



**Te Mana Tu o te Wahine:
Women as Leaders in the Community
and Voluntary Sector**

REPORT

Prepared for
Women in Leadership Aotearoa
(WILA)

heathrose

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Forward

There is little information in Aotearoa New Zealand about how women are represented across the Community and Voluntary Sector (CVS), despite the fact that the sector's voluntary and paid workforce is heavily dominated by women. The representation of women in leadership and governance roles, and more broadly their experiences as leaders, has been researched in other sectors of New Zealand society, including the public sector, the private sector, and on corporate boards¹. The results of such research are then used to track progress and reflect on strategies to ensure that fair and equitable practices apply that enable and don't limit the opportunities for all.

There has been a growing refrain amongst New Zealand CVS women in the face of this 'knowledge inequality': what about us? How can we ensure we feature in the planning and evaluation processes in the sectors we work in?

The CVS was interested in exploring these issues for itself, and after reading the 2012 English publication *Closer to Parity: challenging the voluntary sector to smash the glass ceiling*², the Women in Leadership Aotearoa (WILA) leadership network decided to replicate this research in New Zealand. Throughout 2011 and 2012 it explored how it might do this, and the questions it wanted to ask. This grant-funded³ pilot survey, completed through mainly volunteer and pro-bono effort, is the first stage in what is hoped to be a much larger quantitative, and complementary qualitative, study of the women who hold New Zealand's CVS together.

1 See, for example, Human Rights Commission 2012. *New Zealand Census of Women's Participation 2012*.

2 Lewis, R. 2012. *Close To Parity: challenging the voluntary sector to smash the glass ceiling*. 2010 Clore Social Fellow.

3 WILA thanks the New Horizons for Women Trust and the Industrial Relations Foundation for financially supporting this work and Heathrose Research for their willingness to partner with us and make a substantial voluntary contribution to undertaking the research.

Executive Summary

There is little information in Aotearoa New Zealand about how women are represented across the Community and Voluntary Sector (CVS), despite the fact that the sector's voluntary and paid workforce is heavily dominated by women. This pilot study starts efforts to rectify this. The representation of women in leadership and governance roles, and more broadly their experiences as leaders, has been researched in other sectors of New Zealand society, including the public sector, the private sector, and on corporate boards⁴. The results of such research are then used to track progress and reflect on strategies to ensure that fair and equitable practices apply for all.

The study was conducted between December 2012 and March 2013 by Heathrose Research. The data collected was gathered via telephone interviews with 48 leaders (male and female) from a range of New Zealand CVS organisations. All were invited to participate in the survey on a voluntary basis.

Initial findings in this small study are positive: in contrast to the UK research on which this study was based⁵, a key finding to emerge is that women are well-represented in leadership and governance positions in New Zealand. In around 60% of organisations, women hold over half the available governance roles. Leadership teams in the organisations surveyed were also predominantly comprised of women (more than 80% of the leadership teams included 50% or more women). In fact, the study makes the sector's sheer reliance on the work of women obvious. In more than 80% of participant organisations, 75-80% of paid staff are women. And, in over half the participant organisations, women make up 75-100% of volunteers. Women undertake the vast majority of all activity in these CVS organisations, from the grass-roots to the leadership.

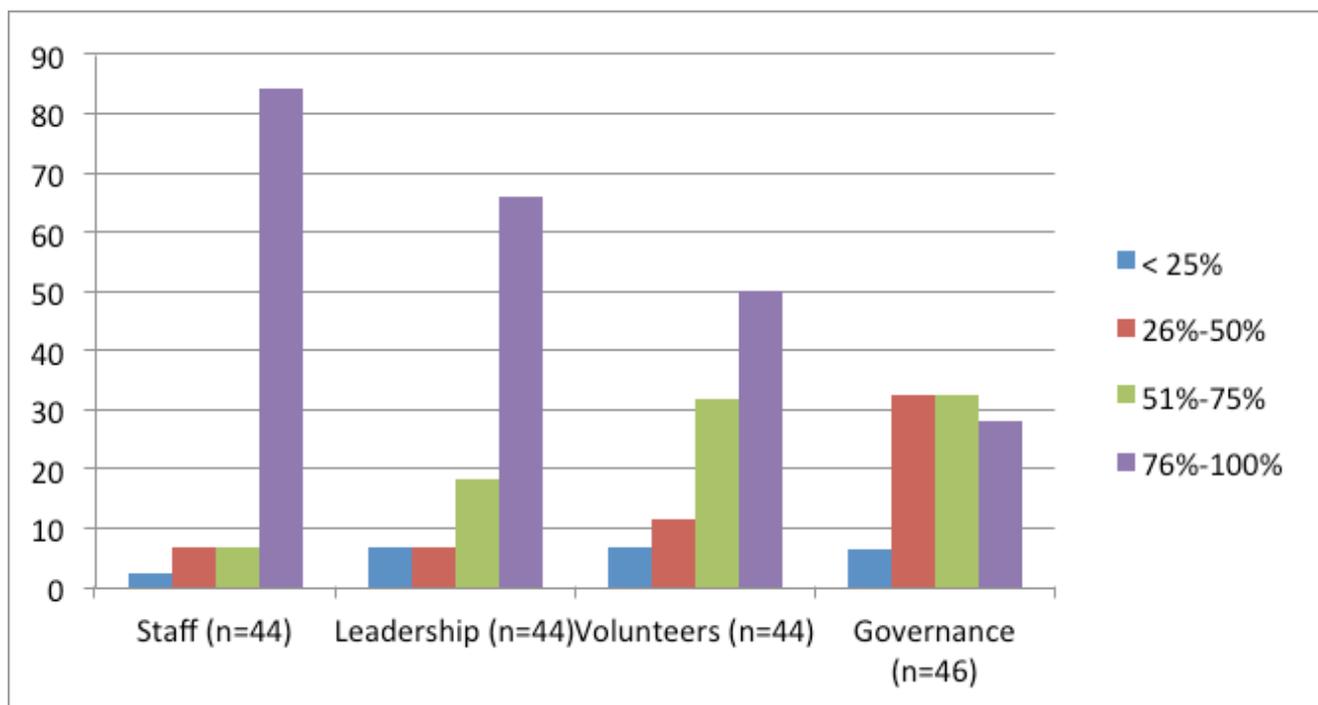
Unfortunately, experiences for New Zealand women who are not New Zealand European / Pakeha are not so positive. The lack of representation of women from a range of ethnic groups in leadership positions is notable, with the exception of those organisations whose role is directly related to the provision of services to refugees and migrants. While it is true that a lack of ethnic diversity in leadership positions is also a feature of New Zealand organisations in the private and public sectors, it does suggest that the CVS may not be making as much use of the leadership resources available to it as it could.

As in the UK study, the rates of women's participation in the New Zealand CVS are lowest in the governance area. As shown in Figure One below, for a sector so dominated by women, men still dominate leadership at the Board / Committee level – the level which is, in many CVS organisations, the highest and most directive in the organisation. In this way, the experiences of New Zealand CVS women reflect the experiences of women in general – women are still less likely to be sitting at the Board table.

4 See, for example, Human Rights Commission 2012. *New Zealand Census of Women's Participation 2012*.

5 Lewis, R. 2012. *Close To Parity: challenging the voluntary sector to smash the glass ceiling*. 2010 Clore Social Fellow.

Figure One: Percentage of women participating in different roles in community and voluntary organisations



The study's findings also raise questions, and it is when you scratch beneath the surface in this way that the need for both further research and for all of this research to be used becomes clear. Many women working in this sector do so on a part-time basis, and/or without payment. For some this may be a choice. For others, we suspect, commitment to their career, passion and acceptance of limited paid work hours due to the constant struggle for financial survival faced by their organisations are also in play. As can be seen by the proportion of CVS women with tertiary qualifications, including postgraduate (43 out of 48 respondents), this is not any reflection of women's skill-level or aptitude. While managing an organisation is generally seen as a discrete function, women in leadership positions in the sector carry out a wide range of roles in their organisations. The small size and under-resourced nature of many CVS organisations in New Zealand means that out of necessity, managers are also required to undertake a wide range of other functions, including budgeting, communications, and service delivery. CVS women are doing more with less on a daily basis.

This study is a small start. What it has shown above all else is that this issue deserves big attention. For true progression of women in Aotearoa New Zealand, we need to know about all women, and this includes the women of the CVS. Taking this small start and furthering it with larger studies will provide a knowledge-base about CVS women, and an opportunity to both celebrate success and plan to address prevailing issues. In the context of questions about the continuing low levels of women in leadership positions in the public and private sector, it is of interest that there is a high level of participation of women in leadership positions in the CVS. An exploration of the factors that contribute to women seeking and remaining in these positions could shed light on strategies that could be adopted by the private and public sectors to recruit and retain more women leaders. In addition, information about the career paths taken by women leaders in the sector would be valuable for policy related to both education and training, and for strengthening communities.

