

# NetworkNews

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*CPRN is a national not-for-profit research institute whose mission is to create knowledge and lead public debate on social and economic issues important to the well-being of Canadians, in order to help build a more just, prosperous and caring society.*

## Taking the Measure of Canada's Non-profit Sector

Canada's non-profit sector is pulling more weight than ever before. Even so, it remains an enigma. We know very little about its true size, make-up and workplace realities.

A new series of publications from CPRN's Work Network will help to rectify that. The first two papers in the series, written by Kathryn McMullen and Grant Schellenberg, are now available.

*Mapping the Non-profit Sector* does the essential groundwork of defining and setting the boundaries of the sector. *Job Quality in Non-profit Organizations* compares job quality in the non-profit sector with that in the for-profit sector in terms of a number of key indicators.

The authors draw on two Statistics Canada data sources in particular: the 1999 *Workplace and Employee Survey* and the *Business Register*. Because of data limitations, they focus, in particular, on paid employees and their non-profit employers.

The non-profit sector employs almost 900,000 workers. That's

equal to the paid workforce in Newfoundland, Nova Scotia and New Brunswick combined, or that of the country's construction, mining and oil and gas industries. The wages and salaries of non-profits amount to about \$22 billion a year.

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The sector's 58,000 employers are involved in activities that range from culture and recreation, through health, education and social services, to residential construction, manufacturing, retail trade, professional services and finance.

"Clearly, the sector has become a vital part of Canada's social and economic fabric," says Schellenberg. "It's time we got to know it better."

Among the authors' findings:

- Women make up 75% of non-profit employees – less than 50% in for-profits.



- Only 25% of non-profit employees are under the age of 35, compared to 37% in the for-profit sector – a recruitment challenge looms.
- Post-secondary graduates occupy 58% of non-profit jobs, 44% of for-profit jobs.
- 14% of jobs in non-profits are temporary, compared with 8% in for-profits.
- 25% of non-profit jobs are part-time – double the level in the for-profit sector.
- It's easier for non-profit employees to work flexible hours. That's good for work/life balance, but may entail lower earnings and reduced access to benefits.
- Median earnings of non-profit managerial, professional and

technical/trades employees are \$2 to \$4 per hour lower than in the for-profit sector. Earnings of clerical/administrative workers in the two sectors are comparable.

- Almost 40% of non-profit employees are dissatisfied with

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“The non-profit sector is especially human resource intensive,” says McMullen. “That makes it all the

more important to get a handle on these realities if the sector is to meet the challenges of recruiting and retaining the workers it will need in future.”

“Government off-loading has meant increasing demands on the sector. On the other hand, resources may not be adequate for the new responsibilities. As a result, we find workload problems, stress, work/life conflict, job insecurity, lower pay and benefits and a high level of dissatisfaction – all of them warning signals.”

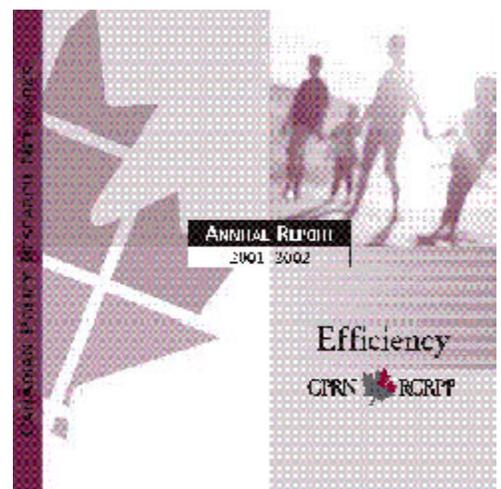
Future papers in the series will examine training and skill development; human resource practices and organizational change; and recruitment and retention.

## The theme of CPRN's latest Annual Report may surprise some of you – *Efficiency*

“Efficiency” has come to conjure up visions of a cold, calculating, narrow, institutional, bottom-line logic. It's a misapprehension fostered by those who remove the idea from its social context, where it is a measure of our effectiveness in meeting human needs and social goals.

