

Building a Decent Work Movement in the Nonprofit Sector

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#decentwork4women

#decentwork

OUR
PEOPLE

OUR
FINANCING

OUR REGULATORY
ENVIRONMENT

What are we talking about today?

- > **The Nonprofit Labour Force and ONN's journey**
- > **What is Decent Work?**
- > **Case Study of Decent Work in Practice: St. Stephen's Community House**
- > **Pieces of the Decent Work Puzzle**
- > **What did we learn and where are we going?**

About ONN

Our Mission: A strong and resilient nonprofit sector. Thriving communities. A dynamic province.

Our Vision: To engage, advocate and lead with – and for – nonprofit and charitable organizations that work for the public benefit in Ontario.

Our Values: Courage to take risks and do things differently. Diversity of perspectives, creativity and expertise to get stuff done. Optimism and determination. Solutions created by the sector, with the sector, for the sector. Celebrating our successes and learning from our experiences. Strength that comes from working together.

Working together towards

A STRONG

AND

RESILIENT

NONPROFIT

SECTOR



Ontario's Nonprofit Sector: Economic Driver

- > **55,000** organizations
- > Over **5 million** volunteers
- > **One million** workers
- > **\$50 billion** in economic impact (2.6% of GDP)
- community nonprofits only
- > Bigger contributor to GDP than auto and construction industries combined

The nonprofit sector is different from other sectors, as its own unique characteristics, challenges, and opportunities significantly impact employment in the sector.




Nonprofit workers in Ontario:

- 53% full-time permanent
- 28% part-time permanent
- 13% part-time contract
- 6% full-time contract

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

What is decent work?

Concept developed by the International Labour Organization (ILO) at the United Nations:



Opportunities...to obtain decent and productive work in conditions of freedom, equity, security and human dignity

A lens to think about fair, equitable and stable work

Sustainable Development

Goals

Goal #8: Decent work and economic growth

Promote inclusive and sustainable economic growth, employment and decent work for all

Roughly half the world's population still lives on the equivalent of about US\$2 a day. And in too many places, having a job doesn't guarantee the ability to escape from poverty. A continued lack of decent work opportunities, insufficient investments and under-consumption lead to an erosion of the basic social contract underlying democratic societies: that all must share in progress.

<http://www.ilo.org/global/topics/sdg-2030/goal-8/lang--en/index.htm>



Employment opportunities

Fair income

Health and retirement benefits

Stable employment

Opportunities for development
and advancement

Equality and rights at work

Culture and leadership

ONN's vision for decent work

To mobilize a decent work movement across the Ontario nonprofit sector that will allow organizations to more effectively achieve their missions because they provide decent work to their employees.

With healthier, happier, and better-supported workers, nonprofits can better meet their mission and deliver their programs and services

Table Buzz

What resonates about the concept of decent work? What doesn't?

What is inspiring and what is concerning about this approach?

So, what are we doing?

PHASE 1 (2015-16)

- > ChangeWork research and report
- > Promising practices: Decent work charter and checklist
- > Pensions project: Explored nonprofit sector-wide pension plan

PHASE 2 (2017-2020)

- > Decent work movement building
- > Decent work for women project (until 2020)
- > Pensions project: Build on recommendations to implement a pension plan

Decent Work Checklist

2) Decent Benefits

In addition to extended benefits (such as holiday pay, parental and sick leave, which are governed by the Employment Standards Act), retirement income security and access to essential healthcare are two of the most central elements of the ILO's social protection pillar to improve the lives of many. These are especially important to the nonprofit sector as a key driver of dignity in the workplace and making our sector an employer of choice.

