

# **Personnel Recruitment, Training, Engagment, Support and Retention Strategies**

For:

We Care Foundation of Newfoundland and Labrador

## **A Research Report**

By:

CSRF Project Resedarc Assistants/Associates: Patrick Adam and Enoredia Okosun

June 2024

Project

### Table of Contents

1. Introduction.....	3
1.1 Scope and Purpose.....	3
2. Objectives.....	4
3.0 Methodology.....	4
3.1 Data Collection.....	4

3.1.1 Literature Review.....	4
3.1.2 Surveys and Questionnaires.....	5
3.1.2 Interviews.....	5
3.1.3 Document Analysis.....	5
3.2 Data Analysis.....	5
3.2.1 Quantitative Analysis.....	5
3.2.2 Qualitative Analysis.....	5
4. Research Findings.....	6
4.1. Strategies for Recruiting Personnel, Volunteers, and Board Members.....	8
4.1.1 Recruiting Personnel and Volunteers:.....	8
4.2 Strategies for Engagement and Retention of Personnel, Volunteers, and Board Members.....	14
4.2.1 Personnel and Volunteer Retention Strategies.....	14
4.2.2 Board Member Retention Strategies:.....	27
5. Challenges.....	30
6.0 Conclusion.....	31
7.0. Recommendations.....	32
8.0 References.....	33

## **1. Introduction**

Non-profit organizations (NPOs) are vital in Canadian society, exemplified by entities like the We Care Foundation of Newfoundland and Labrador (NL), which provide critical services to vulnerable populations and address pressing social issues (Statistics Canada, 2019). However, despite their substantial contributions, many of these organizations have difficulty recruiting and retaining high-quality staff, negatively affecting organizational productivity, potential impact, and growth (Kang et al., 2015).

This inability to retain employees can be a significant problem for any organization (Sahi & Mahajan, 2014) as high turnover leads to an increase in employee recruiting costs, consuming a significant portion of the organizational resources that could have been used to promote their missions (Kramer & Danielson, 2017). Non-profits who want to keep their staff have difficulty addressing their demands while competing with private-sector sectors that offer more stable and higher compensation packages (Weisberg & Dent, 2016).

## **1.1 Scope and Purpose**

Employee retention is one of the most difficult tasks for managers, and it has a significant impact on an organization's sustainability and competitiveness (Joo, Hahn, & Peterson, 2015). Although the problem of recruiting and retaining personnel is not unique to non-profits, research reveals that NPOs have higher yearly employee turnover than government and business (3.1 percent vs. 2.7 percent in the business sector and 1 percent in the government sector) (Gazley, 2009). Nonprofit organizations are especially vulnerable to the costs of staff turnover because they are mostly small-scale, labor-intensive, and rely heavily on donations or grants for their operations (Kang et al., 2015).

The non-profit sector is often a choice for those looking for mission-driven and meaningful work (Johnson & Ng, 2016). However, today, to retain their employees, nonprofit organizations must address the issue of retaining employees due to competition from for-profit companies (Mitchell & Calabrese, 2018; Stater, K. & Stater, M., 2018). Yet, many nonprofit organizations do not have strategies to retain their employees, leading to higher staffing costs and a loss of institutional knowledge. It is, therefore, imperative that nonprofit organizations establish formal recruitment and reward strategies designed to identify the right personnel who are aligned and motivate them to contribute effectively to the organization's mission and objectives (Alfes et al., 2017).

This research, which primarily centers on the We Care Foundation of NL, aims to address these challenges by identifying effective strategies for recruitment and retention within the non-profit sector while taking into account the broader context of non-profit social service organizations in Newfoundland and Labrador. Its overarching purpose is to explore best practices and develop

customized strategies to attract and retain high-quality personnel, volunteers, and board members.

## **2. Objectives**

This research endeavors to achieve the following key objectives:

1. Conduct an in-depth evaluation of the existing recruitment practices employed by the We Care Foundation.
2. Identify and analyze best practices for recruiting personnel, volunteers, and board members within the non-profit sector.
3. Formulate and propose tailored strategies for the We Care Foundation to enhance its capacity to attract and retain high-quality personnel, volunteers, and board members.

