation for new employees.

A wide variety of education and training opportunities are provided by organizations themselves: workshops, seminars and conferences, supervision-based learning, webinars and online training, lunch and learns, and mentoring programs. However, both Frontline Workers and Strategic Leaders expressed that education and training provided by their organizations primarily focus on meeting the basic needs of staff positions and service areas, funding/contract requirements, and/or accreditation standards. While some organizations provide such training internally through online courses or "train-the-trainer" programs, these options still require additional funding

(which is not always available). Moreover, some such training, though necessary, is too specialized and demanding for internal training models.

Succession planning is a central aspect of organizational capacity and the retention of staff. However, succession planning efforts are often hindered by overworked supervisors and senior staff who lack availability for such initiatives. Both Strategic Leaders and Frontline Workers acknowledged that staff can rarely access professional development opportunities—in particular, intensive leadership development opportunities—due to large workloads and an inability to cover the costs of such training. Further, both groups of respondents also reported that staff also struggle to access internal supervisory support such as mentoring and coaching because supervisors are often too busy with administrative responsibilities.

8. RECOMMENDATIONS

This project sought to understand the issues and challenges facing the community social services sector as an employer in BC and to present those issues along with recommendations to inform a comprehensive labour market strategy for the community social services sector. Participants offered many recommendations to address the labour market challenges identified over the course of this project. These ideas and suggestions have informed the recommended next steps for creating a labour market strategy for BC's community social services sector.

Some significant shifts and events affected BC's community social services environment during the period immediately following the data collection—specifically the fall of 2019 through the spring of 2020—and the recommendations presented take these changes and the new social services environment into account. Specifically, these events include the creation of the Social Service Sector Roundtable, funding commitments related to wages, training, health, and safety in BC Budget 2020, and the launch of a Health and Safety Council for Community Social Services.[144]

RECOMMENDATION 1

A LABOUR MARKET STRATEGY FOR BC'S COMMUNITY SOCIAL SERVICES SECTOR IS DEVELOPED, IN PARTNERSHIP WITH THE SOCIAL SERVICE SECTOR ROUNDTABLE.

This report highlights the complex and interconnected recruitment and retention challenges facing BC's community social services sector. From compensation, procurement, and competitiveness to growing service demands, increasing complexity, and the image of the sector, we have seen how a wide range of factors play into the sector's labour market challenges. A simple approach focused on only one aspect or area will not have the required impact. For this reason, it is recommended that the community sector and government work in partnership to develop a comprehensive strategy that takes all of these interrelated factors into account.

THIS PROJECT IN CONTEXT

This report was drafted in the midst of a provincial state of emergency related to the COVID-19 pandemic. At the time of writing, BC had an essential services order in place which included the work of community social services. Outbreaks in long-term seniors care facilities have led provincial leaders to suggest that an in-depth, structural review of BC's long-term care system may be called for—particularly as it relates to procurement and staffing. At the time of writing, it was unclear what the impact of COVID-19 will be on the labour market conditions for social services as a whole.

Because of its mandate and membership, the Social Service Sector Roundtable could lead the development of such a labour market strategy. The Roundtable has already established working groups focused on procurement and human resources strategies in order to address some of the ways current practices can unintentionally affect organizational sustainablity and service delivery.

Based on the findings of this project, it is recommended that a labour strategy also includes a particular focus on the following objectives.

- Improving the image of the sector and social service work.
- Creating materials and tools to encourage young people and those changing careers to consider the social services sector.
- Preparing to accomodate an aging workforce.
- Developing appropriate HR policies for people working past the age of 65.
- Creating adaptive workplaces for people with diverse abilities.
- Addressing imbalances in the sector's workforce (e.g., Indigenous people, immigrants, women) via wage levels, hiring processes, succession planning.
- Applying a geographic lens (rural, remote, and northern) to sector-related planning and policies (i.e., the effect of regional costs of living on recruitment and retention of workers).

THE SOCIAL SERVICES SECTOR ROUNDTABLE

The Social Service Sector Roundtable (The Roundtable) was created in May 2019 and is chaired by the Honourable Shane Simpson, Minister for Social Development and Poverty Reduction (MSDPR). The Roundtable has secretariat support from MSDPR's Deputy Minister and senior staff.