Background

In 2012, a UK study *Close To Parity: challenging the voluntary sector to smash the glass ceiling*⁶ was published. This study involved an analysis of the gender of Chief Executives (CEs) and Chairs of 1,106 charities registered with the Charities Commission, supplemented by interviews with 22 women leaders of organisations operating in the not-for-profit sector. The data revealed that only 43% of charities were led by women, that women in leadership positions were more likely to be leading as a Chair than as a CE, and that women made up only 27% of leaders of the largest charities. It also found that women leaders in paid positions in charities were paid 16% less than male leaders in the sector.

Given the dearth of information available about the New Zealand CVS, Women In Leadership Aotearoa (WILA) was interested in replicating the UK study. In the absence of publicly available information, it was clear that primary research would need to be completed. However, resources were not available to complete a large-scale study. Accordingly it was agreed the research would be conducted in stages, with quantitative information on the representation of women in the sector a necessary first step, prior to gathering more in-depth qualitative information on leadership styles and leadership experiences a later step.

WILA and Heathrose Research Ltd entered into a partnership to advance the research agenda through the development of a short survey. They were successful in obtaining grants from the New Horizons for Women Trust, and the Industrial Relations Foundation, that allowed an initial pilot of a small-scale survey to be completed. Despite a slow start, interest was eventually strong, with 48 organisations participating in this initial survey. While not generalizable due to size, this survey, a first for New Zealand, provided some interesting insights into the role of women in this country's Community and Voluntary Sector.

Purpose

The purpose of this initial small-scale study was to pilot the questionnaire as a survey tool that could be administered more widely across the CVS. It aimed to gather demographic information on the extent to which women are involved in leadership positions in the CVS, the roles that women are playing, and the sorts of organisations in which they are involved. In addition to asking questions about gender, it was agreed that questions about ethnicity would be asked, given the prevalence of organisations in the sector that are focused on and advocating for specific ethnic groups. Ideally, we would also have liked to ask about disability and age, but it was expected that potential interviewees would not have the information needed to be able to answer these questions.

The purpose of this report is to:

- » Provide the findings from the exploratory study, and
- » Demonstrate what data may be captured in a future and larger scale survey of the sector.

Appendix One sets out the methodology used for the exploratory study.

⁶ Lewis, R. 2012. *Close To Parity: challenging the voluntary sector to smash the glass ceiling*. 2010 Clore Social Fellow.

Findings

48 organisations are represented in the findings, although not all respondents provided responses to all questions. In most figures, the number of respondents is 48, except where noted.

Section One provides an outline of the respondents who participated in the survey.

Section Two provides information on the organisations respondents work in. This includes the sector the organisation operates in, their main purpose and how they are funded.

Section Three looks at gender in leadership.

Section Four focuses on ethnic composition of leadership.

Section One: Respondents

Survey respondents were asked a variety of questions about their role within their organisation, such as how long they had been working there, together with a range of demographic information including age, ethnicity and highest school qualification.

Survey respondents hold a variety of positions within their organisations

13 respondents identified themselves as managers (general, services, communications, agency or quality).

- » 12 identified themselves as CEOs, Executive Director or National Director.
- » 7 identified themselves as Co-ordinators.
- » 3 identified themselves as a Chairperson.

The remainder included positions such as:

- » Council representative
- » National Councillor
- » Counsellor
- » Convener
- » Consultant (2)
- » Principal
- » Programme facilitator
- » Fundraiser and committee member
- » President
- » Vice president (who also held a second position as a consultant)
- » National Women's Rights Officer
- » Board member and tutor

Unsurprisingly for management roles in this sector, all had varying and multidimensional roles, undertaking a number of tasks across the organisation.

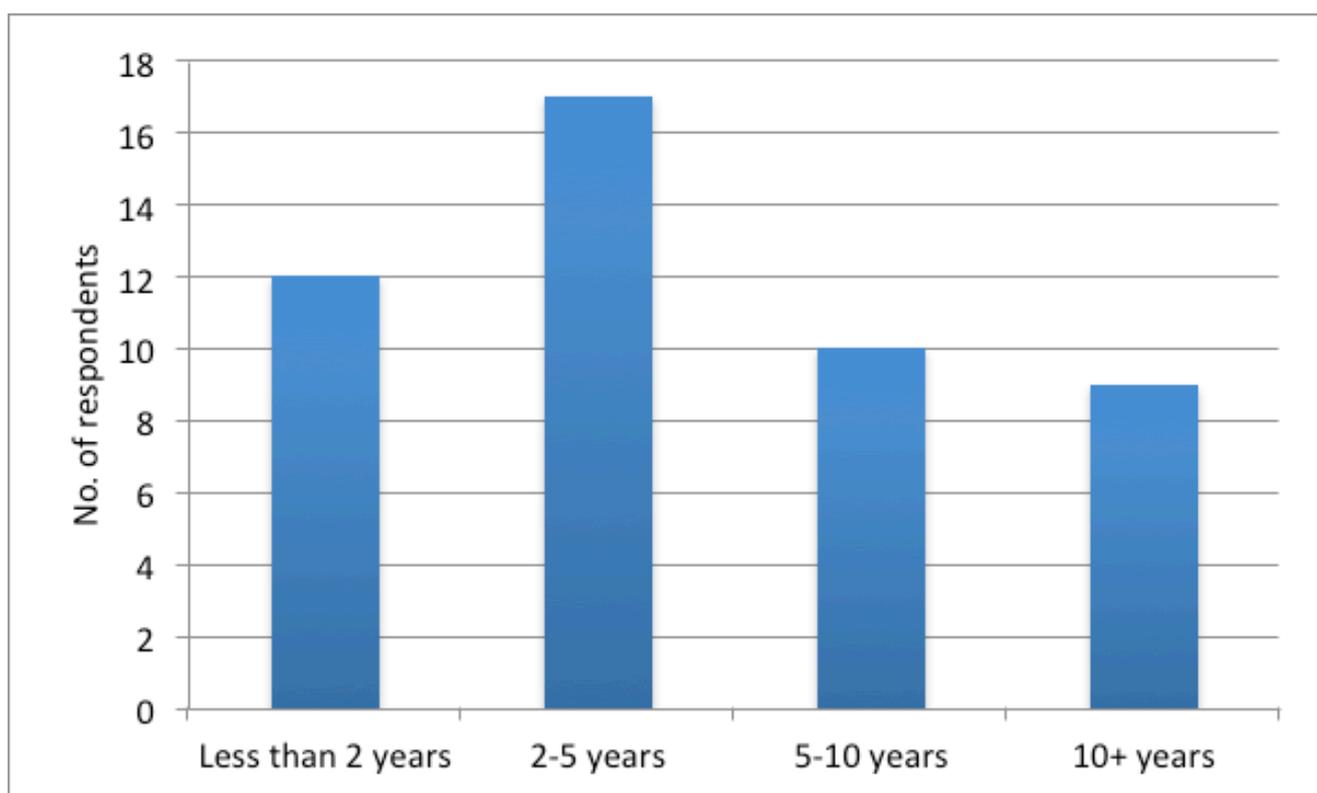
This included for example, management, strategic planning/implementation, budget and funding/fundraising, service delivery, advocacy, reporting back to boards/organisation, human resources, running programmes, attending meetings, promotion and marketing of organisations, and communications.

The areas that most respondents were involved with were:

- » Management - this included a range of tasks, such as: overseeing all work and running the organisation; managing staff or external relationships; project management and management of service delivery programmes.
- » Funding/budgeting
- » Human resources (including recruitment and training)
- » Service delivery

Length of Time in the Role

Figure Two: Length of time in role



The shortest time a respondent had been in their position was two months (although this person had two roles within the organisation, and had been in the other role for nine months). The longest time a respondent had held a position was 23 years.

Hours Worked Per Week

Respondents were also asked about the amount of time that they worked for the organisation in the course of a week. This question was answered by 47 respondents.

- » 5 out of 47 worked fewer than 10 hours a week
- » 3 worked between 10 and 20 hours a week
- » 39 worked 20 or more hours a week (with 31 of these working 30 hours or more)
- » 16 respondents worked more than 40 hours, with two of them noting that their hours were (respectively) 55 and 60/70 hours a week.

Paid or Voluntary?

36 out of 47 respondents reported they were paid for their work, while 13 commented that they worked on a voluntary basis.

Of the 36 in paid roles:

- » 21 were paid a salary
- » 15 were waged workers
- » One person commented that they were paid an honorarium.