## **3.0 Methodology**

### **3.1 Data Collection**

#### **3.1.1 Literature Review**

Literature research was undertaken to get a complete grasp of effective strategies for human capital management in the nonprofit sector. This review, which included a critical analysis and synthesis of various sources such as peer-reviewed journals and organizational reports, gave insights pertinent to the overarching research objectives as well as the building blocks for the remainder of the study.

#### **3.1.2 Surveys and Questionnaires**

A structured online survey was designed and disseminated to non-profit organizations in Newfoundland and Labrador, focusing on the We Care Foundation. The survey gathered quantitative data on recruitment and retention practices, challenges, and demographic information of personnel, volunteers, and board members. All survey responses were anonymized to ensure respondent confidentiality.

### 3.1.2 Interviews

Semi-structured interviews were conducted with key stakeholders from non-profit organizations, including HR managers, executives, and board members. These interviews provided qualitative insights into recruitment and retention strategies, challenges, and best practices.

### 3.1.3 Document Analysis

An analysis of existing documents, reports, and internal records from the We Care Foundation and other non-profit organizations was conducted to supplement the research findings—this document analysis aimed to uncover additional information on recruitment and retention practices.

## 3.2 Data Analysis

### 3.2.1 Quantitative Analysis

Survey data were subjected to rigorous statistical analysis using appropriate software. This analysis enabled the identification of trends, patterns, and statistical significance in recruitment and retention practices among non-profit organizations.

### 3.2.2 Qualitative Analysis

Transcripts of the interviews and results from the document analysis underwent thematic analysis. This qualitative approach allowed for identifying common themes, challenges, and best practices related to recruitment and retention. Coding and content analysis techniques were employed to extract meaningful insights.

## **4. Research Findings**

The research findings were structured into distinct sections

### **Demographics**

The demographic statuses of volunteer participants often have significant associations with their contributions to non-profit organizations. The major demographic variables of role, gender, age, and years of engagement in the sector are included in this survey. Figure number one shows participants by role, and figures number two and three show participant's ages and years of involvement in the sector.

There were 9 respondents in this study, the majority (45%) of whom were staff or employees, eight of whom identified themselves as females.

### Participants Role with Not for Profit Organization

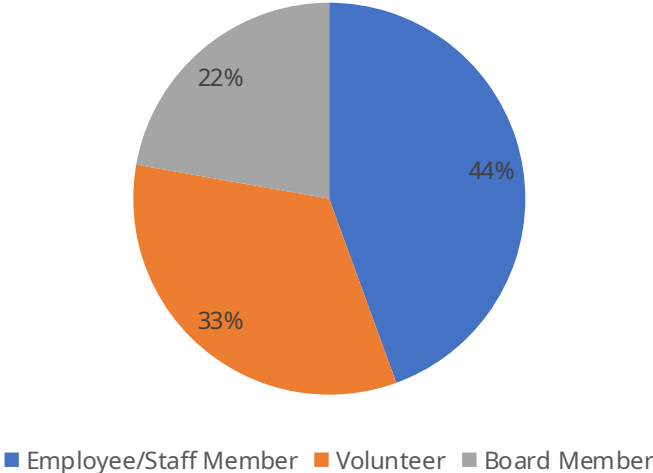


Figure 1: Participants' roles in their organization

Of the 9 participants, 67 percent were between the ages of 25 and 44 years.

### Participants Age Category

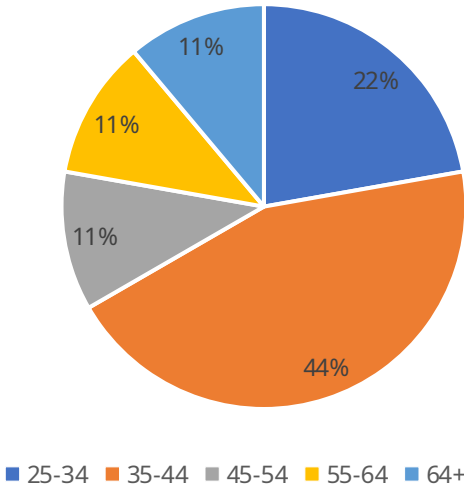


Figure 2: Participant Age Category

The majority of participants (67%) are currently or have previously been engaged in the Not-for-profit sector for 1 to 3 years. The below figure 3 below shows the duration of involvement in the sector.