The Roundtable includes representatives from BC's social care ministries, Community Living BC (CLBC), BC Housing, the BC Government Employees Union (BCGEU), the Public Sector Employers' Council (PSEC), the Community Social Services Employers' Association (CSSEA), and 6 umbrella organizations representing community social services subsectors—the BC Association of Aboriginal Friendship Centres, the BC CEO Network, the Ending Violence Association of BC, the Provincial Association of Residential and Community Agencies (PARCA), the Board Voice Society, and The Federation.

In the fall of 2019 the Roundtable was tasked with supporting Minister Simpson in making a Treasury Board submission to address significant wage, training, and health and safety issues within the community social services sector. As a result of this work, money in the 2020 Provincial budget was allocated to wages, training and health and safety initiatives for the community social services sector. The work of the Roundtable is intended to be ongoing, therefore it is advisable that any work the Ministry of Advanced Education, Skills & Training (AEST) undertakes with regards to the creation of strategies developing out of this project is linked to the work of The Roundtable.

RECOMMENDATION 2

ANNUAL FUNDING PROPOSALS FOR LEARNING AND TRAINING PRIORITIES ARE DEVELOPED BY THE SOCIAL SERVICES SECTOR ROUNDTABLE.

This project has made clear the fact that providing ongoing training is a challenge within BC's social services sector. During this project, both staff and supervisors expressed concerns about access to appropriate training and educational opportunities. This project also highlighted the growing need for culturally safe workplaces as a recruitment and retention strategy—especially considering BC's population demographics and growth trends.

As a result of work by the Social Services Sector Roundtable, $10 million was invested in training for BC's social services sector in 2020. This is an important first step and it is recommended that the Social Service Sector Roundtable continues to prioritize investments in training opportunities for those employed in the community social services sector.

RECOMMENDATION 3

ENHANCED EDUCATION AND TRAINING WILL BETTER ORIENT NEW RECRUITS, RETAIN SEASONED STAFF, AND HELP ORGANIZATIONS IMPLEMENT PROMISING PRACTICES SO THEY CAN MEET TODAY'S COMPLEX SERVICE DEMANDS.

During this project, Strategic Leaders in the community social services sector reported mismatches between the skills students learn in their post-secondary programs and the demands of their work. Improved cooperation and collaboration between educational institutions and social services organizations would result in more relevant education, training, research, and professional development, benefitting both the sector and post-secondary institutions.

In order to facilitate better alignment between educational outcomes and organizational needs, it is recommended that an ongoing process be created to bring together representatives from the social services sector and post-secondary programs. This process should be collaborative, informed by labour market needs and forecasts, and it should focus on the following areas:

- Determining course content and length.
- Identifying skill gaps to be addressed.
- Aligning curriculum development and hiring needs.
- Improving standards of practice.
- Preparing for emerging issues in areas such as mental health, substance use, domestic violence, and leadership development.

Because workers often move between the community social services sector and government social service jobs, it is recommended that this process not focus exclusively on community social services but on social services in general.

RECOMMENDATION 4

REVIEW THE TECHNOLOGY CAPACITY OF BC'S COMMUNITY SOCIAL SERVICES SECTOR.

As demonstrated by the current COVID-19 pandemic, sufficient information technology is absolutely necessary for organizations to meet requirements in programming delivery, reporting procedures, and accountability, for online collaboration and learning opportunities, and for access to current information and emerging trends while also reducing administrative burden. While project participants shared the limitations of online learning, the COVID-19 pandemic shifted how the community social service sector uses online tools for work and learning since the data collection took place. It will be important to document the lessons learned during this period and apply them to future online learning and education opportunities.

RECOMMENDATION 5

THE JOINT JOB EVALUATION PLAN BENCHMARKS ARE REVIEWED.

With respect to the consistent feedback about the impact of wages on recruitment and retention in the community social services sector, and with respect to the descriptions about increased complexity of the work, a review of the benchmarks that help determine wages for the sector would be a vital component of the labour market strategy for BC's community social services sector.

RECOMMENDATION 6

THE SOCIAL SERVICES SECTOR ROUNDTABLE WORKS WITH FUNDING MINISTRIES TO DEVELOP WAYS OF MAKING IT EASIER FOR COMMUNITY SOCIAL SERVICES TO RECRUIT, SCREEN, AND TRAIN NEW EMPLOYEES AND VOLUNTEERS.