In her lead editorial in this year's Annual Report, CPRN's President, Judith Maxwell, argues that the realignment of state and market over the past twenty years has distorted the proper mix of responsibilities among key social actors – the family, the state, the market and the community. Some of the blame, she says, is due to confusion over the meaning of efficiency. She goes on to explain how efficiency can and should be a watchword for smarter *and* more humane social and economic policies.

Read on, and you'll see what CPRN has been up to over the past year and also get a taste of some of our future plans. You'll find stories on each of our Research Networks, news of the organization, its campaign, plenty of pictures of our people, and, of course our financial statements. It's all tied up in a nifty package sporting our new logo!



We hope you enjoy staying abreast of our work and we look forward to an interesting and productive 2003.

# Stress and the Knowledge Worker

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There was a time when talk of stress in the workplace related to the experience of industrial workers on the assembly line. Managers tinkered with speeding up and slowing down the line, pushing the capacities of workers towards the breaking point in an effort to minimize per unit cost. That assembly line reality has changed with the advent of computerized robot technologies and greater discretion in the hands of the individual worker. It may not be paradise, but the issues are different.

The new global knowledge economy has introduced its own issues. Today, it's knowledge workers who experience the greatest stress, much of it a result of work overload. While the knowledge economy may enhance the potential for job satisfaction, many workers are deeply dissatisfied. In fact, a recent British survey discovered a strange correlation – rising job skills are associated with increased employee stress. Hardly a textbook prediction.

In his keynote presentation to the Health, Work & Wellness Conference 2002 in Lake Louise, Alberta, CPRN Research Associate, Graham Lowe, explores the causes and consequences of stress in the knowledge economy workplace and suggests what might be done to deal with it.

Arguing that “prosperity depends upon a healthy workforce”, Lowe makes it clear that workplace stress among knowledge workers is not only unhealthy for the employees. It is also dysfunctional for the organization, impairing productivity, wasting talent and boosting health care costs.

The federal government's innovation strategy claims that “knowledge is the main source of competitive advantage, and it is people who embody, create, develop and apply it.” Seen in this social context, high stress workplaces that hurt workers and damage creativity should be of concern to all of us.

You can access or download a Powerpoint copy of Graham Lowe's presentation, *Is the Tide About to Turn on Workplace Stress? The Consequences of Yesterday's Truths*.

A commentary by Graham on the same subject appeared recently in the *Globe and Mail*. It's entitled “*Work Force Singing a New Kind of Blues*.”

## National Agency Needed to Plan Future Health Care Work Force

In less than ten years, there's been a 180° shift in the attitude of Canadian governments toward the number of doctors and nurses in the health care system.

They've swung from believing there was an over-supply to the conviction today that there is a shortage of doctors and nurses. Whatever the reality, that reversal of opinion in such a short space of time demonstrates the failure of current approaches to planning the future health care work force.

A new report from CPRN, prepared for the Commission on the Future of Health Care in Canada, calls for a shift in what it calls “the health human resource policy culture” to break down the barriers that currently prevent effective

planning for the future. *Health Human Resource Planning in Canada: Physician and Nursing Work Force Issues*, by the Director of CPRN's Health Network, Cathy Fooks, with Katya Duvanko, Patricia Baranek, Lise Lamothe and Kent Rondeau, details those barriers and recommends an appropriate response.

“Up to now, health human resource planning has been treated as a separate policy area and hasn't been linked to other reform initiatives,” says Fooks. “All too often, it starts with the care provider, rather than starting with the health needs of the population. These are just a couple of the reasons things get so out of whack.”

(Continued on page 4)



In their main recommendation, the authors call for the creation of a national health human resources coordinating agency to integrate work force planning into overall health system design.

“We see it as providing focus and expertise – in essence a ‘quality council’ for health human resource planning”, Fooks says.

The agency would require federal and provincial support, include non-government representation, and operate transparently, with all information available publicly. Its overriding goal would be to help “establish appropriate health care services for Canadians delivered by the appropriate health personnel.”

