

# NON-PROFIT TRANSFERABLE SKILLS

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SKILLS PROFILES FOR KEY ROLES IN  
THE NON-PROFIT SECTOR



**Workforce Planning Board**  
of Waterloo Wellington Dufferin

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Thank you to all of the local non-profits in Waterloo, Wellington and Dufferin who provided insight and clarity on these roles and what skills are necessary to function within them. We hope this helps you develop better recruiting materials while also giving jobseekers insight into the skills needed in the industry.

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# ABOUT THE PROJECT

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The Workforce Planning Board of Waterloo Wellington Dufferin led this project, with partnership from local non-profits, to define what transferable skills all non-profits need in key roles within their organizations. We recognize that we need specialized skills within our organizations but where did base skills sets overlap in those key roles. Out of surveys and interviews, a skills profile has been developed for each key role. Non-profits can use these profiles as a skills starting point and then add specialized skills they seek for their organization when they create job postings and job descriptions, think about future skills training or design and conduct performance evaluations. For jobseekers who may have public administration or for-profit experience, this profile would help them develop their application to meet the needs of the employers and help them find their best fit. These skills profiles could improve communication from employers and skills needs and from jobseekers/students interested in the sector around the skills they offer, providing a better opportunity for skills-based hiring and development.



# HOW TO USE THE GUIDE

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The profiles were created for both employers' and job seekers' use. There are eleven sections in the document. Each section corresponds to a single key role providing information on:

- Skills for Success
- Additional common skills that employers seek/mentioned
- Various titles that are used
- Recommended courses or training
- Additional suggestions when hiring, being hired as an entry-level candidate or transferring from another sector into this one.

## **Employer uses for the profiles:**

- **Job postings:** Review job postings and compare to the skills profile. Add or remove sections. Explore what each of the skills for success means and understand better what aspect of the skill you are looking for. Add more details where you think they should exist.
- **Identify training opportunities:** Look at the skills and determine how much proficiency your employees need with the skill as this may result in a need to upgrade skills. Tie the skills to what entry-level, intermediate and experienced staff would have in your organization and develop potential training plans.

- Job descriptions: Review job descriptions and determine if those skills are there in the documents. Use postings and training exploration to help develop the descriptions further and where people may be able to cross-train or upskill into other positions (pending size of organization).
- Performance evaluation: Once the skills are part of postings, training plans and descriptions, organization can use the skills to develop more accurate performance evaluations. If the skill is in other documents, it should be something that gets evaluated with the staff person.

### **Jobseeker uses for the profiles:**

- Job search: Use these profiles to help develop stronger resumés and cover letters that respond to employer asks and showcase the skills employers are asking for.
- Recommended courses for a career: See what types of certificates and courses the industry is looking if you are thinking about upgrading, moving to a new industry or considering postsecondary education.
- Employers' preferences when looking for a candidate: Look at the Skills for Success and see what makes up the skill the employer is asking for. Create interview responses and application materials that reflect those skills.
- Skills for successful job attainment: Identify where you may need to develop your skills in order to secure positions in the non-profit sector.

### **The major roles contained in this document are:**

- Administrative
- Counselling and Client Support
- Development and Fundraising
- Finance and Bookkeeping
- Human Resources
- Management
- Marketing and Communications
- Project Delivery
- Program Delivery
- Technology
- Volunteer Coordination and Management

# ADMINISTRATIVE

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## Skills for Success ranked for Administrative roles:

1. Communication
2. Digital
3. Problem solving
4. Collaboration
5. Numeracy
6. Adaptability
7. Reading
8. Writing
9. Creative Skills

- 71% of surveyed employers have administrative roles
- Most common range of administrative roles in non-profit sector is 2-7. A few organizations have 20 administrative positions. The size of the organization does not always correlate with a higher number of administrative roles

## Important Common Skills in Administrative roles:

### Interpersonal Skills

- Team spirit
- Customer service
- Compassion
- Cultural awareness
- Personable skills

### Technical Skills

- Financial management
- Attention to detail
- Organizational skills
- Understanding of government funding contracts and requirements
- Intermediate excel/database use
- Meeting administration
- Computer usage knowledge
- Program Management

## Titles that may get used:

- Administrative assistant
- Executive assistant
- Scheduler
- Data entry assistant
- Receptionist
- Front desk
- Customer service representative
- Office administrator
- Office coordinator
- Operations assistant
- Office manager
- HR/Payroll coordinator
- A/P and A/R clerk
- HR assistant
- Bookkeeper
- Payroll clerk
- Accounting clerk
- Communication resource development coordinator
- Manager
- Department supervisor
- Program coordinator
- Project coordinator
- Program support

