



We Care Foundation of NL



HR STRATEGY **REPORT**

2023

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EXECUTIVE SUMMARY

This report presents key strategies and recommendations for the HR needs of We Care Foundation of NL. As a non-profit public foundation, We Care Foundation of NL, demonstrates a solid commitment to humanitarian programs and activities that support those in need. In spite of the current HR state, opportunities for strategic improvements have been identified in the areas of organizational strategy development, talent acquisition, diversity goals, recruitment processes, and support services.

The recommendations in this report emphasize the need for a comprehensive organizational strategy document, formalized talent acquisition and retention processes, and employee support services. In essence, streamlining the recruitment process, expanding digital and social media recruitment tactics, and enhancing support services for staff and volunteers are some of the vital recommendations therein.

The proposed adjustments aim to optimize We Care Foundation Of NL's HR strategies, fostering a more inclusive, efficient, and supportive environment. By implementing these recommendations, We Care Foundation Of NL can further align its HR practices with its mission, attract a diverse talent pool, and cultivate a workplace culture that promotes employee satisfaction and engagement.





Section 1

Recruitment Strategies

1.1 Introduction

An effective recruitment strategy entails identifying the desired applicants, articulating the search process, and outlining the approach for their integration into the organization. Your organization has the option to employ either simple or advanced strategies. However, it is essential that these strategies remain attainable, easily articulated, and focused on attaining your organization's primary objectives.

1.2 How to Develop a Recruitment Strategy

Developing a highly effective recruitment strategy is vital to acquire and attract the right talent for your organization. Before incorporating new recruitment strategies and tools, it is recommended that a thorough evaluation of your existing recruitment process and analytics be conducted. The review of prior data and current indicators facilitates the identification of problem areas, establishment of recruitment objectives, and monitoring of success.

Remembering that a recruitment strategy should possess flexibility and adaptability to accommodate shifting business needs and market conditions is important. Continuously reviewing and refining your strategy is essential to ensure its ongoing suitability in achieving your organization's goals.



1.3 Setting Recruitment Goals

Establishing clear objectives following the "SMART" framework—Specific, Measurable, Achievable, Relevant, and Time-based—represents another technique to foster transparency in the hiring process. The following strategies can be utilized to formulate SMART goals for your hiring process:

- Identify the specific roles that need to be filled.
- Incorporate the appropriate KPIs (Key Performance Indicators) for recruiting.
- Ensure that the individuals you employ are equipped with the necessary resources.
- Set a deadline for the completion of the goal.

Finding the ideal match for your company can determine whether you must locate competent individuals or establish a well-designed process.

1.4 Recruitment Strategies to employ

1.4.1 Reassess Your Current Culture

Foremost, consider your cultural context. Are your personnel and volunteers inclined to recommend your business to their friends and colleagues? If this is the case, it would be best to emphasize your company's core values and establish explicit expectations to preempt any unforeseen disappointments.

It is important to remember that cultural shifts require time, and maintaining consistency is crucial. Involving all stakeholders and maintaining transparent communication regarding the implemented changes is paramount. Through reassessment and active cultivation, a non-profit foundation can ensure the alignment of its values and behaviors with its mission and goals.



Here are some steps We Care FoundationOf NL can take to reassess its culture:

- Start the process by revisiting and reinforcing the mission and core values of the organization. This will serve as the basis for any cultural changes.
- Use surveys, focus groups, or personal conversations to engage with staff, volunteers, board members, donors, and beneficiaries. Inquire about their perceptions of the present culture and areas that could be enhanced.
- Assess the different approaches to leadership within the organization. Leaders have a significant responsibility in shaping the culture. Ensuring that their behaviors align with the desired cultural values is imperative.
- Examine the current policies and procedures to assess their alignment with the desired cultural shifts. Make adjustments as necessary.
- Make available training and development opportunities that promote the desired cultural attributes. This may encompass teamwork, diversity and inclusion, or leadership skills workshops.
- Articulate the cultural expectations of the organization transparently to all stakeholders. Ensuring that all individuals clearly understand how their actions impact the overall culture is essential.
- Develop systems to ensure continuous feedback on the culture. This may entail conducting regular surveys, hosting town hall meetings, or implementing suggestion boxes.



1.4.2 Leverage Available Platforms and Forums

Communicating your company's culture through all available channels is crucial in attracting talent. Here are some strategies to employ:

- Establish profiles on prominent social media platforms such as Facebook, Twitter, Instagram, LinkedIn, and other relevant platforms to your audience and purpose.
- Ensure you include various content types in your posts, including updates on your organization's work, success stories, informative articles related to your cause, videos, infographics, and relevant news.
- Utilize visuals such as images and videos to narrate your organization's story effectively. Visual content is more likely to be shared and engaged with on social media.
- Showcase stories and testimonials from beneficiaries or individuals who have experienced the positive impact of your organization's work. This action helps to humanize your cause and display its real-world impact.

1.4.3 Utilize Your Network

Start by making contact with your existing network. This could entail board members, current volunteers, or any other individuals linked to your organization. Encourage current volunteers and supporters to disseminate information about available positions or volunteer opportunities within their personal networks. Social media sharing, conversation mentions, and candidate referrals are all ways in which they can promote job postings.

Additionally, members of the Board frequently possess extensive networks and can serve as valuable resources for recruitment. They can disseminate job openings to their contacts, represent the organization at networking events, or supply referrals.



Research indicates that non-profit foundations skillfully employ their networks to implement recruitment strategies, leveraging the relationships and connections they have developed over time.

1.4.4 Create an Engaging Website

It is crucial to guarantee that your non-profit foundation's website is user-friendly, informative, and includes a dedicated section for volunteer opportunities. This can be a central hub for individuals interested in deepening their understanding and getting actively involved.

Individuals searching for employment often visit the employment pages of companies, regardless of whether they are seeking a specific role or exploring multiple possibilities. When developing your company's careers website, carefully evaluate its accuracy, informativeness, and ease of navigation.

Some strategies to create an engaging website:

- Ensure that the website is user-friendly and easy to navigate. Use clear menus, an intuitive layout, and easily accessible links.
- Consider the importance of mobile responsiveness, as many users access websites through mobile devices.
- Communicate to visitors the specific actions you want them to take. Ensure that Call to Action (CTAs) for donating, signing up for a newsletter, or volunteering are prominently displayed and compelling.
- Incorporate high-resolution images and videos to showcase your work. Employing visuals can prove to be a potent method for articulating the significance of your organization.
- Include links to your social media profiles and add sharing buttons to make it easy for visitors to share your content on their platforms.



1.4.5 Evaluate Diversity and Inclusion Efforts

Kickstart your recruitment practices by championing diversity, equity, and inclusion in the workplace. To promote candidate diversity and eliminate biases in the selection process, it is advisable to incorporate DE&I into your hiring strategy.

Evaluate the level of diversity within your pool of applicants and hires. Ensure that you monitor metrics related to gender, ethnicity, age, and other diversity factors to promote inclusivity through your recruitment strategies.

Ensuring that DE&I is prioritized in the minds of new hires is a crucial step in enhancing employee experience. Moreover, it effectively communicates to prospective employees that your organization prioritizes a people-centric culture.

1.4.6 Leverage Local Media

Get in touch with local newspapers, magazines, radio stations, and TV channels. They could show interest in featuring your organization's work or volunteer opportunities.

Non-profit foundations have discovered that utilizing local media is a potent strategy to enhance awareness of their mission, foster community engagement, and attract supporters.

Here are some strategies to effectively utilize local media:

- Communicate the positive influence of your organization through engaging stories that highlight the experiences of beneficiaries, volunteers, or community members whose lives have been transformed. These personal stories tend to be of interest to local media.

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- Attend local events, fairs, and community gatherings. This presents opportunities for local journalists to acquire firsthand knowledge about your organization and its impact.
 - Ensure that any media coverage related to your non-profit foundation is shared on your social media platforms. This recognizes the extent of the coverage and enhances its reach to your online audience.

1.4.7 Offer Flexible Work Options

Many nonprofit workers are women, a considerable number of whom are mothers. To attract and keep top talent, non-profit foundations should consider implementing flexible work schedules and permanent work-from-home opportunities. It is highly recommended to prioritize flexibility when accommodating volunteers' schedules, preferences, and needs. This demonstrates your acknowledgment and gratitude for their time and dedication.

1.4.8 Employee Referral

An employee referral program is a recruitment strategy that rewards current employees for referring qualified candidates for employment.

Recruiters often use this approach because studies show that job candidates referred by employees tend to perform better and stay with the company longer than those not referred.

It has been demonstrated that employee referral programs effectively reduce recruiting costs and enhance the return on investment of the recruiting function. Employee satisfaction can be enhanced, and employee



retention rates can be improved by implementing a well- designed and well-managed employee referral programs.

Designing an Employee Referral Program

The ultimate outcome is to design a process that is easy for employees to use and offers the right rewards to encourage employee participation.

To develop a successful employee referral program, HR professionals should consider the following steps:

- Organizations should ascertain their underlying motivations before implementing an employee referral program. What strategic goals, both long-term and near-term, will be achieved through the implementation of an employee referral program?
- Employee referral programs should be designed to be fast, simple, and user-friendly. Employees may refrain from participating if the employee referral process becomes excessively complex. The likelihood of success for an employee referral program increases significantly when perceived as easily navigable from the employee's perspective.
- Organizations have several ways to reward employees for referring candidates who become successful new hires. Most employers offer payments, but there are other options, for example, an extra day off with pay, gifts, gift cards, and recognition in your organization's newsletter or staff meeting.

If your employees genuinely appreciate working for your organization, they are more likely to recommend it to their friends and business associates. Since referrals have been shown to be superior employees, you must motivate your existing staff and extended network to participate in the recruitment procedure.



1.4.9 Creating Engaging Job Descriptions for Job Adverts

Often, job postings present the first chance to establish a favorable impression on applicants. It is very important to clearly outline the tasks and responsibilities of each role, and be specific about what is expected from personnel and volunteers.

When communicating the job description to potential candidates or employees, it is important to clearly outline the necessary qualifications, skills, and experience for the position, as well as identify the individual to whom the personnel or volunteer will be reporting.


In addition, it is vital that the job description precisely specifies the expected time commitment, including any specific hours or days required.

1.4.10 Hiring at Universities and Colleges

Work in conjunction with local educational institutions to promote volunteer opportunities amongst students. Numerous academic institutions offer service-learning programs that encourage student volunteerism. Collaborating with universities and colleges can be a mutually beneficial partnership for non-profit organizations.

Here are some strategies to foster collaboration:

- Create projects that involve both the non-profit and the academic institution. This could include research, community service, workshops, or events.
- Provide students with opportunities to gain practical experience through internships or volunteer work with the non-profit. This can be a valuable learning experience for them.
- Collaborate with faculty members with expertise in areas relevant to your non-profit's mission. They can provide guidance, mentorship, and even lead research projects.

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- Work together on grant proposals and funding applications. Academic institutions often have experience in grant writing and can offer valuable input.



Section 2

Support Strategies

2.1 Introduction

The support strategies employed in a non-profit foundation encompass the techniques and approaches utilized to acquire resources, engage stakeholders, and accomplish the organization's mission. Implementing these strategies is vital for sustaining operations, expanding impact, and attaining long-term goals.

The success and long-term viability of a non-profit foundation's mission are heavily contingent upon the support provided to its personnel and volunteers.

Here are some research-backed strategies to effectively support personnel and volunteers:

2.2 Training and Development

Consider investing in training programs to empower personnel and volunteers with the skills and knowledge needed to fulfill their roles effectively. This can include both initial orientation and ongoing skill-building opportunities.

Here are some considerations when investing in training programs:

- Perform a comprehensive needs assessment to identify the precise gaps in skills and knowledge among personnel and volunteers. This can be accomplished using surveys, interviews, and performance evaluations. Research suggests that foundations that tailor their training



programs to address specific needs are more likely to see positive outcomes.

- Each individual has a unique learning style. Ensure diverse training methods encompassing workshops, online courses, mentorship programs, and hands-on experiences.
- According to research, continuous learning is more effective than one-time training events. Regularly offer chances for personnel and volunteers to self-enhance their skills and stay updated with industry best practices, thus promoting engagement.
- Research findings indicate that providing incentives, such as certificates, badges, or recognition, can effectively incentivize personnel and volunteers to participate in training programs actively.
- Develop evaluation mechanisms to gauge the impact of training programs. This may consist of pre- and post-assessments, surveys, and feedback forms. Employ this data to refine and enhance future training initiatives.

By implementing these evidence-based strategies, We Care Foundation Of NL can establish impactful training programs that enable their personnel and volunteers to contribute to the organization's mission significantly.

2.3 Recognition and Appreciation

Being recognized and appreciated is a crucial support strategy in a non-profit foundation. The recognition and appreciation of personnel and volunteers can yield various positive effects.