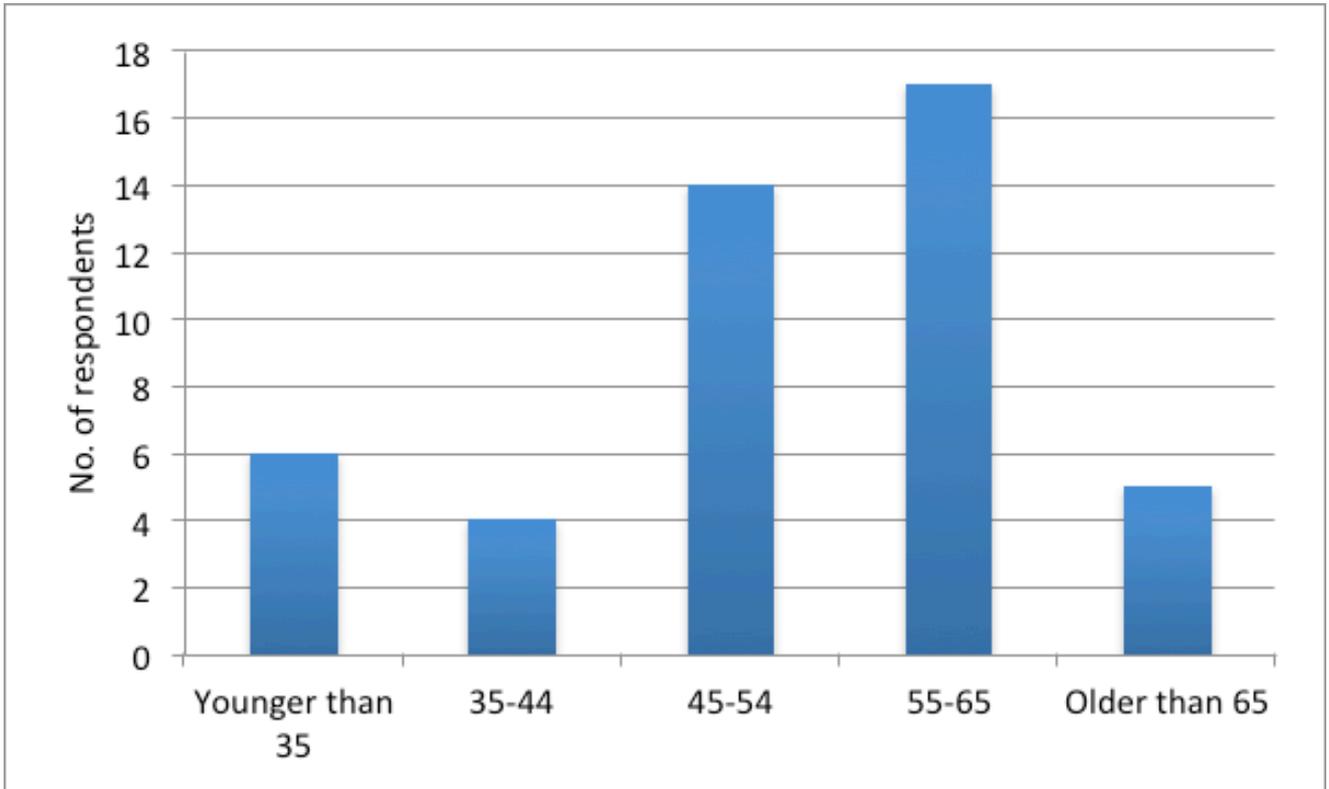
Of the waged workers:

- » 1 is paid for between 10-19 hours
- » 3 are paid for between 20-29 hours
- » 9 are paid for between 30-39 hours
- » 2 are paid for more than 40 hours.

Age

46 respondents supplied their age, with the majority being over the age of 45.

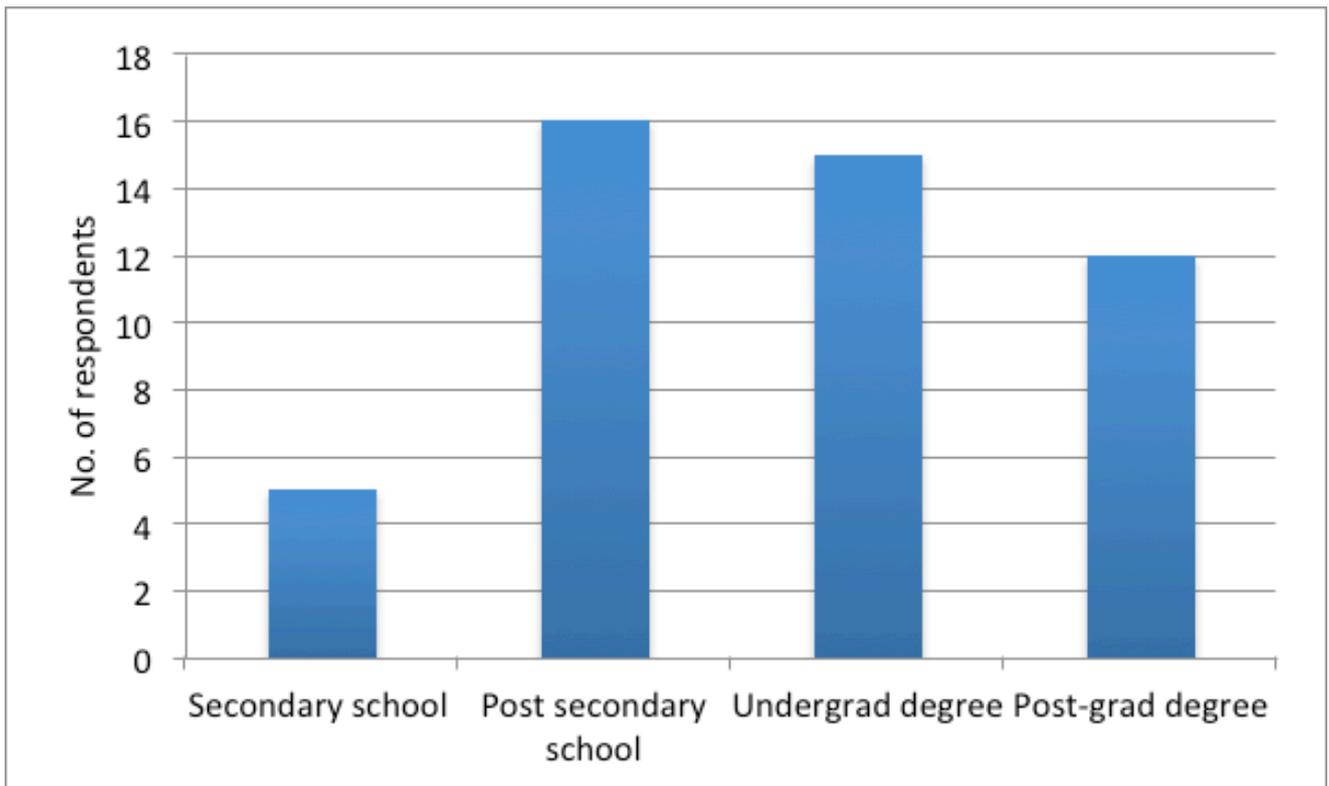
Figure Three: Age of respondents (n=46)



Highest Qualification

All 48 respondents provided information about their highest qualification.

Figure Four: Highest qualification



All but one respondent in the under 35s and 35-44 age group held either a postgraduate degree (5) or an undergraduate degree (4).

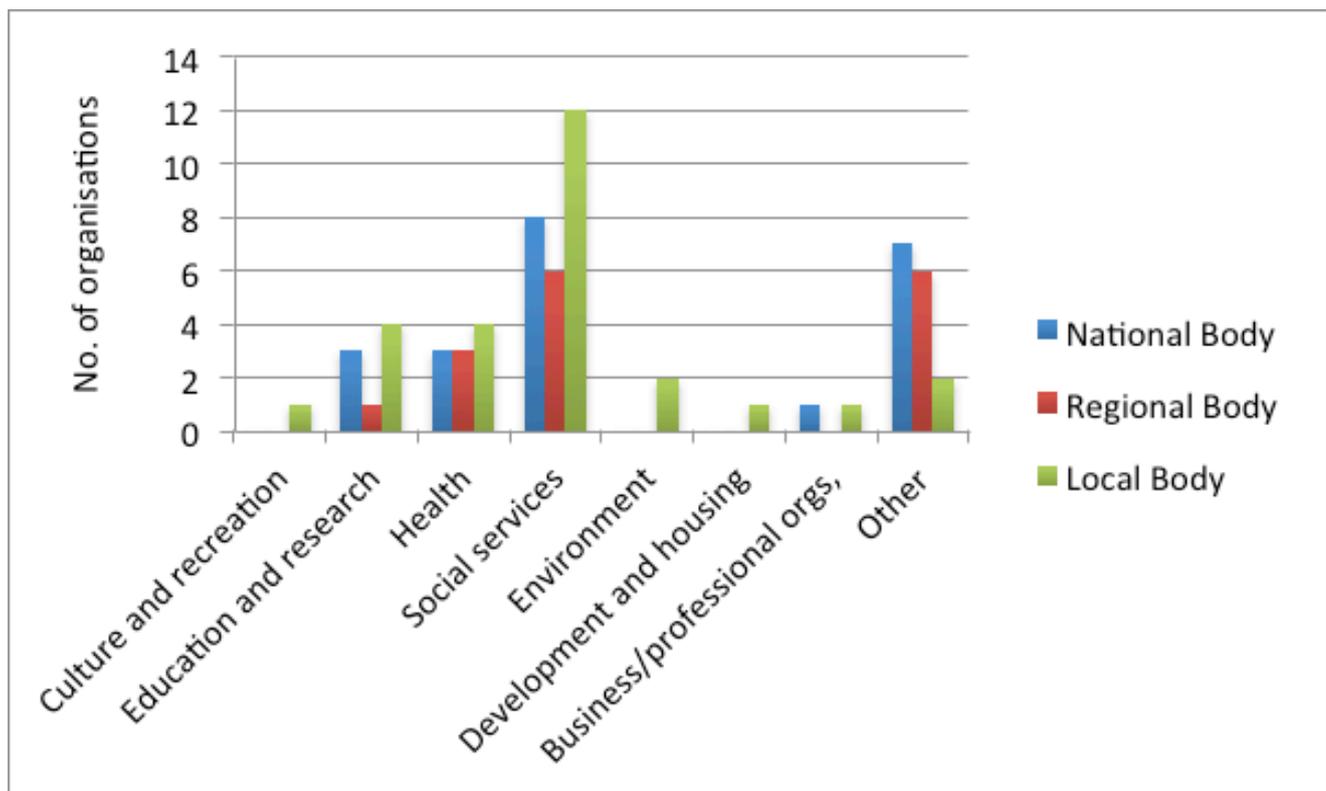
Of the 14 respondents in the 45-54 age group 4 had post graduate degrees and 4 had undergraduate degrees. Those over 55 were slightly less qualified with just under half (10) of the 22 of them having either postgraduate or graduate degrees.

