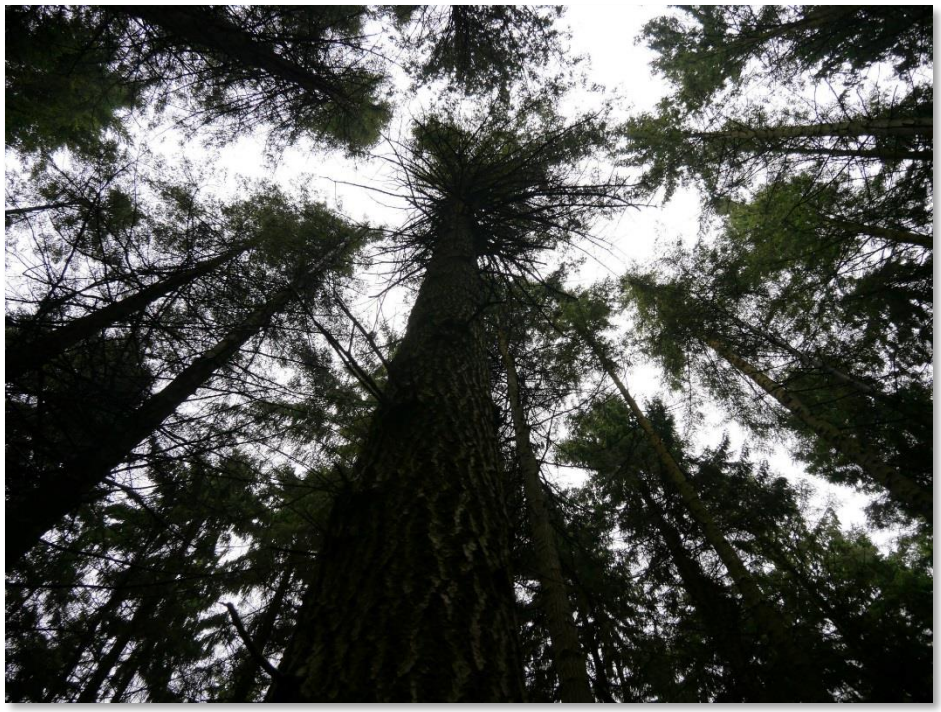
CONTRIBUTING FACTORS TO SOCIAL SERVICE NON-PROFIT MISSION ATTAINMENT IN THE CENTRAL OKANAGAN



An Examination of Sustainable Non-Profit Practices within the Central Okanagan

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CONTRIBUTING FACTORS TO SOCIAL SERVICE NON-PROFIT MISSION ACHIEVEMENT IN THE CENTRAL OKANAGAN

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ABSTRACT

This study adds to the body of knowledge on non-profit sustainability within the Central Okanagan social service sector, particularly as this relates to non-profit mission achievement. Building on previous regional research at the executive and board level, this study focuses on volunteers, staff, and managers, in order to determine what barriers to sustainability exist in the areas of human resources, financial resources, organizational culture, and activities and programs. The findings of the study highlight three main areas where focus must be made in order to ensure the long-term survival of social service non-profit organizations within this region: (1) Retention of volunteers and staff, (2) Management support, and (3) Internal communication. These three topics, as well as those highlighted by previous regional research, can be considered the main contributing factors which may be preventing non-profit sustainability and long-term mission achievement within social service non-profit organizations in the Central Okanagan. Thus, these topics should be the focus of any further research projects or training programs developed by the Scotiabank Centre for Non-Profit Excellence.

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CHAPTER ONE: INTRODUCTION

1.1 Introduction

Over the past few decades, many observers of the non-profit sector have focused on one specific topic: sustainability. This term, which embodies the concepts of mission achievement, long-term success, financial stability, and organizational survival, is the cornerstone of this research study. In order to assist in the development of training programs that promote sustainable non-profit behaviours, this study provides an in-depth analysis of the barriers to sustainability that Central Okanagan non-profit organizations currently face. The following chapter provides an introduction to the background of this study, details its purpose, and explains the significance of the research that was conducted. This is followed by a brief conclusion which summarizes the nature of the remainder of the report.

1.2 Background

In April of 2014, Scotiabank made a large donation to Okanagan College to support research on the non-profit industry, resulting in the creation of the Scotiabank Centre for Non-Profit Excellence (Zielinksi, 2014). Research was to be conducted by way of gap analysis, with students and faculty working to provide non-profit groups with the support needed to improve organizational effectiveness (Zielinksi, 2014). The first of the gap analysis research was conducted by Amanda Wright during the winter of 2015, and culminated with a published research report.

The purpose of Wright's research was to discover "the real and perceived challenges that impede social service non-profit organizations from achieving sustainability in the Central Okanagan" (Wright, 2015, pg 2). Her research, as the first of its kind in the Okanagan non-profit sector, was very broad in scope. It addressed many organizational factors, from human resources to strategic planning, which was necessary in order to uncover the existing challenges regarding non-profit sustainability. Given the scope of her study, Wright defined her units of analysis as Boards of Directors and Executive Directors of non-profit organizations, who were more likely to have access to the knowledge needed to answer the broad range of questions her research demanded. The result was that Wright's research was very rich in regards to data that covered high-level

external concerns such as financial viability, advocacy, public image, and skills and knowledge capacity at the director level. However, using this unit of analysis excluded the collective knowledge of the largest population of non-profit workers: staff and volunteers. Thus, a data gap remained in regards to such internal topics as organizational capacity, service provision, and infrastructure. This data gap provided an opportunity for a second phase of gap analysis research, which was conducted in the winter of 2016 and is documented within this report.

1.3 Purpose

This research study is intended to add to the body of knowledge regarding non-profit social service organizations in the Central Okanagan. In doing this, the study expands the definition of the challenges impeding non-profits from achieving sustainability. This, in turn, provides a stronger basis for developing the Scotiabank Centre for Non-Profit Excellence's training programs for non-profits.

The definition of sustainability adopted within this project is centred on a specific element of non-profit success: mission attainment. As such, the specific purpose of this study is to discover any internal barriers to mission attainment as this pertains to non-profit sustainability. This purpose is outlined in the following decision statement:

> *What barriers exist, at the staff and volunteer level, which would prevent a non-profit social service organization in the Central Okanagan from sustainably achieving its mission?*

In answering this question, this study provides additional data on the Central Okanagan non-profit environment, aggregated according to the following four associated research objectives:

> *RO1: Are the internal human resource policies, procedures, and controls of non-profit social service organizations in the Central Okanagan sustainable?*
>
> *RO2: Are the financial resources of non-profit social service organizations in the Central Okanagan being utilized in a sustainable manner?*
>
> *RO3: Are the organizational structures and organizational cultures of non-profit social service organizations in the Central Okanagan sustainable?*
>
> *RO4: Are the activities and programs of non-profit social service organizations in the Central Okanagan sustainable?*

1.4 Significance

This research study is of most benefit to the Central Okanagan's many social service organizations, on which this project is focused, but cannot be reliably applied to other non-profit organizations outside the social service sector. Social service organizations are often devoted to vulnerable client bases, such as the homeless, poor, abused, or addicted. If sustainability cannot be attained by these organizations, succeeding at their missions becomes improbable, which can have detrimental effects not only on the organizations, but also on the vulnerable individuals the organizations serve. This study is significant not only in terms of assisting non-profit sustainability, but also in assuring that these vulnerable non-profit clients continue to have access to the supports they require. Furthermore, this research, by assisting these individuals and perhaps improving their quality of life, has the potential to create positive effects on general community well-being.