A consistent body of research has found a positive correlation between recognition and job satisfaction. When volunteers and personnel feel a sense of value and appreciation, their satisfaction with their work is likely to increase. Furthermore, a significant correlation between employee recognition and appreciation and their dedication to the organization's mission and objectives can be observed. The presence of commitment



plays a pivotal role in fostering increased rates of engagement, retention, and a heightened sense of dedication toward the cause.

The importance of acknowledging and valuing personnel and volunteers cannot be overstated. According to research findings, the experience of feeling valued and appreciated in the professional setting can lead to positive effects on mental health and overall well-being. It is essential to remember that recognition should be genuine, precise, and personalized for everyone.

Personnel and volunteers can be recognized and appreciated in the following ways:


- Commend exceptional contributions through the presentation of awards or certificates of appreciation. This could be for specific projects, milestones, or long-term commitments.
- Compose customized thank-you notes to individuals, acknowledging their specific contributions and expressing your appreciation.
- Highlight a personnel or volunteer's effort each month.
- Acknowledge individuals during meetings, events, or through your organization's communication channels (e.g., newsletters, social media, website).
- Coordinate social events, team-building activities, or appreciation gatherings to promote community and camaraderie.
- Demonstrate your appreciation for their contributions by presenting modest tokens of appreciation, such as branded merchandise, gift cards, or other gifts.
- Recognize noteworthy milestones, such as work anniversaries or significant accomplishments.
- Share success stories and the impact of their work, demonstrating how their contributions are making a difference in the community.



2.4 Regular Communication

Regular communication is an essential and dynamic support strategy that facilitates the development of a closely connected and committed stakeholder network, ultimately contributing to a non-profit foundation's long-term viability and success.

- Ensuring open lines of communication is essential for a non-profit foundation to succeed. Below are several evidence-supported strategies on how to successfully achieve this:
- According to research, organizations prioritizing transparency tend to exhibit improved communication and higher levels of trust. Leaders must ensure openness regarding the organization's goals, challenges, and decision-making processes.
- Utilize various communication tools and platforms, including email, messaging apps, intranets, and regular meetings. This allows personnel and volunteers to select the channel that aligns most with their preferences and requirements.
- Take proactive measures to gather input and feedback from personnel and volunteers actively. Consistently seek feedback from staff and volunteers through surveys, suggestion boxes, or online platforms. Studies indicate that feedback mechanisms are effective in capturing diverse perspectives. Make use of this feedback to refine and improve your support programs. According to research, organizations prioritizing active listening to their staff and volunteers tend to cultivate teams demonstrating increased engagement and motivation.
- Deliver training programs that develop communication skills, specifically active listening, conflict resolution, and assertiveness. According to research findings, enhanced communication abilities result in improved workplace relationships.


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- Maintain open communication with personnel and volunteers regarding organizational developments, achievements, and challenges. Studies indicate that well-informed employees are more likely to experience a sense of engagement and connection to the organization.
 - Address Communication Barriers and Conflicts Promptly. Unresolved conflicts and breakdowns in communication have been identified through research as potential causes for decreased morale and productivity. Timely resolution of these matters is essential for sustaining effective communication.

By implementing these research-backed strategies, We Care Foundation Of NL can establish open lines of communication with its personnel and volunteers. Such an approach not only cultivates a more inclusive and collaborative work environment but is also vital to the overall success of the organization's mission.

2.5 Clear Policies and Procedures

Clear policies and procedures play a crucial role in supporting the effective operation of a non-profit foundation in several ways:

- Policies and procedures are crucial in providing a standardized framework for decision-making and operations. This guarantees the consistent execution of tasks in alignment with the organization's mission and values.
- Well-defined policies support the organization in meeting legal and regulatory requirements. In addition, they provide a clear framework for accountability, specifying the roles, responsibilities, and expectations for both staff and volunteers.
- Policies and procedures are crucial in identifying and mitigating risks. They offer guidelines for effectively managing different situations, thereby minimizing errors, conflicts, or failure to comply with legal obligations.

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- Well-defined policies serve as a framework for resolving any conflicts or disputes that may arise within the organization. They offer a systematic approach to resolving issues just and uniformly.
 - Well-defined procedures are of great value when training new staff and volunteers. The organization helps new members clarify their roles and responsibilities during orientation by providing a structured framework.
 - Well-defined procedures establish performance benchmarks and metrics. This allows the organization to monitor progress, evaluate effectiveness, and make data-driven decisions to enhance performance.

We Care Foundation Of NL should hire a Human Resource Consultant to formulate its policies and procedures. Some policies to put into consideration are:

- Code of Ethics and Conduct
- Conflict of Interest Policy
- Background Check
- Whistleblower Policy
- Financial Management and Accountability
- Fundraising and Donor Relations
- Volunteer Management
- Board Governance and Roles
- Privacy and Confidentiality
- Health and Safety
- Technology and Data Management
- Media and Communications
- Compliance and Legal
- Succession Planning and Continuity
- Diversity, Equity, and Inclusion (DEI)



It should be highlighted that adopting these policies and procedures is of utmost importance to suit the specific requirements and undertakings of We Care Foundation Of NL. Conduct regular reviews and updates to ensure alignment with changes in laws, regulations, and organizational priorities. Furthermore, educating and providing access to these policies and procedures for all stakeholders is important.

2.6 Health and Wellness Programs

Non-profit foundations benefit greatly from implementing health and wellness programs, as they serve as vital support strategies. To support their well-being, offer personnel and volunteers a range of wellness programs, including health screenings, fitness classes, and mental health resources.

Health and wellness programs serve as essential support strategies for non-profit foundations in several ways:

- These programs enhance personnel and volunteers' overall quality of life by providing resources and activities that prioritize physical, mental, and emotional well-being.
- These programs frequently incorporate educational components that provide individuals with knowledge regarding preventive health measures, healthy lifestyle choices, and disease management.
- Through the promotion of healthy behaviors and the provision of resources, health and wellness programs can result in decreased healthcare expenses for personnel and volunteers.
- Programs that are well-designed to cater to the needs and interests of personnel and volunteers are likely to lead to employee attraction and retention.
- Comprehensive health and wellness programs adopt a holistic



approach to well-being, encompassing physical, mental, and emotional health. Complete focus contributes to the attainment of a life that is more balanced and fulfilling.

Non-profit foundations employ a wide range of health and wellness programs to effectively cater to the diverse needs of their personnel and volunteers.

The following are a few examples of such programs that We Care Foundation NL can employ:

- Provide workshops focused on nutrition, meal planning, and cultivating healthy eating habits to enhance holistic wellness and mitigate diet-related health concerns.
- Provide complimentary or budget-friendly fitness classes, such as Zumba or group workouts. This encourages physical activity and promotes a healthy lifestyle.
- Organize support groups or counseling services to address mental health challenges, provide coping strategies, and foster a supportive workplace environment.
- Collaborate with healthcare providers to provide complimentary or affordable health screenings for conditions such as blood pressure, cholesterol, diabetes, and cancer.
- Offering techniques and practices for stress reduction and relaxation can help personnel and volunteers manage their mental and emotional well-being.
- Execute educational campaigns focused on multiple health subjects, including smoking cessation, healthy lifestyles, and disease prevention, in order to raise awareness and provide resources to personnel and volunteers.
- Organize fitness challenges or events, such as 5k runs or walk-a-thons.




2.7 Foster a Positive and Supportive Work Setting

Creating a supportive work environment is imperative in a non-profit organization to ensure the welfare and efficiency of its personnel and volunteers. The following are methods that can be employed to achieve this:

- Cultivate an environment that encourages personnel and volunteers to collaborate towards common objectives, fostering a culture of teamwork. Organizations can organize team-building activities, workshops, or retreats to improve relationships and foster camaraderie among personnel and volunteers. These initiatives can help strengthen bonds and promote a positive work environment.
- Create a space that guarantees physical and emotional safety, fostering respect, inclusivity, and recognition of each individual's unique perspectives and contributions.
- Foster a culture that promotes constructive feedback centered around growth and improvement rather than criticism.
- It is crucial to have an established framework for addressing conflicts and ensuring their prompt and impartial resolution. This assists in upholding a positive and productive working environment.
- Encourage a culture that places high importance on inclusivity and diversity within the organization. Creating an environment that ensures all personnel and volunteers feel valued, respected, and represented is paramount.

Other support strategies include the following:

- Assigning experienced staff to pair with volunteers and newer staff members is recommended. This will ensure they receive guidance, have their questions answered, and receive support as they integrate into the organization.

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- It is recommended to provide flexible work arrangements, if feasible, to accommodate the diverse needs of personnel and volunteers. It is imperative to understand the importance of upholding a healthy work-life balance.
 - It is important to encourage personnel and volunteers to connect with professional networks within and outside the organization. This can aid in the development of essential connections and staying up-to-date with industry trends.
 - Establish channels for career advancement and assume leadership roles within the organization. It encourages staff and volunteers to step up and take on new challenges and responsibilities.



Section 3

Engagement Strategies

3.1 Introduction


Employee engagement refers to the extent of employees' dedication and passion towards their work and the organization's mission. This relates to the emotional and psychological connection that employees develop with their work, colleagues, and the organization's goals. Factors such as satisfaction, pride, enjoyment, belief, and perception of value in their work and employer play a role in influencing employee engagement.

Research indicates that employee engagement is a vital catalyst for achieving business success, as it directly influences critical factors such as talent retention, productivity levels, and unwavering employee loyalty.

3.1.1 Benefits of Employee Engagements

The benefits of Employee Engagement for a foundation are clearly stated as follows:

- Engaged personnel and volunteers tend to experience higher job satisfaction, reducing their likelihood of seeking alternative employment. They have a strong emotional commitment to their roles and derive fulfillment from their contributions to the organization. Engaged Personnel and volunteers generally experience a stronger sense of connection to their organization. The feeling of belonging and attachment can be a significant factor in retention, as individuals are more inclined to remain with an organization that appreciates and integrates them into the organizational culture.

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- Engaged personnel and volunteers tend to exhibit reduced absenteeism as they experience higher satisfaction with their work and workplace. The satisfaction results in a heightened sense of fulfillment and contentment, reducing the likelihood of taking unscheduled time off. Furthermore, engaged personnel and volunteers typically exhibit reduced levels of stress and burnout. It is more probable that they will prioritize the maintenance of their physical and mental well-being, resulting in a reduction in sick days and instances of absenteeism.
 - In the context of customer satisfaction, engaged personnel and volunteers demonstrate increased attentiveness, helpfulness, and empathy when interacting with customers. They are dedicated to offering a high level of service, resulting in heightened customer experiences. Employees who are engaged tend to go the extra mile to guarantee customer satisfaction, resulting in enduring customer loyalty, favorable reviews, and a robust brand reputation. Ultimately, this plays a crucial role in driving the organization's success and growth.
 - Engaged personnel and volunteers are driven by a sincere passion for their work and a commitment to contribute to the organization's achievements. This inherent motivation compels them to exert additional effort and concentrate on their tasks, resulting in elevated productivity levels. Engaged personnel and volunteers are more prone to being fully present and exhibiting focused attention towards their work. Their chances of getting distracted or disengaged are diminished, resulting in a more effective allocation of their time and resources. To summarize, employee engagement results in a positive and dynamic work environment that promotes productivity. Personnel and volunteers who are engaged demonstrate motivation, focus, and commitment to achieving their best performance, thereby



resulting in increased productivity and contributing to the organization's overall success.

- Personnel and volunteers who are engaged tend to be motivated to perform at their utmost, resulting in heightened productivity with the same allocation of resources, thereby directly impacting profitability. Their contributions are instrumental in creating a positive workplace culture and delivering outstanding customer service. As a result, this fosters a favorable market perception, attracting new customers and bolstering the organization's brand image, ultimately contributing to increased profitability. In a nutshell, employee engagement's direct and measurable impact on an organization's profitability is evident. Engaged personnel and volunteers exhibit motivation and commitment and contribute positively to the organization's financial success.



3.2 Clear Mission and Role Communication

It is essential to ensure that personnel and volunteers thoroughly grasp the organization's mission and objectives. According to research findings, personnel and volunteers are more inclined to be engaged when they clearly perceive their roles and responsibilities within the organization. These can be achieved in the following ways:

- Provide comprehensive and up-to-date job descriptions for each position, clearly stating specific responsibilities, tasks, and expectations. This document is a reference point for employees and volunteers to understand their roles.
- Convey the hierarchical reporting system within the organization. Clearly define the appropriate authority personnel and volunteers should seek for guidance, approvals, and feedback.
- Make written policies, procedures, and guidelines accessible to personnel and volunteers. These documents can be used as references to help clarify their roles and make sure they comply with organizational protocols.
- Ensure that new personnel and volunteers undergo comprehensive orientation and onboarding sessions. These sessions must incorporate an overview of the organization's mission, vision, and detailed expectations for their roles.
- Deliver training sessions, workshops, and skill-building opportunities to bolster the capabilities of personnel and volunteers.
- Establish an environment where personnel and volunteers feel at ease inquiring and offering feedback regarding their respective roles.