There are administrative functions within social services organization that, while absolutely necessary to ensure safety and quality of service, complicate and hinder recruitment and retention. This report has made clear the fact that frequent turnover, a reliance on part-time work and casual staff pools, managing/coordinating volunteers, and inconsistent screening requirements across program areas all add to the administrative burden of organizations—particularly smaller organizations.

The administrative burden on community social services could be alleviated by co-creating new sector wide paths for recruitment and screening (in a way that still allows for organization-specific needs). The Social Services Sector Roundtable should explore opportunities around shared services models for human resource functions. This could include a provincial registry or body for individuals working in community social services that could make screening and management of workplace risk factors less of an administrative burden.

RECOMMENDATION 7

THE SOCIAL SERVICES SECTOR ROUNDTABLE WORKS WITH THE SECTOR AND FUNDING MINISTRIES TO ENHANCE THE LONG-TERM APPEAL OF A CAREER IN THE COMMUNITY SOCIAL SERVICES SECTOR, REDUCING TURN-OVER AND SUBSEQUENT COSTS ASSOCIATED WITH CONSTANT RECRUITMENT.

Compensation is a significant issue affecting the appeal of the social services sector as a career choice—not just wage levels, but also things like benefits, pension plans, professional development, and opportunities to advance. Because of how the social services sector was formed (i.e., grassroots organizations emerging and growing over time to meet community needs) there is no coordinated system to improve the appeal of the sector as a career choice. A new, long-term approach should be created to address some of these challenges and support labour market attachment.

Activities to enhance the appeal of the social services sector could be developing established career paths, creating a system to allow for portability of seniority benefits, creating a sector-wide pension plan, access to a sector-specific supervision model, incentivising ongoing training and education, and/or professional registration models.

RECOMMENDATION 8

THE SOCIAL SERVICE HEALTH AND SAFETY COUNCIL LAUNCHES A PILOT PROJECT TO SUPPORT THE ABILITY OF ORGANIZATIONS TO EVALUATE AND ENHANCE THEIR CULTURAL SAFETY AND DECOLONIZE THEIR PRACTICE.

It is imperative that the community social service sector address the residual effects of colonialism that still exist within its bounds. Dealing with these issues and improving cultural safety will improve service delivery, employee wellness, labour market attachment, and the ongoing journey of reconciliation in this country.

In 2019, WorksafeBC announced the creation of a Health and Safety Council for community social services. This resulted from a 3-year pilot project (in partnership with CSSEA and The Federation) to reduce claims rates in the sector. Housing this new initiative within the structure of the Health and Safety Council would emphasize the importance of cultural safety as a component of safe and healthy workplaces and enable it to reach the entire community social services sector.

Such an initiative would also be building on the success of work currently underway to launch a Health and Safety Council for the community social services sector. The central goal of such a pilot project would be to develop and explore processes where organizations are supported to self-evaluate and monitor their practice while also learning from the strengths and capacity of others in order to create workplaces that include and respect a diverse workforce and the diversity of people served.

RECOMMENDATION 9

THE COMMUNITY SOCIAL SERVICES SECTOR SEEKS WAYS TO ENHANCE COMMUNITY DEVELOPMENT ACTIVITIES THROUGHOUT THE PROVINCE.

A recurring theme highlighted by this project was the extent to which community social service organizations must go above and beyond what is required of them in their service delivery contracts with the provincial government. Networking, participating in local initiatives, seeking out potential donors and partners, and leveraging volunteers are all valuable and necessary but are rarely given dedicated funding.

Community development initiatives allow organizations to network and find new solutions and approaches by working together. Organizations with enough capacity can provide an 'anchoring' role in communities to strengthen this collective work. Both managers and frontline staff could create stronger relationships with and between sector colleagues (including government employees), collaboratively share information on client trends, and improve internal monitoring. This would also encompass dedicated volunteer coordination to support, train, and supervise volunteers and to enhance board development.

It is recomended that the community social services sector be supported to work toward new ways of demonstrating, quantifying, and sharing the impact of this community development work and the potential loss to BC's communities were organizations unable to commit time to such activities.

9. APPENDICES

APPENDIX A: PARTICIPATING ORGANIZATIONS

The following organizations participated in the Strategic Leaders Workshops and Key Informant Interviews. Identifying information was not collected for the Strategic Leaders Survey or for the Frontline Workers Survey.

