

AUSTRALIAN NOT-FOR-PROFIT WORKFORCE STUDY

THE LARGEST EVER RESEARCH STUDY ON
AND FOR NOT-FOR-PROFIT EMPLOYEES AND
VOLUNTEERS WORKING AT ALL LEVELS

HELPING NOT-FOR-PROFIT ORGANISATIONS
AND WORK BECOME MORE DEVELOPMENTAL,
HEALTHY, MEANINGFUL, AND PRODUCTIVE

DESIGNED TO SHARE FREELY ACTIONABLE
INSIGHTS FOR NOT-FOR-PROFIT PEOPLE,
ORGANISATIONS, AND IMPACT

IT'S FOR THE SECTOR. IT'S FOR YOU!

INVITATION TO
PARTICIPATE

FIND OUT MORE, PARTICIPATE, SHARE
LEARNINGFORPURPOSE.ORG/STUDY



LEARNING
FOR PURPOSE

Researching & Realising Not-for-Profit Capability Development



Everyone benefits from the great work of our Not-for-Profit organisations and their people. Employees and volunteers significantly contribute to the social, economic, and environmental wellbeing of Australia.

Meanwhile, the Not-for-Profit sector is changing profoundly and demanding ever more. Let's make sure we can continue to innovate, change and impact the world around us.

The Australian Not-for-Profit Workforce Study uses applied science to find ways of working smarter and healthier – for more positive change and an even better Australia.

Findings will be freely shared to inform Not-for-Profit practice, policy, and funding. **Participate until 31st October 2017.**

AUSTRALIAN NOT-FOR-PROFIT WORKFORCE STUDY

participate & benefit

The Australian Not-for-Profit Workforce Study provides vital insights into the experiences of Not-for-Profit employees and volunteers. The research addresses opportunities and challenges for people, organisations and impact. Help create an evidence base for making Not-for-Profit work more developmental, healthy, meaningful, and productive. Findings will be shared freely with all participants.

LEARNING Understanding how to develop NFP talent and what learning experiences increase innovation and impact.

WELL-BEING Diagnosing what promotes NFP employee and volunteer health and organisational sustainability.

COMPETENCIES Charting the most important knowledge, skills, and abilities to build thriving NFP careers and organisations.

DIVERSITY Describing the demographics and needs of the NFP workforce for each domain, jurisdiction, and job type.

ENGAGEMENT Investigating what makes employees and volunteers stay, happy, and proactive.

JOB DESIGN Finding better ways to organise NFP work so practice and policy meet purpose.

LEADERSHIP Identifying what it takes to share power for a collective effort and an even better Australia.

LEARNING FOR PURPOSE IS AN INDEPENDENT, NON-PARTISAN, NATIONAL INITIATIVE TO RESEARCH AND REALISE CAPABILITY DEVELOPMENT IN THE AUSTRALIAN NOT-FOR-PROFIT SECTOR. THE INITIATIVE IS LED BY THE CENTRE FOR SOCIAL IMPACT AT THE UNIVERSITY OF WESTERN AUSTRALIA BUSINESS SCHOOL.

THIS STUDY IS APPROVED BY THE HUMAN RESEARCH ETHICS COMMITTEE OF THE UNIVERSITY OF WESTERN AUSTRALIA (RA/4/1/8885). THIS IS NOT A COMMERCIAL SURVEY, WE DO NOT SELL OR SHARE YOUR INFORMATION.

DATA IS USED EXCLUSIVELY FOR RESEARCH PURPOSES, SECURELY STORED, STRICTLY CONFIDENTIAL AND SUBJECT TO LEGAL RESTRICTIONS. FINDINGS ARE REPORTED ANONYMOUSLY, IN AGGREGATE FORM ONLY TO INFORM FUTURE NOT-FOR-PROFIT PRACTICE, POLICY AND FUNDING.

THE AUSTRALIAN NOT-FOR-PROFIT WORKFORCE STUDY IS SUPPORTED BY THE AUSTRALIAN RESEARCH COUNCIL, EY, AUSTRALIAN SCHOLARSHIPS FOUNDATION, AUSTRALIAN EXECUTOR TRUSTEES, AND PEOPLE LIKE YOU.