1.5 Conclusion

Chapter 1 has provided an introduction to the project and its significance. The second chapter consists of a detailed literature review, which provides the basis for the research methodology outlined in Chapter 3. Chapter 4 summarizes the findings of the study and the analysis conducted on these findings. The fifth and final chapter provides a detailed account of the gaps and barriers discovered in regards to sustainable mission attainment by social service non-profit organizations in the Central Okanagan. This last chapter also provides a set of recommendations regarding future training programs or support resources to be developed by the Scotiabank Centre for Non-Profit Excellence.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

For the past half-century, non-profit performance has been a major subject of debate in the research community (Willems, Boegnik, & Jegers, 2014), with decades of research studies dedicated to identifying possible variables which might lead to non-profit success or failure (Helmig, Ingerfurth, & Pinz, 2014). More recently, the term "sustainability" has become linked with the idea of non-profit success; however, research regarding building a sustainable non-profit organization is "fragmented and relatively underdeveloped" (Weerawardena, McDonald, & Mort, 2010, p. 347). Within the Central Okanagan, a single study exists regarding non-profit sustainability; conducted by Amanda Wright in 2015, *Challenges in Achieving Non-Profit Sustainability* examines the real and perceived challenges in attaining non-profit sustainability within the region. In order to expand upon the narrative begun by Wright regarding the Central Okanagan non-profit sector, this study is constructed around the following decision statement:

> *What barriers exist, at the staff and volunteer level, which would prevent a non-profit social service organization in the Central Okanagan from sustainably achieving its mission?*

2.2 Definitions

This study is built upon two main concepts: (1) non-profit sustainability, and (2) mission achievement. It is further narrowed in scope to social service non-profit organizations (defined in 2.2.3), in order to recognize the differences between the structure of these organizations and organizations in other non-profit sectors, and to ensure clarity of findings.

2.2.1 Non-profit Sustainability

The word 'sustainable' itself can be thought of as being able to "last or continue for a long time" (Sustainable [Def. 3], n.d.). Therefore, to be sustainable, a non-profit organization must be able to exist in the long-term. However, what does existing entail? To be a non-profit organization is to be focused firstly on *impact*, and secondly on *accountability* (Abrahim & Rangan, 2014). Impact refers to an orientation towards social objectives rather than financial. Accountability refers to a requirement to distribute profits only in a manner which addresses social objectives.

That said, non-profit organizations are not required to meet all social objectives; individual organizations are held to singular purposes – their missions, which are usually narrowed in scope to regions or specific social sectors (Weerawardena et al., 2010). Therefore, the definition of sustainability for the purposes of this study is as follows:

> Non-profit sustainability is the ability of a non-profit organization to meet the needs of its clients and its community in the long-term, while remaining within the parameters of its organizational mission.

2.2.2 Mission Achievement

The idea of mission achievement is coupled with the concept of non-profit sustainability, as seen in the previous definition. Where for-profit organizations may have missions, these are usually "more of an ideal than a constraint" (Hull & Lio, 2006, p. 60). In the case of non-profit missions, they are more constraining, defining the overall purpose of the organization and driving organization actions (Macedo, Pinho, & Silva, 2015; Kirk & Nolan, 2010). Mission achievement is defined for the purposes of this study as follows:

> A non-profit organization will be considered to be achieving its mission when stakeholders perceive that an appropriate number of goals related to the organization's overall purpose for existing have been accomplished.

2.2.3 Social Service Non-Profit Organizations

Remaining consistent with Wright's prior research within the Central Okanagan, a social service non-profit organization is defined as any non-profit organization which provides the following services, as per the International Classification for Non-Profit Organizations (ICNPO):

> "**Social Services:** Child welfare & services. Youth services & welfare. Family services, services for the handicapped & elderly. Self-help & other personal social services. Disaster & emergency prevention & control, shelters, & refugee assistance. Income support & maintenance, material assistance incl. food banks.
>
> **Development & Housing**: Economic, social & community development. Housing associations & housing assistance. Employment & training, including vocational rehabilitation & sheltered workshops" (Imagine Canada, Grant Connect, & Philanthropic Foundations Canada, 2014, p. 32; Wright, 2015, p. 5).

2.3 Sustainability Research

Globally, there has been a substantial body of research developed regarding non-profit strategic management and similar topics which surround sustainability. However, much of this research focuses on specific subjects, and tends to be highly prescriptive in nature (Weerawardena et al., 2010). Many studies also take a one-size-fits-all approach to measuring non-profit success, ignoring the differences between different non-profit sectors or the unique challenges found in specific regions (Willems et al., 2014). "Few [research studies] investigate the broad nature of strategies that nonprofits employ to achieve sustainability" (Weerawardena et al., 2010, p. 347). As such, much of the applicable global research is highly conceptual in nature, and cannot be reliably applied to individual organizations to improve sustainability in the Central Okanagan.

National, provincial, and municipal research within Canada includes many of the same limitations as global studies. While these studies are more valuable in terms of providing comparative data, the utility of these studies is limited by the existence of regional data with which to compare. Data of this type did not exist until 2015, when a study was conducted by Amanda Wright to investigate the barriers which were specifically hindering sustainability in the region's non-profit sector. Wright's study, highly exploratory in nature, forms the largest body of knowledge available regarding non-profit sustainability challenges in the Central Okanagan.

2.3.1 Determinants of Sustainability

A non-profit organization's ability to succeed in being sustainable is dependent on a series of organizational factors, which are identified in a 2014 study conducted by Helmig, Ingerfurth, and Pinz. Their study investigates 147 articles which cover the topic of non-profit performance, with the purpose of discovering the determinants of non-profit success and failure. As the definition of success used within Helmig's study is synonymous with this study's definition of sustainability, the following eight organizational factors can be considered the determinants of non-profit sustainability: (1) organizational characteristics, (2) market structure, (3) governance, (4) strategy, (5) financial issues, (6) human resources, (7) mission, and (8) leadership. These eight areas and the subtopics they cover comprise the characteristics that must be assessed within the Central Okanagan to determine what challenges exist regarding sustainability (a full breakdown of determinants can be found in Appendix A).

2.4 Key Regional Findings

As mentioned, the exploratory study conducted by Wright in 2015 comprises the sum total of knowledge about the Central Okanagan non-profit sector thus far. Wright's study fully addresses the topics of market structure, governance, and strategy. Organizational characteristics, financial issues, human resources, mission, and leadership are also addressed, but gaps remain in some cases. A summary of the key regional findings as related to each of Helmig's eight determinants is found in the following subsections.

2.4.1 Organizational Characteristics

Organizational characteristics such as age and size, as well as internal processes, organizational culture, and collaboration are all important determinants of non-profit success (Helmig et al., 2014). Within the Central Okanagan, Wright's study finds that non-profit organizations are small and long-established, with high use of program evaluations and impact reporting, effective internal relationships and communication, and strong support of collaboration (2015).

2.4.2 Market Structure

Factors such as competition and demand are the second-most mentioned determinants of non-profit success as found by Helmig et al. (2014). Wright's study contains valuable information regarding both these topics. In terms of competition, the level of service duplication within the Central Okanagan is significant, by both non-profit and for-profit organizations (2015). Wright also calls attention to a growing need for services as a barrier to sustainability (2015). It should be noted that increases in demand for social services have been predicted by many non-profit researchers in recent years (Lasby & Barr, 2014; Ference Weicker & Co., 2014; Murray, 2006).

2.4.3 Governance

The topic of governance is well-researched within the non-profit sector (Wagner, 2013), with many studies responding to a call for greater accountability following several 1990s fraud scandals (Smith, 2007). Within the Central Okanagan, Wright's study identifies significant barriers to sustainability in the area of non-profit governance. While board members show high levels of education and experience, Wright noted specific problems such as a "significant lack of strategic guidance, risk assessment, executive director performance review, and a lack of clear division of management and board roles" (2015, p. 39).

2.4.4 Strategy

In context of this study, strategy will be defined in terms of strategic planning, which can be considered an umbrella term that encompasses such factors as stakeholder management, marketing strategy, and organizational changes, which Helmig et al. identified as strategic components (2014). Within the Central Okanagan, Wright found that there is low use of strategic plans by non-profit organizations. Wright also found a lack of "linked strategy, long-term vision, values, or code of ethics. These tools work together like a jigsaw puzzle – communicating, linking, and delivering the mission from the core of the organization to its stakeholders – a missing piece will leave an incomplete representation of the mission and adversely impact sustainability" (2015, p. 39).