You can access or download the summary report, *Health Human Resource*, from our Web site. You can also access or download the appendices to the report which include a literature review, a summary of recent government initiatives in health human resource planning, an extensive bibliography, and a list of participants in a national roundtable of stakeholders.

To access other research studies prepared for the Commission on the Future of Health Care in Canada, visit the Commission’s Web site at [www.hc-sc.gc.ca/english/care/romanow](http://www.hc-sc.gc.ca/english/care/romanow)

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## Excluding Cities Harms Effective Child Care

Canadian cities are trapped in a 19th century straightjacket when it comes to their relationships with other levels of government.

Their 21st century significance – as the places where 80% of Canadians live and work, and as the key drivers of the national economy – is not reflected in their political clout.

“This is much more than an issue of the appropriate distribution of political power,” says Jane Jenson, Director of CPRN’s Family Network. “It has a serious impact on the effectiveness of our social and economic policies, most of which take effect in urban communities.”

Jenson is the co-author with Rianne Mahon of *Bringing Cities to the Table: Child Care and Intergovernmental Relations* a new discussion paper released by CPRN. The paper uses child care as the “lens” through which to present the case for a new relationship between *all three levels* of government.

“Canadian children can’t be divided into three parts, with federal needs, provincial needs and municipal needs,” says Jenson. “And there is no constitutional reason why the needs of the child and the community cannot come first. The proper mix of responsibilities between levels of government will follow.”

Jenson and Mahon argue that the most effective policies are those that balance considerations of equity, assured by a central government, with those of respect for diversity and local needs and conditions.

“This requires both centralized and decentralized components in social programs, and a lot of coordination among the various actors,” Jenson maintains. “Clearly, this can’t be achieved if cities are not at the table.”

The authors draw on experience both abroad and in Canada to demonstrate the feasibility of tripartite approaches to designing and delivering social services. They conclude that the barrier to a coordinated approach is not constitutional, but political.

“Trust among governments is key,” says Jenson. “Elected officials at all three levels ‘share’ the same voters. A real democracy demands that each takes into account the democratic commitments of the other.”

“Reconciling these different mandates of democracy is the challenge, but it’s a challenge we must meet if our cities are to provide the quality of life our future success depends on.”



# A Social Contract for Today's Canada

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The idea of the social contract is now 350 years old. As first conceived, it gave the state its legitimacy and the citizen his/her rights and it outlined their respective responsibilities in return.

In Canada's diverse, post-industrial, advanced democracy the social contract remains a useful construct, but it has become much more complicated. Citizenship is far more inclusive than in the days of Hobbes and Locke, when only "men of property" qualified. We also identify other "parties" to the modern "contract" – in addition to the individual citizen and the state, we include the market, the family and the community. All can be seen to have rights and responsibilities assigned to them through an implicit social consensus.

We can identify a Canadian social contract in the period following the Second World War, when a significant consensus reigned regarding the role of the state in the economy and a broad commitment to social equality. By the mid-1980s, however, that consensus had dissolved in the face of a struggle among competing visions of the social contract.

In an era of widening inequality, new fiscal constraints, growing social diversity, greater integration with the U.S. and global economies, and new demands for security, it becomes important to make these competing visions explicit as we search for appropriate answers to today's challenges.

Throughout the Fall of 2002, CPRN's Public Involvement Network conducted a conversation with Canadians designed to explore our current convictions about the appropriate roles of citizen, state, market and community and the underlying values that inform them. The *Citizens' Dialogue on the Kind of Canada We Want* brought a representative sample of Canadians together in a series of day-long dialogues in major centres across the country. A report on the results of those exchanges will be published this Spring.

As preparation for the dialogues, CPRN commissioned two background papers.