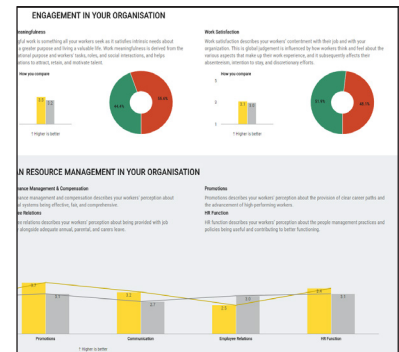
FIND OUT MORE AT WWW.LEARNINGFORPURPOSE.ORG/STUDY



FOR ORGANISATIONS

FREE WORKFORCE ANALYTICS

Does it help to understand your staff?
Or how your organisation compares?

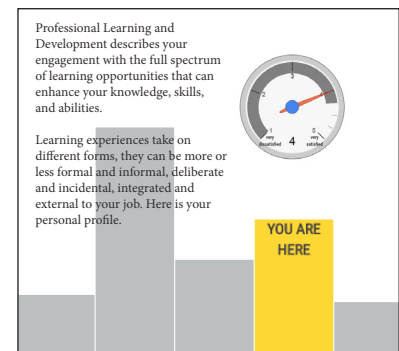


Your organisations gets its own Workforce Analytics Dashboard to understand employee and volunteer learning, engagement, well-being, and more concepts that matter for people, performance, and purpose.

FOR PARTICIPANTS

FREE PERSONAL ANALYTICS

Want to know how you do at work?
Or how you compare to others?



You as participant will immediately obtain your Personal Analytics Report with insights and benchmarks on your job satisfaction, work autonomy, professional development, well-being, and more.

FOR EVERYONE

WIN WEEKLY \$100 DONATION

Can your purpose use some money?
Or some organisation in need?



We admire the work you do and appreciate your time for this important research. So each week we give back to help a little by donating \$100 to a good cause of your choice. Yes, that can be your charity.

AUSTRALIAN NOT-FOR-PROFIT WORKFORCE STUDY

This study: What are the goals?

The Australian Not-for-Profit Workforce Study is the national research dedicated to the experiences of employees and volunteers involved in the Not-for-Profit sector. It provides vital insights into the potential to improve people, organisations and impact. The study will answer:

- What are the most potent means to make Not-for-Profit work more developmental, healthy, meaningful, and productive?
- What are the needs and barriers for developing critical knowledge, skills, and abilities to succeed in the Not-for-Profit sector?
- What you – leaders, staff, volunteers, funders – can do to address the above?

The findings will be freely shared to inform Not-for-Profit practice, policy, and funding. The study's outcomes involve:

- Increased attention, attitude, and resources toward the Not-for-Profit workforce – you.
- Engaged organisations and leaders who adopt evidence-based practices for making work more developmental, healthy, meaningful, and productive.
- Informed funders and policy makers who use evidence to invest into a successful and sustainable Not-for-Profit workforce and sector.

Learn more: learningforpurpose.org/study

Participate until 31st October 2017.

The survey: What to expect?

The survey will prompt you with a number of questions and statements relating to your work experience including learning, engagement, well-being, autonomy, and leadership.

There are no right or wrong answers, just answer each question as honestly as you can. If some items seem redundant to you, please be assured that no concept is repeatedly captured. You can pass on any question you don't wish to answer. So you cannot be inferred from your responses, all information will be anonymised and reported in aggregate form only.

Survey completion takes less than 30 minutes and it is really important to fully complete the survey until the end. You may pause and resume later by signing into the survey using your Email, Google, or Facebook account (optional).

Why me: How was I identified?

All employees and volunteers associated with an Australian Not-for-Profit organisation are encouraged to participate: from CEO to frontline staff, full-time and casual, all sectors and purposes. You all shall have your say: what is working well, what need to improve, or what to do differently.

This survey is your opportunity to represent the Not-for-Profit sector and is thus promoted through multiple channels: you may have been contacted through one of the research consortium partners, the news, or a friend or colleague.

The more people who respond, the more representative and useful the results will be. Please participate to shape the future work experience in the Australian Not-for-Profit sector.

Data & privacy: Is this research safe?

Yes. This study is approved by the Human Research Ethics Committee (University of Western Australia RA/4/1/8885) and only the academic research team has access to the information provided. This is not a commercial survey, we do not sell or share your information, not even with our partner organisations. Data is used for research purposes only, securely stored, strictly confidential and subject to legal restrictions.