3.3 Link Contributions to Mission and Purpose

Studies suggest that personnel and volunteers are more prone to maintaining their engagement when they perceive their contributions as directly advancing the organization's mission and benefiting the community it serves. Recognizing and effectively communicating the importance of their work helps reinforce their sense of purpose. This can be achieved in the following ways:

- Regularly share reports or updates highlighting the outcomes and achievements made possible through personnel and volunteer contributions. Provide concrete examples of how their work has advanced the organization's mission.
- Grant personnel and volunteers the opportunity to share their personal stories and experiences. This can be accomplished by utilizing written testimonials, video interviews, or speaking engagements at organizational events.
- Incorporate details about personnel and volunteer contributions into organizational brochures, websites, and other promotional materials. This highlights the indispensable role they play in accomplishing the organization's mission.
- Illustrate how the contributions made by personnel and volunteers support the organization's long-term success and sustainability. Demonstrate to them that their work is integral to a continuous endeavor to foster positive transformation.

3.4 Foster Engagement with Positive Culture


According to research findings, a positive and inclusive organizational culture has been shown to enhance engagement levels among both paid staff and volunteers. A non-profit foundation can utilize a positive and inclusive organizational culture to enhance engagement through various effective means, including:

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- The organization should make a conscious effort to foster diversity in leadership positions and decision-making roles. This exemplifies a strong commitment to inclusivity and ensures a diverse range of perspectives in shaping organizational strategies and initiatives.
 - Promote the establishment of employee resource groups centered around specific demographics or common interests. These groups provide a platform for individuals to connect, extend support, and contribute to cultivating a more engaging and inclusive culture.
 - Establish a work environment that promotes collaboration, empowering all members to share their ideas and perspectives. Encourage the integration of diverse teams and ensure that the contributions of each individual are duly recognized.
 - There should be a system in place to ensure that leaders are held accountable for fostering and upholding an inclusive and positive work environment. Offer training and resources to reinforce their commitment to promoting inclusivity.

By prioritizing a positive and inclusive organizational culture, We Care Foundation Of NL can create an environment where all members feel valued, empowered, and motivated to contribute to the organization's mission. This, in turn, leads to higher levels of engagement and a stronger collective effort towards achieving the organization's goals.

3.5 Inclusive Decision-making


Another way to effectively engage personnel and volunteers is to engage them in discussions and decisions concerning the organization's direction and strategies. This fosters a sense of ownership. Studies have demonstrated that such involvement leads to increased engagement and commitment. There are several ways this can be achieved:

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- Schedule regular team meetings that bring together both personnel and volunteers. Use these meetings as a platform to discuss organizational goals, challenges, and potential strategies for moving forward.
 - Form cross-functional teams or committees that include both personnel and volunteers. Assign specific projects or tasks related to organizational direction and strategy, and encourage collaboration and input from all team members.
 - Organize focus groups or brainstorming sessions dedicated to discussing specific aspects of the organization's direction and strategies. Encourage participants to share their perspectives and creative solutions.
 - Form advisory boards or councils composed of both personnel and volunteers. These groups can provide valuable insights and recommendations to inform strategic decisions.
 - Actively consider the feedback and input received from personnel and volunteers when making key decisions about the organization's direction and strategies. Demonstrate that their perspectives are valued and influence decision-making.

3.6 Growth Opportunities and Leadership Roles

Providing growth opportunities and leadership positions within the organization can greatly enhance engagement. Below are the strategies that can be implemented:


- Purposefully observe and recognize individuals who exhibit leadership qualities, such as initiative, problem-solving capabilities, and a readiness to take on supplementary obligations.
- Encourage personnel and volunteers to express their interest in leadership roles. Present a concise procedure for individuals to self-nominate or apply for leadership positions.

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- Establish leadership rotation programs that enable individuals to temporarily assume leadership roles or engage in project-based assignments. This affords them the chance to gain experience and showcase their capabilities.
 - Grant individuals the chance to assume leadership roles in smaller projects or initiatives. Offer them the freedom to make decisions independently and take full responsibility for their allocated tasks.
 - Match individuals who are interested in leadership roles with experienced mentors who can offer guidance, advice, and support throughout their leadership journey.

3.7 Support for Work-Life Balance

Valuing and supporting work-life balance is essential for maintaining engaged and satisfied personnel and volunteers. Research has indicated that foundations prioritizing this aspect tend to have more engaged and dedicated individuals. The following strategies can be employed to achieve this:

- Provide flexible work arrangements, such as remote work, flexible scheduling, or compressed workweeks. This allows individuals to strike a more favorable balance between their work obligations and personal commitments.
- Regular breaks throughout the workday are recommended to enable individuals to recharge and regain focus. It is recommended that personnel and volunteers take essential breaks to prevent burnout.
- Offering ample paid time off is crucial to accommodate holidays, vacations, sick leave, and other personal necessities. Clearly articulate the organization's leave policies to ensure that personnel and volunteers are informed about their entitlements.

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- Establish policies that cater to the needs of personnel and volunteers with familial responsibilities, such as parental leave, flexible scheduling arrangements for parents, and accommodations for childcare necessities.
 - Offer guidance on effective techniques for time management and prioritization. Provide support to individuals in recognizing high-impact tasks and optimizing their time allocation.
 - Display the model of a healthy work-life balance as a leader. Lead by example through the practice of respecting boundaries and prioritizing personal well-being.


3.8 Strategic Engagement Measurement to deploy

It is imperative to remember that ongoing evaluation and refinement of engagement endeavors are instrumental in cultivating a sense of value and connection among employees to the organization's mission.

Surveys or other measurement tools can be utilized to evaluate and monitor levels of engagement among personnel and volunteers of We Care Foundation Of NL, thus facilitating focused improvements. The foundation can employ various measurement tools to assess and monitor engagement levels among personnel and volunteers.

Presented below are several commonly used tools:

- Implement regular surveys to evaluate employees' sentiments, perspectives, and perceptions regarding their work setting, job contentment, and organizational ethos. Modify questions to elicit specific feedback on engagement levels.
- Implement surveys designed for volunteers to measure their satisfaction, motivation, and overall organizational engagement. Seek information regarding their experiences, contributions, and areas for improvement.

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- Employ concise and frequent surveys (Pulse surveys), often comprising only a few questions, to promptly collect feedback on specific engagement-related topics or initiatives. The regular administration of pulse surveys allows for the tracking of changes over time.
 - It is advisable to conduct periodic one-on-one meetings or check-ins with both personnel and volunteers. Leverage these discussions to gauge their satisfaction levels, address any concerns, and gain insights into their level of engagement.
 - Create a system that allows personnel and volunteers to anonymously submit suggestions, comments, or concerns regarding their engagement and overall experience with the organization.



Section 4

Retention Strategies


4.1 Introduction

Employee retention is the term used to describe an organization's ability to retain its employees for a designated period. Maintaining talented and experienced staff is a critical element of effective human resource management, as it directly affects the stability, continuity, and success of the organization. The occurrence of high employee turnover can result in substantial costs and disruptions, which can have a negative impact on productivity, morale, and institutional knowledge.

4.1.1 Benefits of Employee Retention

Employee retention is a crucial concern for non-profit foundations due to several reasons:

- Generally, non-profit foundations have clearly defined missions and objectives. The potential disruption of projects and initiatives caused by high employee turnover poses a challenge in attaining long-term goals. The organization's long-term sustainability depends on the continued presence of skilled and committed personnel.
- Employee turnover can be costly for any non-profit foundation. The recruitment and onboarding process requires considerable time and resources, which include advertising, interviewing, training, and orientation. By retaining personnel and volunteers, non-profit foundations can reduce recruitment expenses and allocate resources more effectively toward their mission.


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- Non-profit foundations often operate within intricate environments that pose distinctive challenges. Personnel and volunteers who have served for a long time possess valuable institutional knowledge. This knowledge encompasses understanding the organization's history, programs, partnerships, and the complexities of operating within the non-profit sector. Retaining such personnel and volunteers is instrumental in maintaining continuity and stability.
 - The effectiveness of non-profit foundations hinges on the expertise and skills of their staff in successfully designing, implementing, and managing programs. High turnover can lead to disruptions in program execution, resulting in inefficiencies, delays, and potentially negative consequences for the communities or causes the organization serves. Retaining skilled and experienced personnel and volunteers is crucial for enhancing the overall effectiveness of the organization's programs.
 - Cultivating relationships with donors, volunteers, and community partners is essential to non-profit foundations' initiatives. Consistent turnover can hinder the development of solid and long-lasting relationships. Retaining personnel and volunteers who can foster and sustain these connections is imperative, facilitating fundraising, collaboration, and community engagement.
 - Non-profit foundations often operate in dynamic environments, facing changes in funding, regulations, and community needs. By retaining personnel and volunteers with experience in navigating these changes, the organization can effectively adapt and capitalize on the knowledge and skills of its workforce.



4.1.2 Reasons Employees Leave

A variety of factors may lead employees to leave non-profit foundations. The following are several common factors that contribute to employee turnover in non-profit organizations:

- Non-profit foundations may encounter difficulties in offering competitive compensation and benefits relative to for-profit entities. Insufficient compensation can greatly influence employees' tendency to seek more financially rewarding prospects elsewhere.
- Non-profit foundations, specifically those that are smaller in scale, may demonstrate a lesser amount of hierarchical levels and restricted paths for career growth. Employees seeking career advancement may opt to leave for companies that offer better opportunities for promotion.
- Non-profit foundations with limited financial resources may experience obstacles when offering comprehensive professional development opportunities for their employees. Employees who believe there is a shortage of skill development opportunities may seek employment in organizations prioritizing employee growth.
- In cases where employees feel disconnected from or maintain divergent opinions about the organization's mission and values, they may decide to resign. In order to achieve success, non-profit organizations must prioritize the maintenance of a strong connection between employees and the mission.
- According to research, employees may leave their jobs due to leadership-related issues, including poor communication, lack of transparency, and a negative organizational culture, which can lead to employee dissatisfaction. In specific cases, employees may opt to leave due to a lack of confidence in the leadership's ability to effectively guide the organization.

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- Employees may choose to leave if they perceive a lack of support from the organization regarding professional development, mentorship, or overall well-being.
 - The motivation of employees in non-profit foundations frequently stems from their aspiration to create a positive impact on society. If individuals perceive the organization as not fulfilling its mission, they may actively seek alternative opportunities to make a more meaningful impact.

4.1.3 Factors Influencing Employee Retention

Employee retention is influenced by multiple factors, compelling organizations to adopt strategies to enhance it. While some of these strategies were already discussed in this report, it is worth restating their importance.

a. Job Satisfaction

Employees who view their work as meaningful, challenging, and aligned with their skills and interests are more likely to remain with an organization.

b. Work-Life Balance

Ensuring employee satisfaction and retention necessitates the prioritization of a healthy work-life balance. Organizations that provide assistance for flexible schedules, remote work, and family-friendly policies may experience higher levels of employee retention.

c. Compensation and Benefits

The retention of employees can be greatly influenced by the provision of competitive and equitable compensation, as well as comprehensive benefits packages.



d. Career Development Opportunities

People are more likely to stay with a company that provides opportunities for professional development and growth. This may involve training programs, mentorship initiatives, and pathways for career progression.

e. Recognition and Appreciation

Recognizing and appreciating the contributions of employees can improve morale and job satisfaction. This can take the form of regular feedback, awards, or recognition of accomplishments.

f. Organizational Culture

Cultivating a positive and inclusive organizational culture fosters a sense of belonging and loyalty among employees. Organizations that prioritize diversity, equity, and inclusion tend to observe enhanced levels of employee retention.

g. Effective Leadership

The integration of competent leadership and proficient management facilitates the establishment of a positive work environment. Leaders who adeptly communicate, provide support to their teams, and deliver unambiguous guidance possess the capability to impact employee retention positively.

h. Health and Well-being Programs:

The promotion of employee retention can be facilitated by implementing wellness programs, counseling services, and health initiatives catering to employees' physical and mental well-being.




4.2 The impact of Human Resources Strategies on Retention


Employee retention within an organization is greatly influenced by Human Resources strategies. Maintaining a stable and productive workforce requires a focus on retention, and the utilization of effective HR strategies can greatly enhance employee engagement and satisfaction. The following are several ways in which Human Resources strategies can impact employee retention:

4.2.1 Attraction, Recruitment, and Selection Strategies and Retention

Employee retention can be significantly influenced by the interconnected processes of attraction, recruitment, and selection strategies in a non-profit foundation. The strategies employed by the foundation to attract, recruit, and select candidates establish the groundwork for the employee experience and may affect employees' long-term commitment to the organization.