2.4.5 Financial Issues

A good financial position is considered a prerequisite to mission achievement, and financial problems are often the cause of non-profit failure (Helmig et al., 2014). Within the social service sector, non-profits face the unique challenge of obtaining revenue from individuals who are not their clients. This often shifts the organization's focus from the clients and their needs to the donors and their wants, which can damage the quality of service delivery (Weerawardena et al., 2010). This creates a snowball effect: once service decreases in quality, less impact is made to the community, and donors have less desire to provide revenue. If the organization continues to focus on the donor and not the client, this can cause financial collapse and organizational failure.

In recent years within Canada, many non-profit organizations have encountered financial difficulties. Government funding sources are shrinking, foundations are less flexible, donors are less accessible, and corporate giving is decreasing (Beachy, 2011). Within BC, organizations report problems with reduced funding from the government coupled with an unwillingness from funders to fund core operations (Murray, 2006). Furthermore, funding problems are more predominant in the social service sector than in other sectors (Murray, 2006). Within the Central Okanagan, this pattern only continues, with Wright's study finding that the external financial environment within the region is unsupportive of sustainability (2015).

2.4.6 Human Resources

Non-profit organizations face several unique challenges in terms of human resource management. The first challenge involves volunteer utilization, which comes with its own issues in terms of recruitment and retention (Lee & Brudney, 2012). The second challenge involves recruitment and retention of paid employees, who, more so than in the for-profit sector, "are motivated by intrinsic factors such as a belief in the organization's mission, opportunity to actualize individual values, and participation in decision-making" (Akingbola, 2006). These challenges, if combined with financial issues that cause difficulty offering competitive salary packages, training, and professional development, can be detrimental to sustainability efforts.

In British Columbia, prior research notes issues regarding recruitment, training, available skills, and human resource capacity (Ference Weicker & Co., 2014). Nearly half of organizations in the province report being understaffed, and one in four reported a skill gap (Ference Weicker & Co., 2014). Budgets for staff training and development are also less available to non-profit organizations in BC than nationally (Ference Weicker & Co., 2014). These same issues are noted within the Central Okanagan, where there is a combination of short-staffing, lack of training, word-of-mouth recruiting methods, rather than more effective recruiting methods, and a lack of performance reviews (Wright, 2015).

2.4.7 Mission

Unlike for-profit organizations, which exist to create value for their investors, non-profit organizations exist to fulfill their missions. Therefore, if a non-profit organization is not achieving its mission, it is not sustainable (Weerawardena et al., 2010). As such, knowledge of whether Central Okanagan non-profits are achieving objectives related to their missions is essential to determining sustainability in the sector. While Wright's research identified that most non-profits in the region have mission statements, further information on whether these missions are being attained is not available (2015).

2.4.8 Leadership

Non-profit leaders – often called executive directors – are thought to contribute differently to organizational performance than for-profit leaders (Phipps & Burbach, 2010), and are also found to be a significant contributing factor in whether an organization survives or fails (Helmig et al.,

2014, p. 1525). Knowledge of leadership qualities, leadership style, experience, and staff perceptions of leaders is valuable in assessing non-profit sustainability, and some such knowledge is noted in Wright's 2015 study. Executive directors in the Central Okanagan are, in general, highly experienced and educated (Wright, 2015). Furthermore, executive directors are provided the most training of all groups within the organizations, and many have a mentor or advisor (Wright, 2015). However, information on whether these executive directors are leading effectively, or on how they are perceived by their employees and volunteers, is not available.

2.5 Remaining Knowledge Gaps

This literature review has been conducted to ensure that this study does not duplicate existing research. As is evident, Wright's study of 2015 provides much valuable information regarding the Central Okanagan's non-profit sector. However, there are some remaining knowledge gaps that this study intends to fill, mainly regarding the topics of human resources, the internal financial environment, organizational culture, leadership, effectiveness of internal processes, and mission-related factors.

Wright highlights much useful information regarding human resources, such as which recruitment methods are commonly used, whether performance reviews are conducted on specific groups, and whether training is available. However, it would be useful to clarify if the staffing levels of regional non-profits are appropriate, as many of Wright's respondents did not know their staffing needs. Secondly, while Wright determined the level of use of performance reviews and the availability of training, the effectiveness of these tools has not been assessed. As such, to close these first knowledge gaps, the following research objective has been developed:

> *RO1: Are the internal human resource policies, procedures, and controls of non-profit social service organizations in the Central Okanagan sustainable?*

The external financial environment of non-profit organizations in the Central Okanagan, as determined by Wright, is not supportive of sustainability. Many respondents highlight lack of long-term, unrestricted funding as a barrier to sustainability, and Wright notes a significant dependence on government funding (2015). As government funding is unreliable and has been shrinking in recent years (Beachy, 2011), this dependence creates a substantial threat to non-profit financial stability. However, it must be noted that Wright has focused on the *external*

financial environment of non-profit organizations, and there exists a second knowledge gap regarding the sustainability of the *internal* financial environment of these organizations. The use of internal financial resources, and whether this use is appropriate to allow mission achievement and sustainability, will be addressed by the following research objective:

> *RO2: Are the financial resources of non-profit social service organizations in the Central Okanagan being utilized in a sustainable manner?*

The third knowledge gap this study seeks to close relates to the topic of organizational culture. Wright's study utilizes respondents who are board members and executive directors of non-profit organizations, and these respondents deem that the internal relationships and communication within the organizations are effective. However, this is the sole evaluation of organizational culture within the Central Okanagan non-profit sector, and it excludes the views of managers, staff, and volunteers. Furthermore, very limited information exists concerning the effectiveness of leadership within these organizations. In assessing sustainability, it would be valuable to understand the characteristics of organizational culture, including internal relationships and communication, levels of management and leadership support, and levels of job satisfaction. As such, the following research objective has been developed to address these factors:

> *RO3: Are the organizational structures and organizational cultures of non-profit social service organizations in the Central Okanagan sustainable?*

Lastly, a significant knowledge gap exists regarding a measure of mission achievement within the Central Okanagan non-profit sector. While most organizations may have mission statements, this does not provide assurance of that mission being achieved. As mission attainment is a prerequisite to sustainability (Weerawardena et al., 2010), it is necessary to assess whether the activities and programs of regional organizations are in fact working towards achievement of mission objectives. In order to assess these factors and close this knowledge gap, this study's final research objective is as follows:

> *RO4: Are the activities and programs of non-profit social service organizations in the Central Okanagan sustainable?*

2.6 Conclusion

In order to begin implementing measures to improve sustainability in the social service sector of the Central Okanagan non-profit industry, it is first necessary to fully understand the barriers to sustainability that currently exist. In order to close existing knowledge gaps regarding these barriers, this study is built on the following research objectives:

> *RO1: Are the internal human resource policies, procedures, and controls of non-profit social service organizations in the Central Okanagan sustainable?*
>
> *RO2: Are the financial resources of non-profit social service organizations in the Central Okanagan being utilized in a sustainable manner?*
>
> *RO3: Are the organizational structures and organizational cultures of non-profit social service organizations in the Central Okanagan sustainable?*
>
> *RO4: Are the activities and programs of non-profit social service organizations in the Central Okanagan sustainable?*

These research objectives guide the design of the research strategy and methodology of this study; a discussion of this design follows in Chapter 3.

CHAPTER THREE: METHODOLOGY

3.1 Introduction

The methodology followed in any study is an important contributor to its eventual outcomes. As such, Chapter 3 outlines the details of the methodology of this study, including the research and sample design, the data collection method, and the analysis techniques utilized. These factors provide the framework for the original data, and influence the findings discussed in Chapter 4.

3.2 Research Design

As discussed in Chapter 2, existing research into the reasons behind non-profit success and failure is plentiful, and while this research is not specific to the Okanagan region, it is largely applicable across the sector. As such, an exploration of cause-effect relationships between non-profit organizations' actions and subsequent success or failure is unnecessary, and the current study relies instead upon a descriptive methodology.