## Recommended Courses or Areas of Education for Administrative roles:

### General Courses and Areas of Education

- Payroll course
- HR Designation/background (CHRP)
- Project Management
- Business administration course
- Office administration diploma
- Bookkeeping course
- Executive assistant course
- Finance course

### Examples of Specific Courses and Areas of Education

- Microsoft Office courses
- Website development
- Necessary software knowledge (Microsoft Suite, Adobe Creative Cloud)

***Would You Hire Someone Who Is Entry-level Position into an Administrative role?***

**YES**

71% of employers agreed administrative roles are good starting positions in organizations. Specifically, if a candidate has any service industry, bookkeeping or customer service experience.

**NO**

29% of employers mentioned they would prefer to hire experienced candidates due to lack of time and resources for training or complex bookkeeping systems.

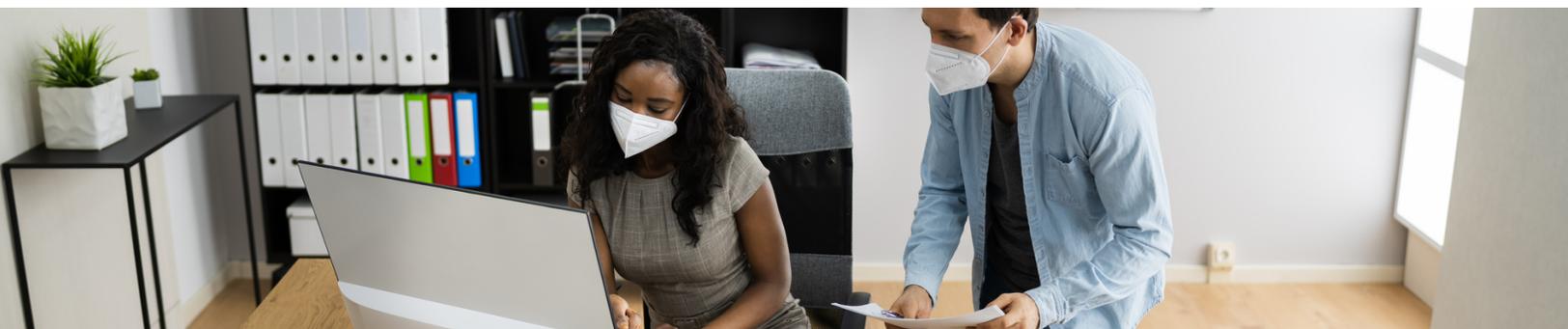
***Would You Hire Someone Who Is Transitioning from Another Industry into an Administrative role?***

**YES**

95% indicated they would hire a candidate transitioning from a different industry if that person has relevant education and experience such as bookkeeping, contracts, government requirements, administration, and if the person is transitioning from a different subsector of charity/non-profit industry.

**NO**

Only 1 of surveyed employers indicated they would prefer a more experienced and trained professional to avoid additional costs.



## **Comments:**

The administrative role is a great starting point to build a career in the non-profit sector. Entering the organization as an administrative candidate is a great chance to learn more about the sector, community and gain valuable skills for further professional growth. Across interviewed non-profit subsectors, administrative roles are also a great opportunity to transfer from a different industry. Throughout the COVID-19 pandemic, many employers had difficulties hiring administrative roles due to CERB, modified EI and lack of core funding (a long-term issue outside of the pandemic).

As an entry-level or transferring candidate, one can expect job responsibilities such as administrative duties, customer service, reception, triage, answering phones, and communications and more. Depending on the organization, employers may test and offer a candidate a variety of different job responsibilities to identify the best fit in the company.

It is crucial to submit a cover letter and a resume when requested. Many applications are not even looked at if the requested documents are not provided. It is also important and reflect positively on a candidate if a cover letter and resume are tailored to the job posting one is applying to.

Many employers indicated that they state salary in the job posting to be open about what the pay is (often dictated by funding) – this information is useful not just for employers but for jobseekers as well. It saves time and resources during the hiring process.