- Throughout attracting, recruiting, and selecting candidates, it is crucial to highlight the foundation's mission and values in all recruitment materials and campaigns. Candidates attracted to the foundation's mission are more prone to experiencing a sense of purpose and dedication, enhancing long-term retention. Highlight the organization's positive culture in recruitment materials and interactions. A robust organizational culture during recruitment contributes to job satisfaction and employee retention.
- Emphasize the importance of open communication regarding the foundation's culture, expectations, and challenges throughout recruitment. Transparent communication cultivates trust and alignment between employee expectations and the foundation's reality, decreasing the probability of turnover resulting from misunderstandings.

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- Evaluate candidates' cultural compatibility and alignment with the foundation's values throughout recruitment. Employees who align with the foundation's values are more inclined to sustain engagement and commitment to their roles in the long run.
 - Provide competitive remuneration and benefits to attract the best candidates. Providing competitive compensation is vital for retaining employees and deterring them from seeking better-paying alternatives.
 - Introduce employee referral programs to capitalize on existing employees' networks and attract individuals who share similar values. Prospective employees whom current staff members refer may already possess a sense of affiliation with the organization, potentially leading to increased rates of employee retention.
 - Consider the requisite skills for the role and actively encourage diversity in the recruitment process. Ensuring that employees possess the necessary skills and fostering a diverse workplace contribute to establishing a positive and inclusive work environment, ultimately enhancing retention.
 - Articulate the foundation's commitment to facilitating professional growth. Employees who recognize opportunities for growth and learning are more apt to sustain their engagement and commitment to the organization.
 - Solicit feedback from candidates regarding the recruitment process and implement necessary improvements. Establishing a recruitment process that is responsive and places emphasis on the needs of candidates can create a positive atmosphere for the employee-employer relationship, leading to long-term satisfaction.

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- Emphasize the foundation's social responsibility initiatives and its community engagement. Employees who experience a sense of pride in their organization's impact on the community are more inclined to maintain their commitment to their roles.
 - Emphasize any flexibility in work arrangements during the recruitment process. Offering flexibility supports work-life balance, contributing to overall job satisfaction and retention.

Through prioritizing values, culture, and employee development, non-profit foundations can shape a positive employee experience by aligning attraction, recruitment, and selection strategies. This, subsequently, boosts retention by ensuring that employees are allured to the organization and actively engaged, content, and dedicated to their roles in the long term.

4.2.2 Onboarding Strategies and Retention

The implementation of effective onboarding strategies in a non-profit foundation can have a significant impact on employee retention. An effectively structured onboarding process facilitates the assimilation of new employees into the organization, enhances their comprehension of its mission and values, and fosters a sense of connection to their respective roles. The following are ways in which onboarding strategies can influence employee retention in a non-profit organization setting:

- It is crucial to effectively convey the organization's mission and values throughout onboarding. Employees who possess a comprehension and alignment with the mission and values are more prone to maintaining steadfast dedication to their respective roles.
- Emphasize the foundation's dedication to comprehensive onboarding throughout the recruitment process.



An efficiently executed onboarding process can foster a sense of connection between new employees and the organization, thereby decreasing the probability of early turnover.

- Provide an introduction to the professional development opportunities that are available within the organization for new hires. Providing continuous opportunities for learning and growth can contribute to job satisfaction and long-term retention.
- Develop a structured mechanism for providing feedback and conducting check-ins in the early stages of employment. By providing regular feedback and conducting frequent check-ins, the organization demonstrates its dedication to valuing employees and promoting a positive and supportive workplace.
- Describe non-profit foundations' distinctive obstacles, including fundraising, advocacy, and community engagement. Employees who demonstrate a comprehensive understanding and readiness to tackle the distinct challenges specific to the non-profit sector are more prone to sustain engagement and resilience in their roles.


By integrating these components into the onboarding procedure, non-profit foundations can establish a constructive and nurturing atmosphere that fosters employee retention. A well-designed onboarding strategy facilitates employees' adjustment to their positions and enhances their long-term dedication to the organization's mission.



4.2.3 Training and Development Strategies and Retention

Implementing training and development strategies within a non-profit foundation can significantly contribute to improving employee retention. Non-profit foundations can foster a more engaged and satisfied workforce by investing in their employees' growth and skill development. The following methods outline how training and development strategies can impact employee retention in a non-profit setting.


- Create avenues for employees to develop their skills and receive training that aligns with their roles and career goals. Employees who perceive support for their professional growth are more prone to job satisfaction and continued dedication to the organization.
- Establish programs dedicated to fostering employee growth and preparing them for advancement within the organization. Transparent career paths and prospects for career progression serve as a catalyst for employee retention, as individuals are driven to pursue their long-term career aspirations within the organization.
- It is important to ensure that training programs are in accordance with the organization's mission, goals, and strategic objectives. Employees who clearly understand how their personal growth contributes to the organization's overall success are more inclined to remain engaged and dedicated.
- Identify and resolve skill gaps through the implementation of specialized training initiatives. The closure of skill gaps not only leads to improved job performance but boosts employees' sense of value and contribution, thereby increasing their retention.
- Incorporate succession planning strategies to identify and nurture employees for critical positions. Employees who perceive a well-defined trajectory for career advancement and succession within the organization are more inclined to maintain their commitment.


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- Acknowledge and compensate employees for their dedication to acquiring knowledge and advancing their skills. Recognizing employees' endeavors in training and development cultivates a culture of gratitude, thereby enhancing job satisfaction and employee retention.
 - Offer flexible learning options, including online courses or self-paced training modules. By offering flexibility in learning, employees are able to effectively manage their professional development in conjunction with their other obligations, thereby enhancing their overall job satisfaction.
 - Solicit feedback on training programs and continuously enhance them based on employee input. By implementing a responsive and adaptive training program, the organization showcases its commitment to supporting employee growth and can positively affect retention.

An effectively designed and comprehensive training and development strategy can substantially contribute to employee retention within non-profit organizations. By prioritizing the development of employees, organizations can cultivate a highly engaged, satisfied, and dedicated workforce.

4.2.4 Performance Management Strategies and Retention

Performance management strategies are pivotal in shaping the employee experience, job satisfaction, and retention in non-profit foundations. In a non-profit setting, performance management strategies can impact employee retention. Here are a few examples:

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- A clear and concise communication of performance expectations and goals to employees is essential. When employees possess a comprehensive comprehension of their expected responsibilities, they are more inclined to experience a sense of engagement and contentment in their respective positions, ultimately enhancing retention.
 - Establish regular feedback sessions and coaching programs to assist employees in comprehending their strengths, areas for growth, and prospects for career advancement. Consistent feedback and coaching showcase a commitment to the advancement and betterment of employees, fostering job satisfaction and minimizing turnover.
 - Commend and compensate employees for their notable achievements and contributions. Acknowledging the efforts and achievements of employees improves job satisfaction and cultivates a positive work environment, consequently boosting the chances of retaining employees.
 - Collaborate with employees to establish individualized development plans that are in line with the objectives of the organization. Providing opportunities for professional growth and development reflects a dedication to the long-term success of employees, thereby enhancing retention.
 - Identify employees who demonstrate exceptional performance and create strategies for succession in key positions. The presence of well-defined succession plans conveys to employees that their professional development and advancement are highly regarded, thereby fostering long-term dedication.
 - To ensure the goals are both challenging and achievable, it is important to involve employees in the goal-setting process. The active involvement of employees in the establishment of their performance objectives leads to an increase in motivation and commitment.


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- It is essential to evaluate periodically and, if required, modify performance objectives in accordance with evolving organizational priorities. A performance management system that is flexible and responsive demonstrates to employees that the organization places importance on adaptability and is committed to their success.
 - Promptly addressing conflicts and providing support to employees in challenging situations is essential. A supportive performance management approach, including conflict resolution and assistance during difficult times, plays a significant role in fostering a positive work environment and enhancing employee retention.

Effective performance management strategies within a non-profit foundation can positively influence employee retention by cultivating a work environment emphasizing communication, growth, recognition, and fairness. The likelihood of employees remaining committed to the organization's mission and goals increases when they feel supported and recognized for their contributions.

4.2.5 Compensation and Benefits Strategies and Retention

Implementing effective compensation and benefits strategies is essential to attract, motivate, and retain highly skilled individuals who are fully committed to the mission of the non-profit foundation. Here's how compensation and benefit strategies can impact employee retention in a non-profit setting:

- Provide competitive salaries within the non-profit sector and, whenever feasible, align them with those for-profit organizations offer. Providing competitive salaries contributes significantly to employees' contentment and mitigates their propensity to seek more lucrative prospects elsewhere.

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- Establish a system of performance-based incentives or bonuses contingent upon individual or team accomplishments. Incentives are crucial in acknowledging and rewarding hard work, improving morale and increasing employee retention.
 - Ensure the provision of a comprehensive benefits package. Comprehensive benefits packages significantly contribute to overall job satisfaction and increase employee loyalty.
 - It is essential to uphold transparency in compensation policies and effectively communicate the criteria used to determine salary levels. The practice of transparency fosters trust and minimizes dissatisfaction associated with compensation, thereby contributing to employee retention.
 - To maintain competitiveness, it is recommended to regularly conduct market research on compensation. The retention of top talent is supported by adjusting compensation to align with industry standards, a practice achieved through consideration of market trends.
 - Consider the option of providing tuition reimbursement or assistance to employees who are pursuing additional education. The organization's commitment to supporting employees in their educational pursuits increases loyalty and commitment.
 - It is advisable to consistently collect feedback through surveys in order to gain insights into employee satisfaction regarding compensation and benefits. By addressing concerns and implementing improvements based on feedback, an organization displays responsiveness and fosters employee retention.



4.2.6 Employee Relations Strategies and Retention

The implementation of employee relations strategies in a non-profit foundation is of paramount importance as it significantly shapes the work environment, cultivates positive relationships, and ultimately impacts employee retention. The following elucidates the correlation between employee relations strategies and employee retention in a non-profit environment.

- Employ effective mechanisms for conflict resolution to ensure prompt and equitable resolution of issues. Resolving conflicts promptly and equitably contributes to establishing a positive work culture, thereby mitigating stress and dissatisfaction that may result in employee turnover.
- Establish systems for acquiring and implementing employee feedback. Demonstrating active listening to employee concerns and feedback indicates the value placed on their opinions, resulting in increased job satisfaction and retention.
- Encourage employee participation in community engagement and social responsibility initiatives. A sense of purpose resulting from community engagement initiatives can positively influence employee satisfaction and retention.
- Advocate for the establishment of a workplace culture that values diversity and inclusivity. An environment that promotes diversity and inclusivity nurtures a sense of belonging, decreasing employee turnover by making them feel valued and included.
- Ensuring the fairness, consistency, and uniform application of organizational policies is essential. A positive work culture is fostered, and the risk of turnover is minimized by establishing fair and consistent policies.



4.2.7 Career Development Strategies and Retention

The implementation of career development strategies within a non-profit foundation can significantly contribute to improving employee retention. When employees perceive a well-defined trajectory for advancement and personal growth within the organization, their commitment to their roles and dedication to the mission will likely be sustained over an extended period. The correlation between career development strategies and employee retention in a non-profit environment can be illustrated as follows:

- Promote collaboration among employees to establish individual development plans that align with their career goals. Employees who are able to envision a tailored pathway for their professional advancement tend to have feelings of value and loyalty toward the organization.
- Create possibilities for employees to develop new skills and competencies. Providing skill development opportunities signifies a commitment to fostering continuous learning among employees, thereby positively impacting job satisfaction and retention.
- Establish programs aimed at identifying and fostering leadership capabilities within the organization. The existence of leadership development opportunities demonstrates the foundation's commitment to the long-term success of its employees, thereby enhancing employee retention.
- The allocation of budgets for employees' professional development, encompassing training, workshops, and conferences, is crucial. By providing financial support for professional development, the foundation shows its appreciation for employees' growth and willingness to invest in their future, thereby enhancing retention.




- To address their aspirations and development goals, it is important to conduct regular career conversations with employees. Consistent discussions regarding career development indicate the foundation's commitment to the long-term success of its employees, thereby enhancing employee retention.
- It is crucial to ensure that career development plans align with the non-profit's overall goals and mission. Employees who perceive a correlation between their professional advancement and the mission of the organization are more inclined to remain dedicated.