1UP VICTORIA SINGLE PARENT RESOURCE CENTRE SOCIETY	MOUNT PLEASANT FAMILY CENTRE SOCIETY
ARCHWAY COMMUNITY SERVICES	MSA SOCIETY FOR COMMUNITY LIVING
ACT 2 CHILD AND FAMILY SERVICES	NANAIMO FAMILY RESOURCE PROGRAMS
ALTERNATE SHELTER SOCIETY	NANAIMO AND AREA RESOURCE SERVICES FOR FAMILIES
ARC PROGRAMS	CONNEXUS COMMUNITY SERVICES
ARCHWAY SOCIETY FOR DOMESTIC PEACE	NELSON CARES SOCIETY
ARROW & SLOCAN LAKES COMMUNITY SERVICES	NELSON COMMUNITY SERVICES
ASSOCIATION OF NEIGHBOURHOOD HOUSES BC	NORTH EAST NATIVE ADVANCING SOCIETY
ASPECT BC	NORTHERN LIGHTS COLLEGE
AXIS FAMILY RESOURCES LTD.	ONESKY COMMUNITY RESOURCES
BC ASSOCIATION OF FAMILY RESOURCE PROGRAMS	OPTIONS COMMUNITY SERVICES SOCIETY
BOUNDARY FAMILY SERVICES SOCIETY	PACIFIC CENTRE FAMILY SERVICES
CARIBOO ACTION TRAINING SOCIETY	PACIFIC COMMUNITY RESOURCES SOCIETY
CARRIER SEKANI FAMILY SERVICES	PACIFIC YOUTH & FAMILY SERVICES – PEAK HOUSE
CHILLIWACK COMMUNITY SERVICES	PLEA COMMUNITY SERVICES SOCIETY
COLUMBIA BASIN FAMILY RESOURCE SOCIETY	POWELL RIVER CHILD, YOUTH & FAMILY SERVICES
COMMUNITAS SUPPORTIVE CARE SOCIETY	PRINCE GEORGE NATIVE FRIENDSHIP CENTRE
COMMUNITY BRIDGE	QUESNEL & DISTRICT CHILD DEVELOPMENT CENTRE
THE CRIDGE CENTRE FOR THE FAMILY	RICHMOND FAMILY PLACE SOCIETY
ENDING VIOLENCE ASSOCIATION OF BC	SEMIAHMOO HOUSE SOCIETY
FAMILY SERVICES OF GREATER VANCOUVER	SHARE FAMILY & COMMUNITY SERVICES
FEDERATION OF BC YOUTH IN CARE NETWORKS	SHUSWAP ASSOCIATION FOR COMMUNITY LIVING
FORT ST. JOHN WOMEN'S RESOURCE CENTRE	SOOKE FAMILY RESOURCE SOCIETY
FRASERSIDE COMMUNITY SERVICES SOCIETY	SOURCES COMMUNITY RESOURCES SOCIETY
FREEDOM QUEST YOUTH SERVICES SOCIETY	SOUTH PEACE COMMUNITY RESOURCES SOCIETY
GREATER VANCOUVER COMMUNITY SERVICES SOCIETY	SOUTH VANCOUVER FAMILY PLACE SOCIETY
HOLLYBURN FAMILY SERVICES	SUNSHINE COAST COMMUNITY SERVICES