# COUNSELLING AND CLIENT SUPPORT

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## Skills for Success ranked for Counselling and Client Support roles:

1. Adaptability
  - Collaboration
  - Communication
4. Creative Skills
  - Problem solving
6. Reading
7. Writing
8. Digital
9. Numeracy

- *50% of surveyed employers have counselling and client support roles*
- *Organizations with over 51 employees have anywhere between 20 to 140 counselling and client support roles. For medium size organizations, 11-50 employees, it is common to have 10 to 30 counselling and client support roles. In organizations with 10 employees or less, 1 to 4 counselling and client support roles seems to be the usual*

## Important Common Skills in Counselling and Client Support roles:

### Interpersonal Skills

- Ability to negotiate
- Active listening
- Compassion
- Counselling experience
- Person-centred approach
- Customer service

### Technical Skills

- Facilitation experience
- Tech skills (programming, Zoom)
- Presentation skills
- Research skills

## Titles that may get used:

- Account manager
- Facilitation program leader
- Program specialist
- Senior program coordinator
- Business coach
- Advisor
- Client success manager
- Investor relations specialist
- Head of start and scale
- Training coordinator
- Community facilitator
- Intake coordinator
- Program coordinator
- Direct support
- Counsellor
- Family Therapist
- Social worker
- Developmental service worker
- Attendant care worker
- Student support worker
- Respite worker
- Child and youth worker
- Newcomer mental health support worker
- Adult mental health worker
- Employment counsellor
- Job developer

## Recommended Courses or Areas of Education for Counselling and Client Support roles:

### General Courses and Areas of Education

- PSW certificate
- Teaching or training experience (or 5 years of experience)
- Bachelor/Master of Social Work or equivalent
- Bachelor of Psychology
- Social service worker diploma
- Child and youth worker diploma
- Developmental services worker diploma

### Examples of Specific Courses and Areas of Education

- Palliative care leap course
- Language expression skills
- Settlement worker certificate
- Complex special needs worker certificate

***Would You Hire Someone Who Is Entry-level Position into Counselling/Support of Clients role?***

**YES**

64%. Certain organizations are open to hiring entry-level candidates if they have their certification such as PSW, for example. However, some of the roles require higher educational levels and work experience such as placement. The majority of the organizations welcome entry-level candidates. Some organizations even provide in-house training to prepare interested candidates to enter the field and join the team.

**NO**

36% employers indicated their preference for more experienced candidates due to a large work load and high level burnout for entry-level candidates in the past.

***Would You Hire Someone Who Is Transitioning from Another Industry into a Counselling and Client Support role?***

**YES**

82% of employers agreed that they would hire a candidate if an individual has relevant experience from another industry. For example, recognizable transferable experience would include personal support certification, experience as an educator, counsellor, recreation knowledge and skills. As well transitioning to non-profit roles is possible for international professionals or immigrants. Lawyers who are not accredited in Ontario still possess a skillset to interact with clients and address escalating issues. Many employers are willing to provide additional training to a right candidate.

**NO**

18% of employers indicated that their industry requires specific skills set, and it is challenging to transition from a different sector. Although they are open to re-trained individuals who may have taken social work and settlement services.

## **Comments:**

Client support roles lack candidates with the right educational requirements in certain sub-sectors, such as newcomer consultation (specifically language specialists and language assessors). As an example, the job of language assessor needs both language knowledge and counselling or social services experience or education or lived experience. Agencies who work with newcomers accept candidates with transferable skills and related experience but not for positions focused on language.

The developmental services subsector is another area in need of client support candidates, entry-level candidates in particular.

The animal care non-profit sub-sector is experiencing an issue happening across all organizations: inability to compete with market compensation. In addition, the veterinarian labour market is very tight so employers have to compete to hire a good candidate offering a variety of perks that non-profit organizations often cannot afford.



# DEVELOPMENT AND FUNDRAISING

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## Skills for Success ranked for Development and Fundraising roles:

1. Collaboration  
Creative skills  
Communication  
Adaptability
5. Problem solving
6. Digital
7. Reading
8. Numeracy  
Writing

- *Only 20% of surveyed employers have development and fundraising roles*
- *Organizations who employ development and fundraising roles have anywhere between 1 to 5 specialists*

## Important Common Skills in Development and Fundraising roles:

### Interpersonal Skills

- High tolerance for ambiguity
- Donor relations

### Technical Skills

- Goal setting/tracking
- SMART goal setting
- Benchmarks
- Metrics
- Grant writing

## Titles that may get used:

- Donor relations associate
- Director of development
- Development specialist
- Fundraising and outreach coordinator
- Fund development

## Recommended Courses or Areas of Education for Development and Fundraising roles:

### General Courses and Areas of Education

- Post-secondary degree or diploma
- Fundraising/donor development certification/training
- CFRE certification

### *Would You Hire Someone Who Is Entry-level Position into Development and Fundraising role?*



### *Would You Hire Someone Who Is Transitioning from Another Industry into Development and Fundraising role?*

## YES

80% of surveyed employers indicated that they would hire a candidate transitioning from a different industry. Business development would be most relevant transferable skillset into fundraising and development roles. However, the development and fundraising area requires a very specific skill set and certification which employers recommend a person pursue.