Next Steps for We Care Foundation of Newfoundland and Labrador

As stated in this report, the retention of employees holds paramount importance for non-profit foundations to accomplish their missions, uphold program efficacy, foster robust partnerships, and secure long-term viability. We Care Foundation of Newfoundland and Labrador can strengthen their ability to make a lasting impact on the communities and causes they support by prioritizing investments in personnel and volunteers and fostering a positive and supportive work environment. The subsequent actions for We Care Foundation of Newfoundland and Labrador are:

- Execute the strategies that have been addressed in this report. By implementing these strategies with precision and skill, the foundation will experience notable growth and progress.
- Creating an Employee Handbook - An employee handbook, which can also be referred to as an employee manual or staff handbook, is a written document that employers provide to convey crucial information regarding company policies, procedures, expectations, and other pertinent details to their employees. The handbook is designed to provide employees with a thorough understanding of the organization's workplace culture, rules, and practices, serving as a comprehensive guide. Both employees and the employer find the employee handbook to be a valuable resource.

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- To retain valuable personnel and Volunteers, We Care Foundation Of NL can utilize stay interviews to connect with their personnel and volunteers, understand their motivations and job satisfaction levels, and address any concerns they may have. Stay interviews differ from exit interviews in that they are conducted while personnel are still actively working for the company, as opposed to when they leave the organization.

Conducting a stay interview aims to pinpoint the elements contributing to employee satisfaction and loyalty while addressing any potential issues or concerns that may impact their choice to remain with the company. By implementing stay interviews, employers can gather valuable insights that can be used to inform HR strategies and initiatives, ultimately increasing employee retention.

When formulating stay interview questions, it is imperative to consider critical elements, including job satisfaction, career advancement prospects, work-life equilibrium, job involvement, rapport with managers and colleagues, training and development requirements, and job flexibility. The insights obtained from these interviews can provide valuable information for HR strategies, enabling organizations to make focused enhancements in the most critical areas for their employees.

- Consider hiring a skilled Human Resource Consultant to assist with developing and implementing a detailed Human Resource Strategy document. By creating a human resource strategy document, an organization can establish a written plan that details the strategies and approaches it employs to manage its employees effectively, thus enabling the achievement of its business goals. This document serves as a roadmap for the foundation, offering guidance on how the Human Resources activities align with the foundation's objectives.



The following are key components commonly found in a human resource strategy document:

- Mission and Vision
- Organizational Goals and Objectives
- Workforce Planning
- Talent Acquisition and Retention
- Employee Development and Training
- Performance Management
- Compensation and Benefits
- Diversity and Inclusion
- Employee Engagement
- Workplace Culture and Values
- HR Technology and Systems
- Legal and Compliance Considerations
- Communication and Change Management
- Metrics and Measurement

A comprehensive and thoughtfully crafted human resource strategy document presents the foundation with a clear pathway to align its actions and initiatives with the broader organizational strategy, ultimately as a pivotal factor in its overall success. This guide aims to support decision-making, resource allocation, and the continual enhancement of the organization's management of its most valuable asset, its workforce.



Conclusion

To sum up, this report has extensively explored various strategies for effective recruitment, support, engagement, and retention within the context of personnel and volunteer management for We Care Foundation of Newfoundland and Labrador. We Care Foundation of NL can effectively cultivate a strong sense of belonging and commitment by implementing specific support mechanisms tailored to the needs of both personnel and volunteers. The strategies detailed in this report aim to attract and bring on board committed individuals and ensure that they remain engaged and retained.

By implementing a comprehensive and all-encompassing strategy for personnel and volunteer management, We Care Foundation Of NL can establish a vibrant and flourishing community consisting of individuals who possess a deep commitment to the cause and experience a sense of appreciation and assistance in their endeavors.

The strategies put forth in this report, if conscientiously implemented, will play a vital role in the ongoing development and effectiveness of the We Care Foundation of Newfoundland and Labrador. I am excited to be a part of these efforts and am fully committed to supporting the foundation as it works towards creating a lasting impact in the community.



References

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Appendix - Questionnaires and Forms

We Care Foundation - Current HR Strategies

To gain insight into We Care Foundation's current HR Strategies.

Do you currently have an organizational strategy document? *

No



How has your organization historically addressed talent acquisition and retention? *

No

Are there any specific diversity and inclusion goals your organization is working towards? *

WCFNL is working towards applying DEI in all aspects of our programs, services and recruitment.

How does your organization support staff and volunteers' health and wellness? *

We ensure that we address their health and wellbeing, by providing them with mental health support, food security, and economic and social empowerment as needed.



Are there digital or social media recruitment tactics that the organization employ? *

Yes, we advertise our staff and volunteer recruitment on our website and our social media platforms.

How does your organization source candidates? Do you use job boards, referrals, or other methods? *

We use job boards especially for our Govt. funded job positions, we use referrals, through outreaching to our community partner organizations and by posting our new job and volunteer positions on our website and social media.

What is the typical recruitment process, from job posting to candidate selection and onboarding? *

1st: We advertise our available job/volunteer opportunities. 2nd: Our recruitment committee(s) review applications received and shortlist suitable candidates for interview. 3rd: Invite shortlisted candidates for interview. 4th: Review information gathered from candidates interviewed and decide on the candidates to recruit. 5th: Send notifications to candidates hired along with contract agreement for for them to complete, sign and return to us.

What strategies or initiatives are in place to attract a diverse pool of candidates? *

None

What are the primary support services or benefits currently offered by your organization to staff and volunteers? *

Mental Health, economic support for staff. Volunteer certificates and reference letters/letters of recommendation for volunteers.



Can you describe the current strategies and methods employed to engage with staff and volunteers? *

None

Can you describe the specific tactics and methods currently used for retaining staff and volunteers? *

None

Candidate Evaluation Form

Candidate Name: _____ Position: _____

Interviewer Name: _____ Date: _____

Scoring

The interviewer will complete Candidate evaluation forms to rank the candidate's overall qualifications for the position to which he or she has applied. Under each heading, the interviewer should give the candidate a numerical rating and write specific job-related comments in the space provided. The numerical rating system is based on the following:

5 - Exceptional 4 - Above Average 3 - Average 2 - Below Average 1 - Unsatisfactory

	Rating				
	5	4	3	2	1
Educational Background: Does the candidate have the appropriate qualifications or training for this position? Comments:					
Prior Work Experience: Has the candidate acquired similar skills or qualifications through past work experiences? Comments:					
Technical Qualifications/Experience: Does the candidate have the technical skills necessary for this position? Comments:					
Verbal Communication: Did the candidate demonstrate effective communication skills during the interview? Comments:					
Candidate Enthusiasm: Did the candidate show enthusiasm for the position and the company? Comments:					
Knowledge of Company: Did the candidate show evidence of having researched the company before the interview? Comments:					

We Care Foundation of Newfoundland and Labrador

<p>Teambuilding/Interpersonal Skills: Did the candidate demonstrate, through his or her answers, good teambuilding/interpersonal skills? Comments:</p>					
<p>Initiative: Did the candidate demonstrate a high degree of initiative through his or her answers? Comments:</p>					
<p>Time Management: Did the candidate demonstrate good time management skills through his or her answers? Comments:</p>					
<p>Customer Service: Did the candidate demonstrate a high level of customer service skills/abilities through his or her answers? Comments:</p>					
<p>Overall Impression and Recommendation: Final comments and recommendations for proceeding with the candidate. Comments:</p>					

Checklist: Employee Recognition

Recognition Program Checklist

- Develop criteria for recognition eligibility (i.e. customer service, sales, cost savings, etc).
- Establish forms and procedures for submitting and reviewing nominations.
- Project the number of yearly awards based on eligibility and criteria and establish a budget.
- Select meaningful recognition items (gift certificates, time off with pay, etc.).
- Communicate program objectives frequently to remind staff to submit nominations.
- Establish a process for recognizing recognition awards.
- Evaluate the success of the program periodically and modify it accordingly.

Checklist: Hiring Process

By adhering to this checklist, We Care Foundation Of Newfoundland and Labrador can guarantee that their hiring process is comprehensive, aligned with their mission, and capable of attracting candidates truly dedicated to creating a positive impact.

- Create a comprehensive job description that clearly defines the duties, requirements, and expected performance of the position. Emphasize the mission and values of the organization.
- Establish the budget for the position, encompassing both the salary range and benefits.
- Advertise the position on various platforms like the organization's website, job boards, social media, and industry-specific websites.
- Assess resumes and cover letters to determine candidates who meet the required qualifications and exhibit a genuine dedication to the organization's mission.
- Conduct phone or video interviews to further assess candidates' suitability for the role. Emphasize their alignment with the organization's mission and values.
- Invite shortlisted candidates for in-person interviews. Consider involving key team members or stakeholders in the hiring/interview process, especially key positions.
- Analyze candidates' skills and experience, considering how well they meet the specific requirements of the role. Assess how well candidates will fit into the organization's culture.
- Provide feedback to candidates following interviews, even if they are not chosen.
- Top Candidate is selected for the job.
- Contact references provided by the candidate to verify their qualifications and work history. Ensure that all required background checks are conducted, especially where the position involves handling confidential information or financial resources.
- Candidate is verbally offered and accepts the job.
- Candidate is formally offered and accepts the job in writing.
- Onboarding schedule set up for new hire.
- Develop and execute a thorough onboarding procedure to facilitate seamless integration of the new employee into the organization.

Checklist: Recruiting Quality Hires

This checklist is meant as a list of suggested actions We Care Foundation Of Newfoundland and Labrador might take to source and attract quality hires to the foundation.

Position-specific:

- Compile a list of success factors for the job. Provide an overview of current and former employees who have succeeded in the role, highlighting common characteristics, skills, and attributes. Match candidates against this profile.
- Determine and articulate why a top performer would want the job. If he or she wouldn't, consider expanding the job and/or responsibilities to better suit such a candidate.
- Create job postings that focus on what needs to be done on the job versus just listing skills and years of experience.
- Make your application process easy to access and complete. Top performers are often passive job seekers who are happy in their current positions and have little time to spend on cumbersome application processes.
- Seek out passive job seekers. A high percentage of quality hires will be successful in their current job and will not actively seek employment. Use employee referral programs and social media networking to source candidates.

Overall Strategy:

- Build relationships with passive candidates gradually. Refrain from hastening or exerting undue pressure on them to proceed swiftly. Talk about their career goals, stay connected, and contact them personally when the right job opportunities arise.
- It is advisable to transition your staffing strategy from a reactive approach of filling vacancies to a proactive one that enables access to a talent pipeline possessing the necessary skills and attributes required for future needs, including replacement positions and potential growth opportunities.
- Establish strong employee referral programs.
- Leverage campus recruiting and university networks.
- Highlight employee desire to work for the company using social media, testimonials, and videos.
- Develop an informative online careers page for potential applicants. Include information on company values, culture, products, services, and benefits. Consider building an online talent community.

Employee Referral Form

Date: _____

Employee name: _____

Department: _____ Phone: _____

Candidate name: _____

Phone: _____ Email: _____

Position referred for: _____

Department: _____

Relationship to employee (friend, family member, referred by 3rd party, or other):

I have read and I understand We Care Foundation Of Newfoundland and Labrador's employee referral policy. I understand that if the candidate I referred is hired due to my referral, I will receive a gift card within two weeks of the date the individual completes six months of employment with We Care Foundation, NL.

Employee signature: _____ Date: _____

Attach the candidate's resume.

Employee Survey: Exit Interview

Please provide us with your candid answers to the following questions. Your individual responses will be regarded as confidential and will not be included in your personnel file. The results will be combined with feedback from other employees and then shared with the leadership of We Care Foundation Of Newfoundland and Labrador.

Your feedback is crucial and will greatly contribute to We Care Foundation Of Newfoundland and Labrador's employee retention and turnover analysis. Your cooperation is greatly appreciated.

Name	Hire Date
Department	Separation Date
Position	Manager

What prompted you to seek alternative employment? (check all that apply)

- | | |
|--|---|
| <input type="checkbox"/> Type of work | <input type="checkbox"/> Compensation |
| <input type="checkbox"/> Lack of recognition | <input type="checkbox"/> Relationship with supervisor |
| <input type="checkbox"/> Working conditions | <input type="checkbox"/> Family circumstances |
| <input type="checkbox"/> Company culture | <input type="checkbox"/> Career advancement opportunity |
| <input type="checkbox"/> Business direction | <input type="checkbox"/> Other: _____ |

Please rate your **supervisor** below using a scale of 1-5, **with 5 being strongly agree and 1 being strongly disagree**. Please select one response for each statement.

Supervisor/Manager	5	4	3	2	1	N/A
Demonstrated fair and equal treatment	○	○	○	○	○	○

Provided recognition on the job	○	○	○	○	○	○
Developed cooperation and teamwork	○	○	○	○	○	○
Encouraged/listened to suggestions	○	○	○	○	○	○
Resolved complaints and problems	○	○	○	○	○	○
Followed policies and practices	○	○	○	○	○	○
Communicated well	○	○	○	○	○	○
Comments or suggestions for improvement:						

Please rate your **employment at We Care Foundation Of NL** below using a scale of 1-5, **with 5 being highly satisfied and 1 being highly dissatisfied**. Please select one response for each statement.