Indicator A: Key benefits for full-time staff	Rating	Our organization	Comments
Those mandated in Ontario's Employment Standards Act (ESA)	Basic ✓		
Paid sick leave	Better ✓		
Paid holiday time above ESA minimum	Better ✓		
Co-pay (by employer) or sole pay health and dental benefits	Best ✓		
Some kind of employer/employee pension or retirement savings plan	Best ✓		
Indicator B: Pro rated benefits (or wages in lieu of benefits) for part-time staff	Rating	Our organization	Comments
Those mandated in the ESA	Basic ✓		
Paid sick leave	Better ✓		
Paid holiday time above ESA minimum	Better ✓		
Co-pay (by employer) or sole pay health and dental benefits	Best ✓		
Some kind of employer/employee pension or retirement savings plan	Best ✓		
Indicator C: Mental health support	Rating	Our organization	Comments
Staff are provided with mental health days	Basic ✓		
Access to Employee Assistance Program (EAP)	Better ✓		
Access to supports to ameliorate workplace stresses	Best ✓		

Decent Work Checklist

5) Decent Opportunities for Advancement

Decent work also means thinking about the opportunities available for training, learning, and advancement. This may include formal training and advancement opportunities, and having a workplace and sector culture that is focused on learning and the development of its employees.

Indicator A: Professional development and training opportunities are made available to staff, and we seek to spend a percentage of our organization's payroll budget on these opportunities (include PD funds plus time off for training).	Rating	Our organization	Comments
0.5% of payroll	Basic ✓		
1.0% of payroll	Better ✓		
1.5% of payroll	Best ✓		
Indicator B: If we surveyed our staff, what percentage do we think would agree with the statement: "My organization encourages me to take on new challenges and pursue opportunities for advancement within my organization and externally"?	Rating	Our organization	Comments
Less than 40%	Basic ✓		
40% to 70%	Better ✓		
Over 70%	Best ✓		
Indicator C: Managers are promoted from within the organization	Rating	Our organization	Comments
Rarely	Basic ✓		
Sometimes	Better ✓		
Frequently	Best ✓		
Indicator D: Informal training sessions on various topics are offered in the organization (ex: brown bag lunch series)	Rating	Our organization	Comments
Rarely	Basic ✓		
Sometimes	Better ✓		
Frequently/regularly	Best ✓		

[http://theonnn.ca/
our-work/our-people/
decent-work/](http://theonnn.ca/our-work/our-people/decent-work/)

Decent Work Charter

Decent Work Charter

[Association/network/board] member agencies aim to support inclusive, healthy and equitable communities, and we know that the provision of decent work is central to creating the economic and social foundations that underpin individual and community well-being. Our [association/network/board] members are therefore committed to championing decent work conditions and practices in our society and local communities and within our own organizations.

As community organizations committed to social justice we are signing this charter to confirm our commitment to advancing policy reforms needed to improve working conditions for all.

As employers we are signing this charter to confirm that we view decent work as an essential component of achieving our organizations' missions and intended impacts. And our understanding that the provision of decent work conditions in our organizations in turn benefits the well-being of community members and volunteers that we work with each day.

As leaders in our communities, we will champion local economic practices that promote and sustain decent work, and will join with community groups, sector networks, unions, and funders to generate collective actions that expand decent work conditions.

To guide our efforts, this charter will be based on the following value statements:

- Decent work is a central source of personal dignity, family stability, community cohesion, civic inclusion, economic vibrancy, and societal well-being
- Decent work is an essential means of furthering the mission and impacts of nonprofit organizations by attracting, developing and sustaining the passionate, dedicated and skilled people who work in our sector
- Decent work is complementary to our commitments to advance inclusion and diversity in our workplaces, and to renew and support our sector's future leadership

In signing this charter we commit to advancing decent work in our workplaces, communities, sector and society to address five issue areas of

- Fair income
- Good benefits
- Stable employment
- Opportunities for development and advancement
- Respectful and Inclusive Work Cultures

Signed:

Dated:



St. Stephen's Community House



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ABOUT US

CHILDREN

YOUTH

ADULTS

SENIORS

CONFLICT RESOLUTION
& TRAINING

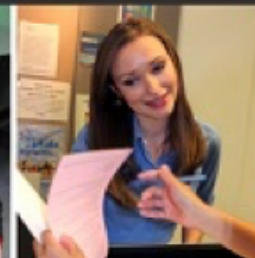
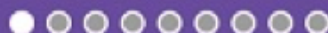
EMPLOYMENT
& TRAINING

WAYS
TO GIVE

ST. STEPHEN'S COMMUNITY HOUSE

We help more than 27,000 of
Toronto's most vulnerable
people each year.