# FINANCE AND BOOKKEEPING

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## Skills for Success ranked for Finance and Bookkeeping roles:

1. Numeracy
2. Digital
3. Problem solving
4. Communication
5. Adaptability
6. Collaboration
7. Reading
8. Writing
9. Creative Skills

- *72% of employers have Finance/Bookkeeping roles*
- *Small to medium size organizations usually operate with 1-2 finance and bookkeeping roles. Organizations the size of over 51 employees reported anywhere between 3 to 9 finance and bookkeeping roles*

## Important Common Skills in Finance and Bookkeeping roles:

### Interpersonal Skills

- Personable
- Active listening

### Technical Skills

- Intermediate level of excel
- GAAP principles for Non-profit
- Attention to detail
- Financial accounting
- Accounting software
- Non-profit bookkeeping experience

## Titles that may get used:

- Director of finance
- Treasurer
- Accountant
- Financial resource coordinator
- Office manager
- Accounting manager
- Accounting analyst
- Government reporting specialist
- Finance manager
- Accounting specialist
- Payroll coordinator or clerk
- AR/AP coordinator or clerk
- Finance assistant
- Bookkeeper
- Business administrator
- Accounting assistant
- Business coordinator

## Recommended Courses or Areas of Education for Finance/Bookkeeping roles:

### General Courses and Areas of Education

- Bookkeeping certification/program
- Payroll specialty/certification
- Accounting education
- Business education
- Business administration
- Certified accounting (CPA)

### Examples of Specific Courses and Areas of Education

- Government subsidy training
- Latest accounting software
- SAGE accounting software
- Charitable reporting
- PCP for payroll roles

## ***Would You Hire Someone Who Is Entry-level Position into Finance and Bookkeeping role?***

**YES** 70% of employers participated in the survey would hire an entry-level candidate or a graduate for a finance and bookkeeping role but not for senior positions. Examples of responsibilities they would hire for include payroll, accounts receivable, accounts payable, assistant or data entry.

**NO** 30% of employers indicated they prefer an experienced candidate due to high risks and specifics of the profession itself.

## ***Would You Hire Someone Who Is Transitioning from Another Industry into a Finance and Bookkeeping role?***

**YES** 90% of employers indicated they would hire a candidate transitioning from a different industry if the person has relevant educational background and experience in finance and bookkeeping. “Numbers are numbers”.

**NO** 10% of employers mentioned that they prefer candidates with experience in the same or similar industry due to the specifics of the industry, like experience working with CRA, grants and HST.

### ***Comments:***

Finance and Bookkeeping skills transfer really well from any industry into Non-profit sector. Some of the suggested difficulties in hiring for finance and bookkeeping is the lack of core funding to hire a candidate on a permanent basis, unfamiliarity of a candidate with non-profit/governmental funding systems, and less competitive pay compared to labour market.

# HUMAN RESOURCES

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## Rating of Skills for Success in Human Resources roles:

1. Collaboration  
Creative Skills  
Communication  
Adaptability
5. Problem solving
6. Digital
7. Reading
8. Numeracy
9. Writing

- *Surveyed organizations reported anywhere between 1 to 4 Human Resources employees. The larger the organization, the greater the number of Human Resources professionals employed*
- *45% of surveyed organizations have Human Resources roles*

## Important Common Skills in Human Resources roles:

### Interpersonal Skills

- Conflict resolution
- Unbiased individual
- Listening

### Technical Skills

- Equity, Diversity, Inclusion (EDI) training
- Organizational skills
- Detail-oriented person

## Titles that may get used:

- Human resources manager
- Director of HR
- Community and people advisor
- Manager of talent development
- HR senior manager
- People partner
- HR/Payroll coordinator
- Head of people and culture
- Training and organizational development coordinator
- Recruitment coordinator
- HR assistant
- Scheduler
- HR generalist

## Recommended Courses or Areas of Education for Human Resources roles:

### General Courses and Areas of Education

- Payroll designation
- CHRP (Certified Human Resources Professional)
- CHRL (Certified Human Resources Leader)
- Human Resources degree/diploma/certificate

### Examples of Specific Courses and Areas of Education

- Language expression skills

## ***Would You Hire Someone Who Is Entry-level Position into a Human Resources role?***

### **YES**

If an entry-level candidate or a graduate has an educational background in Human Resources, 58% of employers would consider hiring them.