Employment experience	5	4	3	2	1	N/A
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Cooperation within your department	○	○	○	○	○	○
Cooperation with other departments	○	○	○	○	○	○
Communication within the organization as a whole	○	○	○	○	○	○
Communication within your department	○	○	○	○	○	○
Training opportunities provided	○	○	○	○	○	○
Morale in your department	○	○	○	○	○	○
Advancement opportunities	○	○	○	○	○	○
Workload	○	○	○	○	○	○
Comments or suggestions for improvement:						

Please rate the **compensation and benefits at We Care Foundation Of, NL**, below using a scale of 1-5, **with 5 being highly satisfied and 1 being highly dissatisfied**. Please select one response for each statement.

Compensation and benefits	5	4	3	2	1	N/A
Base salary (If Applicable)	◦	◦	◦	◦	◦	◦
Incentive pay (If Applicable)	◦	◦	◦	◦	◦	◦
Paid time off	◦	◦	◦	◦	◦	◦
Other: _____	◦	◦	◦	◦	◦	◦
Comments or suggestions for improvement:						

What did you like most about your job and/or this organization?

What did you like least about your job and/or this organization?

Additional comments:

Would you recommend this organization to a friend as a place to work?

Yes, without reservations Yes, with reservations No

If no, why not?

Employee Survey: Job Satisfaction

Your opinions and feelings regarding various elements of your job are of great interest to We Care Foundation Of Newfoundland and Labrador. Kindly respond to the following questions by selecting the rating number you deem most appropriate. You are welcome to comment next to each statement or on the back of the survey.

Please select one response for each statement using a scale of 1-5, with 5 being strongly agree and 1 being strongly disagree.

Satisfaction with [We Care Foundation Of NL)	5	4	3	2	1
This foundation is quick to use improved work methods.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Work activities in the foundation are sensibly organized.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When decisions are made, the people affected are rarely asked for their ideas and input.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Comments or suggestions for improvement:					

Using a scale of 1-5, with 5 being strongly agree and 1 being strongly disagree, please select one response for each statement.

Satisfaction with My Supervisor	5	4	3	2	1

My supervisor is willing to listen to my concerns and ideas.	○	○	○	○	○
My supervisor encourages people in my work group to work as a team.	○	○	○	○	○
My supervisor does not encourage people to exchange opinions and ideas.	○	○	○	○	○
My supervisor encourages people to give their best effort.	○	○	○	○	○
My supervisor provides help, training and guidance so that I can improve my performance.	○	○	○	○	○
My supervisor does not treat all employees fairly.	○	○	○	○	○
My supervisor has an interest in and concern for work group members.	○	○	○	○	○
I have confidence and trust in my supervisor.	○	○	○	○	○
Comments or suggestions for improvement:					

Using a scale of 1-5, with 5 being strongly agree and 1 being strongly disagree, please select one response for each statement.

Satisfaction with My Department/Work Group	5	4	3	2	1
My work group produces the amount of work expected of it.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My work group does not work efficiently.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My group produces work of high quality.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
People in my work group encourage each other to work together as a team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
People in my work group emphasize a team goal.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
People in my work group exchange ideas and opinions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
People in my work group encourage each other to give their best effort.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
People in my work group maintain high standards of performance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

People in my work group help me find ways to do my job better.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
People in my work group offer each other new ideas for solving job-related problems.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My work group does not plan well together to coordinate its efforts.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My work group feels responsible for meeting its objectives successfully.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have confidence and trust in the people in my work group.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My work group members seek mutually acceptable solutions when conflict arises.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Comments or suggestions for improvement:					

Using a scale of 1-5, with 5 being strongly agree and 1 being strongly disagree, please select one response for each statement

Individual Satisfaction	5	4	3	2	1
I enjoy performing the day-to-day activities of my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Doing my job gives me a sense of personal satisfaction.	○	○	○	○	○
My job does not use my skills and abilities effectively.	○	○	○	○	○
Doing my job well leads to things like pay increases and bonuses.	○	○	○	○	○
Doing my job well leads to things like recognition and respect from those I work with.	○	○	○	○	○
I am unclear about what people expect me to do on the job.	○	○	○	○	○
My workload is appropriate and manageable.	○	○	○	○	○
My productivity is impacted by long-standing rules and policies that are outdated.	○	○	○	○	○
I am proud to work for this company.	○	○	○	○	○
I would recommend this foundation as a good place to work to my family and friends.	○	○	○	○	○
Comments or suggestions for improvement:					

The results of this survey will be kept confidential. Please complete the following information below so we may target areas for improvement and make the best use of your feedback.

Department: _____

Job title: _____

Years of service with this foundation: _____

Thank you again for your participation!

Employee Survey: New-Hire Experience

Please complete the survey at the end of your first week of employment and submit it to the Executive Director.

We strive to create a positive experience for you as you begin your journey with our organization. We would greatly appreciate your feedback on your orientation and onboarding experience. We will employ this information to enhance procedures for future new hires.

Using a scale of 1-5, with 5 being very satisfied and 1 being very dissatisfied, please select one response for each statement.

Orientation	5	4	3	2	1	N/A
I was provided with clear information regarding my first-day orientation meeting (location, time, what to bring, etc.).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The orientation information was presented in an easy-to-understand format.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The person presenting the information was able to answer my questions during the orientation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sufficient time was allotted for the orientation meeting.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Enough information was provided about employee benefits, if applicable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Enough information was provided on organization policies.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please answer yes or no to the following questions. Feel free to make comments next to each question or on the back of the survey.

Manager orientation	Yes	No
Was your manager/director present on your first day of work?	◦	◦
Were you introduced to your co-workers?	◦	◦
Was your workstation/office set up and ready for you? IF Applicable.	◦	◦
Were you given a copy of your job description?	◦	◦
Was your manager available to answer your questions in a timely manner?	◦	◦

What was your overall impression of your first few days?

Are there any topics you feel would be beneficial for new staff to hear about during the orientation that weren't covered?

Do you have any further questions that were not answered during your orientation?

Is there anything you think we should consider changing about or adding to the orientation process that would contribute positively to a new hire's experience?

Name: _____

Date of hire: _____

Position: _____

Department: _____

Assess Your Recognition Practices

How are you doing with recognition practices as a leader or as a people manager? Rate yourself on each action below. Total your score at the end to rate your recognition practice.

Note - If you perform all the listed activities all the time, you will have a score of 30.

3 = All the time | 2 = Most of the time | 1 = Some of the time | 0 = Rarely or never

RECOGNITION ACTIONS

	Please check the appropriate space to calculate your recognition score.	0	1	2	3
1	I consciously appreciate my team members on at least a weekly basis.				
2	My team has a fair understanding of what behaviors will be recognized.				
3	I utilize a variety of recognition practices.				
4	My team members get a choice in how they are recognized.				
5	I model a culture of recognition by acknowledging the contributions of individuals and teams outside of my function.				
6	I encourage people to participate in team recognition activities and events.				
7	I integrate the goals of the function with the recognition practices.				
8	I sync the teams' recognition efforts with organizational values, competencies, and priorities.				
9	I drive my team to engage in peer-to-peer recognition practices.				
10	I recognize the little achievements as well as the large ones.				
TOTAL					
GRAND TOTAL					

TOTAL SCORE OUTCOME

- 26-30 You are an employee recognition pro. Keep up the excellent work.
- 21-25 You are doing well with employee recognition. You have got the basics right and have a solid recognition foundation, but there is always room for improvement.
- 15-20 You are average when it comes to recognizing your employees. Though you aren't failing miserably, there is room for more. You may be missing out on maximizing engagement and connection, so now's the time to commit to making some more intentional efforts around recognition.
- 10-14 There is a lot of room for growth. Chances are good that your recognition efforts are not hitting the mark with your team or aren't happening often enough. Now's the time to start making sure team members feel seen and appreciated.
- 0-10 Consider this check-in as your wake-up call. Your employees are devoid of appreciation. Give them the recognition they need and deserve. It's time to show them that you notice and appreciate their contributions.

RECOGNITION TIPS

1

YOU CAN'T RECOGNIZE WHAT YOU DIDN'T NOTICE.

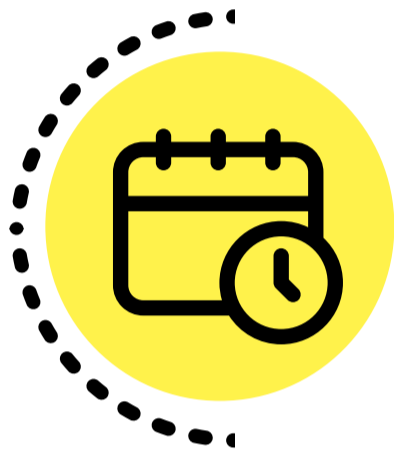
Pay attention to the ways people go above and beyond and capture the moments that deserve recognition.



2

DEVELOP A HABIT OF BEING TIMELY AND FREQUENT.

Offer recognition regularly and timely rather than giving a casual thanks in passing once a month.



3

MAKE IT SINCERE AND GENUINE FOR A GREATER IMPACT.

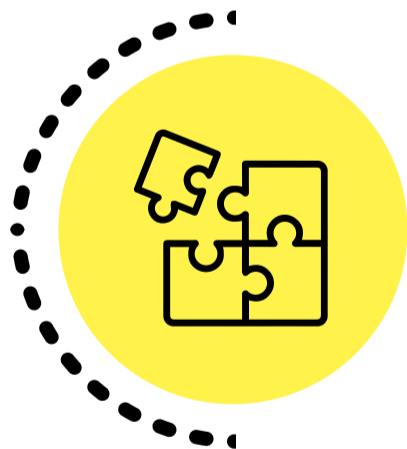
To make the recognition feel genuine and meaningful, link it to a specific behavior, effort, or result.



4

DO NOT MAKE IT ALL ABOUT THE WORK.

Recognize helpful and positive attitudes and behaviors as well as work-related tangible outcomes.



5

BALANCE BETWEEN MONETARY REWARDS AND ACKNOWLEDGMENT.

Monetary rewards are great, but remember, feeling noticed and valued for efforts is an innate human need.



Screening and Interview Questions for Personnel

Screening Questions for Personnel

1. What influenced you to pursue a position at our non-profit, We Care Foundation Of Newfoundland and Labrador?
2. Please provide a short overview of your relevant work experience and qualifications.
3. What skills or expertise do you have that match the requirements of this position?
4. Have you had any prior experience working or volunteering for a non-profit organization? If so, can you tell us about your experiences?
5. Do you feel comfortable working in an environment that values teamwork and collaboration? Can you share any instances where you have demonstrated your ability to work well in a team?
6. Are you familiar with our organization's cause or the communities we serve?
7. What are non-profit organizations' most pressing difficulties today, and how do you envision resolving them in this position?

Interview Questions for Personnel

1. Please provide us with some information about your professional background and experience. How does it equip you for this role?
2. Can you share personal experiences or stories that exemplify your devotion to our cause?
3. What strategies do you use to stay motivated and engaged in a non-profit setting, even when encountering challenges or setbacks?
4. Explain a scenario where you had to accomplish a task with limited resources. How did you handle the situation?
5. What skills or experiences from your previous roles will be most valuable in this position?
6. Could you share a successful project or initiative you were part of in your previous job or volunteer position? What were your responsibilities, and what was the result?
7. Collaboration with diverse individuals is common in non-profit work. Can you provide an instance where you had to collaborate with people from diverse backgrounds or viewpoints?
8. Being resourceful and finding creative solutions is crucial in non-profit settings. Can you give an example of when you had to think creatively to reach a goal?

9. How do you ensure you are up-to-date on industry trends, best practices, or new approaches in the non-profit sector?
10. How do you see yourself contributing to our organization's mission in the future, and what are your long-term goals?

Screening and Interview Questions for Volunteers

Screening Questions for Volunteers

1. Why are you interested in volunteering with We Care Foundation Of Newfoundland and Labrador?
2. Have you had any experience volunteering with other organizations? If that's the situation, please share your experiences.
3. What skills or talents do you have that you consider valuable to our organization?
4. Which causes or areas of interest do you feel passionate about and align with your personal values?
5. Are you willing to commit to a specific schedule for volunteering? If so, what days and times are you typically available?
6. Are you comfortable collaborating with individuals from diverse backgrounds and perspectives?
7. Is there anything we should know regarding physical limitations or health concerns when assigning tasks?
8. Can you provide us with contact details for a personal or professional reference?

Interview Questions for Volunteers

1. Please provide us with more information about your background and yourself.
2. Do you have any specific experiences or moments that motivated you to volunteer for this cause?
3. Have you ever worked collaboratively in a team or group? Can you give us some details about it?
4. Share an experience where you encountered a challenge while volunteering and how you successfully overcame it.
5. In terms of personal growth, what do you hope to gain from your volunteer experience with us?
6. In a non-profit context, what do you consider to be the most important attributes of a volunteer?
7. What are your expectations from our organization regarding support, training, or resources?
8. How do you maintain motivation and engagement in your work, particularly in volunteer roles without monetary reward?