Section Two: Organisations

Sector and Services

Participants came from a range of organisations within the CVS. They were asked whether their organisation operated at the national, regional or local level, and in which sector.

Figure Five: Sector and Level



Results do not add up to 48, as some respondents gave more than one answer in relation to the level at which they operated. In addition, some of the organisations operated in more than one sector, e.g., in the health sector, one national-level organisation reported that they also operated in the social services sector, while another saw themselves as operating at the national level in health only. A third health organisation reported that they operated at both the regional and national level.

Organisational Purpose

To get a fuller idea of what the organisations' work involved, respondents were asked to describe the purpose of their organisations' work.

This is summarised in two categories:

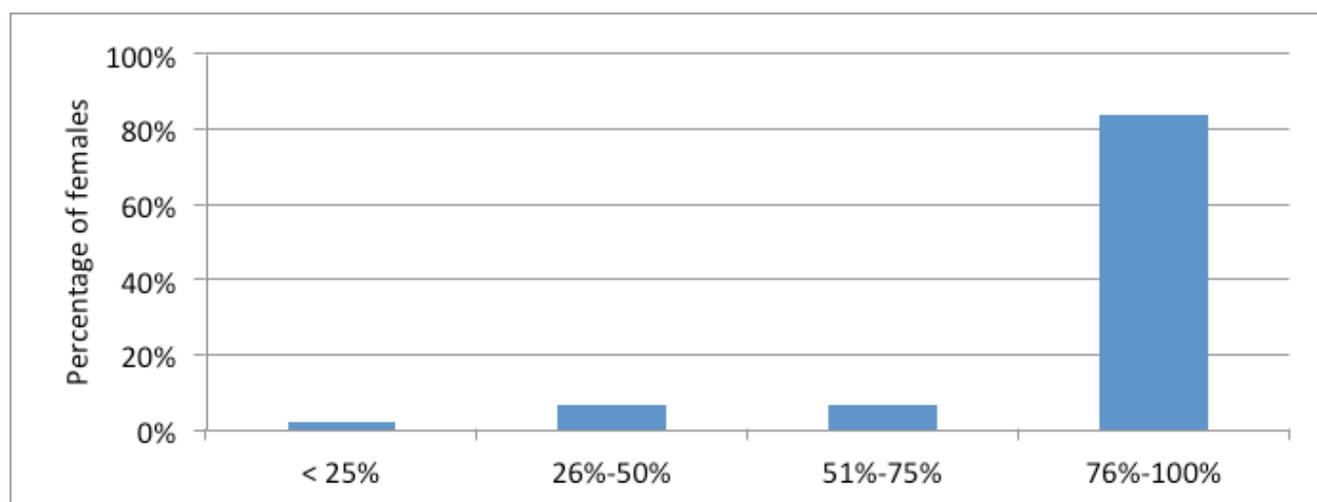
- » Provision of advice and support to the general population in the community, and
- » Provision of advice and support to targeted groups within the community.

Table One: Purpose of the respondent organisations

Services to the general population	Services to targeted groups
Counselling (3)	Refugees /Migrants (3)
Financial advice (2)	Women / Families / Children (8)
Health (1)	People with disabilities (5)
Fire and emergency rescue (1)	Volunteers (4)
Community support (9)	Victims of crime and/or sexual abuse (4)
	People with specific health issues (3)
	University students (2)
	Boating (1)
	Youth (1)
	Young professionals (1)

Paid Staff

Figure Six: Percentage of females in paid staff positions (n=44)



3 organisations did not have paid staff. These organisations provided:

- » Services for women
- » Services to a church community, and
- » Services to youth.

A reliance on women is also shown in the results from the 45 organisations with paid staff.

44 organisations reported on the numbers of paid employees, with the distribution being:

- » 22 with 1-5 employees
- » 13 with 6-25 employees
- » 4 with 36-76 employees
- » 5 with 120-350 employees.

42 organisations provided information about the numbers of full and part-time paid staff. Of these:

- » 25 employed more part time than full time staff
- » 11 employed more full time than part time staff
- » 6 employed the same number of full and part time staff.

Overall, smaller organisations employ equal numbers of full-time and part-time staff. 2 of the larger organisations with over 200 paid staff have considerably more part-time than full-time staff. In contrast, another large organisation employs more full-time staff than part-time staff.

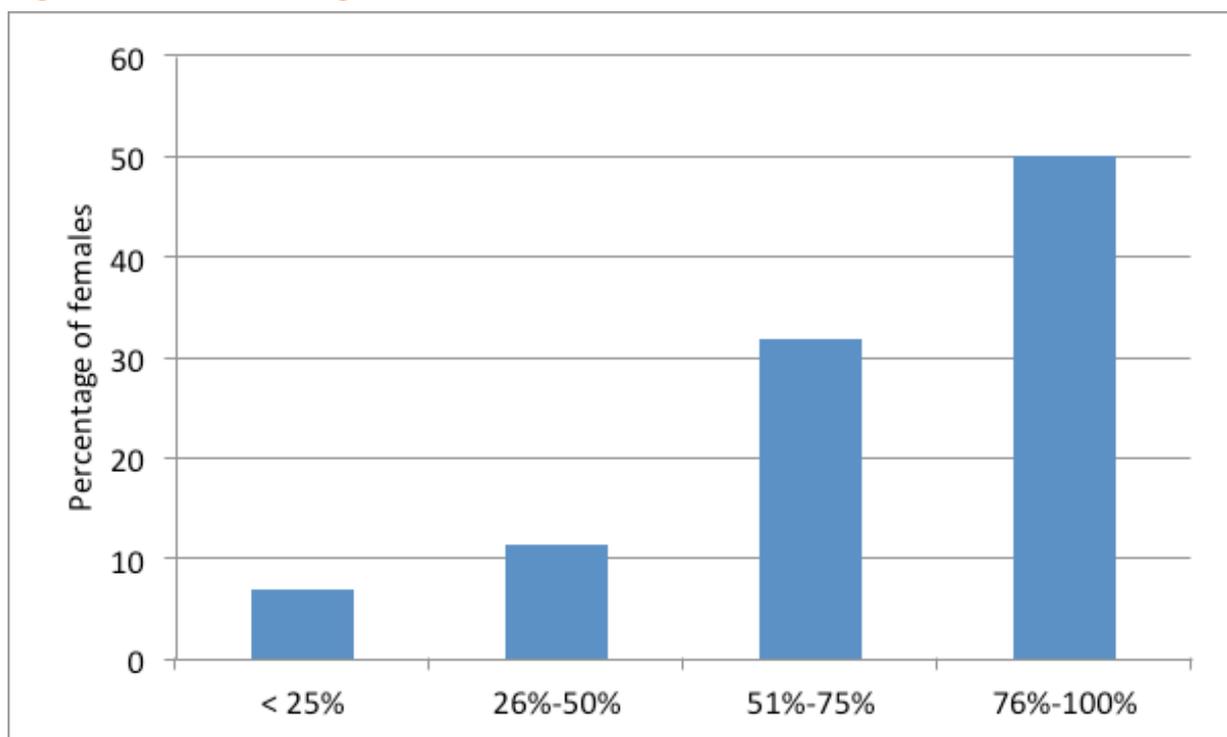
The majority of organisations employed more women than men. In more than 80% of the participant organisations, 75-100% of paid staff are women.

This includes 20 who employed between 90%-100% females; and 16 who employed between 70% and 89% females.

Of the 4 organisations that employed fewer than 50% females, 1 provided support for young males, and the others provided support for university students, the disabled, and rural women.

Volunteers

Figure Seven: Percentage of females in volunteer roles (n=46)



The majority of volunteers are female. In 50% of organisations, women make up 75-100% of volunteers.

Only one organisation reported they have no female volunteers - this organisation provided family support for boys.

46 of the organisations surveyed have volunteer staff, with the distribution of volunteer numbers ranging from 1 through to 8,500.