***Canada's Social Contract: Evidence From Public Opinion***, by Matthew Mendelsohn of Queen's University, provides a detailed synthesis of the last ten years of Canadian public opinion data on how Canadians view our social contract. The data is drawn from commercial polls available through public archives, major academic surveys, research institute surveys and government surveys acquired through the *Access to Information Act* and available in the Parliamentary Library.

Mendelsohn's analysis questions generalizations about Canadians having rejected collectivist values in favour of individualistic market-based values.

In ***Framing the Canadian Social Contract: Integrating Social, Economic and Political Values Since 1940***, David Laycock and Greg Clarke of

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Simon Fraser University paint a picture of the evolution of Canada's implicit social contract over the past four and a half decades. The result is a fascinating exploration of the ways in which Canadians have managed the unavoidable trade-offs between political, social and economic goals in an ever-changing environment.



# People

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*Pamela Miles helps Rebecca Marland try on her new shawl – a parting gift from CPRN staff.*

We said goodbye to Rebecca Marland, Fundraising Coordinator, who is now in Korea teaching English. Rebecca has been a most valuable addition to the *Fresh Ideas Campaign*. Prior to working with Pamela Miles, Vice-President, Development, Rebecca was a volunteer with CPRN and the Canadian Council on Social Development.

We welcome Margaret Miedema as our new Fundraising Coordinator. Margaret was Director, Alumni Association at the Canadian Unity Council. Prior to her position there, she worked for five years in the Development Office at Ashbury College and two years at a private school in the Maritimes.



*Staff celebrate CPRN's 8th Birthday (left) and a get-together for a Holiday Season celebration (above).*

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Fraser Valentine, author of the Family Network paper, *Enabling Citizenship: Full Inclusion of Children with Disabilities and their Parents*, has been busy promoting ideas he developed in that work. He was the keynote speaker at the Early Childhood Intervention Symposium in Halifax in November. The symposium was organized by the Task Force on Early Intervention at the Centre of Excellence for Children and Adolescents with Special Needs at Mount Saint Vincent University. Fraser assessed the Early Childhood Development Agreement and related initiatives using the citizenship/full citizenship framework developed by the Family Network, and made the case for a pan-Canadian vision for all children with disabilities and their families. He also gave a formal lecture at the University, which was well-attended and he appeared on the Maritime Noon phone-in show on CBC Radio One.



## An Efficient Society

Canadians are pragmatic people. We strive to balance economic and social goals. We see a strong economy as a means to achieve a healthy society, and we see a healthy society as the means to create the human and knowledge capital required to support economic growth. For us, good social infrastructure makes good economic sense.

The steady gains in growth since 1997 and the remarkable surge in employment in 2002 are encouraging. Still, there is this nagging worry about whether the Canadian model is sustainable. Will it survive the crosswinds of North American integration, globalization, financial constraints, constant battles among governments, rising distrust of public and private institutions, and the growing gap between rich and poor?

When we compare Canada to the United States, we see that the gap in average per capita income has been widening (in their favour) for the past two decades. But Canada does better on many counts:

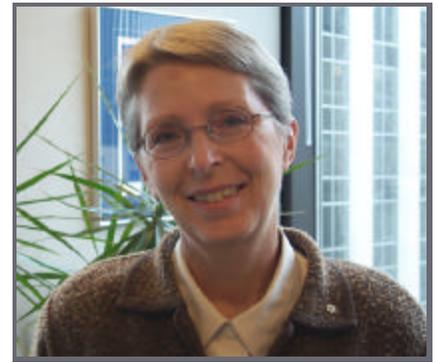
- Canadians live longer and healthier lives,
- Infant mortality is much lower,
- Our people have more years of schooling, on average; and our students do far better in international achievement tests,
- There is much less violent crime, and a far smaller percentage of adults are in prison,

- The gap between rich and poor is rising in both countries, but there is a far wider gap in the United States.

All of the items on this list have been identified by Canadian citizens as things that matter for their quality of life (*Quality of Life in Canada – A Citizens' Report Card*, [www.cprn.org](http://www.cprn.org)). This is why many Canadians believe they have achieved a higher quality of life than the Americans – despite their obvious wealth.