LEARN MORE »





Our Journey – Who is SSCH?

- St. Stephen's Community House (SSCH) is a non-profit, charitable, multi-service agency that has been serving downtown Toronto and other neighbourhoods 1962. We are dedicated to making our communities stronger, happier and healthier.
- Our Employment & Training Centre started in 1984 and offers a variety of programs funded by all levels of government and the United Way. Our Employment Ontario programs include Employment Service, Youth Job Link, Canada Ontario Jobs Grant, and Youth Job Connection.





Our Journey – Internal Context

- Our full-time employees are unionized and we have worked with the union to have fair wages and working conditions for many years.
- Some of our employee benefits have been 'losing value' with inflation leaving employees worse off. For example rising tuition and conference costs mean that employees have been getting less and less professional development year over year.
- Our part-time employees certified and it was a 'wake-up' call that we have not been as fair or as engaged with our part-time employees.



Our Journey – External Context

- For years we have been advocating with others for a higher minimum wage. When we joined “\$15 and Fairness Campaign” we needed to meet this wage goal internally ourselves!
- Provincial “Changing Workplace Review” was a once-in-a-generation opportunity to influence decent work for our whole community.
- Ontario Non-Profit Network (ONN) lead a project to look at what ‘decent work’ means in the non-profit sector. We got involved through our local Toronto Neighbourhood Centres (TNC).





Our Journey - Partnering

- TNC piloted practical tools for ONN. We were a test site.
- We drafted and signed on to the Decent Work Charter. Board leadership is key!
- We created and used the Decent Work Checklist. Employee engagement is key! (union or non-union)



ONTARIO NONPROFIT NETWORK



Our Journey – Board Support

As our understanding grew, our commitment divided into three parts:

- To be a decent work employer ourselves
- To be a decent work advocate in the community
- To work with other decent work employers as an employment service provider

This engages our entire Board and committees (Finance, HR, Advocacy, etc.)



Our Experience

- Decent work is part of our agency's strategic plan:
"We will continue to evolve as an organization and ensure that our practices and infrastructure are up-to-date, relevant, efficient, and reflect our commitment to decent work."
- Our Board signed onto the ONN/TNC Decent Work Charter
- We completed the Decent Work Checklist in cooperation with our union and identified our top priorities for improvement. Our Board HR Committee is monitoring this progress.



Our Examples

1. We joined the “Better Way to Build the Economy Alliance” and “15 and Fairness” and coordinate advocacy efforts with ONN and United Way.
2. We developed our own “Statement in Support of Decent Work’ for the Minister of Labour that has been endorsed by 19 partners.
3. We are speaking at conferences and in the media. We have done media interviews jointly with United Way, ONN, and Better Way Alliance.
4. We are meeting with all of our MPPs.



Our Experience

Our Employment Centre team committed to:

- a living wage for participants
- career advancement opportunities for participants
- to have conversations with our employers about the importance of decent work



Our Examples

1. Challenging our job development team to sign 25% of their placement agreements with a living wage (\$15 per hour minimum)
2. Only hosting job fairs for positions that pay more than minimum wage
3. Using our ES exceptions for participants to return for service specifically for career advancement goals
4. Discussing decent work, living wage, and career advancement in our pre-employment training and our employer outreach



Future

First implement Bill 148 in our workplaces and educate our participants on their new rights.