### Years of Engagement in Non Profit Sector

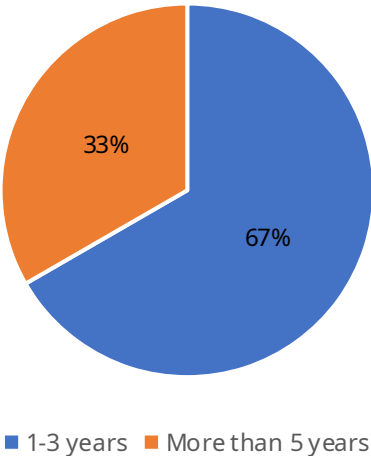


Figure 3: Years of Engagement in Not For Profit Sector

## **4.1. Strategies for Recruiting Personnel, Volunteers, and Board Members**

This section presents the strategies for effectively recruiting personnel, volunteers, and board members. The insights are derived from a review of relevant literature.

### **4.1.1 Recruiting Personnel and Volunteers:**

#### **Establish Clear Job Role Definitions**

For an organization to attract qualified personnel, its position roles must be well-defined and clear. To ensure that employees understand their responsibilities, qualifications, and expectations, it is essential to develop detailed job descriptions so both the organization and potential candidates have a clear understanding of the role. Potential candidates can make informed decisions if they have complete information about the organization and the specific roles available. By clearly communicating the responsibilities associated with each role, organizations set the stage for employees to align their skills and aspirations with the demands of the position. This clarity not only aids in effective onboarding but also fosters a sense of purpose and direction among existing staff.

One participant responded to the question of enhancing engagement opportunities for personnel in the organization by saying:

*“clear well-defined job descriptions, transparent hours and salary expectations, clear start and end dates, benefits of working with organization”*

#### **Emphasize Alignment with Organizational Culture and Values**

An organization’s culture should be taken into account during the recruitment process as it is a crucial determinant of long-term employee satisfaction and organizational success. Organizations need to highlight their mission, values, and culture to potential hires to ensure that these are aligned with the employees’ values.

Furthermore, during interviews and informational sessions, organizations should not only communicate their culture but also assess candidates' alignment with it. This bidirectional



evaluation ensures that both parties are entering into a relationship that is not only professionally successful but also personally fulfilling.

In trying to understand what values attract people to work for a Not for profit organization, one participant responded by saying:

*”Seeing many immigrant women struggling with life - essential skills, finding work, money management, social connection, etc. During these visits, there were times I felt guilty accepting a cup of tea because of the limited groceries in their houses. So, helping equip people who are struggling is a significant motivation for me”.*

Another participant shared the approach to identifying people who share common values with their organization. The participant said that:

*“We do in-depth interviews with candidates and a hiring panel that include questions focused on getting to know the candidate as a person”*

### **Create Compelling Volunteer Opportunities**

To attract and retain dedicated volunteers, organizations must create impactful and compelling opportunities that resonate with their passions. Organizations need to go beyond task descriptions and illustrate volunteers' valuable contributions to their mission and the tangible contributions they make to the organization's effectiveness.

Employing multiple communication media beyond conventional means can be very effective in reaching a large audience with information on volunteering. Using flyers and social media posts as starters can provide an idea of what volunteer opportunities are available. In contrast, reports and presentations allow organizations to go into great detail about their projects and how each volunteer is integral to the outcome. A narrative about the journey of volunteers who have made a difference can also be highlighted, highlighting success stories, quantifiable impacts, and quantifiable impacts, inspiring others to get involved.

It is also possible to host information sessions or webinars to facilitate direct interaction between prospective volunteers and organization leaders, program managers, or even volunteers already in the organization. These interactive forums provide individuals with an opportunity to ask

questions, learn about the organization's culture, and understand how volunteering can enhance their professional and personal lives.