APPENDIX B: LIST OF TABLES & CHARTS

HUILTAN FAMILY AND COMMUNITY SERVICES SOCIETY	SURROUNDED BY CEDAR CHILD AND FAMILY SERVICES
INCLUSION POWELL RIVER SOCIETY	TERRACE AND DISTRICT COMMUNITY SERVICE SOCIETY
INTERIOR COMMUNITY SERVICES	THE BLOOM GROUP
INTERSECT YOUTH & FAMILY SERVICES	THE BRIDGE YOUTH & FAMILY SERVICES SOCIETY
KAMLOOPS SOCIETY FOR ALCOHOL & DRUG SERVICES	THE CHILDREN'S FOUNDATION
KELOWNA FAMILY SERVICE CENTRE SOCIETY	THE JOHN HOWARD SOCIETY
KINDALE DEVELOPMENTAL ASSOCIATION	THOMAS ROBINSON CONSULTING LTD
KOOTENAY BOUNDARY COMMUNITY SERVICES COOP	THOMPSON COMMUNITY SERVICES INC
K'WAK'WALAT'SI CHILD AND FAMILY SERVICES	TOUCHSTONE FAMILY ASSOCIATION
MAPLE RIDGE/PITT MEADOWS COMMUNITY SERVICES	VANCOUVER ABORIGINAL CHILD & FAMILY SERVICES SOCIETY
MARPOLE OAKRIDGE FAMILY PLACE	VOLUNTEER TERRACE
MCCREARY CENTRE SOCIETY	WATARI YOUTH, FAMILY AND COMMUNITY SERVICES
METRO VANCOUVER ABORIGINAL EXECUTIVE COUNCIL	WESTCOAST FAMILY CENTRES SOCIETY
MILIEU FAMILY SERVICES INC	WJS CANADA

APPENDIX C: TERMINOLOGY

ABORIGINAL: The *Canadian Constitution Act* specifies that the Aboriginal peoples of Canada include the Indian (FirstNations), Inuit and Métis peoples of Canada. Increasingly, the term "Indigenous" is being used in place of the term "Aboriginal," with an analogous meaning. In this report, the terms "Indigenous" and "Aboriginal" are used as they are in the source documentation cited.

ACTIVE EMPLOYEES: The number of active employees as of December 31, 2017. This is the last day of the survey period for this research.

BARGAINING UNIT EMPLOYEES: The group of employees for whom a labor union negotiates a collective bargaining agreement.

COMMUNITY SOCIAL SERVICES: In this report, the term "community social services" refers to organizations that provide support to individuals and communities. These services can be to the benefit of an individual or family in aiming to provide support, information or advocacy to people facing personal challenges at any point in their lives. Such services can also be of benefit to communities by supporting collaborative and proactive work toward improving the social and cultural well-being of community members. Community social services include (but are not limited to) services and supports for families, for young people involved in the child protection system, for people with disabilities, for those trying to find jobs, for newcomers, and for older adults.

COUNSELLING: This term is used for a variety of ways in which a person provides or receives advice, assistance, emotional support, guidance or therapy. There are varying levels of professional skills associated depending on the goal of the personal support.

CHILD CARE AND CHILDCARE: There are two different meanings that can be spelled either way.

- Child care: commonly referred to as daycare, is the action or skill of caring for children when parents are away or working. This can happen in a formal child care setting, or in a family home child care setting, or by neighbors or relatives.
- Childcare is also a term describing encompassing supports required for a child's optimum healthy development.

EMPLOYER-BASED EDUCATION: In this report, employer-based education refers to learning opportunities that are primarily provided through community social services organizations for new staff and ongoing professional development of all staff.

EXTERNAL EDUCATION: In this report, the term external education refers to learning provided through formal post-secondary institutions.

FORMAL EDUCATION AND TRAINING: Distinguishes from other forms of knowledge and teachings, as for example, experiential and Indigenous knowledge and teachings. In this report it refers to learning provided through post-secondary institutions and refers to credential based learning.

FRONTLINE WORKERS: Frontline workers are people who work in social services directly with the community members served (i.e., clients, residents). These are not management positions. Frontline workers may have differing levels of education depending on their roles and responsibilities. These jobs often require face to face contact with the client but can sometimes be done over the phone or virtually.

INDIGENOUS: Refers to First Nations, Inuit and Métis peoples. The term Aboriginal appears as used by specific organizations or report titles.

KEY INFORMANT: For this project, key informants included (but were not limited to) Executive Directors, Chief Executive Officers, and other designated leaders from service-providing member organizations of The Federation of Community Social Services of BC.

LOW WAGE REDRESS: Low wage redress was language used in the 2019 Community Social Services collective bargain to describe a wage lift for unionized workers in the community social services sector that was designed to bring those wages closer to those of union workers in the health sector doing comparable work.

ORGANIZATIONAL CAPACITY: Is the ability of an organization to accomplish its mission effectively. This includes successfully participating in the procurement process and responding to community needs.

PROCUREMENT: The process by which government awards contracts for work and services. For a history of the procurement process for BC's social services see "Toward a Community Benefit Model of Procurement in Community Services" (2013) by Sarah Amyot available through the Community Social Planning Council of Greater Victoria.