No participating individual or organisation can be inferred from published information. Employers will never see if or what any specific employee or volunteer responded. Findings are reported anonymously, in aggregate form only in reports, scholarly articles, and applied dashboards so they can inform future Not-for-Profit practice, policy and funding.

What you provide is protected through state-of-the-art cloud technology and the UWA Institutional Research Data Store. All information is treated as confidential and will not be released by the investigator in any form that may identify people or organisations, unless required by law.

Researchers: Who is behind this?

The Australian Not-for-Profit Workforce Study is led by Dr Ramon Wenzel. Director Learning for Purpose, an initiative by the Centre for Social Impact, The University of Western Australia, in collaboration with researchers at the University of New South Wales and Swinburne University.

It is supported through the Australian Research Council (Linkage grant LP140100245), EY, Australian Scholarships Foundation, and Australian Executor Trustees. This is not a commercial survey; all data is confidential, used for research only, and will not be shared or sold.

Consent: Is participation voluntary?

Yes. Whilst everyone in the Australian Not-for-Profit sector is encouraged to have their say, participation is voluntary and entirely optional. When completing the survey, you can pass on any question you don't wish to answer. You are also free to withdraw your consent and to discontinue participation at any time without any prejudice, contact: research@learningforpurpose.org

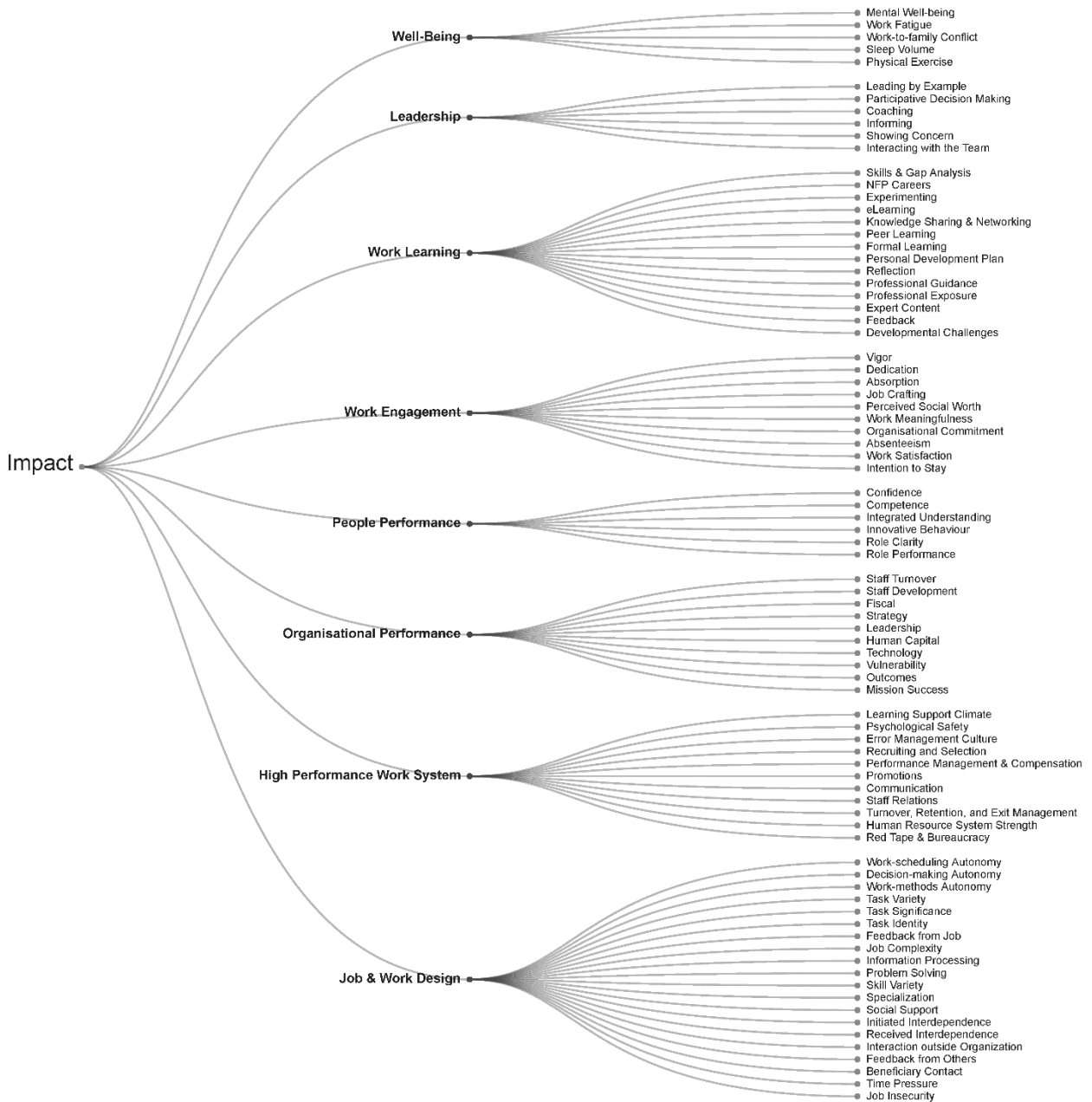
You may indicate your consent to participate in this research study simply by completing the survey. In doing so you confirm to have understood the information provided and any questions have been answered to your satisfaction.