### **Cultivate Industry Networking**

Establishing relationships within the industry is essential for identifying potential candidates. Thus, networking with professionals in the industry through events, forums, and communities can provide excellent opportunities for learning about industry trends, meeting potential candidates, and connecting with potential employers. The organization can also encourage current employees to refer potential candidates from their professional networks because employee referrals often lead to high-quality candidates who fit well with the organization's culture.

### **Foster Collaborative Relationships with Educational Institutions**

To attract new talent, partnerships with educational institutions can be a valuable resource. Employers can develop relationships with students and potentially secure future employees by offering internships and cooperative education programs. This will give them a firsthand look at the work environment, company culture, and values, helping them make informed decisions about potential employment.

### **Conduct Informational Sessions and Workshops**

A workshop or information session is an excellent way for organizations to showcase their distinctive culture, core values, and performance expectations, as well as to explore specific aspects that define them as an organization. These sessions provide organizations with an opportunity to explain their long-term vision, strategic goals, and commitment. It can be beneficial to include key personnel, such as executives and successful employees, for potential employees to gain firsthand insights into the organization's journey and success stories. In addition to communicating the principles of the organization, this multifaceted approach helps candidates understand the broader context in which they might be able to succeed.

Additionally, these events encourage dialogue and foster a sense of community beyond just presenting the information. The networking opportunities and Q&A sessions allow candidates to

interact with current employees, gaining a better understanding of the company's work culture and potential for career advancement.

### **Leverage Online Recruitment Platforms**

Online recruitment platforms have become essential for organizations aiming to reach a wide pool of qualified candidates in today's digital landscape. In addition to increasing visibility, these platforms ensure that an organization's talent acquisition efforts align with the expectations and preferences of the modern job seeker. The first step is to choose well-known job boards and professional networking sites that relate to the target audience. Platforms like these are ideal for showcasing vacancies because they provide job seekers with a dynamic hub of opportunities to explore.

In addition, online job listings that include multimedia elements can increase engagement. The addition of photos, videos, and testimonials provides candidates with a more comprehensive understanding of the company. Using this approach not only helps candidates envision themselves as part of a team but also showcases the organization's culture.

Six participants responded to the question What are your organization's primary methods for recruiting employees and volunteers by selecting all that apply. Of this number, all respondents selected the company website while 5 selected social media as their organization's primary method of recruiting employees and volunteers. This is shown in Fig 4.

When asked what recruitment strategies have you found to be most effective for not-for-profit organizations, one participant said:

*“Use of diverse promotional strategies including word of mouth, social media, email, Whatsapp, etc. Equipping all levels of the organization as well as partners and allies to spread the word. Being very clear on the "win-win" messaging for the organizations as well as for the applicant”.*