### **NO**

42% of employers indicated they prefer to hire an experienced candidate for Human Resources roles due to the pace of work, organizational structure, and risk to the organization of creating a liability issue. Most employers prefer candidates with at least some experience to be considered for an HR role.

## ***Would You Hire Someone Who Is Transitioning from Another Industry into a Human Resources role?***

**YES**

91%. Candidates transitioning from a different industry are certainly great candidates for HR roles in the non-profit sector if they have the educational background, experience hiring personnel and certain awareness of the ways in which compensation or HR practices might differ in various types of organizations. Some employers prefer to hire a candidate from a different industry due to their organizational specifics and staff set of skills.

**NO**

9%

### ***Comments:***

Human Resources roles in organizations are another great opportunity for entry-level candidates with relevant credentials or individuals transferring

from a different industry. Specifically, any organization focusing on employment counselling, job development or somehow related to the labour market would be a great option for an HR candidate to transition to from a different industry.

In smaller organizations, it is more common to have the Executive Director deliver the Human Resources function. Some of the organizations outsource HR professionals on a need's basis. Larger organizations can have HR professionals on staff.

None of the interviewed employers mentioned any issues associated with hiring an HR professional.

# MANAGEMENT

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## Skills for Success ranked for Management roles:

1. Collaboration
2. Problem Solving
3. Communication
4. Adaptability
5. Creative Skills
6. Reading
7. Writing
8. Digital
9. Numeracy

- *97% of surveyed organizations have management roles*
- *Depending on a number of employees and organizational structure the quantity of management roles varies:*
  - *1-10 employees: 1-6 management roles*
  - *11-20 employees: 4 and more management roles*
  - *21-50 employees: 2-5 management roles*
  - *Over 51 employees: 3-40 management roles*

## Important Common Skills in Management roles:

### Interpersonal Skills

- Supervisory skills – hiring, orienting
- Compassion and love for working with people
- Empathy
- Cultural competency
- Leadership development
- Leadership and coaching skills
- Team support
- Volunteer management
- Human Resources

### Technical Skills

- Understand and be able to navigate competing systems and priorities
- Board facilitation
- Understand performance metrics and analytics
- Business and strategic planning skills
- Risk management
- Project management
- Management and evaluation
- Computer applications skills
- Program design

## Titles that may get used:

- Director
- CEO
- Executive director
- President
- Vice president
- Manager of...
- Director of...
- Artistic director
- Head of ...
- General Manager
- Coordinator of....
- Leader of...
- Supervisor of ....
- Treasurer
- Controller
- Area Administrator
- Specialist of ....
- Generalist of...

## Recommended Courses or Areas of Education for Management roles:

### General Courses and Areas of Education

- Relevant designation (HR, CPA)
- Leadership, communication
- knowledge of developmental services sector
- Postsecondary degree or diploma in relevant field
- Communications
- Fundraising
- Business or Human Services
- Accounting or finance education
- Marketing
- Event management

### Examples of Specific Courses and Areas of Education

- Brain injury courses
- Clinical education (MSW or equivalent)
- Dietician certificate
- Safe food handling
- Canadian and/or Ontario Society of Nutritional Management
- Lawyer
- MBA
- Certificate in Leadership or Non-profit management
- Degree in Finance or Business Administration
- Certification in Volunteer Management

Employers do not always heavily rely on educational background. It is more important to be a well-rounded individual with relevant or transferable skills and experience. Sometimes it is a matter of fitting a position to a person rather than a person to a position.

### ***Would You Hire Someone Who Is Entry-level Position into Management role?***

#### **YES**

Only 34% of the employers indicated that they would potentially hire an entry-level candidate into a managerial role. However, many have indicated that they will either provide further training or hire for a lower rank role with the possibility of growth. A few organizations which have education-focused mandates also mentioned that hiring straight into a managerial role is possible depending on a candidate's skill level and overall dedication to the job for the purposes of providing opportunities for talented individuals. Some entry-level managers may have fewer direct reports and be focused more on program development or coordination.

#### **NO**

Almost 66% of employers agreed that hiring a candidate for a managerial role requires significant experience such as supervision, equivalent experience from a different field, and/or lived experience. To be a manager, an individual must have situational awareness and understand the needs of an organization. However, some employers mentioned that they are ready to train or coach those lacking skills if a candidate has enough relevant or similar experience to become a manager or be placed in a senior role.