Ethical approval: Is this legitimate?

Yes. Approval to conduct this research has been provided by the University of Western Australia, in accordance with its ethics review and approval procedures (RA/4/1/8885). Any person considering participation in this research project, or agreeing to participate, may raise any questions or issues with the researchers at any time by contacting research@learningforpurpose.org

In addition, any person not satisfied with the response of researchers may raise ethics issues or concerns, and may make any complaints about this research project by contacting the Human Ethics Office at the University of Western Australia on (08) 6488 3703 or humanethics@uwa.edu.au

Really curious? Explore the more than 80 key metrics this research study investigates:



Questionnaire: Some example items

These examples are indicative of the nature and type of the actual questionnaire. Listing all items is beyond the scope of this document. Note, some questions dependent on a respondent's work role and answers.

About Learning in Your Organisation

To what extent do you agree with the following statements? *In this organisation, ...*

| | Strongly Disagree | Disagree | Neither disagree nor agree | Agree |
|--|-----------------------|-----------------------|----------------------------|-----------------------|
| People here encourage learning and using new knowledge and skills. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| People here give recognition and credit to those who apply new knowledge and skills to their work. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| There is a designated person or function responsible for staff development. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| There is a budget for staff development. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| There is the belief that continuous learning is important to successful job performance. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Key Knowledge and Skills

What are the *most important knowledge and skills* to be wildly successful in your role?

| | |
|---------------------|----------------------|
| Most important | <input type="text"/> |
| Extremely important | <input type="text"/> |
| Very important | <input type="text"/> |

On your professional development

Please indicate *your typical behaviour*.

| | How much <i>time and effort do you expend</i> on these activities? | | | | |
|--|--|-----------------------|-----------------------|-----------------------|-----------------------|
| | None at all | A little | Moderate amounts | A lot | A great deal |
| Search for new ways to do my work. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Participate in professional development or training courses. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Connect with as many people outside my organisation. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Reflect on how I do my job. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Follow key influencers online via Twitter, LinkedIn, Blogs, YouTube etc. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Needed Knowledge and Skills

Please describe: *What further knowledge and skills* will you need and how will you acquire them?

Be as elaborate as you wish and as specific as you can (e.g., 100 words).

About Your Well-being

Please think of the past 3 months and indicate *how frequently* below statements apply to you.

| | Never | Rarely | Sometimes | Often | Always |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| | Never ever | Once a month or less | A few times a month | A few times a week | Every day |
| At my job, I feel strong and vigorous. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| When I get up in the morning, I feel like going to work. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| My job inspires me. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| At my work, I feel bursting with energy. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I feel mentally worn out at the end of the workday. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

FREE ANALYTICS

All participating organisations get their own Workforce Analytics Dashboard to understand employee and volunteer learning, engagement, well-being, and more concepts that matter for people, performance, and purpose.

All participating individuals will immediately obtain a Personal Analytics Report upon survey completion. It provides insights and benchmarks on your job satisfaction, work autonomy, professional development, well-being, and more.

Learn more: learningforpurpose.org/analytics

Organisational Dashboard: How does this work?

The Workforce Analytics Dashboard functions for your organisation regardless if it employs hundreds or comprises a few volunteers. When completing the Australian Not-for-Profit Workforce Study, your staff select from or add your organisation to a very comprehensive list and simply designate it as their workplace.