A combination of both quantitative and qualitative designs has been deemed appropriate for this study. The quantitative element allows for the determination of patterns, correlations, and predominant population characteristics, all of which are useful tools with which to define barriers to sustainability. The qualitative element adds a more human component, allowing the insight and experience of current non-profit stakeholders to further shape the image of the non-profit environment in the Central Okanagan. This combination is what is known as a mixed-methods approach, which can provide both deep understanding (qualitative), and detailed assessments (quantitative) of the data (McCusker & Gunaydin, 2015).

3.3 Sample Design

The targeted population includes staff, management, and volunteers employed or recruited by social service non-profit organizations within the Central Okanagan (defined as communities including and between Peachland, West Kelowna, Kelowna, and Lake Country). Respondents within these target groups were contacted using a combination of professional judgement and snowball sampling techniques. Executive directors, program directors, and board members of qualified organizations were contacted, and asked to forward a survey link to staff, management,

and volunteers within their organization. Further respondents were contacted by utilizing the personal and professional connections of both the Scotiabank Centre for Non-Profit Excellence and the student researcher. A total of 52 survey responses were collected, and representation of the population can be considered accurate with a 4.50% allowable error at a 95% confidence level (Appendix B).

3.4 Data Collection

Primary data collection was completed through an online survey instrument, which respondents accessed through an e-mail link, or through a link posted on the Scotiabank Centre for Non-Profit Excellence page on the Okanagan College website. The survey (Appendix C) consisted of eighteen questions, of which the first four were filter questions that effectively screened out unqualified respondents. The remaining fourteen questions were a collection of open-ended questions and closed-ended nominal and continuous scale questions. Completion time for the survey ranged anywhere from 5 to 25 minutes. Of the 52 survey responses collected, 35% were completed by staff members, 23% by volunteers, and 42% by managers.

3.5 Instrument Evaluation

In order to ensure that the survey instrument yielded valid, reliable, and sensitive results, a careful design and review process was utilized. Validity was ensured in the initial instrument design, wherein survey questions were developed directly from the individual research objectives. This process involved developing a comprehensive list of variables for each research objective (Appendix D), and then creating questions based on those variables. This guaranteed both content validity and internal validity, as the questions were a direct reflection of the research objectives and the variables necessary to define those research objectives. Reliability was addressed through elements of internal consistency. Variables were addressed using multiple question types, to allow for comparison of answers and to ensure consensus within responses. Finally, all continuous scale questions were designed to include five-point scales, in order to allow for quantitative analysis and ensure a high level of sensitivity in the results.

For further assurance, the survey instrument was pre-tested twice. The first pre-test was conducted by a number of Okanagan College faculty with expertise in the non-profit sector, and

resulted in heavy reworking of wording, format, question order, and, in some cases, complete elimination or replacement of questions to better address the necessary variables. The second pre-test was conducted by three non-profit professionals with professional connections to the Scotiabank Centre for Non-Profit Excellence, and resulted in only minor adjustments to question format.

3.6 Data Analysis Techniques

The mixed-method research design adopted for this study allowed for a variety of statistical analysis techniques to be used. The final data set consisted of categorical variables, continuous variables, and string (open-ended) responses. This allowed for use of both parametric and non-parametric statistics, such as the Chi-Square test, one-way analyses of variance, and post hoc tests such as the Tukey HSD test. These statistical tests were used to compare groups and to identify relationships between variables. To allow for further analysis, the semantic differentials used to measure the effectiveness of management support and the positivity of organizational culture were combined to create composite measures, as were matrix questions concerning mission achievement. The reliability of these scores was ensured using Cronbach's Alpha analysis. The open-ended string responses were analyzed for repeating words (themes), categorized, and tallied, to allow for a further element of quantitative analysis. Analyses were also conducted using frequency distributions and cross-tabulations. Finally, comparisons were made to the information on non-profit success and failure detailed in Chapter 2 in order to find evidence of barriers to sustainability.

3.7 Conclusion

Descriptive research, achieved using a mixed-methods research design, was used to address this study's research objectives. The results' reliability, validity, and sensitivity were ensured through extensive pre-testing, and analysis techniques were chosen to fit both the nature of the variables used and the desired format of the outcomes. The analysis conducted using this methodology, and the subsequent findings, are presented in Chapter 4.

CHAPTER FOUR: FINDINGS

4.1 Introduction

Data collection and analysis was conducted in alignment with the methodology described in Chapter 3. The following chapter details the findings of the analysis that was conducted, while the conclusions determined based on these findings are outlined in Chapter 5. Chapter 4 begins with a description of the characteristics of respondents, and then presents the findings of this study for each research objective.

4.2 Characteristics of Respondents & Organizations

The respondents consist of volunteers (23%), staff (35%), and managers (42%) employed or recruited by a social service non-profit organization in the Central Okanagan. Regarding the respondents' organizations, the majority have been in operation for twenty-one or more years (79%), and operate on a local (83%), provincial (31%), and/or national (39%) basis. A small number (8%) operate in an international environment. Nearly all of the respondents' organizations (98%) utilize volunteers.

4.3 RO1: Human Resources

This research objective is designed to investigate the effectiveness of internal human resource policies, procedures, and controls as these pertain to mission achievement. To address current knowledge gaps, this study assesses the characteristics of personnel, adequacy of feedback, use of performance reviews, staffing levels, utilization of training and development tools, presence of policies, and the availability of skills.

In terms of characteristics, respondents were asked to provide information on both age and the length of time they had worked or volunteered for their current organization. The age of respondents ranges from 21 to 84 years of age; however, this varies significantly across positions, with volunteers indicating ages between 21 and 84, staff between 23 and 71, and management between 24 and 66. As Table 4.1 shows, when these ages are consolidated into groups by generation, this variation is further pronounced (generations are defined according to the ages designated by Schroer (2004)). The majority of volunteers are Baby Boomers, while the

Table 4.1 - Personnel by Generation

Generation	Birth Year	Volunteers	Staff	Management	Totals
Silent Generation	1923-1945	8%	0%	0%	2%
Baby Boomers	1946-1965	50%	33%	23%	33%
Gen X	1966-1976	8%	17%	50%	29%
Gen Y	1977-1994	33%	50%	27%	37%
		100%	100%	100%	100%

Table 4.2 - Years at Organization

Years at Organization	Volunteers	Staff	Management	Totals
2 or less	42%	39%	10%	27%
3 to 4	0%	22%	14%	14%
5 to 6	17%	11%	19%	16%
7 to 8	0%	6%	10%	6%
9 or more	42%	22%	48%	37%
	100%	100%	100%	100%

largest group of staff consists of Generation Y, and the largest group of management is Generation X. Differences between groups are also present when analyzing the length of employment indicated by respondents. In particular, volunteers indicate a highly bipolar distribution, with most having volunteered for two or less years or more than nine. This, along with the employment lengths of staff and management, can be seen in Table 4.2.

In order to assess the effectiveness of performance reviews or similar evaluations, respondents were asked if they felt they received enough feedback. The results of this can be seen in Figure 4.1. While staff and management indicate that their feedback is adequate, less than half of volunteers say the same. Staff and management were asked whether they received annual performance reviews. While 82% of management indicate that they do, this is only true for 56% of staff.