Future advocacy for the next steps in decent work!

1. Adequate funding with MAESD to be decent workplaces.
2. Basic Income pilot. A basic income for all. End the concept of “survival job” in our sector.
3. Continue provincial directions on free post-secondary tuition and pharmacare/universal health benefits.

Table Buzz

How can you implement/practice decent work in your organization?

And what role can you play in introducing decent work to your participants/clients and partners?

Pieces of the Decent Work Puzzle

Pensions

Changing labour legislation (Bill 148)

Leadership competencies

Decent work for women

Data!

Pensions work

- Nonprofit context and pensions
- Taskforce report - 15 recommendations
 - <http://theonnn.ca/pensions-and-nonprofits/>
 - Targeted benefit multi-employer pension plan an ideal option
- Implementation of a pension plan!

Roadmap



Changing Workplaces Legislation

2015: Ministry of Labour initiated the *Changing Workplaces Review* (CWR) with a focus on reviewing the Employment Standards Act & Labour Relations Act

May 2017: *Changing Workplace Review* final report is released

June 1, 2017: Bill 148 Fair Jobs & Better Workplaces Act is introduced and passes first reading, followed by a summer of consultations around Ontario

Nov 22, 2017: [Bill 148 passes third reading](#)

Bill 148: the legislation

Increased minimum wage: \$14 an hour started Jan. 1, 2018 and \$15 an hour as of Jan. 1, 2019

Equal pay for work of equal value: For part-time, temporary, casual and seasonal employees and temporary help agencies (as compared to full-time workers)

Expansion of personal emergency leave: 10 days leave with at least 2 paid days per year

Bill 148: the legislation

Domestic violence leave: 17 week leave without fear of losing job

Vacation time: Three weeks' vacation after five years with same employer

Three-hour minimum: Mandatory paid three hours of work if a shift is cancelled within 48 hours of the scheduled start time

Source: Ministry of Labour (2017)

Leadership

LEADING^{OUR} FUTURE

LEADERSHIP COMPETENCIES IN ONTARIO'S NONPROFIT SECTOR



BUILDER

Builds strong, adaptive and diverse organizations and relationships



THINKER

Anticipates change, assesses data, creates strategy, supports learning



MENTOR

Supports staff growth, demonstrates empathy and trust, models perseverance and resilience



STORYTELLER

Communicates the mission and vision, champions the organizational brand



INNOVATOR

Encourages experimentation and risk taking, embraces change, adapts to dynamic environments



CONNECTOR

Develops networks, shares knowledge, collaborates, listens for diverse voices



STEWARD

Strengthens capacity through technology, demonstrates accountability, promotes

Decent Work for Women Working in Ontario's Nonprofit Sector

Objectives:

