

# Human Resources Practices and Policies of SEOs

*Anil Verma & Kunle Akingbola :*

**Project #25**

**Date: May 1-2, 2008**

Social Economy Centre



[SOCIALECONOMY.UTORONTO.CA](http://SOCIALECONOMY.UTORONTO.CA)



Social Sciences and Humanities  
Research Council of Canada

Conseil de recherches en  
sciences humaines du Canada

Canada



# Introduction

- The main objective of the study is to examine macro and micro workplace issues that will extend our understanding of the nonprofit workplace.

# Background and Rationale

- ❑ Employees are attracted, motivated and retained because of the values and mission
- ❑ Embrace egalitarian values because of social objectives and values
- ❑ Size, lack of HR expertise or support
- ❑ Compensation is not competitive

# Project Methodology

- ❑ The project is using both the employer and employee files in Stats Canada WES.
- ❑ Comparison of nonprofits by industry, size, and location.
- ❑ Comparison of nonprofits to the for-profit and public sectors.
- ❑ Univariate, bi-variate and multivariate analysis.
- ❑ Interviews and focus group

# Key Focus

- Recruitment and retention
- Teams
- Employee engagement
- Value-based decision making
- Size and organization behaviour
- Occupational health and safety

# Key Questions

- What are the recruitment practices of nonprofit organizations?
- Are nonprofit workplaces adopting any form of talent management practices to retain and motivate valued employees?
- To what extent are nonprofits using teams to achieve organizational goals
- What workplace practices are nonprofit organizations using to manage change in their operating environment
- Is there evidence of human resource benchmarking and best practices in the nonprofit workplace?
- Are there differences in the workplace practices of nonprofits based on their size?

# Key Questions

- Are values relating to the mission of nonprofits reflected in their workplace practices?
- To what extent are nonprofits using performance management?
- What are the occupational health and safety issues in the nonprofit workplace?
- Are nonprofits engaging in any form of leadership development?

# Emerging Questions

- Wal-mart approach to labour relations and HR
- Socially irresponsible
- Less participatory