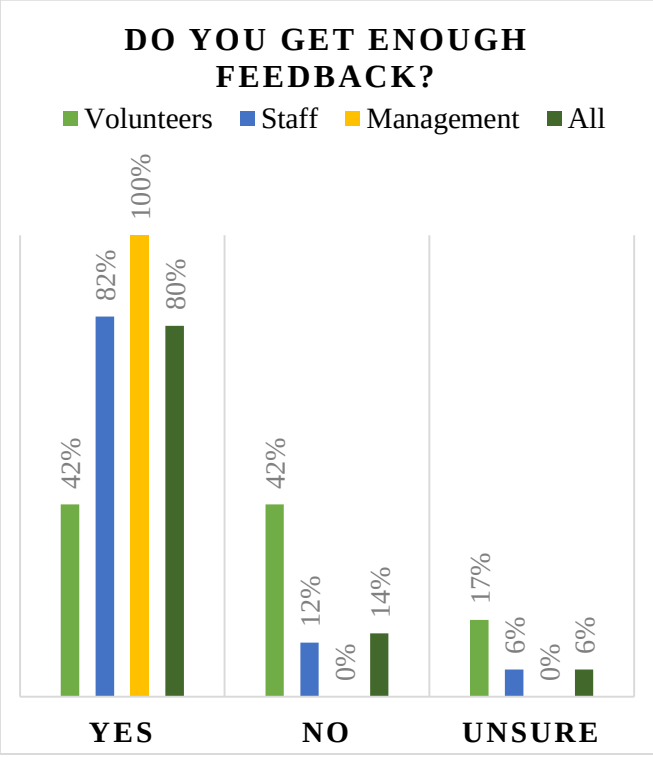

Figure 4.1 - Adequacy of Feedback

Staffing levels were assessed by inquiring about respondents' ability to handle their workload. On average, respondents score their ability to meet deadlines and finish tasks during normal work hours at a 3.73 out of 5, scoring between "sometimes" and "often". Volunteers score their ability to manage their workloads higher than staff and management; however, a one-way between-groups analysis of variance found the difference to be statistically insignificant. Staffing levels were also assessed by inquiring about respondents' work volumes. On average, respondents say that they "often" or "always" have enough work to fill the length of their shift (μ = 4.73 out of 5).

Respondents were asked whether they received adequate orientation when starting a new role using a 5-point scale (1 = "never", 2 = "rarely", 3 = "sometimes", 4 = "often", and 5 = "always"). Orientation was adequate "sometimes", or "often". Staff have a slightly higher score (μ = 3.90) in this regard than volunteers (μ = 3.67) or management (μ = 3.77). In terms of non-orientation training, respondents indicate that they have access to a variety of training and development tools, as shown in Table 4.3. Management have access to the most training resources, followed by staff, and then volunteers. Finally, the majority of respondents (90%) indicate that their organization has written policies and procedures, and almost all (96%) agree or strongly agree that they have the skills to work towards achieving their organization's mission.

Table 4.3 - Common Training and Development Tools Available

	Volunteers	**Staff**	**Management**	**All**
Funding for Training is Available	10%	50%*	68%	50%
Increased Duties as Experience is Gained	20%	50%	59%	48%
Training for Current Position	20%	50%	41%	40%
Mentoring/Coaching	20%	25%	55%	38%
Promotion Opportunities	20%	25%	46%	33%
Duties in Other Areas	10%	25%	46%	31%

* One respondent commented: "Funding for training is inadequate".

4.4 RO2: Financial Resources

The purpose of this research objective is to discover whether the internal usage of financial resources within Central Okanagan non-profit organizations is sustainable. To address this objective, this study investigates the financial support of programs, availability of internal funds, and the appropriate use of financial resources.

In order to ascertain whether funding is being directed at the mission-related activities of the organizations, respondents were asked if they thought their organizations' response to lack of funding was to reduce the services offered to clients. On average, respondents indicate that this is the case only "rarely" or "sometimes" ($\mu = 2.68$ out of 5). However, volunteers score the response higher at 3.20 (between "sometimes" and "often"), compared to staff's score of 2.44 and management's score of 2.62.

Finally, respondents were asked if they believe their organization uses its financial resources appropriately. Of those who indicated an opinion, 93% of respondents believe their organization appropriately manages internal finances, and only 7% note otherwise. Respondents mention a variety of reasons behind these opinions. On the positive side, respondents note such factors as strategically planned spending, transparent reporting, and program-oriented spending. On the negative side, respondents note room for improvement in how funds are handled and inadequate levels of staff compensation and general funding. A breakdown of the main themes can be seen in Table 4.4, and the comments are documented in Appendix E.

Table 4.4 - Financial Themes

Positive Themes		**Negative Themes**	
Theme	**Count**	**Theme**	**Count**
Strategically Planned Spending	10	Room for Improvement	3
Transparency	5	Inadequate Staff Compensation	2
Program Oriented Spending	5	Inadequate Funds	2
Diversified Funding	2		
Use of Audits	1		
Strong Governance	1		

4.5 RO3: Organizational Culture

This research objective is designed to assess the appropriateness of non-profit organizational structures and cultures. This assessment involves studying job satisfaction, growth available to employees, management supports, organizational culture, and knowledge of mission.

Job satisfaction was measured in two ways. First, 90% of respondents indicate that they would recommend their organization as a place to work or volunteer to their family and friends. Second, 96% of respondents say that they look forward to coming to work or volunteering either

"often" or "always" (μ = 4.54 out of 5). This is especially true for management, with 100% saying "often" or "always"; however, 9% of volunteers and 6% of staff indicate that they look forward to coming to work only "sometimes". Additionally, 23% of respondents state that they are satisfied with their current role and are not interested in professional growth.

In terms of satisfaction with professional development opportunities, this varies across position. While 100% of staff and management indicate that professional growth is supported in some manner, 10% of volunteers state that professional growth is not supported by their organizations in any way. When asked whether resources to support training and development were adequate, respondents, on average, report that they either "sometimes" or "often" are (μ = 3.71 out of 5). However, this score is lower for volunteers than for managers and staff.

Management and executive director support was assessed using a composite measure that combined scores on multiple factors, including availability to answer questions, provision of instructions, recognition of effort, feedback, approachability, and supportiveness. The reliability of this measure was tested using a Cronbach's Alpha analysis, and it was determined that the scale had good internal consistency (α = .93). On average, volunteers and staff rate management at a high level of support (μ = 25.73 out of 30), while managers rate upper management support (executive directors) at an even higher 26.82 out of 30. Broken down by activity (as shown in Table 4.5), directors score higher across the scale in all cases. This is particularly true in the area of feedback provision, where a one-way between-groups analysis of variance found a statistically significant difference between management and volunteers (F (2, 45) = 3.8, p = .03). While management rate the feedback provided by their immediate supervisors at 4.45 out of 5, volunteers rate the feedback provided to them by management at a much lower 3.60 out of 5. However, in general, management and executive director support scores high on all variables.

Table 4.5 - Management Support

	Management	**Directors**
Answering Questions	4.50	4.68
Providing Instructions	4.04	4.14
Recognizing Effort	4.27	4.45
Providing Feedback	4.08	4.45
Approachability	4.42	4.50
Supportiveness	4.42	4.59
Overall Support	25.73	26.82

Scores are lower in the area of organizational culture, where a second composite measure was used to combine the factors of personnel's energy levels, positivity, quality of communication, team orientation, and willingness to help co-workers. The reliability of this scale shows a good internal consistency ($\alpha = .91$). On average, using this scale, respondents rate their organizational cultures at 20.63 out of 25. This is broken down by variable in Table 4.6. Communication scores the lowest, compared to the higher scores for positivity of culture and the willingness of other personnel to help.

Table 4.6 - Organizational Culture

	Score
Energizing	4.09
Positivity	4.26
Communication	3.91
Team-Orientation	4.11
Willingness to Help	4.26
Overall Score	20.63

Knowledge of mission is very extensive, with only 2% of respondents indicating that they do not know their organization's mission or overall purpose.

4.6 RO4: Activities and Programs

The final research objective seeks to ascertain whether the activities and programs of Central Okanagan non-profits are sustainable. This is assessed by investigating such factors as the link between activities and mission, perceived success at mission, and the presence of the appropriate tools, resources, skills, support, and programs to achieve said mission.

Given that this study's definition of sustainability is synonymous with long-term mission achievement, it is important to assess the perceptions of respondents about their organizations' progress towards their missions. In general, respondents feel that their daily tasks directly help clients of their organization in some way either "often" or "always" ($\mu = 4.67$ out of 5). On average, respondents also feel that the clients of their organizations are receiving the services they need either "often" or "always" ($\mu = 4.27$ out of 5). However, this perception varies across groups. Volunteers indicate that clients are only receiving the correct services "sometimes" or "often" ($\mu = 3.91$ out of 5). A one-way between-groups analysis found this to be a statistically significant difference from staff's point of view (F (2,46) = 3.9, p = 0.03), which is that clients are receiving the correct services closer to "always" ($\mu = 4.56$ out of 5).