PROFESSIONAL DEVELOPMENT: Encompases the ongoing pursuit of knowledge for professional reasons.

STRATEGIC LEADERS: Strategic leaders participating in the workshops included Executive Directors, Chief Executive Officers, other designated leaders from service-providing organizations, leaders of provincial umbrella organizations representing service providers, other sector leaders such as volunteer board members, representatives from post-secondary institutes and research organizations, individuals with a long history in BC's social services sector.

SUBSECTOR: Defines specific program areas within the range of community social services. Used specifically by NOC and NAICS classifications.

SUPERVISION: In this report we distinguish between two types of supervision of staff in the community social services field.

- Clinical supervision is an ongoing process with a supervisor who has specific expertise that focuses on case formulation and clinical practice adherence; self-awareness and emotional impact of the work on the worker; monitoring quality of service and professional enhancement; and is a process primarily informed by professional standards of the service area.

- Administrative supervision refers to periodic supervision with a manager that focuses on resource management; supports service goal tracking and worker HR learning goals and evaluation; is primarily informed by accreditation standards or policy guidelines; and is one in which the supervisor is mostly responsible for administrative oversight and may or may not have direct service specific experience.

TERMINATED EMPLOYEES: Refers to employees who left their positions either voluntarily or involuntarily.

- Voluntary Termination refers to employee-initiated termination of employment contract either by resignation or retirement.
- Involuntary Termination is employer-initiated termination of employment contract by dismissal or layoff, or termination as a result of employee long-term disability or death.

TURNOVER RATE: Is the number of terminated employees in one year divided by the number of employees who worked in one year.

APPENDIX D: NAICS AND NOC CODE DEFINITIONS

The following table consists of terms and definitions used by Statistics Canada for the 2016 Census.

2012 NORTH AMERICAN INDUSTRY CLASSIFICATION SYSTEM (NAICS) CODES	
HEALTH CARE AND SOCIAL ASSISTANCE (NAICS 62)	This sector comprises establishments primarily engaged in providing health care by diagnosis and treatment, providing residential care for medical and social reasons, and providing social assistance, such as counselling, welfare, child protection, community housing and food services, vocational rehabilitation and child care, to those requiring such assistance.
AMBULATORY HEALTH CARE SERVICES (NAICS 621)	This subsector comprises establishments primarily engaged in providing health care services, directly or indirectly, to ambulatory patients. Health practitioners in this subsector provide out-patient services, in which the facilities and equipment are not usually the most significant part of the production process.
HOME HEALTH CARE SERVICES (NAICS 6216)	This industry group comprises establishments primarily engaged in providing skilled nursing services in the home, combined with a range of other home services, such as personal care services, homemaker and companion services, physical therapy, medical social services, counselling, occupational and vocational therapy, dietary and nutritional services, speech therapy, audiology, medical equipment and supplies, medications and intravenous therapy. Only establishments that provide nursing services in combination with the other services listed are included.
NURSING AND RESIDENTIAL CARE FACILITIES (NAICS 623)	This subsector comprises establishments primarily engaged in providing residential care combined with either nursing, supervisory or other types of care as required by the residents. In this subsector, the facilities are a significant part of the production process and the care provided is a mix of health and social services, with the health component being largely nursing services.
SOCIAL ASSISTANCE (NAICS 624)	This subsector comprises establishments primarily engaged in providing a wide variety of assistance services directly to their clients. These services do not include residential or accommodation services, except on a short-stay basis.

2012 NORTH AMERICAN INDUSTRY CLASSIFICATION SYSTEM (NAICS) CODES	
INDIVIDUAL AND FAMILY SERVICES (NAICS 6241)	This industry group comprises establishments primarily engaged in providing non-residential social assistance services for individuals and families.
COMMUNITY FOOD AND HOUSING, AND EMERGENCY AND OTHER RELIEF SERVICES (NAICS 6242)	This industry group comprises establishments primarily engaged in the collection, preparation and delivery of food for the needy; providing short-term emergency shelter; and providing food, shelter, clothing, medical relief, resettlement and counselling to victims of domestic or international disasters or conflicts.
VOCATIONAL REHABILITATION SERVICES (NAICS 6243)	This industry group comprises establishments primarily engaged in providing vocational rehabilitation or habilitation services, such as job counselling, job training, and work experience, to unemployed and underemployed persons, persons with disabilities, and persons who have a job-market disadvantage because of lack of education, job skill or experience; and training and employment to mentally and physically handicapped persons in sheltered workshops.
CHILD DAY-CARE SERVICES (NAICS 6244)	This industry group comprises establishments primarily engaged in providing day-care services for infants or children. These establishments may care for older children when they are not in school and may also offer pre-kindergarten educational programs.