Their responses are automatically anonymised, aggregated, and analysed. We use state-of-the-art cloud technology to store, secure and process the data. The Workforce Analytics Dashboard is immediately in sync with all complete responses from your staff.

At any time you may register to access the Workforce Analytics Dashboard. We will make sure you are indeed you and eligible for access. You will then receive an email with a unique code required to access the Workforce Analytics Dashboard that represents your organisation.

For free: Why is there no cost?

The Australian Not-for-Profit Workforce Study and its Analytics functions are provided to you by Learning for Purpose, an initiative led by the Centre for Social Impact, the University of Western Australia. Support is provided by the Australian Research Council (Linkage grant LP140100245), EY, Australian Scholarships Foundation, and Australian Executor Trustees.

All partners are committed to making a meaningful impact at scale and understand that access and affordability are major barriers in the Not-for-Profit sector. We believe that addressing real challenges through outstanding research is advantageous to the scholarly and applied world. Using state-of-the-art cloud technology we built the infrastructure and dramatically lowered the cost - it's free.



Unique value: How is this different?

The Workforce Analytics Dashboard brings your organisational data to life. The data is generated through participating in the Australian Not-for-Profit Workforce Study: the largest ever research study on and for Not-for-Profit organisations, and their employees and volunteers working at all levels. Findings will be freely shared.

The people behind this research are established scholars at renowned academic institutions. There is no commercial interest. The vision is to bring scientific principles and evidence to the challenges and opportunities of the Not-for-Profit workforce to inform practice, policy and funding.

There is a history of research and dialogue with Not-for-Profit organisations, leaders, funders, peak bodies, and HR professionals that inform the study and the dashboard. It's all designed to meet both scholarly rigor and applied needs. We envision this to continue into the future, so you can use this for as long as you like. Did we mention it's free?

Invite staff: How and how many to invite?

Inviting your staff is easy! Share this URL learningforpurpose.org/study and encourage your employees and volunteers to participate by clicking on START SURVEY.

The Workforce Analytics Dashboard requires a minimum of 5 responses from your staff. You will get the most robust and meaningful insights when 25% or more of your employees and volunteers participate.

It's best to invite a cross-section of all organisational roles: (Top) your directors,

executives, (Frontline) your case workers, doers, helpers, (In-between) your managers, professionals and so on.

Why not invite them all, it's free! It's easy, we provide some templates you may wish to use. Just go to learningforpurpose.org/analytics.

The Workforce Analytics Dashboard will show you how many of your staff completed the survey. This is informative, so you can decide whether to encourage more staff to complete the survey. You can use the Workforce Analytics Dashboard with as many people as you like.

Sign up free: How to access the Dashboard?

All complete responses from your staff are automatically anonymised, aggregated, and analysed. It's always up-to-date.

Access to the Workforce Analytics Dashboard is free, password protected, and reserved to organisational members with functional responsibilities that legitimise the use of aggregate staff information to support their people and purpose.

Typically that includes an organisation's CEO, Chair of Board, and the Human Resource function; others require the support by the head of the organisation.

Sign up free at: learningforpurpose.org/analytics

Personal Report: How does this work?

The Personal Analytics Report functions for anyone who completes the online survey of the Australian Not-for-Profit Workforce Study. Your responses are automatically anonymised, aggregated, and analysed. We use state-of-the-art cloud technology to store, secure and process the data. Your Personal Analytics Report is immediately available to you at the end of the survey.

WIN \$100 DONATION

Eligibility: How to enter the draw?

The more participate in the Australian Not-for-Profit Workforce Study, the more representative and useful the results will be for people, organisations, and their impact. Please help us share the news about this important research study.

Each week, the Learning for Purpose initiative will randomly select one eligible person and make a A\$100 donation to one Australian registered charity on behalf of the lucky one. Yes, that can be your own charity.

To enter the draw, please simply tell your professional and social networks about the Australian Not-for-Profit Workforce Study using Facebook, Twitter, LinkedIn and/or Email. We'll be looking for #NFPWS, @LearnforPurpose, #LearnForPurpose, Likes, "Australian Not-for-Profit Workforce Study", and trackbacks to learningforpurpose.org.

To make it easy, you can use the drafts we provide at learningforpurpose.org/study



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