Stay Interview Questions

The purpose of conducting stay interviews is for managers to gain insight into why personnel and volunteers choose to remain with the foundation and to identify any factors that could potentially lead to their departure. During a stay interview, managers employ a casual and conversational approach while asking standard and structured questions. It is common for stay interviews to be completed in under thirty minutes.

Opening the Interview

To begin the stay interview, a manager can opt to use the following statements (or similar ones):

- I would like to discuss with you why you choose to remain a part of the We Care Foundation of Newfoundland and Labrador. This will help me understand how I can make this organization an exceptional place for you to work.
- I would like to have an informal chat with you to better understand how your job is progressing so that I can fully support you in my role as your manager, particularly when it comes to resolving any issues within my sphere of influence.

Questions

During a stay interview, you may ask the following questions. It is recommended that you have various open-ended questions prepared and readily available. Listening attentively to the personnel and volunteers' ideas and gathering insights is crucial to understanding how you and your foundation can effectively retain him or her.

- What do you look forward to when you come to work each day?
- When working here, what do you like the most or dislike the least?
- I am curious about what motivates and inspires you to continue working here.
- If there was one thing you could change about your current job, what would it be?
- If you had the opportunity to improve your job satisfaction, what specific factors or elements would you prioritize?
- What is your preferred method of recognition?
- Are there any untapped talents you possess but are not utilizing in your current position?
- I'd like to know what specific topics or skills you are interested in learning during your time here.

- I am interested in knowing what factors serve as motivators or demotivators for you.
- To provide you with the best support, what actions can I take?
- As your manager, I would like to know what areas I can improve in and what specific actions I should do more or less.
- What would be tempting for you to consider leaving?

Closing the Interview

When concluding the stay interview, it is crucial to recap the primary factors mentioned by the employee regarding their decision to remain at the organization or consider leaving and collaborate with them to establish a stay plan. Make it a point to always finish positively, leaving a lasting impression.

A few examples of closing statements are as follows:

- Allow me to summarize what I understood from your explanation regarding the factors that motivate you to remain with We Care Foundation of Newfoundland and Labrador and the factors that could potentially lead to your departure. Therefore, I propose we collaborate on devising a strategic plan to ensure this becomes an outstanding environment for you to thrive professionally.
- I want to let you know that I truly appreciate you sharing your thoughts with me today. I am fully dedicated and committed to doing everything I can to create an exceptional working environment for you.

Training Needs Analysis Form

Name:	Department:
Position duties:	
Ratings: E- excellent, AB- above average, A- average, N- needs improvement	

Knowledge/Skill	How would you rate your knowledge?	Would you like additional training? (Y/N)
Communication		
Writing		
Listening		
Facilitating		
Interviewing		
Editing		
Coaching		
Interpersonal		
Human Relations		
Motivating		
Counseling		
Managing conflict		
Delegating		
Management & Leadership		

Coaching & Counseling		
Time Management		
Leadership		
Negotiating		
Problem Solving		
Budgeting		
Other		

Training Presentation Assessment

Presentation title: _____

Presenter(s) name: _____

Location: _____

Date: _____

Rank key: 5 = highest 1 = lowest (circle one)

Training Content (Overall)

Organization of material	1	2	3	4	5
--------------------------	---	---	---	---	---

Usefulness of ideas presented	1	2	3	4	5
-------------------------------	---	---	---	---	---

Training objective(s) met	1	2	3	4	5
---------------------------	---	---	---	---	---

Pace of instruction	1	2	3	4	5
---------------------	---	---	---	---	---

Constructive use of examples	1	2	3	4	5
------------------------------	---	---	---	---	---

What was most helpful in the session(s)?

What was least helpful in the session(s)?

Presenter Rating (Overall)

Ability to maintain interest	1	2	3	4	5
Familiarity with topic	1	2	3	4	5
Constructive use of examples	1	2	3	4	5
Responses to questions	1	2	3	4	5

Facilities (overall)

Temperature of training environment	1	2	3	4	5
Ventilation	1	2	3	4	5
Seating	1	2	3	4	5
Lighting/visibility	1	2	3	4	5

Other comments:

Thank you for completing this survey!

Training Presentation Evaluation

Training Title _____

Instructor _____

Date _____ Time _____ Location _____

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
The training objectives were clearly defined.					
The training materials were organized and useful.					
The topics covered were relevant to me.					
The time allotted for the training was sufficient.					
The trainer was knowledgeable about the topic.					
The trainer solicited audience interaction.					
The trainer responded effectively to participant questions.					
The information provided will help me in my job.					
The meeting room was adequate and comfortable.					

What topics covered were most helpful?

What topics were least helpful?

How will you apply this information at work? _____

Additional
comments: _____

—

I attended this seminar due to the: Topic __ Presenter __ Time __

Please return this completed form to: _____

Website Report for www.arhyel.ca/wecarefoundationnl

This report grades your website on the strength of a range of important factors such as on-page SEO optimization, off-page backlinks, social, performance, security and more. The overall grade is on a A+ to F- scale, with most major industry leading websites in the A range. Improving a website's grade is recommended to ensure a better website experience for your users and improved ranking and visibility by search engines.

Audit Results for www.arhyel.ca/wecarefoundationnl



Your page needs improvement

Recommendations: 29



On-Page SEO



Links



Usability



Performance



Social



Recommendations

Include a meta description tag

On-Page SEO

High Priority

Reduce your total page file size

Performance

Medium Priority

Implement a redirect to HTTPS on your website

On-Page SEO

Medium Priority

Implement a XML sitemaps file	On-Page SEO	Medium Priority
Implement a robots.txt file	On-Page SEO	Medium Priority
Remove Duplicate H1 Tags	On-Page SEO	Medium Priority
Set a mobile viewport	Usability	Medium Priority
Make better use of website compression	Performance	Medium Priority
Add Canonical Tag	On-Page SEO	Medium Priority
Optimize your page for Desktop PageSpeed Insights	Usability	Low Priority
Update Link URLs to be more human and Search Engine readable	Links	Low Priority
Add Alt attributes to all images	On-Page SEO	Low Priority
Make use of HTTP/2+ protocol	Performance	Low Priority
Optimize your images to reduce their file size	Performance	Low Priority
Optimize your page for Mobile PageSpeed Insights	Usability	Low Priority
Grow your Twitter following	Social	Low Priority
Add Schema Markup	On-Page SEO	Low Priority
Please add Facebook Open Graph Tags	Social	Low Priority
Add Twitter Cards	Social	Low Priority
Add a favicon	Usability	Low Priority
Remove any Deprecated HTML	Performance	Low Priority

Implement an analytics tracking tool	On-Page SEO	Low Priority
Add lang attribute	On-Page SEO	Low Priority
Add Local Business Schema	Other Improvements	Low Priority
Create Google Business Profile	Other Improvements	Low Priority
Setup & Install a Facebook Pixel	Social	Low Priority
Create and link associated Instagram profile	Social	Low Priority
Create and link an associated YouTube channel	Social	Low Priority
Create and link an associated LinkedIn profile	Social	Low Priority

On-Page SEO Results



Your On-Page SEO needs improvement

Your page is not well optimized from an On-Page SEO perspective. On-Page SEO is important to ensure Search Engines can understand your content appropriately and help it rank for relevant keywords. You should ensure that HTML Tag Content is completed correctly and align text content to target keywords.

Title Tag

You have a title tag of optimal length (between 10 and 70 characters).

We Care Foundation of Newfoundland and Labrador Inc. Home Page

Length : 62



Meta Description Tag

Your page appears to be missing a meta description tag.

A meta description is important for search engines to understand the content of your page, and is often shown as the description text blurb in search results.



SERP Snippet Preview



This illustrates how your page may appear in Search Results. Note, this is intended as a guide and Search Engines are more frequently generating this content dynamically.

<http://www.arhyel.ca> › wecarefoundationnl

[We Care Foundation of Newfoundland and Labrador Inc. Home Page](#)

Hreflang Usage



Your page is not making use of Hreflang attributes.

Language



Your page is not using the lang attribute in it's HTML tag.

The lang attribute tells browsers and search engines the intended language of your page and is strongly recommended to avoid misinterpretation and as part of accessibility guidelines.

H1 Header Tag Usage



Your page has more than one H1 Tag. It is generally recommended to only use one H1 Tag on a page.

The H1 Header Tag is an important way of signaling to search engines what your content is about, and subsequently the keywords it should rank for.

H2-H6 Header Tag Usage



Your page is making use multiple levels of Header Tags.

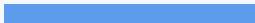

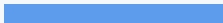
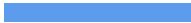
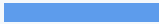
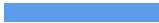
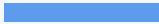

Header Tag	Frequency
H2	10
H3	3
H4	0
H5	0
H6	0

Keyword Consistency



Your page's main keywords are distributed well across the important HTML tags.

Individual Keywords

Keyword	Title	Meta Description Tag	Headings Tags	Page Frequency	
labrador	✓	✗	✓	9	
newfoundland	✓	✗	✓	9	
new	✓	✗	✓	8	
support	✗	✗	✓	7	
activities	✗	✗	✗	6	
free	✗	✗	✓	6	
canadians	✗	✗	✓	6	
program	✗	✗	✓	5	

Phrases

Phrase	Title	Meta Description Tag	Headings Tags	Page Frequency	
newfoundland and labrador	✓	✗	✓	9	
new canadians	✗	✗	✓	6	
improving socio-economic	✗	✗	✗	3	
poverty improving	✗	✗	✗	3	
relieving poverty	✗	✗	✗	3	
education relieving	✗	✗	✗	3	
advancing education	✗	✗	✗	3	
care foundation	✓	✗	✓	3	

Amount of Content

Your page has a good level of textual content, which will assist in it's ranking potential.



Word Count: 587










Image Alt Attributes

You have images on your page that are missing Alt attributes.



We found 61 images on your page and 61 of them are missing the attribute.

Alt attributes are an often overlooked and simple way to signal to Search Engines what an image is about, and help it rank in image search results.

Canonical Tag	
Your page is not using the Canonical Tag.	
The Canonical Tag tells Search Engines the primary URL of a page. Google recommends all pages specify a Canonical.	
Noindex Tag Test	
Your page is not using the Noindex Tag which prevents indexing.	
Noindex Header Test	
Your page is not using the Noindex Header which prevents indexing.	
HTTPS Redirect	
Your page does not redirect to a HTTPS (SSL secure) version.	
Robots.txt	
We have not detected or been able to retrieve a robots.txt file successfully.	
A robots.txt file is recommended as it can provide important instructions to a search engine for how to most appropriately crawl your website as well as site areas that should be ignored.	
Blocked by Robots.txt	
Your page does not appear to be blocked by robots.txt.	
XML Sitemaps	
We have not detected or been able to retrieve a XML sitemaps file successfully.	
Sitemaps are recommended to ensure that search engines can intelligently crawl all of your pages.	
Analytics	
We could not detect an analytics tool installed on your page.	
Website analytics tools like Google Analytics assist you in measuring, analyzing and ultimately improving traffic to your page.	
Schema.org Structured Data	
We have not detected any usage of Schema.org on your page.	
Schema.org is a structured data markup for webpages which helps Search Engines understand your site better and provide rich snippets directly in their search results.	

Rankings

Top Keyword Rankings

This shows your top 10 Keyword Rankings in the specific location. The list is ordered by the keywords that drive the most traffic to your page.

Keyword	Country & Language	Position	Total Searches	Estimated Traffic	
brigus newfoundland	🇨🇦 EN	65	3,600	7	<div style="width: 70%;"></div>
newfoundland brigus	🇨🇦 EN	94	3,600	7	<div style="width: 70%;"></div>
we care	🇨🇦 EN	43	1,600	3	<div style="width: 30%;"></div>
brigus blueberry festival	🇨🇦 FR	15	390	1	<div style="width: 10%;"></div>
tombolo	🇨🇦 EN	32	880	1	<div style="width: 10%;"></div>
tombolo	🇨🇦 FR	63	880	1	<div style="width: 10%;"></div>
blueberry festival brigus	🇨🇦 EN	17	390	1	<div style="width: 10%;"></div>
blueberry festival brigus	🇨🇦 FR	17	390	1	<div style="width: 10%;"></div>
multi cultural festival	🇨🇦 EN	81	590	1	<div style="width: 10%;"></div>
multi cultural festival	🇨🇦 FR	86	590	1	<div style="width: 10%;"></div>

Total Traffic From Search

This shows you the Estimated Traffic Volume your page receives from it's Keyword Rankings



44

Monthly
Traffic
Volume

Keyword Positions

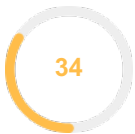
This shows you a summary of the positions for your Keyword Rankings. The higher you rank, the more likely you are to capture traffic, with recent research showing that as much as 92% of clicks happen on the first page.