## ***Would You Hire Someone Who Is Transitioning from Another Industry into a Management role?***

### **YES**

Over 86% of employers indicated that they would hire a candidate transitioning from a different industry into the non-for-profit sector. Depending on individual's experiences, transferable skills, interview performance and possible volunteer activity, employers welcome candidates from a variety of sectors including corporate. However, some employers were more specific indicating transferability worked better with some areas of expertise such as talent development, fundraising and development, finance and administration, communication, project management, strategic planning, social services, and community development.

### **NO**

14% employers indicated that they are not willing to accept candidates transitioning from a different industry. Specific examples include educational and social services.

### ***Comments:***

Throughout the interview process, Arts, Community and Leadership, Economic Development and Research sub sectors were identified as struggling

to fill managerial positions due to several factors: precarious forms of employment, short-term core funding, less competitive pay, lack of supporting experiences on the resume and during the interview process, and inability to request a full reference on selected candidates.

Many employers indicated that posting a salary in the job posting creates open discussion and attracts those most interested – this information is useful for job seekers. It saves time and resources during a hiring process and lets people know if the job will be a fit.

# MARKETING AND COMMUNICATIONS

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## Skills for Success ranked for Marketing and Communications roles:

1. Communication
2. Creative skills  
Writing
4. Collaboration
5. Digital
6. Adaptability
7. Reading
8. Problem solving
9. Numeracy

- *65% of surveyed employers have marketing and communications roles*
- *In small to medium size organizations, there are 1 to 2 marketing communication roles. In larger organizations with over 51 employees, there could be up to 10 marketing and communications roles*

## Important Common Skills in Marketing and Communications roles:

### Interpersonal Skills

- Inclusive mindset
- Teamwork

### Technical Skills

- Branding
- Graphic design
- AODA training
- EDI awareness
- Artistic talent/training
- Website design and development
- Video editing and production
- Copywrite
- Image licensing familiarity
- Content development

## Titles that may get used:

- Communications manager
- Donor relations associate
- Creative director
- Marketing manager
- Director of marketing
- Administrator
- Marketing and communications coordinator
- Outreach coordinator
- Communications resource development coordinator
- Development and communications coordinator
- Digital marketing and campaigns coordinator
- Marketing specialist

## Recommended Courses or Areas of Education for Marketing and Communications roles:

### General Courses and Areas of Education

- Post-secondary education in communications
- Post-secondary education in marketing

### Examples of Specific Courses and Areas of Education

- Social media certificate
  - Graphic design training
  - Website development
  - Videography
  - Journalism
- 

## ***Would You Hire Someone Who Is Entry-level Position into Marketing and Communications role?***

**YES** 69% of surveyed employers indicated that they would hire an entry-level candidate into Marketing and Communications. An example of an entry-level position title is communications coordinator. Due to their small size, some organizations can afford only an entry-level candidate for this role. Other organizations are ready to hire an entry-level marketing and communications candidate if a person can show a high level of skill.

**NO** 31% of employers indicated that they prefer an experienced candidate for Marketing/Communications role. However, they mentioned that a coordinator role would be an entry-level role to work as marketing and communications professional. Volunteer organizations do not always have enough funding to hire a paid position.

## ***Would You Hire Someone Who Is Transitioning from Another Industry into Marketing and Communications role?***

**YES** 64% of surveyed employers are ready to hire a candidate transitioning from a different industry. Marketing and communications skills transfer between the industries but it is important for a candidate to understand the difference between for-profit and non-for-profit sectors.

**NO** 36%. Even though the majority of the employers indicated they will accept candidates from another industry, some mentioned that they are not ready to hire such a candidate. The surveyed employers did not elaborate on the reasoning; however, we may suggest it is industry-dependant.

### ***Comments:***

Marketing and Communications roles transfer very well between the industries. Communications and marketing roles are also great positions for entry-level role candidates.

# PROJECT DELIVERY

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## Skills for Success ranked for Project Delivery roles:

1. Collaboration
2. Communication
3. Creative Skills
4. Digital
5. Problem solving skills
6. Adaptability
7. Reading
8. Writing
9. Numeracy

- *23% of surveyed employers have project delivery roles*
- *For small size organizations it is common to have 1 – 2 project delivery roles, and for large size organizations, over 51 employees, there are generally 3 – 5 project delivery roles*

## Important Common Skills in Project Delivery roles:

### Interpersonal Skills

- High tolerance for ambiguity
- Collaboration
- Teamwork

### Technical Skills

- Time management

## Titles that may get used:

- Program Manager
- Large event manager
- Manager of events and partnerships
- Marketing manager
- Social media manager
- Communications coordinator
- Social programming developer
- Community engagement coordinator
- Project coordinator

## Recommended Courses or Areas of Education for Project Delivery roles:

### General Courses and Areas of Education

- Post-secondary business diploma/degree
- Communications
- Marketing

### Examples of Specific Courses and Areas of Education

- Social media certificate/experience
  - Event management certificate
  - Fundraising certificate
- 

## ***Would You Hire Someone Who Is Entry-level Position into Project Delivery role?***

**YES**

75% of employers indicated that they would hire an entry-level candidate for a project coordinator role although they would look for certain training and experience needed to be successful at this job. For example, communications coordinator should have some familiarity and experience working in graphic design, videography and social media.