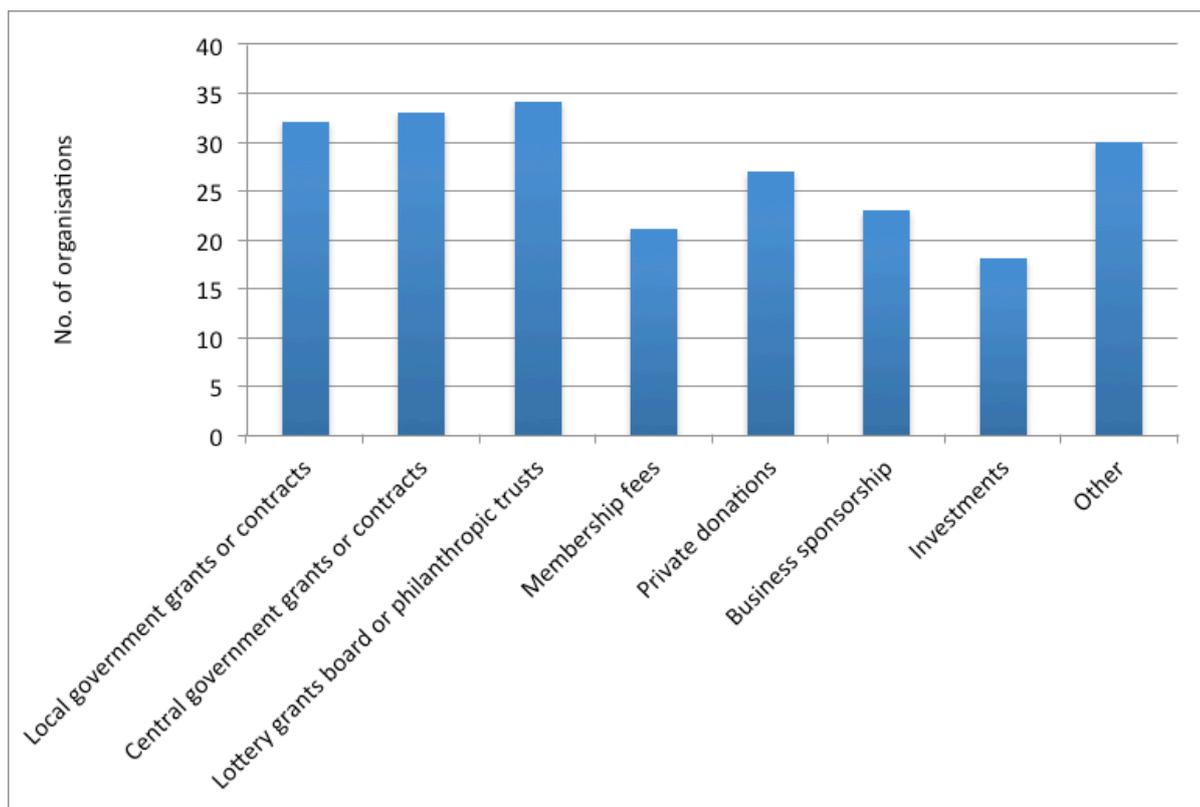
- » 4 of the organisations had over 2000 volunteers
- » 7 of the organisations had between 200-900 volunteers

There appeared to be no correlation between the numbers of paid staff and the numbers of volunteers.

Funding

Respondents were asked about the sources of funding that their organisations had received in the previous year. The sector is reliant on a range of funding sources, with a majority receiving funding from central and local government, grants and philanthropic trusts and 'Other' sources.

Figure Eight: Funding sources

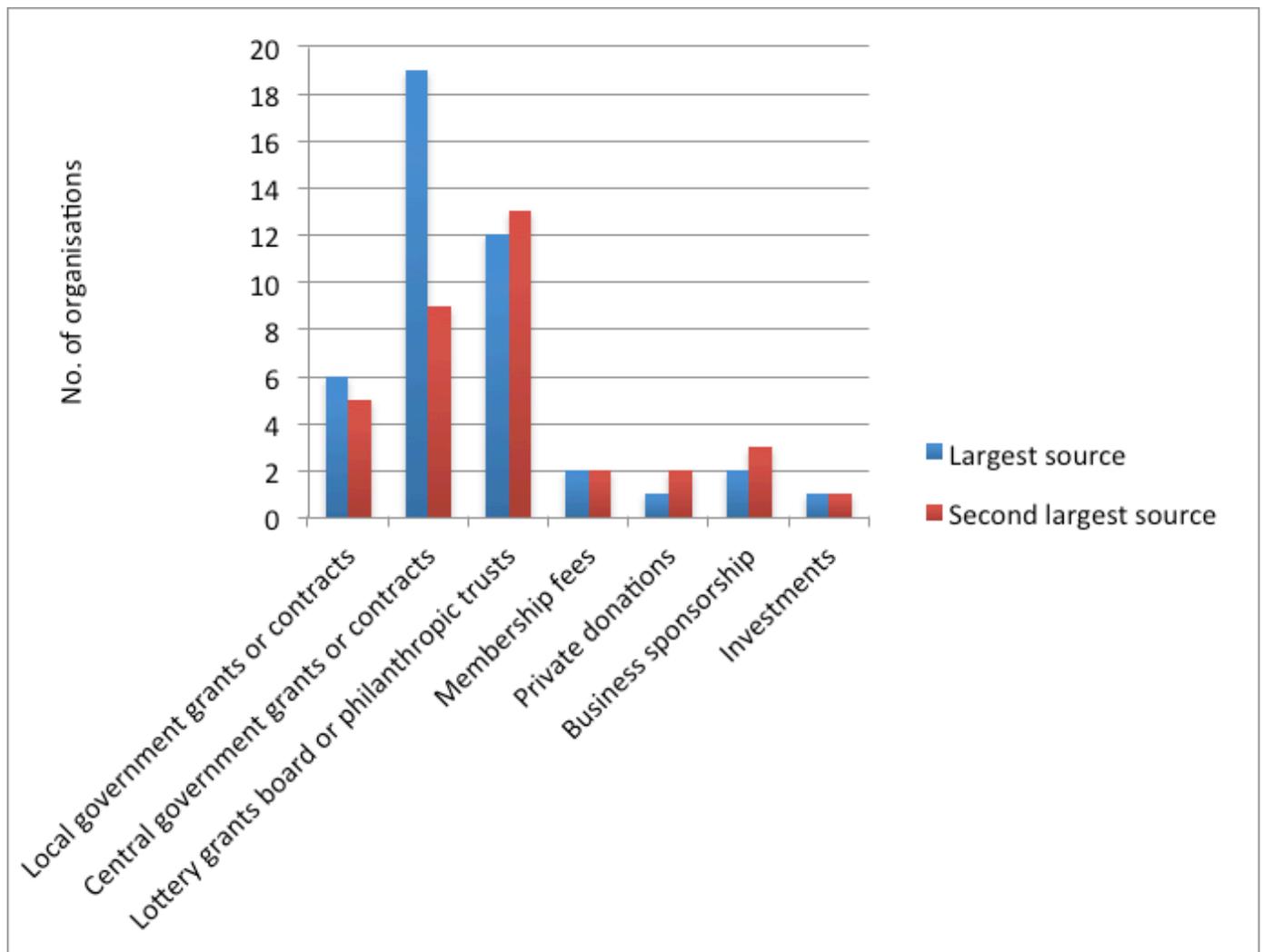


Funds from the 'Other' category included:

- » Selling goods or services (6)
- » Fees for services (5)
- » Fundraising (4)

- » Donations (4)
- » Business sponsored events (3)
- » Community trusts (3)
- » COGs (2)
- » Gaming trusts (2)
- » Government funding (1)
- » Properties and legacies (1)
- » Insurance levies (1)
- » Charity applications (1).