As a further assessment of mission achievement, a composite measure was created by totaling scores of whether respondents believed they had the tools, resources, skills, support, and programs to achieve their organization's mission. The reliability of this measure was tested using Cronbach's Alpha, showing good internal consistency (α = .76). Using this scale, respondents agree that they could achieve their organization's mission with their organizations' current capacities (μ = 20.4 out of 25). However, scores vary across the different variables. Respondents more strongly agree that they have the skills to achieve their mission than they have the resources (time, shift, length, access to cash). A summary of the scores is shown in Table 4.7.

Table 4.7 - Mission Achievement

	Score
Appropriate Tools (Assets, Computers, Processes)	4.07
Appropriate Resources (Time, Shift Length, Cash)	3.78
Appropriate Skills (Training)	4.31
Appropriate Management Support	4.11
Appropriate Activities and Program	4.13
Overall Score	20.40

4.7 Respondents' Comments

Respondents were given the opportunity to provide open-ended responses about the sustainability of their organization at the end of the survey. These responses are documented in Appendix F. Overall, these comments have a mix of positive and negative themes, which are outlined in Table 4.8. Inadequate staff compensation is reiterated, as well as inadequate funding. On the positive side, multiple respondents comment on the importance of strategic planning and clear policies and procedures.

Table 4.8 - Sustainability Themes

Positive Themes	**Negative Themes**
Strategic Planning	Inadequate Funding
Clear Policies and Procedures	Inadequate Staff Compensation
Adaptation to Change	Scarce Resources
Diversified Funding	Difficulties Recruiting/Retaining Volunteers
Community Support	Attempting to Apply For-Profit Strategies
Succession Planning	
Job Satisfaction	

4.8 Conclusion

As this chapter has documented, there are multiple gaps and barriers to sustainability in the areas of human resources (RO1), financial resources (RO2), organizational culture (RO3), and activities and programs (RO4) within the Central Okanagan non-profit environment. These findings are explored in the next chapter, where each research objective is concluded upon, and recommendations are made as to the next steps that the Scotiabank Centre for Non-Profit Excellence should take.

CHAPTER FIVE: CONCLUSIONS

5.1 Introduction

The following chapter outlines the conclusions drawn from the findings in Chapter 4, ordered by research objective. This is followed by a discussion of the limitations of this study, and then by recommendations to the Scotiabank Centre for Non-Profit Excellence as to which training topics would best assist local non-profit organizations.

5.2 Research Objective Conclusions

The findings in the previous chapter have uncovered a number of gaps that may be preventing non-profit organizations in the Central Okanagan from achieving sustainability. These gaps are present in the areas of human resources (RO1), financial resources (RO2), organizational culture (RO3), and activities and programs (RO4).

5.2.1 RO1: Human Resources

RO1 is designed to examine the sustainability of human resources policies, procedures, and controls, specifically as these relate to staffing levels, performance reviews, and training.

In terms of staffing levels, organizations in the Central Okanagan can be considered understaffed: all respondents indicate difficulty handling their workloads. As staffing levels are a function of recruitment and retention, this study also examined these topics. In regards to recruitment, this study confirms that Baby Boomers are volunteering more than other generations, as has been predicted by many non-profit researchers (Seaman, 2012; Rozario, 2006). However, organizations appear to be failing to recruit and/or retain the middle-aged. Only 8% of volunteers fall into the Gen X cohort, and there is a similar lack of Gen X in the ranks of staff. Furthermore, in terms of retention, it is noteworthy that nearly half of volunteers and staff have been with their organization less than two years, while the majority of managers have been retained more than five. This may indicate an issue retaining staff and volunteers.

The effectiveness of performance reviews, feedback, and training was also examined. In the case of management, all three were found to be effective. Managers are 100% satisfied with their feedback, most undergo annual performance reviews, and their access to training resources

is substantial. However, staff and volunteers show none of the same themes, with some staff and many volunteers indicating significant dissatisfaction with their feedback and training. This is consistent with regional findings noted in Chapter 2.

To conclude this research objective, while the internal human resource policies, procedures, and controls appear to be effective for managers, this is significantly less true for staff and volunteers. In order to achieve sustainability, a focus on improving feedback and training and development of staff and volunteers is necessary, towards the goal of increased retention.

5.2.2 RO2: Financial Resources

The purpose of RO2 is to ascertain whether the utilization of financial resources within non-profit organizations is sustainable. According to 93% of respondents, this is largely true. Organizations in the Central Okanagan only rarely or sometimes cut back services to clients in response to lack of funding, and respondents praise their organizations for having strategically planned spending, transparent reporting, and spending that is substantially directed at programs. However, the 7% who disagree that their organizations appropriately manage their internal finances note that there is still room for improvement in how funds are allocated, and specifically emphasize a lack of adequate staff compensation. In comparison to the unsustainable external financial environment noted by Wright (2015), internal financial management is highly sustainable, though potential for improvement remains.

5.2.3 RO3: Organizational Culture

RO3 focuses on the sustainability of organizational structures and organizational cultures within the Central Okanagan social service sector. The main topics assessed include the effectiveness of internal communication and relationships, and the effectiveness of leadership.

Organizational cultures were found to be largely sustainable, and the majority of respondents exhibit high job satisfaction. Many respondents would recommend their organization as a place to work, and almost all indicate that they look forward to coming to work either often or all the time. However, in comparison to other organizational culture factors, internal communication was ranked quite low by management, staff, and volunteers. This conflicts with Wright's 2015 findings, which indicated that the board of directors and executive directors found internal

communication to be effective. This may be a sign of a communication disconnect between the upper and lower levels of the organization.

Organizational structures also ranked as sustainable, when measured in terms of leadership support. However, in comparison to other support factors, managers and executive directors scored low in regards to feedback provision, recognition of effort, and providing instructions. Additionally, managers achieved lower scores than executive directors in all cases.

These findings suggest that while the organizational cultures and structures of Central Okanagan non-profit organizations are largely sustainable, a focus on improving internal communication and management support would likely prove beneficial.

5.2.4 RO4: Activities and Programs

RO4 assesses whether the activities and programs of non-profit organizations within the Central Okanagan are sustainable. As this study's definition of sustainability is interconnected with mission achievement, this objective also assesses these organizations' progress towards their missions by way of their activities and programs. This progress, according to the majority of respondents, is positive. Daily tasks are felt to help their organizations' clients either often or always, and, on average, respondents feel that these clients are receiving the services they need. Furthermore, respondents believe that they have the tools, resources, skills, management support, and activities and programs to achieve their organization's mission. This all suggests that the activities and programs of Central Okanagan non-profit organizations are indeed sustainable.

5.3 Decision Statement Conclusions

To conclude upon the purpose of this study, there are barriers at the staff, management, and volunteer levels which prevent non-profit social service organizations in the Central Okanagan from sustainably achieving their missions. While the management of internal finances and the activities and programs currently in place are quite strong, in the areas of human resources and organizational culture, there are three main barriers to sustainability that non-profit organizations within the Central Okanagan currently face: (1) Retention of staff and volunteers, (2) Management support, and (3) Internal communication. These barriers must be addressed in order to ensure sustainability of non-profits within the region.

5.4 Limitations

This study, conducted specifically on non-profit organizations within the Central Okanagan and the social service sector, is not necessarily representative of the reality within other non-profit sectors or other regions. Furthermore, given the small number of respondents and the use of snowball and professional judgement sampling techniques, these findings may not be representative of any specific organization within the Central Okanagan. As such, it is recommended that caution be taken if applying these findings to individual organizations.