What Canadians do not realize is that we have achieved these outcomes at a lower total financial cost. An important technical report commissioned by the OECD compares the total cost of social programs taking into account the fact that employers and individuals cover at least some of the cost in most countries. The report shows that American corporations and individuals pay 36 percent of the cost of their pensions, education, health care, and so on out of their own pockets. We Canadians pay 19 percent directly, and the rest through our taxes.

If we count both the public and private cost of pensions, health care, education, and social programs, the United States spends 23.4 percent of GDP and



Canada 21.8 percent. (OECD, Willem Adema, 2001.)

What this means is that the Canadian social model is more efficient than the American model. We achieve higher outcomes, on average, at a lower cost, expressed as a percentage of GDP.

Still, we need a strong economy to support this strong society. So the success on quality of life does not, in any way, deny the need to improve our productivity to generate higher incomes for Canadians. Countries that falter on that goal (Russia, Argentina) end up losing even more on the social side.

Happy New Year to you all!

*Judith Maxwell*  
*President*



# Sponsor Corner



Human Resources  
Development Canada

Développement des  
ressources humaines Canada

Human Resources Development Canada's mission is to enable Canadians to participate fully in the workplace and the community by enhancing employment, encouraging equality and promoting social security. HRDC acts as a leader in policy development by taking advantage of the leading-edge policy capacity within its department and by working with external policy research partners, like Canadian Policy Research Networks.

HRDC has been a sponsor of several major CPRN projects, including the Work Network's *Human Resources in Government Series* that resulted in several research papers; *Changing Government Workplaces; Employer of Choice? Workplace Innovation in Government; An Era of Change: Government Employment Trends in the 1980s and 1990s; Government Compensation: Issues and Options.*

HRDC was a sponsor of the Work Network's *Changing Employment Relationships Series*, for which CPRN won the Canadian Policy Research Knowledge Broker Award in 2001 for the report, *What's a Good Job? The Importance of Employment Relationships*. The Department also sponsored the development of CPRN's highly successful Web site [www.jobquality.ca](http://www.jobquality.ca)

More recently, HRDC was one of the sponsors of the Public Involvement Network's Quality of Life Indicators Project and the recently released, *Job Quality in Non-profit Organizations*, the second paper in the Work Network's new series on the non-profit sector in Canada.

Visit Human Resources Development Canada at <http://www.hrdc-drhc.gc.ca>

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## On the Net and In the Media

The number of annual discrete visitors to [www.cprn.org](http://www.cprn.org) reached more than 387,000 in November, up 66% over a year ago. And November also set new records for downloads of CPRN publications, with more than 460,000 in the past twelve months, a 44% increase in a year. We now have 32 publications recording more than 5,000 downloads apiece, led by Linda Duxbury and Chris Higgins' paper, *Work-Life Balance in the New Millennium* with almost 23,000 downloads.

Our special Web site on workplace indicators, [www.jobquality.ca](http://www.jobquality.ca) shows signs of growing popularity with annual visits now over 57,000. Finally, the subscribers to our weekly electronic newsletter, *e-network*, now number almost 4,500, up 28% over the year before.

The past two and a half months have been good ones for CPRN in the news, with more than 110 media mentions. Of particular interest was the report on health human resources planning completed for the Romanow Commission by a team led by the Director of the Health Network, Cathy Fooks, a paper on low wage work by CPRN's President, Judith Maxwell, and comments by the Director of the Family Network, Jane Jenson, on the federal government's early childhood development initiative.



**NetworkNews** is published quarterly by the Canadian Policy Research Networks, an independent policy research think tank.

Subscription rates for **NetworkNews**:

Category	Price per subscription	
	1 year	3 years
Student	\$10	n/a
Individual	\$60	\$150
Corporate	\$120	\$320

For discussion purposes, this newsletter can be photocopied.

Production:  
Peter Puxley  
Gisèle Lacelle  
Louise Coupal Jauvin  
ISSN 1 488-343P