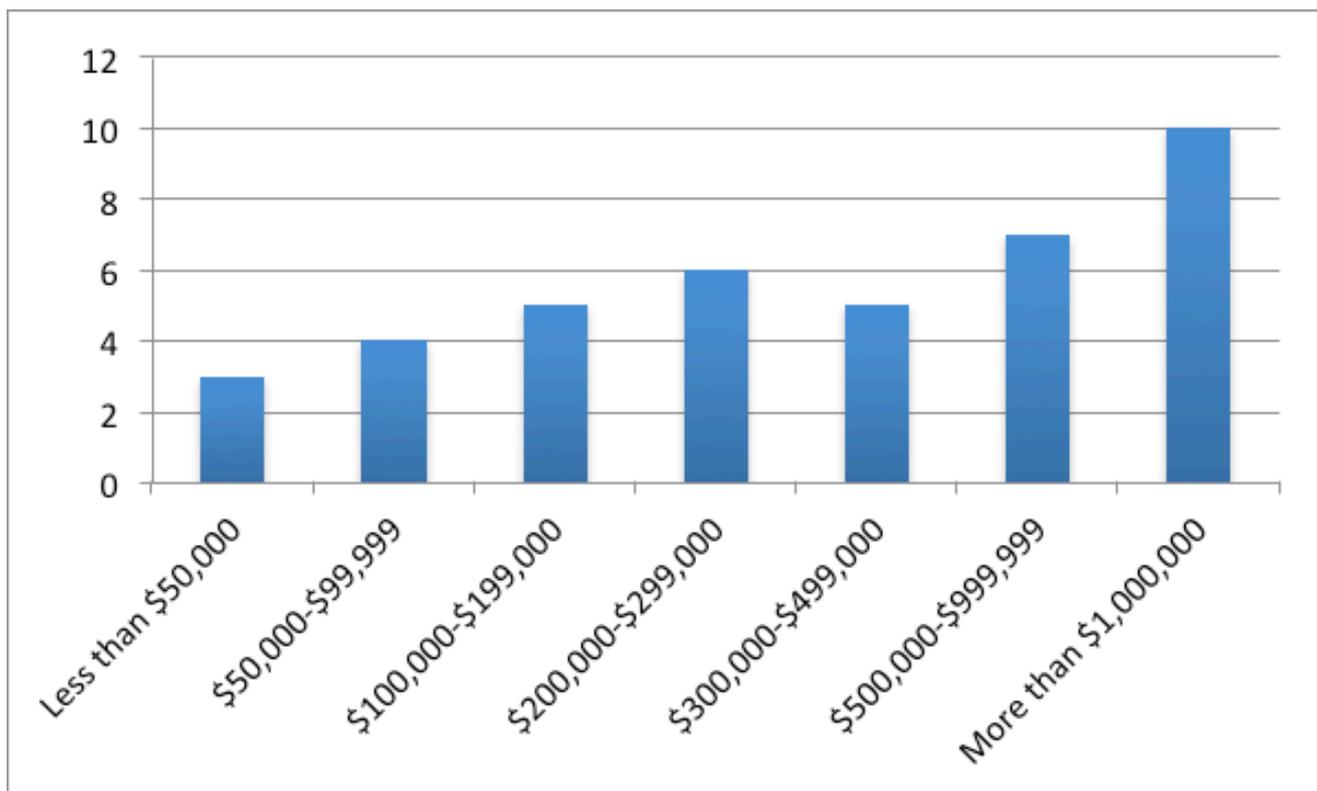
Figure Nine: Size of funding sources



Organisations surveyed are most heavily reliant on central government, philanthropic trusts and local government for funding.

Income

Figure Ten: Total income over the previous 12 months



Section Three: Gender and Leadership

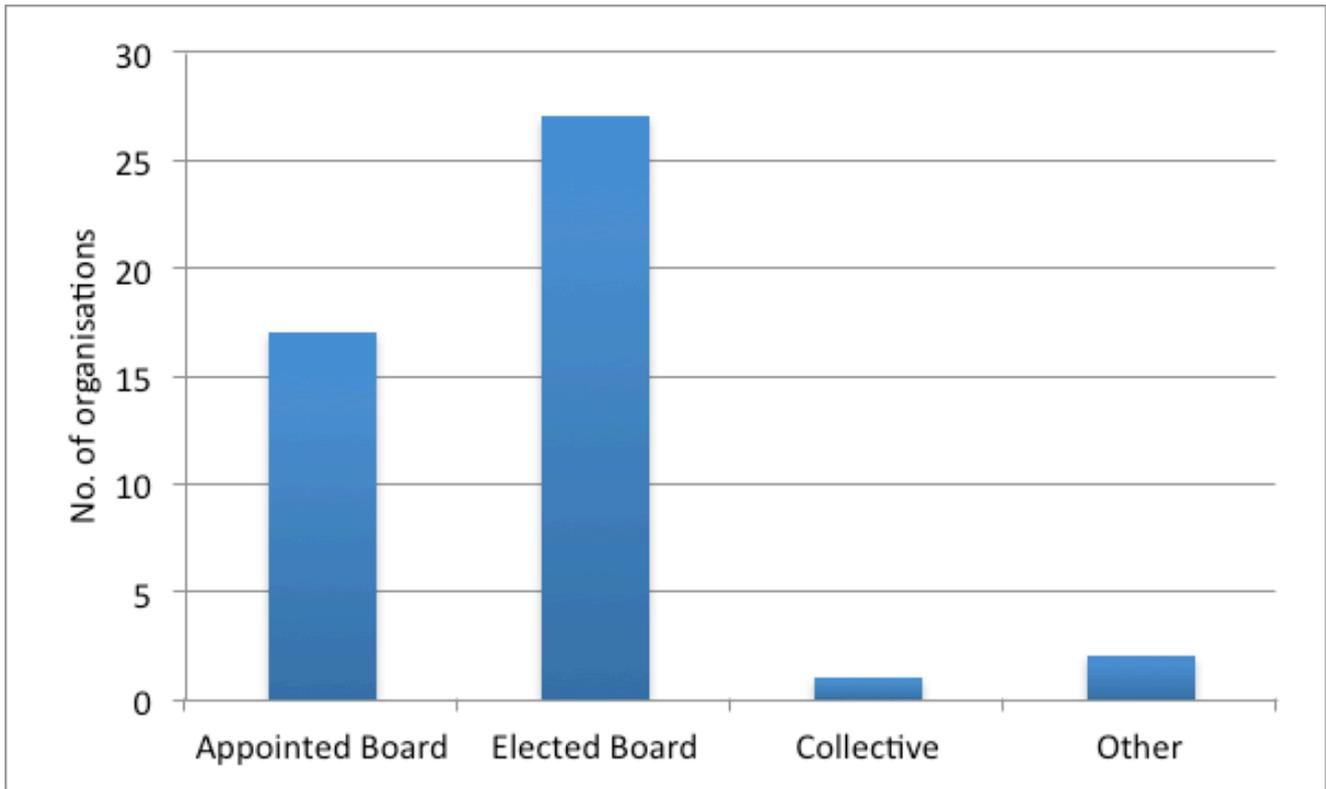
Interviewees were asked a number of questions about the gender composition of their organisation's leadership.

'Leadership' includes those in governance positions (such as Boards of Trustees), as well as senior managers.

Governance

47 of the respondents reported the existence of a governance group or committee. Elected directors or trustees were more common than appointed ones, and a small number of other arrangements (such as a collective) were also in place.

Figure Eleven: Governance (n=47)

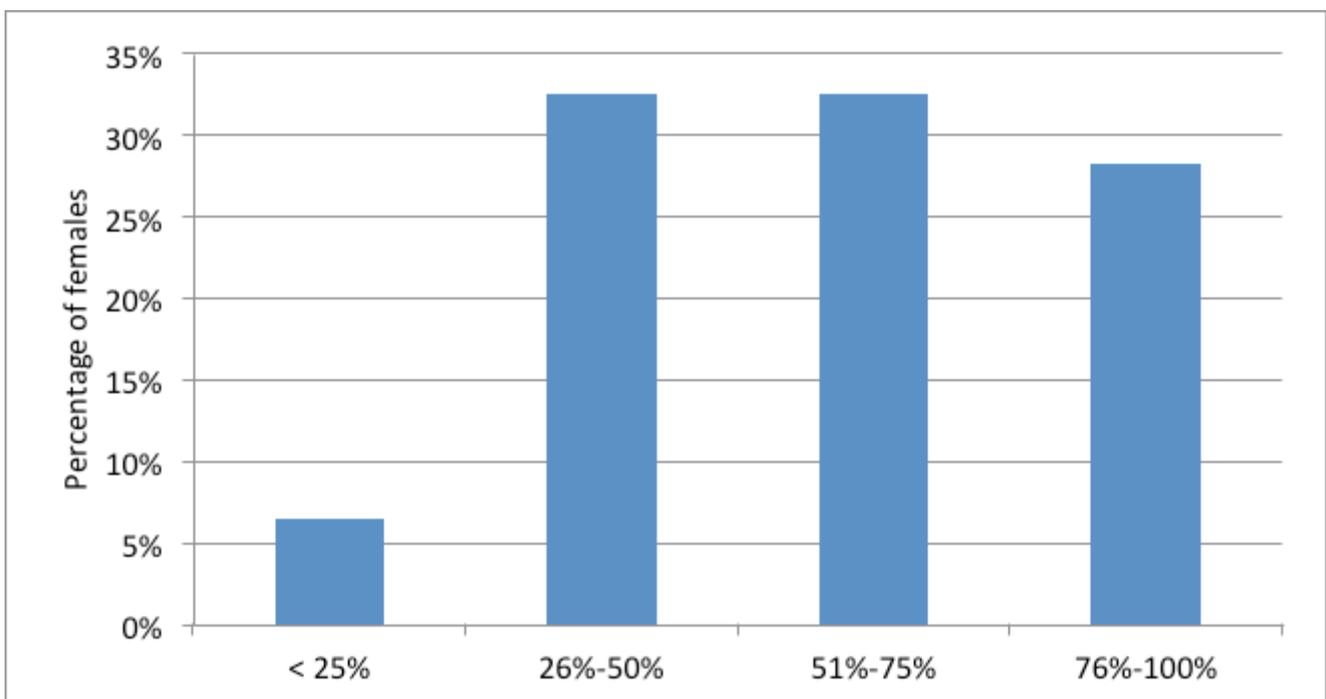


Reporting Lines

3 of the respondents identified themselves as the most senior manager in their organisation. 17 reported to an elected Board or Executive Committee and 11 to an appointed Board or Executive Committee, while 15 reported to a CEO or other paid manager. The two other respondents said they reported to their locally elected committees.