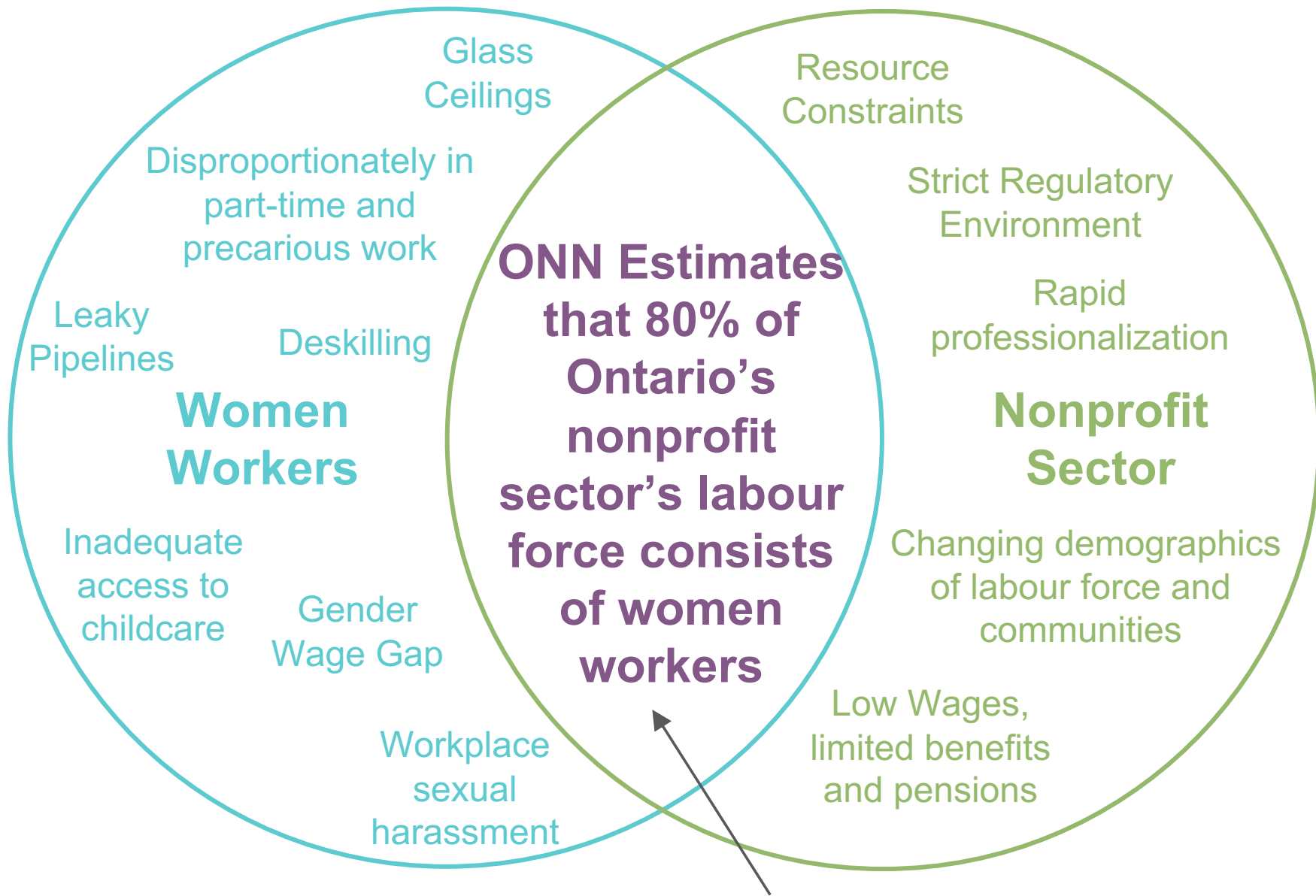
- (1) To identify barriers to women workers' economic empowerment and prosperity in the sector
- (2) develop and implement pilot solutions to address these barriers at the organizational, network and policy levels



Condition féminine
Canada

Status of Women
Canada

Canada



Decent Work Framework

GBA+ Lens

A process for examining how various intersecting **identity** factors (gender, race, class etc.) **impact** policy/initiatives/ programs /projects.



What has ONN heard so far?

under-funded precarious work pay
equity low wages sector narratives
urban/rural budget/type/size of org.
recruitment/retention labour force
data unions bill 148 pensions
benefits burnout PD racial
stratification childcare leadership
barriers women-majority but not
women-led gender wage gap

What have we learned?

- **And where are we going?**

Open Mic!

One thing that resonated with me is...

One thing I don't quite understand or am unsure of is...

One thing I still have questions about or would like to know more about...



How to get involved

#decentwork

- > Highlight good job strategies
- > Tell us: What does decent work look like in your workplace?

#decentwork4women

- > Stay engaged online with #decentwork4women

Stay up to date on our work

- > theonncanada.ca/subscribe



Stay Connected

Visit <http://theonnn.ca/our-work/our-people/>
for more info

St. Stephen's Community House:
<http://www.sschto.ca>



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