**NO**

25% mentioned that they would hire an entry-level coordinator but train the right candidate for a more senior role. Some employers prefer experience over education.

## ***Would You Hire Someone Who Is Transitioning from Another Industry into a Project Delivery role?***

**YES**

100% of employers indicated that they would hire a candidate transitioning from a different industry. Depending on the sector and organization, candidates could be coming from a variety of industries.

### ***Comments:***

Project coordination roles are not hard to fill roles, however the precarious nature of employment, short-term contracts and less competitive pay can drive away good candidates. Another difficulty that employers are experiencing when hiring for entry-level roles are resumes that do not highlight the skills needed and candidates not taking the time to tailor their resumes. Employers then have to more time evaluating if candidates are a fit.

# PROGRAM DELIVERY

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## Skills for Success Ranked for Program Delivery roles:

1. Collaboration  
Communication
3. Creative Skills
4. Digital  
Problem solving skills
6. Adaptability
7. Reading
8. Writing
9. Numeracy

- *50% of surveyed employers have program delivery roles; 50% surveyed employers do not have program delivery roles*
- *Smaller organizations with 1 - 10 employees tend to have 1 to 4 program delivery roles. However, depending on an industry, some organizations focus solely on programs delivery. For medium and large size organizations the number of program delivery varies from 20 to 30 employees*

## Important Common Skills in Program Delivery roles:

### Interpersonal Skills

- Creativity
- Networking
- Courage
- Soft skills

### Technical Skills

- Non listed as answers

## Titles that may get used:

- Program Manager
- CEO
- Program/Project Coordinator
- Leader
- Director
- Stage Manager
- Birthday party hostess
- Educator
- Facilitator
- Animal care attendant
- Program delivery

## Recommended Courses or Areas of Education for Program Delivery roles:

### General Courses and Areas of Education

- Communications or Marketing
- BSW, DSW, SSW or Lived Experience
- Bachelor of Education
- Project Management and Coordination
- Recreation and Leisure Education
- Arts, Theatre, Drama, Music Education

### Examples of Specific Courses and Areas of Education

- Volunteer Management
- Child and Youth Worker
- Recreational Therapist
- Group Facilitation
- Social Service Worker

## ***Would You Hire Someone Who Is Entry-level Position into Program Delivery role?***

**YES**

92%. Certain organizations are open to hire entry-level candidates or graduates if they have their certification such as PSW, for example. However, some of the roles require higher educational level and work experience such as placement, for example. The majority of the organizations welcome entry-level candidates. Some of the organizations even provide in-house training to prepare interested candidates to enter the field and join the team.

**NO**

8% of employers indicated their preference for more experienced candidates due to a large workload and high-level burnout for entry-level candidates in the past.

## ***Would You Hire Someone Who Is Transitioning from Another Industry into a Program Delivery role?***

**YES**

90% of employers agreed that they would hire a transitioning candidate if an individual has relevant experience. For example, Personal Support Certification, experience as an educator in the field of their choice, addiction support worker, counsellor, recreation therapist, early childhood educator. As well transitioning to non-profit industry is possible for international professionals or immigrants, for example lawyers who are not accredited in Ontario still possess a skillset to interact with clients and address escalating issues. Many employers are willing to provide additional training to a right candidate.

**NO**

Only 10% of employers indicated that their industry requires specific set of skills and it is challenging to transition from a different sector. Although they are open for re-trained individuals. Such non-profit sub-sectors include social work and settlement services.

**Comments:**

Organizations involved in employment subsector have not reported any significant difficulties in hiring for program delivery roles. Not always an employer would require a specific education rather an experience working with youth and individuals such as group facilitation, teaching or crisis work. However, interviewed employers indicated lack of qualified candidates in developmental subsector and professionals working with people with disabilities. Several non-profit sector employers believe in a better pay for their employees which often saves resources on hiring process and turnover. They provide competitive market pay and benefits.