5.5 Recommendations & Conclusion

This study's purpose was to discover any internal barriers to mission attainment as this pertains to non-profit sustainability, while adding to the body of knowledge on non-profit organizations within the Central Okanagan region. As decades of research into non-profit sustainability can attest to, there are many possible causes of non-profit success and failure. However, within the Central Okanagan, Helmig et al.'s eight main contributors to non-profit sustainability have all been addressed. Combining Wright's findings as summarized in Chapter 2 and the findings of this study, the conclusions for each contributor within the Central Okanagan are as follows:

1. **Organizational Characteristics:** Sustainable, with the exception of internal communication. While highly rated at the board and executive level (Wright, 2015), in this study, staff, management, and volunteers rated communication lower than all other organizational factors.
2. **Market Structure:** As noted in Chapter 2, unsustainable, with heavy service duplication and a need for further collaboration between compatible organizations (Wright, 2015).
3. **Governance:** Also as noted in the literature review, unsustainable, with a lack of strategic guidance, risk assessment, executive director performance review, and a need for clear division of management and board roles (Wright, 2015)
4. **Strategy:** Again seen in the literature review, unsustainable, with a lack of strategic plan utilization and mission-related performance evaluation (Wright, 2015).
5. **Financial Issues:** Unsustainable external financial environment, with excessive dependence on government funding (Wright, 2015). However, this study found the internal utilization of funds to be largely sustainable.

6. **Human Resources:** Unsustainable, as found by this study, with a need to improve retention, feedback, and training at the staff and volunteer level.
7. **Mission:** Sustainable; respondents of this study had near perfect knowledge of organizational mission and note positive progress towards mission attainment.
8. **Leadership:** Sustainable, but with room for improvement in the areas of feedback provision, recognition of effort, and providing instructions, especially, this study found, regarding volunteers.

With this in mind, it is recommended that those unsustainable topics noted above be the focus of any training programs developed by the Scotiabank Centre for Non-Profit Excellence. These topics constitute the barriers that currently exist, preventing Central Okanagan non-profit organizations from sustainably achieving their missions. Until these barriers have been addressed, the social service sector within this region will continue to exhibit symptoms of organizational failure. Education of key stakeholders, collaboration between groups, and strong communication of goals is required for this sector to achieve a sustainable state. Specific education topic recommendations include:

1. **Collaboration:** encouragement of cooperation among compatible local organizations.
2. **Board Roles:** education of board members in how to achieve proper governance.
3. **Strategic Assessment:** introduction to performance evaluation tools for mission-related goals, programs, and activities, such as impact reporting.
4. **Funding Diversification:** moving financial dependence away from government sources.
5. **Leadership:** teaching managers and leaders to provide the feedback, recognition, and instructions that their subordinates (especially volunteers) require, in order to improve not only leadership support, but internal communication and retention.

In addressing these topics, the training intended by the Scotiabank Centre for Non-Profit Excellence will begin to bridge the gaps that currently prevent local organizations from sustainably achieving their missions. In order to assess the value of this training, it is also recommended that any further research be conducted to evaluate progress towards sustainability, with the final goal of all eight of Helmig et al.'s contributors being labelled as sustainable. When all eight have been achieved, the Central Okanagan will be able to boast non-profit sustainability.

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APPENDICES

Appendix A – Determinants of Sustainability

The eight determinants of non-profit sustainability identified within Helmig et al.'s study of 147 sustainability articles are as follows:

1) **Organizational Characteristics** (identified within 62.6% of articles): As the most often researched determinant of non-profit success, organization characteristics include such identifiers as age, size, internal processes, organizational culture, and collaboration.
2) **Market Structure** (within 53.5%): This topic is defined as focusing specifically on the subjects of competition and demand.
3) **Governance** (within 43.7%): Governance is defined as covering the topics of board composition and board effectiveness.
4) **Strategy** (within 42.9%): Strategy is defined as encompassing such factors as strategic planning, stakeholder management, marketing strategy, and organizational change.
5) **Financial Issues** (within 40.1%): Helmig et al. note that "good financial ratios are considered prerequisites for the fulfillment of social objectives" (2014, p. 1525).
6) **Human Resources** (within 27.9%): Human resources includes such topics as volunteers, staff motivation, and management team diversity.
7) **Mission** (within 8.8%): Mission-related factors include mission drift and program failure, and it is noted that coverage of these factors within the articles is limited "despite their importance in the non-profit context" (Helmig et al., 2014, p. 1525).
8) **Leadership** (within 6.8%): Helmig et al. note that there is minor coverage of this topic, "even though, according to the voluntarist school, organizational leaders significantly contribute to organizational failure or survival" (2014, p. 1524-1525).

Appendix B – Sample Size Calculation

Underlying Question:
I feel that the clients of my organization are receiving the services they need.

Response Scale: 5-point scale

- Never
- Rarely
- Sometimes
- Often
- Always

Sample Size Calculation for Means – Finite Population:

N (Population size)*	6,302
δ (Population standard deviation (or estimate))	0.83
z score of the required confidence level	1.96
E (Allowable error (precision)) – *4.50%*	0.23
Required sample size	**52**

*Estimated based on data in the most recent National Survey of Non-Profit & Voluntary Organization

Appendix C – Survey Questionnaire

1. Do you work or volunteer for a non-profit organization in the Central Okanagan (including and between Peachland, West Kelowna, Kelowna, and Lake Country)?
   - ☐ Yes
   - ☐ No

2. What is the year you were born?

   [ ]

3. Is the non-profit organization you work or volunteer for a social service organization (ex. an organization providing child/youth/elderly services, family services, self-help services, disaster prevention, shelters, refugee, income support, food stability services, economic/social/community development, housing assistance, employment assistance, rehabilitation, or other similar services)?
   - ☐ Yes
   - ☐ No

4. Select your position:
   - ☐ Volunteer (staff-level)
   - ☐ Staff
   - ☐ Management
   - ☐ Board Member/Director
   - ☐ ED/CEO

5. How many years has the organization been in operation?
   - ☐ 5 or less
   - ☐ 6 to 10
   - ☐ 11 to 15
   - ☐ 16 to 20
   - ☐ 21 or more
   - ☐ Unsure

6. Does your organization operate (check all that apply):
   - ☐ Locally
   - ☐ Provincially
   - ☐ Nationally
   - ☐ Other: [ ]

7. How many years have you been employed by/volunteered for the organization?
   - ☐ 2 or less
   - ☐ 3 to 4
   - ☐ 5 to 6
   - ☐ 7 to 8
   - ☐ 9 to 10
   - ☐ 11 or more

8. Matrix Question:

Please answer the following questions:	***Yes***	***No***	***Unsure***
Does your organization utilize volunteers?	☐	☐	☐
Would you recommend this organization as a place to work/volunteer to family and friends?	☐	☐	☐
Does your organization have written policies and procedures (such as a code of ethics, employee/volunteer handbook, manuals)?	☐	☐	☐
Are you provided adequate feedback on your performance for the organization?	☐	☐	☐
Do you receive regular (minimum 1 a year) performance reviews?	☐	☐	☐

9. Matrix Question:

Please indicate your feelings towards the following statements:	***Never***	***Rarely***	***Sometimes***	***Often***	***Always***	***Don't Know***
I look forward to coming to work/volunteering.	☐	☐	☐	☐	☐	☐
My workload is manageable (I have no issues meeting deadlines or finishing tasks during normal work hours).	☐	☐	☐	☐	☐	☐
I have enough work to fill the entire length of my shift.	☐	☐	☐	☐	☐	☐
I feel that the daily tasks of my role directly help the clients of my organization in some way.	☐	☐	☐	☐	☐	☐
I feel that the clients of my organization are receiving the services they need.	☐	☐	☐	☐	☐	☐
I feel that my organization responds to a lack of funding by cutting back on services to clients.	☐	☐	☐	☐	☐	☐
I feel that funds are available for necessary expenditures.	☐	☐	☐	☐	☐	☐
I feel that my organization provides adequate resources to support my training and development.	☐	☐	☐	☐	☐	☐
Every time I begin a new role in the organization, I feel that I receive adequate orientation.	☐	☐	☐	☐	☐	☐

10. What are your feelings on the level of support you get from the management and/or the ED of the organization? (Put an X in one of the five slots to indicate a leaning towards one side or another)

Unavailable to Answer Questions	.☐.☐.☐.☐.☐.	Available to Answer Questions
Provides No Instructions	.☐.☐.☐.☐.☐.	Provides Instructions
Disregards Your Efforts	.☐.☐.☐.☐.☐.	Recognizes Your Efforts
Provides No Feedback	.☐.☐.☐.☐.☐.	Provides Feedback
Unapproachable	.☐.☐.☐.☐.☐.	Approachable
Unsupportive	.☐.☐.☐.☐.☐.	Supportive

11. In the organization you work/volunteer for, is there an environment that supports your professional growth? (select any that apply)
    - ☐ I am satisfied with my current role and I am not interested in professional growth.
    - ☐ There are promotion opportunities.
    - ☐ I am offered mentoring and coaching.
    - ☐ I am given more tasks as I gain experience.
    - ☐ I can gain experience in other areas of the organization (job shadowing or similar).
    - ☐ I am given training for the role I currently hold.
    - ☐ Funding is made available if I wish to take training courses.
    - ☐ Professional growth is not supported in any way.
    - ☐ Other: _____

12. What are your feelings about your organization's culture (the relationships between you and your coworkers/other volunteers)? (Put an X in one of the five slots to indicate a leaning towards one side or another).