2016 NATIONAL OCCUPATIONAL CLASSIFICATION (NOC) CODES	
LEGISLATORS AND SENIOR MANAGEMENT (NOC 001)	This minor group includes legislators and senior management occupations in the public and private sectors. They are employed by federal, provincial, territorial and local government legislative bodies, executive councils, band councils and school boards; municipal and regional governments and provincial, territorial and federal departments, boards, agencies and commissions; and throughout the private sector.
SENIOR MANAGERS – HEALTH, EDUCATION, SOCIAL AND COMMUNITY SERVICES AND MEMBERSHIP ORGANIZATIONS (NOC 0014)	Senior managers in this unit group plan, organize, direct, control and evaluate, through middle managers, membership and other organizations or institutions that deliver health, education, social or community services. They formulate policies which establish the direction to be taken by these organizations, either alone or in conjunction with a board of directors. They are employed in health care organizations, educational services, social and community services and membership organizations or they may own and operate their own business.
MANAGERS IN EDUCATION AND SOCIAL AND COMMUNITY SERVICES (NOC 042)	This minor group includes education administrators, school principals and social, community and correctional services managers. They are employed by colleges, universities, vocational training schools, public and private elementary and secondary schools and school boards; social service and community agencies, correctional institutions, counselling departments, labour organizations, professional associations, political parties and non-governmental organizations.
MANAGERS IN SOCIAL, COMMUNITY AND CORRECTIONAL SERVICES (NOC 0423)	This unit group includes managers who plan, organize, direct, control and evaluate the programs and activities of social service and community agencies, correctional institutions, counselling departments, labour organizations, professional associations, political parties and non-governmental organizations.

2016 NATIONAL OCCUPATIONAL CLASSIFICATION (NOC) CODES	
SOCIAL AND COMMUNITY SERVICE PROFESSIONALS (NOC 415)	This minor group includes psychologists, social workers, counsellors, probation and parole officers and those in professional occupations in religion. They work in private practice; and are employed by mental health, health care and rehabilitation facilities; correctional facilities, community service, social service, and child welfare organizations; schools, school boards, and universities; counselling centres, group homes, family therapy centres; churches, synagogues, temples and other places of worship; employee assistance programs, human resource departments, and employment service organizations; consulting, and other companies; Aboriginal band councils, and federal and provincial governments; and government and private research agencies.
SOCIAL WORKERS (NOC 4152)	Social workers help individuals, couples, families, groups, communities and organizations develop the skills and resources they need to enhance social functioning and provide counselling, therapy and referral to other supportive social services. Social workers also respond to other social needs and issues such as unemployment, racism and poverty. They are employed by hospitals, school boards, social service agencies, child welfare organizations, correctional facilities, community agencies, employee assistance programs and Aboriginal band councils, or they may work in private practice.
FAMILY, MARRIAGE AND OTHER RELATED COUNSELLORS (NOC 4153)	Family, marriage and other related counsellors assist individuals and groups of clients to identify, understand and overcome personal problems and achieve personal objectives. They are employed by counselling centres, social service agencies, group homes, government agencies, family therapy centres, and health care and rehabilitation facilities, or they may work in private practice.
EMPLOYMENT COUNSELLORS (NOC 4156)	Employment counsellors and career development practitioners provide assistance and information to job seeker clients on all aspects of employment search and career planning. They also provide advice and information to employer clients regarding employment issues and human resources. Employment counsellors and career development practitioners are employed by human resource departments of establishments, employment service organizations, consulting firms, correctional facilities and by federal and provincial governments. Supervisors of employment counsellors are included in this unit group.
PARAPROFESSIONAL OCCUPATIONS IN LEGAL, SOCIAL, COMMUNITY AND EDUCATION SERVICES (NOC 421)	This minor group includes paralegals, notary publics, trademark agents, social and community service workers, early childhood educators and assistants, instructors of persons with disabilities, certain other instructors, and certain religious occupations. They are employed by government, and government agencies; law firms, legal departments, and trademark development and record search companies; social service and mental health agencies, group homes, shelters, and substance abuse centres; schools and school boards; correctional facilities, and prisons; child-care centres, daycare centres, kindergartens, and agencies for exceptional children; rehabilitation centres, and specialized educational institutes; driving schools, fabric retailers, and other commercial establishments; churches, synagogues, temples, and other places of worship; and hospitals; or they may be self-employed.
SOCIAL AND COMMUNITY SERVICE WORKERS (NOC 4212)	Social and community service workers administer and implement a variety of social assistance programs and community services, and assist clients to deal with personal and social problems. They are employed by social service and government agencies, mental health agencies, group homes, shelters, substance abuse centres, school boards, correctional facilities and other establishments.