Numbers of Women In Governance Roles

Figure Twelve: Percentage of females in governance (n=47)



It is evident that there is a smaller proportion of women involved in leadership at the governance level than in other leadership levels examined in this study.

Of the 8 organisations with fewer than 40% of females at governance level:

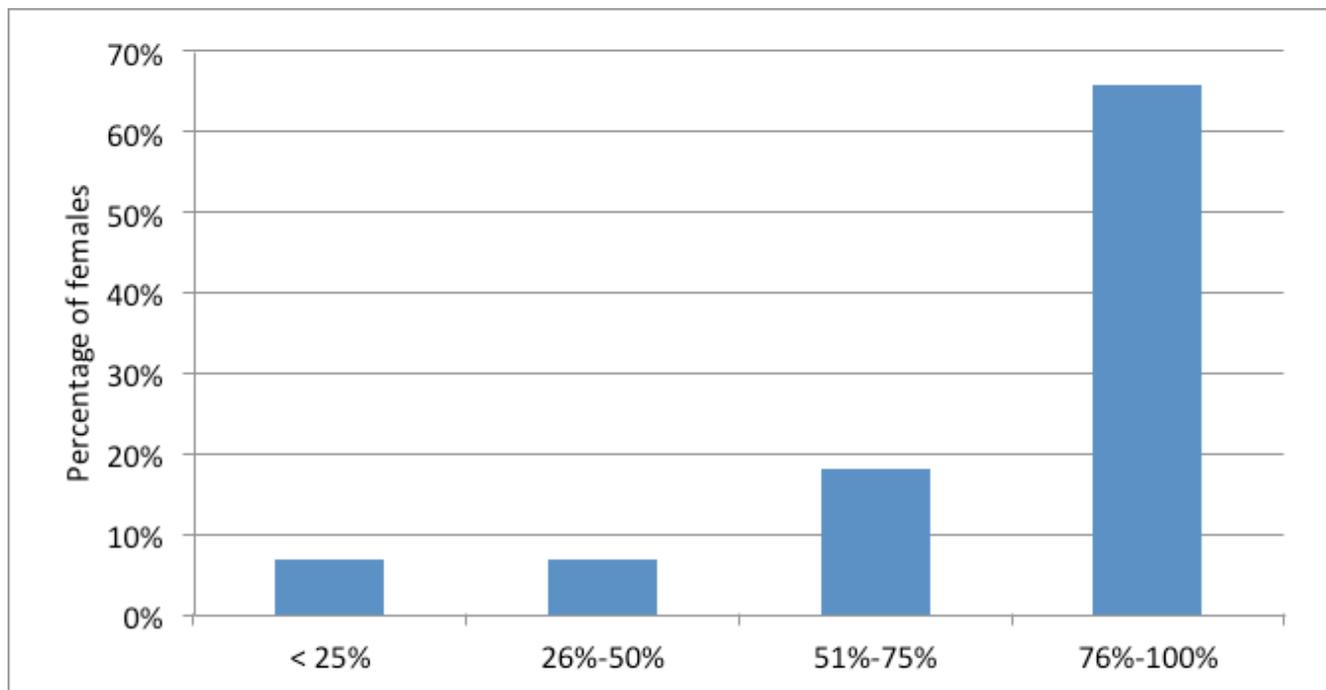
- » 4 were organisations that supported people in the health/disability sector
- » 1 was in the general community
- » 1 supported migrants
- » 1 supported families
- » 1 was a specialised community group.

Payment to Board Members

- » 30 of the organisations made no payment to those who were on boards or committees
- » 12 reimbursed out of pocket expenses
- » 3 paid honoraria
- » 2 organisations paid members Board fees.

Leadership Team

Figure Thirteen: Percentage of females in leadership teams (n=42)



42 of the respondents had leadership teams that managed and directed the work of paid staff.

More than 60% of these had between 75-100% women on their leadership team, while nearly 20% had leadership teams with 51-75% women on them.

- » 1 had a leadership team composed of 8/16 (50%) women, and
- » The other had a leadership team composed of 6/10 (60%) women.

Section Four: Ethnicity and Leadership

Interviewees were asked a number of questions about the ethnic composition of their workforce and leadership groups.

'Workforce' includes both paid staff and volunteers

'Leadership groups' includes those in governance positions (such as Boards of Trustees), as well as senior managers.

Ethnic Diversity in Respondents

46 of the respondents said they were NZ European/Pakeha with 3 of these respondents also identifying as Maori, Pasifika and Australian. Of the 2 who did not identify as NZ European/Pakeha, 1 was British and the other a NZ Asian.

Ethnic Diversity in Organisations

There was limited ethnic diversity within and across all the organisations:

- » 20 of the organisations reported that they had no staff of Maori, Pasifika, Asian or 'Other' ethnicity
- » 19 had Maori staff
- » 14 had Asian staff
- » 10 had Pasifika staff
- » 10 had staff of 'Other' ethnicity.

Those organisations with the largest numbers of Maori staff included:

- » An organisation that provided education on leadership in the CVS, with 15/76 (20%) Maori staff
- » An organisation that provided support for people with a health-related disability, with 7/39 (18%) Maori staff
- » An advocacy/support agency for the disabled, with 22/220 (10%) of staff being Maori.

The 2 organisations with the largest numbers of Asian staff were those that support refugees and migrants, with 11/19 (58%) and 20/280 (7%) Asian staff respectively.

Another organisation that supported migrant and refugees reported having the largest number of staff of 'Other' ethnicities at 8/9 (88%) of staff.

Ethnic Diversity in Governance and Leadership Teams

Ethnic diversity amongst Boards was minimal, with 20 of the organisations reporting that all Board members were Pakeha/European.

Where there was ethnic diversity in governance structures, it was minimal:

- » 19 organisations reported there were between 1 to 3 Maori members on Boards
- » 9 reported there were 1 or 2 Pasifika members

- » 6 reported 1 Asian member
- » 8 reported there were members of 'Other' ethnicities on the Boards. In this latter category there were two Boards that differed from the others in their representation by 'Other' ethnicities. Both organisations supported refugees and migrants, and their Boards were 80% 'Other' ethnicities. **However, both of these Boards also had a lower representation of women.**

With the exception of 1 organisation that provided support for migrants and refugees, and whose entire leadership team of 5 were of 'Other' ethnicity, leadership teams were made up entirely of Pakeha/European New Zealanders.

Ethnic Diversity amongst Volunteers and Paid Staff

There is less ethnic diversity amongst volunteers than there is amongst paid staff.

Only 2 respondents reported that 10% and 20% of volunteers respectively were Maori.

3 organisations reported they respectively had 30%, 50% and 80% of volunteers who were Asian.

Conclusion

This exploratory study has been the first to gather information, in a New Zealand context, about the representation of women in the Community and Voluntary Sector.

In contrast to the UK findings on which this study was based, a key finding to emerge is that in this sample of organisations women are well-represented in leadership and governance positions. In around 60% of organisations, women hold more than 50% of governance roles. Leadership teams in the organisations surveyed were also predominantly comprised of women (more than 80% of the leadership teams included 50% or more women).

The sheer reliance on the work of women is evident from data gathered on paid staff (in more than 80% of the participant organisations 75-80% of paid staff were women) and volunteers (in 50% of the participating organisations women make up 75-100% of volunteers). The importance of women to the sector as a whole is undeniable, with women undertaking the vast majority of all activity in these CVS organisations. As in the UK study, the rates of women's participation in New Zealand are lowest in the governance area.

Two other key findings are of note.

Firstly, the lack of representation of women from a range of ethnic groups in the leadership of the surveyed organisations is notable, with the exception of those organisations whose role is related to the provision of refugee and migrant services. While it is true that ethnic diversity in leadership positions is also lacking in New Zealand organisations in the private and public sectors, it does suggest that the CVS may not be making as much use of the leadership resources available to it as it could.

Secondly, it is notable that women in the leadership positions of the surveyed organisations carry out a wide range of roles, and undertake multi-dimensional tasks in their organisations. While managing an organisation is generally seen as being a discrete function, the small size of many CVS organisations in New Zealand means that out of necessity, managers are also required to undertake a wide range of other functions, including budgeting, communications, and service delivery.

Recommendations for Further Research

The findings from this exploratory study were always intended to lead on to further research, should funding become available. In particular, there are two further areas where more data would be of use.

Firstly, a larger scale study of the sector, looking at the variables that have been considered in this study, would be of value in determining whether the findings that have been uncovered here hold true for the wider sector. In particular, it would be useful to gather information on those parts of the sector that were under-represented in this exploratory study, such as the Culture and Recreation and Education and Research sub-sectors. This information should be of considerable value not only to the sector itself, but also to central and local government organisations seeking to understand the capability in the sector and entering into contracting and purchase arrangements with such organisations.

Secondly, the wider research questions identified by the WILA leadership group about the experiences of women leaders in the Community and Voluntary Sector remain unanswered.

In the context of questions about the continuing low levels of women in leadership positions in the public and private sector, it is of interest that there is a high level of participation of women in leadership position in the Community and Voluntary Sector. An exploration of the factors that contribute to women seeking and remaining in these positions could shed light on the strategies that could be adopted by the private and public sectors to recruit and retain increasing numbers of women leaders. In addition, information about the career paths taken by women leaders in the sector would be valuable for policy related to both education and training and for strengthening communities.