# TECHNOLOGY

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## Skills for Success ranked for Technology roles:

1. Digital
2. Adaptability  
Problem solving
4. Collaboration  
Creative skills
6. Numeracy
7. Communication  
Reading
9. Writing

- *24% of surveyed organizations have tech-based roles*
- *Most surveyed employers who have tech-based roles are large organizations, over 51 employees. The number of roles varies from 1 to 5 roles. Sometimes tech-roles are combined with other roles such as Resource Manager*

## Important Common Skills in Technology roles:

### Interpersonal Skills

- None mentioned

### Technical Skills

- Tech-savvy
- Network security
- Innovation
- Problem solving

## Titles that may get used:

- IT assistant
- IT manager
- IT coordinator
- Technical supervisor
- Resource manager
- IT specialist

## Recommended Courses or Areas of Education for Technology roles:

### General Courses and Areas of Education

- Project management
- Diploma or degree in information technology

### ***Would You Hire Someone Who Is Entry-level Position into Technology roles?***

**YES** 20% of employers indicated they would hire an entry-level candidate into a tech-based role as a student or work placement. No information about recent graduates employment.

**NO** 80% of employers indicated they prefer hiring experienced candidates due to resources constraints (time, budget).

## ***Would You Hire Someone Who Is Transitioning from Another Industry into Technology roles?***

**YES**

60% of employers who have tech-based roles would hire a candidate transitioning to non-profit if they have relevant education.

**NO**

40% of employers prefer to hire candidates who have same or similar industry experience rather than shifting professionals.

### ***Comments:***

Technology roles are not common in non-profits on a full-time/permanent basis. Often tech specialists are contracted. When needed, employers may consider a variety of relevant technology experience as well as a passion for working in the non-profit world.

# VOLUNTEER COORDINATION AND MANAGEMENT

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## Skills for Success ranked for Volunteer Coordination and Management roles:

1. Communication
2. Problem solving
3. Collaboration
4. Writing
5. Reading
6. Adaptability
7. Digital
8. Creative skills
9. Numeracy

- *44% of surveyed organizations have volunteer coordination/management roles*
- *Most of the organizations have only 1 volunteer coordinator or manager. However, one of the surveyed small organizations has 4 volunteer coordination roles*

## Important Common Skills in Volunteer Coordination and Management roles:

### Interpersonal Skills

- Ability to make community connections/Networking
- Eagerness to help people
- Ability to think outside the box
- Conflict resolution
- Inclusive mindset
- Unbiased yet analytical

### Technical Skills

- Interviewing and Training
- Administrative skills: forms, spreadsheets
- Online and digital skills
- Volunteer Management tools
- Risk management
- Program Delivery
- AODA and EDI
- Social media
- Organizational

## **Titles that may get used:**

- Program coordinator or manager
- Volunteer coordinator or manager
- Program development manager
- Director of education and promotion
- Community engagement or relations
- Special event manager or fundraising
- Experiential learning placement officer

## **Recommended Courses or Areas of Education for Volunteer Coordination/Management roles:**

### **General Courses and Areas of Education**

- Volunteer management
  - Post-secondary degree or diploma
  - Human resources
  - Certified Volunteer Administrator designation (CVA) – this is specific
  - Certification in Volunteer Resource Management (CVRM) – this is specific
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## ***Would You Hire Someone Who Is Entry-level Position into Volunteer Coordination/Management role?***

**YES**

90% of surveyed employers are ready to hire entry-level candidates into Volunteer Coordination and Management roles. However, employers will look for relevant training and volunteer leadership or supervisory experience. Social services, health care services and non-profit/charity are some of the industries where a candidate can transition into a volunteer coordination or management position.

**NO**

10%

## ***Would You Hire Someone Who Is Transitioning from Another Industry into Volunteer Coordination/Management role?***

**YES**

78% of employers indicated they would hire a candidate from another sector or area of expertise that is relevant. Volunteer Coordination and Management is similar to human resources so that type of training, experience would be a good fit.

**NO**

Only 22% of surveyed employers indicated that they would prefer a candidate with relevant experience. An important factor in hiring is the personality of the candidate.

### ***Comments:***

Many volunteer coordination and management roles were laid off during the pandemic according to some interviewed employers, and professionals had to find different jobs. Therefore, it is hard to find a good volunteer coordinator or manager.

Another issue for organizations with volunteer coordination and management roles is many positions are contract-based, due to core funding amounts. Often the skills required for the position exceed the budget, and the organizations look for people with transferable skills who can successfully complete the work. However, another problem that employers run into is the employment can be precarious.



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