Draining	.☐.☐.☐.☐.☐.	Energizing
Negative	.☐.☐.☐.☐.☐.	Positive
No Communication	.☐.☐.☐.☐.☐.	Good Communication
Individual-Oriented	.☐.☐.☐.☐.☐.	Team-Oriented
No Interaction Outside Workplace	.☐.☐.☐.☐.☐.	Interaction Outside Workplace
Unwilling to Help	.☐.☐.☐.☐.☐.	Willing to Help

13. Do you feel that your organization uses its financial resources appropriately?
    - ☐Yes
    - ☐No
    - ☐No Opinion

14. If you answered **"Yes"** or **"No"** to the previous question: Why or why not?

15. Do you know what the overall purpose (mission statement) of the organization you work/volunteer for is?
    - ☐Yes
    - ☐No

16. If you answered **"Yes"** to the previous question, please answer the following matrix questions:

Do you disagree or agree with the following statements?	***Strongly Disagree***	***Disagree***	***Neutral***	***Agree***	***Strongly Agree***
I have the tools (assets, computers, processes) needed to work towards achieving my organization's mission.	☐	☐	☐	☐	☐
I have the resources (time, shift length, access to cash for expenditures) to work towards achieving my organization's mission.	☐	☐	☐	☐	☐
I have the skills (appropriate training) to work towards achieving my organization's mission.	☐	☐	☐	☐	☐
I have the support from management (supervision, feedback, instructions) to work towards achieving my organization's mission.	☐	☐	☐	☐	☐
The appropriate activities and programs are in place to work towards achieving my organization's mission.	☐	☐	☐	☐	☐

17. Do you have any additional comments you would like to make about the sustainability (long-term success) of your organization?

18. Thank you for completing this survey! Do you have any other comments you would like to make?

Appendix D – Variables

The variables in the final data set, developed from the research objectives and addressed throughout the survey design and implementation, are as follows:

RO1: Existence of Policies and Procedures, Sufficient Feedback, Performance Reviews, Understaffing, Overstaffing, Training and Development, Effective Orientation, Skills Availability, Retention

RO2: Financial Support of Programs, Availability of Internal Funds, Appropriate Use of Financial Resources

RO3: Job Satisfaction, Management Supports, Growth Available to Employees, Organizational Culture, Knowledge of Mission

RO4: Link Between Daily Activities and Mission, Perceived Success at Mission, Presence of Appropriate Programs

Appendix E – Financial Comments

Primarily Positive Comments	
1	Am aware of how they spend their money; everything is transparent.
2	Any budgetary expense is in line with strategic directions.
3	Conservative, thoughtful use of financial resources as they would be handled in a for-profit business.
4	Despite being a not for profit agency, the organization utilizes resources effectively and seeks out a variety of funding opportunities.
5	Due to the small nature of the organization, all staff (3 people) are directly aware of what is coming in from grants and what they are going towards. As such, I see grants coming in and a substantial amount going to direct client service.
6	Great office manager – great records keeping. Mindful of budget and unnecessary expenses.
7	I am pleased, overall, with how funds are managed within our office and the organization.
8	Money received is designated as per the budget. We are audited once a year and are an accredited agency.
9	Our program is specific to use of money and it is appropriate.
10	Resources are used to support staff and meet community needs. Activities are effective and efficient.
11	Staff are informed of the budgets that they have to work within and the expectations that the agency has for them to participate in fundraising events. Staff are empowered to apply for grants with the support of our agency when extra funding is required to implement crucial services or programs. And our organization does not believe that finances drive programming but that programming and finance are two components of our agency that need to run collaboratively together.
12	Strong governance and oversight as well as diversified funding.
13	They use funds primarily to fund services to clients and keep admin costs low.
14	Treasurer's reports are available at all times to volunteers and questions are answered promptly, so I am aware of how fiscally responsible our group is.
15	Utterly efficient with inadequate funds.
16	We are very transparent with our staff and clients. Therefore, I feel that I have seen the financial process of the organization enough to be confident that the finances are handled appropriately.
17	We spend funds very carefully and are respectful of our supporters.
18	We work well with the financial resources we have. We fund a large organization with a lean management team ensuring that the financial funding is going directly to support the work we do with our clients.

Primarily Negative Comments	
1	ED spends money in places I would not.
2	I think there are areas where funds could be better utilized.
3	Money could be better managed.
4	We need more funds for staff compensation.
5	All staff are paid the same wage, and raises are never a priority through they should be a necessity to meet the increased cost of living. We have had three pay raises in the past 8 years, each one consisted of a 25 cent (yes, $0.25!) per hour increase.
6	We operate on a shoestring budget with money coming from the United Way, grants, fund-raising, and government contracts. We do the best we can.

Appendix F – Comments on Sustainability

	Comments
1	Succession planning and adequate time for training when turnover occurs will prove to be crucial when the time comes. Organizations are often quite complex and training can be done hastily at times because other things are viewed as more important. Having access to resources in order to make time for proper succession planning and training is something I am grateful our organization has. Also, having clearly laid out processes and procedures is huge for consistency and sustainability. A workshop on how to create proper policies and procedures, HR policies, board governance policies, etc, could be super helpful to organizations that do not have them.
2	We make changes to adapt to the economy, technology, etc. as needed.
3	Since this agency has been in existence for over 6 decades we have a lot of experience, relationships, trust within our community. We plan for the future and try meet demands coming up in the near and more distant future.
4	I believe we are a very strong organization with an innovative leader and leadership team. We are very proactive and fiscally responsible. We also have diversified funding which ensures we are not relying on any one form of income to run our programs and services. I love my organization, what I do and who I work with.
5	Community connections & investment continue to be significant Community buy-in and integration is important for an organization to maintain sustainability Breadth of programs / wrap around services support organizational sustainability as well.
6	The organization is meeting needs in the community which continues to grow. In order for the organization to continue long term there need to be resources and ideas for recruiting and retaining volunteers and to build a sense of commitment with volunteers (especially in regards to young students who see volunteering as an extra activity they don't have to take seriously) and for small organizations to have the skills, resources, and training on communication and coordination in the workplace because there is no time to write procedures for most tasks and volunteers have limited time to offer. I feel the organization needs to learn how to be efficient with daily tasks and time schedules and to give volunteers a certain level of discretion so the ED or office staff are not repeatedly interrupted to help with tasks or to give detailed instructions.
7	The for-profit sector is beginning to work within the community benefit sector from their perspective (with their language, knowledge and intentions) and this can be less than collaborative.
8	Funding is always an issue. This directly affects sustainability
9	Our biggest challenge as an "emerging" non-profit is finding the appropriate funding, people and other resources in the NPO sector with 320+ nonprofits in a community size of +- 110,000. Hugely competitive and takes energy away from actually providing the services to our clients.
10	Wages are low.
11	Staff retention could be a problem since wages are not comparable to industry standards. Many of our staff only work here part-time and supplement our income with other higher paying jobs, other sources of income (e.g., rental property), and with the support of our life partners.