Position	Keywords
Position 1	0
Position 2-3	0
Position 4-10	0
Position 11-20	6
Position 21-30	3
Position 31-100	50

Links

Backlink Summary

You have a moderate level of backlink activity to this page.



Domain
Strength



Page
Strength

 75

Backlinks

 33

Referring Domains

 5

Nofollow
Backlinks

 70

Dofollow
Backlinks

 0

Edu
Backlinks

 0

Gov
Backlinks

 27

Subnets

 30

IPs

Top Backlinks



These are the highest value external pages we have found linking to your site.

Domain strength	Referring Page URL
95	https://myemail.constantcontact.com/St--John-s-LIP-Newsletter--April-2017.html?soid=1125842689138&aid=pRopzM29t5g
90	https://www.curlie.org/Regional/North_America/Canada/Newfoundland_and_Labrador/Localities/Brigus/
87	https://www.physics.mun.ca/%7Ejjerrett/index.html
87	https://gazette.mun.ca/research/breaking-new-ground/
87	https://www.nlcahr.mun.ca/Engagement/siportal.php
87	https://www.mun.ca/alumni/honouring-our-alumni/alumni-tribute-awards/outstanding-community-service-award/
82	https://canadianwomen.org/blog/decolonizing-action-on-july-1st/
73	https://www.stjohns.ca/en/recreation-culture/community-events.aspx
72	http://victoria.tc.ca/Culture/Vnsc/shntyrec.html

Top Pages by Backlinks



These are the pages on your site with the most the backlinks from other sites.

URL	Backlinks
http://www.arhyel.ca/cstm/ctoc8289.htm	12
http://www.arhyel.ca/cstm/	10
http://www.arhyel.ca/tombolo/	9
http://www.arhyel.ca/cstm/index.htm	8
http://www.arhyel.ca/	7
http://www.arhyel.ca/tombolo	6
http://www.arhyel.ca/wecarefoundationnl/	6
http://www.arhyel.ca/Brigus/index.html	2
http://www.arhyel.ca/Photos/index.html	2
http://www.arhyel.ca/wecarefoundationnl	2

Top Anchors by Backlinks



These are the top pieces of Anchor Text we found used to link to your site.

Anchor	Backlinks
1982-1989 Folk Songs	10
Canadian Society for Traditional Music [hint:folk!]	10
Tombolo Multicultural Festival	8
CSTM	4
CSTM - Index by Title	4
Facebook Link	4
Home Brew	4
St. John's Tombolo Multicultural Festival Newfoundland and Labrador, Inc.	3
A few other Nfld towns	2

Top Referring Domain Geographies



These are the Top Geographies we have found linking to your site.



On-Page Link Structure



We found 18 total links. 11% of your links are external links and are sending authority to other sites. 0% of your links are nofollow links, meaning authority is not being passed to those destination pages.

Friendly Links



Some of your link URLs do not appear friendly to humans or search engines.

We would recommend making URLs as readable as possible by reducing length, file names, code strings and special characters.

Usability



Your usability needs improvement

Your page has usability issues across devices. Usability is important to maximize your available audience and minimize user bounce rates (which can indirectly affect your search engine rankings).

Device Rendering

This check visually demonstrates how your page renders on different devices. It is important that your page is optimized for mobile and tablet experiences as today the majority of web traffic comes from these sources.



Google's Core Web Vitals

Google is indicating that they do not have 'sufficient real-world speed data for this page' in order to make a Core Web Vitals assessment. This can occur for smaller websites or those that are not crawl-able by Google.



Use of Mobile Viewports

Your page either does not have a meta viewport specified, or it is configured incorrectly.



Viewports are important to ensure that your page content sizes appropriately for different devices, in particular mobile and tablet.

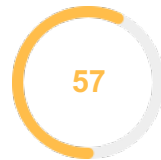
Google's PageSpeed Insights - Mobile



Google is indicating that your page is scoring poorly on their Mobile PageSpeed Insights evaluation.

Note that this evaluation is being performed from US servers and the results may differ slightly from an evaluation carried out from Google's PageSpeed Web Interface as that reporting localizes to the region in which you are running the report.

Google has indicated that the performance of a webpage is becoming more important from a user and subsequently ranking perspective.



Lab Data	Value	Opportunities	Estimated Savings
First Contentful Paint	4 s	Serve images in next-gen formats	44.1 s
Speed Index	8.2 s	Efficiently encode images	34.35 s
Largest Contentful Paint	53.2 s	Properly size images	24.45 s
Time to Interactive	4.1 s	Enable text compression	0.15 s
Total Blocking Time	0.05 s		
Cumulative Layout Shift	0.09		

Google's PageSpeed Insights - Desktop



Google is indicating that your page is scoring poorly on their Desktop PageSpeed Insights evaluation.

Google has indicated that the performance of a webpage is becoming more important from a user and subsequently ranking perspective.



Lab Data	Value	Opportunities	Estimated Savings
First Contentful Paint	5.7 s	Serve images in next-gen formats	7.08 s
Speed Index	6.3 s	Properly size images	5.84 s
Largest Contentful Paint	24.4 s	Efficiently encode images	5.32 s
Time to Interactive	5.7 s	Reduce initial server response time	0.84 s
Total Blocking Time	0 s		
Cumulative Layout Shift	0.075		

Flash Used?

No Flash content has been identified on your page.



iFrames Used?

There are no iFrames detected on your page.



Favicon

We have not identified a favicon on your page.



Favicons are a way to increase brand visibility and make your page more recognizable when browsing amongst multiple browser tabs or bookmarks.

Email Privacy

No email addresses have been found in plain text on your page.



Legible Font Sizes

The text on your page appears to be legible across devices.



Tap Target Sizing

The links and buttons on your page appear to be appropriately sized for a user to easily tap on a touchscreen.



Performance Results



Your performance needs improvement

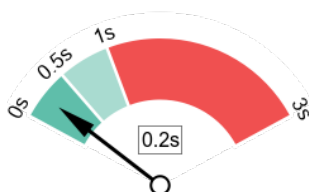
Your page's performance has various issues that may be adversely affecting users. Performance is important to ensure a good user experience, and reduced bounce rates (which can also indirectly affect your search engine rankings). We recommend addressing the highlighted factors below.

Page Speed Info

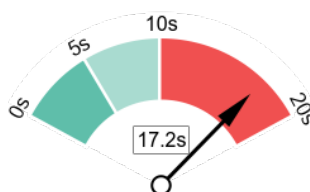
Your page loads in a reasonable amount of time.



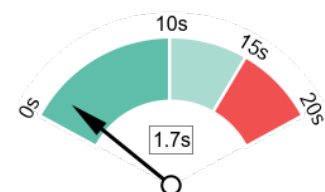
Server Response



All Page Content Loaded



All Page Scripts Complete



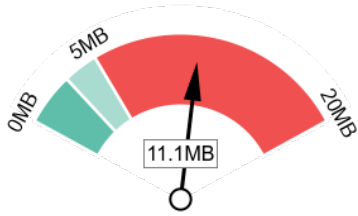
Download Page Size

Your page's file size is quite large which, regardless of other optimizations, can reduce load speed and impact user experience.

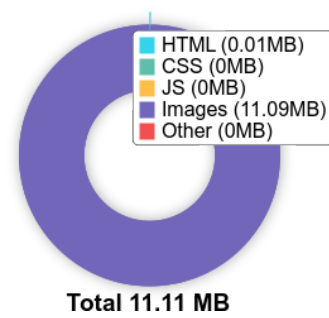


A general rule is to keep your page under 5MB in total file size.

Download Page Size



Download Page Size Breakdown



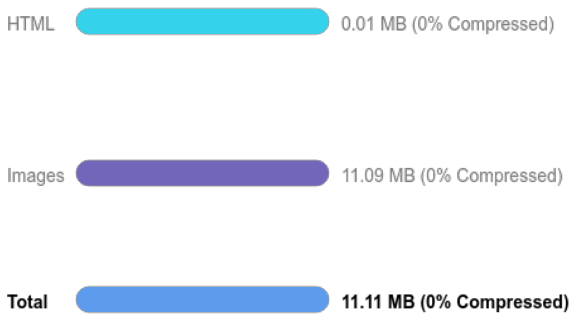
Website Compression (Gzip, Deflate, Brotli)

This site does not appear to well compressed.

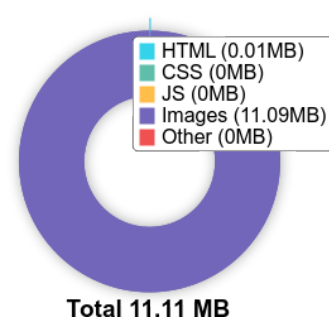


We recommend reviewing server compression settings, as effective compression can represent a significant and relatively easy performance improvement for websites.

Compression Rates

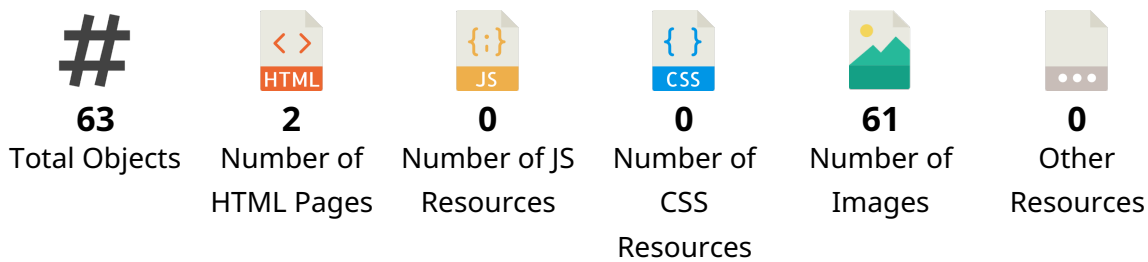


Raw Page Size Breakdown



Number of Resources

This check displays the total number of files that need to be retrieved from web servers to load your page.



Google Accelerated Mobile Pages (AMP)

This page does not appear to have AMP Enabled.



JavaScript Errors

Your page is not reporting any JavaScript errors.



HTTP2 Usage

Your website is using an outdated HTTP protocol.



We recommend enabling HTTP/2+ or protocol for your website as it can significantly improve page load speed for users.

Optimize Images

Your page appears to include images which are poorly optimized.



Properly formatting and compressing images can have a significant impact on page load performance.

Minification

All your JavaScript and CSS files appear to be minified.



Deprecated HTML

Deprecated HTML tags have been found within your page.



These tags are no longer officially supported in modern web browsers, and hence are recommended to be removed as they could cause display issues.

Inline Styles

No inline styles have been found within your page's HTML tags.



Social Results



Your social needs improvement

You appear to have a weak social presence or level of social activity (or we may just not be able to see your profiles!). Social activity is important for customer communication, brand awareness and as a marketing channel to bring visitors to your website. We recommend that you list all of your profiles on your page for visibility, and begin to build a following on those networks.

Facebook Connected

Your page has a link to a Facebook Page.



Facebook Open Graph Tags

We have not found Facebook Open Graph Tags on your page.



Facebook Open Graph Tags are a type of structured data that can be placed on your page to control what content is shown when a page is shared on Facebook.

Facebook Pixel

We have not detected a Facebook Pixel on your page.



Facebook's Pixel is a useful piece of analytics code that allows you to retarget visitors if you decide to run Facebook Ads in future.

Twitter Connected ✓
Your page has a link to a Twitter profile.

Twitter Activity ✗
You have a low level of followers on Twitter.



31
Followers

Twitter Cards ✗
We have not detected Twitter Cards on your page.
Twitter Cards are a type of structured data that can be placed on your page to control what content is shown when a page is shared on Twitter.

Instagram Connected ✗
No associated Instagram profile found linked on your page

LinkedIn Connected ✗
No associated LinkedIn profile found linked on your page.

YouTube Connected ✗
No associated YouTube channel found linked on your page.

YouTube Activity *i*
No associated YouTube channel found linked on your page.

Local SEO

Local Business Schema ✗
No Local Business Schema identified on the page.

Google Business Profile Identified ✗
No Google Business Profile was identified that links to this website.

Google Business Profile Completeness *i*
No Google Business Profile was identified that links to this website.



Google Reviews *i*
No Google Business Profile was identified that links to this website.

Technology Results

Technology List

These software or coding libraries have been identified on your page.

i

Technology	Version
 Apache HTTP Server	2.4.46
 FreeBSD	

Server IP Address

142.162.190.174

i

DNS Servers

c.ca-servers.ca
d.ca-servers.ca
j.ca-servers.ca
any.ca-servers.ca

i

Web Server

Apache/2.4.46 (FreeBSD)

i

Charset

text/html

i