Appendix One: Methodology

The methodology used was largely quantitative, and involved surveying organisations engaged in the Community and Voluntary Sector. It was anticipated this would not be comprehensive, due to the extremely diverse and distributed nature of the sector.

The CVS includes a wide range of organisational sizes and structures, with the nature of leadership positions varying accordingly. Some of the variations include:

- » A large number of very small organisations employing 1 or 2 people, some of whom rely on numerous volunteers
- » A small number of large organisations, many of whom operate out of multiple sites
- » A large number of organisations whose activities and work are directed by a Board, most of whom are acting in a voluntary capacity
- » National organisations and those that are organised on a local or regional level. Some local/regional organisations may affiliate with a national body, but there are varying degrees of autonomy/independence which means that decision-making structures vary considerably across the sector.

Because of these variations, the survey instrument had to be flexible to be seen as relevant to the diverse range of organisations. Further, it was important to maximise response rates given that people in the sector are generally extremely busy, and organisations understaffed. To manage these, the research project employed the following tactics:

- » A screening question at the beginning of each section was used to determine the relevance of that section for the organisation
- » The exploratory study was conducted as a structured phone interview
- » The survey was able to be completed in less than 15 minutes, and largely made up of fixed-variable responses.

Population of Interest and Sampling

The general population of interest was NGOs. The non-profit satellite accounts identify 12 sub-groups in the sector, some of which are larger than others. The following table sets out the relative size of the different sub-sectors, both in terms of numbers of non-profits, and the percentage of employees they employ.

Table Two: Size of Non-profit institutions by activity group

Non-Profit Institution Activity Group		% of all NPIs	% of all NPI Employees
1	Culture and Recreation	44.6	16.0
2	Education and Research	7.6	19.1
3	Health	2.3	14.3
4	Social Services	11.6	29.9
5	Environment	1.4	1.0
6	Development and Housing	7.8	3.5
7	Law, Advocacy and Politics	2.6	2.4
8	Grant Making, Fundraising and Voluntarism Promotion	0.6	0.5
9	International	0.3	0.5
10	Religion	10.2	8.9
11	Business and Professional Organisations, Unions	3.2	3.2
12	Not Elsewhere Classified	7.8	0.6
Total		100	100

Source: Statistics New Zealand, 2007

Sampling and Pilot

The lack of any overall sample frame meant that it was impossible to select a random sample, and use of non-probabilistic sampling techniques would be inevitable. This involves sampling respondents on the basis that they are available to respond to the questionnaire, without knowing whether or not they are representative of the wider population.

The aim was to recruit up to 30 organisations to participate in the pilot survey. The process for this was as follows:

- » The method of recruitment involved combining the membership lists of existing umbrella groups, including Social Development Partners, Volunteering New Zealand and the Association of Non-Governmental Organisations of Aotearoa (ANGOA).
- » From this list, a sample of organisations were identified that met a range of criteria relating to the sub-sector they operated in, whether they operated at a national, regional or local level, and the size of the organisation. A letter was sent to each of these organisations inviting them to participate and to nominate a respondent.
- » Despite efforts to recruit a sample that might represent the range of organisations in the sector, only 12 interviews were completed through this method of recruitment.
- » Subsequently, umbrella organisations sent an invitation to all of their members. Once 48 interviews had been completed, a decision to close the survey was made.
- » Interviews were all conducted by phone at a time convenient to the respondent.

Questionnaire

In addition to asking about gender and ethnicity of those in leadership positions, questions were asked about the nature of the organisation in order to assess whether different types of

organisations have similar or different demographic profiles in their leadership teams. Given that the questionnaire was designed to be answered by an individual in a leadership position, demographic information about the respondents was also gathered to provide indicative data on leaders in the sector. The questionnaire was designed to be completed within 15 minutes. It was administered by phone with the data entered into Survey Monkey. Data was collected by two researchers between December 2012 and March 2013.

The questionnaire is attached as Appendix Two.

Analysis of data was through simple descriptive statistics on the basis of Survey Monkey results.

Limitation

The main limitation of the research is the extent to which those interviewed can be said to be representative of the population. As a result these findings cannot be generalised to the population as a whole. However the sample includes large and small organisations working in a wide variety of sub-sectors of the CVS.

Ethics

Participation in the research was voluntary and on the basis of informed consent. Those interviewed were provided with an explanation of the purpose of the work. Participants were also advised that all the information they provided would remain confidential to Heathrose Research and that they would not be identifiable in any reports or publications related to the research.

Appendix Two: Questionnaire

Respondent details – classification

1. Participant's Name
2. Participant's Gender
3. Organisation Name
4. Can you please indicate which classification best describes your organisation? And can you tell me whether your organisation operates at a national level, a regional level or purely a local level (only in one city or town)?

	National Body	Regional Body	Local Body
Culture & Rec.			
Education & Research			
Health			
Social Services			
Environment			
Development & Housing			
Business & Professional Organisations, Unions			
Other			
Other (Please Specify)			

5. And can you briefly describe the main purpose of your organisation?
6. If regional or local, are you affiliated to a national body or umbrella organisation?
 - a. Yes
 - b. No
 - c. Additional comments
7. (If yes), could you describe the nature of that affiliation? (to what extent do you operate autonomously?)

Management of Organisation – Paid Employees

8. The next group of questions we have, are about the role of paid staff in your organisation. First of all, does your organisation employ any paid staff?
 - a. Yes
 - b. No
9. (If yes), Of those staff, approximately how many work full-time and how many work part-time?

10. What percentage of employees do you estimate are female?
11. And how many (or what percentage) of staff are...
 - a. Maori
 - b. Pacific
 - c. Asian
 - d. Other
12. Do you have a leadership team that manages and directs the work of paid staff? If yes, what is the number of people on this team?
 - a. Yes
 - b. No
 - c. Number of people on leadership/management team
13. Of those that are part of the leadership team for paid staff, how many are female?
14. And how many of the leadership team are...
 - a. Maori
 - b. Pacific
 - c. Asian
 - d. Other minority ethnicity

Management of Organisation – Volunteers

15. I'm going to go on to ask about whether and how your organisation has people who contribute their time and energy, without being paid a wage or salary to do so. First of all, does your organisation engage people who contribute on a voluntary basis?
 - a. Yes
 - b. No
16. (If yes), how many?
17. What percentage of volunteer workers, do you estimate, are female?
18. And how many (or what percentage) are...
 - a. Maori
 - b. Pacific
 - c. Asian
 - d. Other minority ethnicity

Governance in your Organisation

19. If you have such a governance group, which of the following options best describes it?
- An elected Board of Directors or Board of Trustees
 - An appointed Board of Directors or Board of Trustees
 - A collective
 - No governance group
 - Other (please specify)
20. (If yes) how many people are on this body?
21. Of the people in this body, how many are women?
22. And how many on this body are...
- Maori
 - Pacific
 - Asian
 - Other minority ethnicity
23. How are people in governance roles remunerated?
- Paid
 - Honorarium
 - Reimbursement only
 - No Payment
24. I'm going to read out a list of sources of funding for community and voluntary sector organisations. Can you please indicate whether your organisation has received any funding from these in the past 12 months?

	Yes	No
Lottery government grants or contracts		
Central government grants or contracts		
Lottery grants board or philanthropic trusts		
Membership fees		
Private donations		
Business sponsorship		
Investments		
Other (Please Specify)		

25. And of those sources of funding, which has been the largest source of funding? And second largest?

	Largest	Second Largest
Local government grants or contracts		
Central government grants or contracts		
Lottery grants board or philanthropic trusts		
Membership fees		
Private donations		
Business sponsorship		
Investments		
Other (Please Specify)		

26. What is your estimate of your organisation's total income in the past 12 months?

Your Role with the Organisation

27. What is the title of your position at your organisation?

28. Can you briefly describe what this position involves?

29. How long have you been in your current position?

30. On average, how many hours a week would you spend working in this position?

31. Are you paid for the work that you do in your position or do you carry out the work on a voluntary basis?

- a. Paid
- b. Voluntary
- c. Additional comments

32. Is payment based on a wage or salary or as another payment such as an honorarium?

- a. Salary
- b. Wage
- c. Honorarium

33. How many of the hours you work are paid for?

34. Who do you report to in your position?

- a. An elected Board of Executive Committee
- b. An appointed Board or Executive Committee
- c. A CEO or other paid manager
- d. Participant is most senior manager in organisation
- e. Other (please specify)

Demographic Information

35. Can you please indicate which age group you fall into?

- a. Younger than 35
- b. 35 to 44
- c. 45 to 54
- d. 55 to 64
- e. 65 or older

36. Which ethnicity do you identify with?

- a. NZ European/Pakeha
- b. NZ Maori
- c. Pacifica
- d. Asian
- e. Other (please specify)

37. What is your highest educational qualification?

- a. Secondary school qualification
- b. Post-secondary school qualification
- c. Undergraduate degree qualification
- d. Post-graduate degree qualification
- e. Other (please specify)