APPENDIX E: REFERENCES

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2016 NATIONAL OCCUPATIONAL CLASSIFICATION (NOC) CODES	
EARLY CHILDHOOD EDUCATORS AND ASSISTANTS (NOC 4214)	Early childhood educators plan, organize and implement programs for children between the ages of infancy and 12 years. Early childhood educator assistants provide care for infants and preschool- to school-age children under the guidance of early childhood educators. Early childhood educators and assistants lead children in activities to stimulate and develop their intellectual, physical and emotional growth and ensure their security and well-being. They are employed in child-care centres, daycare centres, kindergartens, agencies for exceptional children and other settings where early childhood education services are provided. Supervisors of early childhood educators and assistants are included in this unit group.
INSTRUCTORS OF PERSONS WITH DISABILITIES (NOC 4215)	Instructors of persons with disabilities teach children and adults using a variety of techniques to facilitate communication, rehabilitation, social skills and increased independence. They are employed in rehabilitation centres, specialized educational institutes and throughout the school system.
HOME CARE PROVIDERS AND EDUCATIONAL SUPPORT OCCUPATIONS (NOC 441)	This minor group includes home child care providers, home support workers, housekeepers, and elementary and secondary school teacher assistants. They are employed by private households; child-care, home care, and support agencies; in other non-institutional, residential settings; and public and private elementary, secondary, and special needs schools and treatment centres; or they may be self-employed.
HOME CHILD CARE PROVIDERS (NOC 4411)	Home child care providers care for children on an ongoing or short-term basis. They care for the well-being and physical and social development of children, assist parents with child care and may assist with household duties. They provide care primarily in their own homes or in the children's homes, where they may also reside. They are employed by private households and child-care agencies, or they may be self-employed.
HOME SUPPORT WORKERS, HOUSEKEEPERS AND RELATED OCCUPATIONS (NOC 4412)	Home support workers provide personal care and companionship for seniors, persons with disabilities and convalescent clients. Care is provided within the client's residence, in which the home support worker may also reside. They are employed by home care and support agencies, private households, or they may be self-employed. Housekeepers perform housekeeping and other home management duties in private households and other non-institutional, residential settings.

APPENDIX F: REPORT PARTNERING ORGANIZATIONS

Established in 1982, The Federation of Community Social Services of BC (The Federation) is a registered non-profit organization with over 140 member organizations who provide support to individuals and communities throughout BC. Our member organizations span the entire province and offer a broad range of services to communities, people living with physical and mental challenges, vulnerable children, youth and seniors, new immigrants, people living with addictions/mental health and those living in poverty.

The Social Planning and Research Council of British Columbia (SPARC BC) was established in 1966 and is a leader in applied social research, social policy analysis and community development approaches to social justice. Our mission is to work with communities in building a just and healthy society for all. We are a non-partisan, registered non-profit society and a federally registered charity. We are a provincial organization with over 16,000 members, governed by a Board of Directors that is representative of all regions of British Columbia.

The Community Social Services Employers' Association of BC (CSSEA) provides human resources and labour relations expertise to over 200 member social services organizations (unionized), ranging in size from under 10 to more than 600 employees and collectively employing more than 15,000 people. In addition, CSSEA provides services to more than 100 associate organizations that do not meet the criteria for membership but wish to access its human resources and labour relations services on a fee-for-service basis.

Ministry of Advanced Education, Skills & Training (AEST) provides leadership and direction for post-secondary education and skills training systems in British Columbia as well as labour market information and programs.