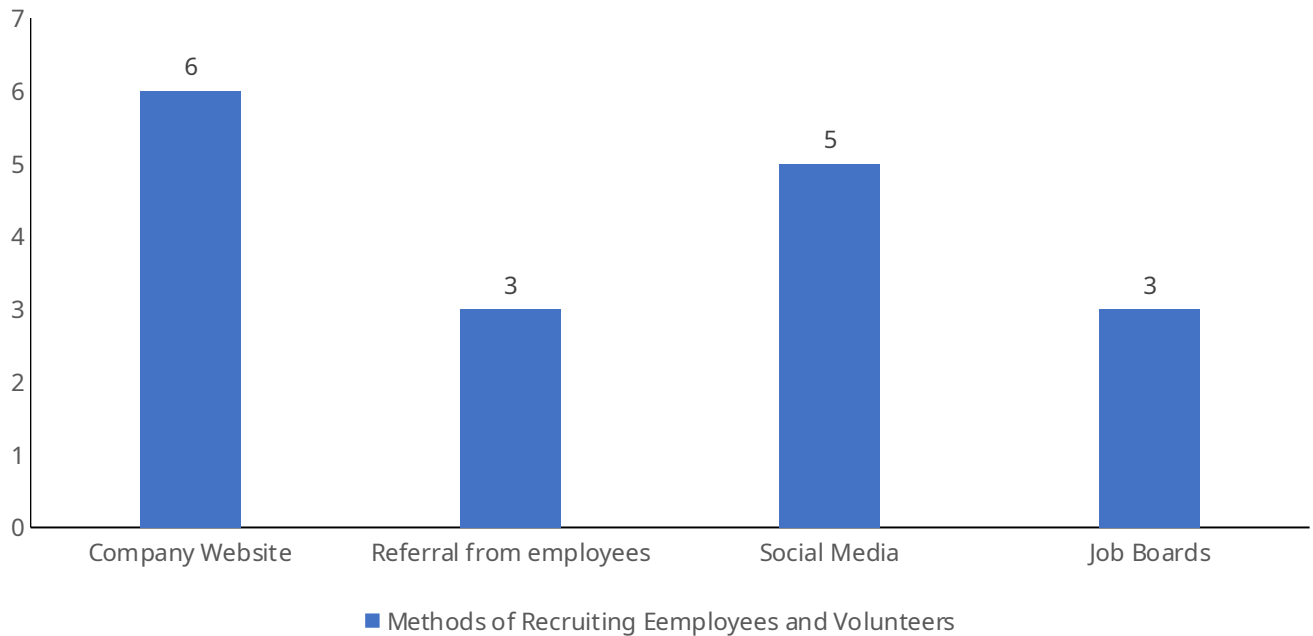


Figure 4: Primary methods for recruiting employees and volunteers

#### 4.1.2 Recruiting Board Members

##### Identify Strategic Needs and Expertise

It is important to evaluate the current board composition and identify expertise gaps before recruiting new board members. The best way to ensure successful organizational governance is to hire individuals whose skills align with the organization's strategic needs.

To identify and target potential board members, volunteers, or personnel who may be a good fit for your organization, one of the respondents when asked said that:

*“Be clear of the values, motivations, skill sets, and contributions you expect to be demonstrated and ensure that the board recruitment messaging reflects this. Also, recruit people who have been connected to your organization in other ways i.e. advisory committee, so there is already a connection with prospective candidates”.*

##### Strategically Advertise Board Positions

A strategic advertising campaign for board positions will help attract qualified candidates with the right experience and qualifications. Take advantage of multiple channels, including publications specific to the industry, and leverage your professional and personal networks to reach out to your target audience.

To identify and target potential board members, volunteers, or personnel who may be a good fit for your organization, another respondent when asked said that:

*“For board members, we have a public call and application process similar to hiring staff, which has been very effective”*

### **Consider Advisory or Associate Board Roles**

Individuals interested in a less time-intensive commitment may find it more convenient to create advisory or associate board roles. In addition to providing an opportunity to identify future board members, these roles can promote their development as well.

### **Provide Insight into Board Involvement Expectations**

Communicating the time and resource commitments expected from board members is crucial for attracting individuals committed to the organization's vision. Providing insights into the organization's long-term goals and strategic direction during the recruitment process enhances transparency.

To identify and target potential board members, volunteers, or personnel who may be a good fit for your organization, another respondent when asked said that:

*“Alignment of board-specific roles, expectations, and board terms with directors' expectations, creating opportunities for directors to contribute to the impact of the organization (aside from board duties) so the mission resonates with their board work, professional development opportunities, and board experience that builds their resumes and professional networks”*

## **Highlight Board Impact and Governance Roles**

In recruiting new board members, it is imperative to stress the impact they can have on the organization's success. It is important to clearly outline governance roles and responsibilities so that prospective board members know what they should be doing concerning strategic leadership.

## **4.2 Strategies for Engagement and Retention of Personnel, Volunteers, and Board Members**

This section outlines strategies for retaining personnel, volunteers, and board members within non-profit organizations. It draws upon survey responses, interviews, and document analysis to comprehensively understand retention challenges and best practices.

### **4.2.1 Personnel and Volunteer Retention Strategies**

Employee retention is a critical aspect of nonprofit organizational success, as retaining skilled and dedicated personnel is essential for achieving the organization's mission. This report outlines key strategies to retain personnel within a nonprofit setting, emphasizing the unique aspects of the sector.

More than half (4) of the 6 participants who rated the retention strategies implemented by their organization were not satisfied with the efforts by the organization to retain their staff or volunteers.

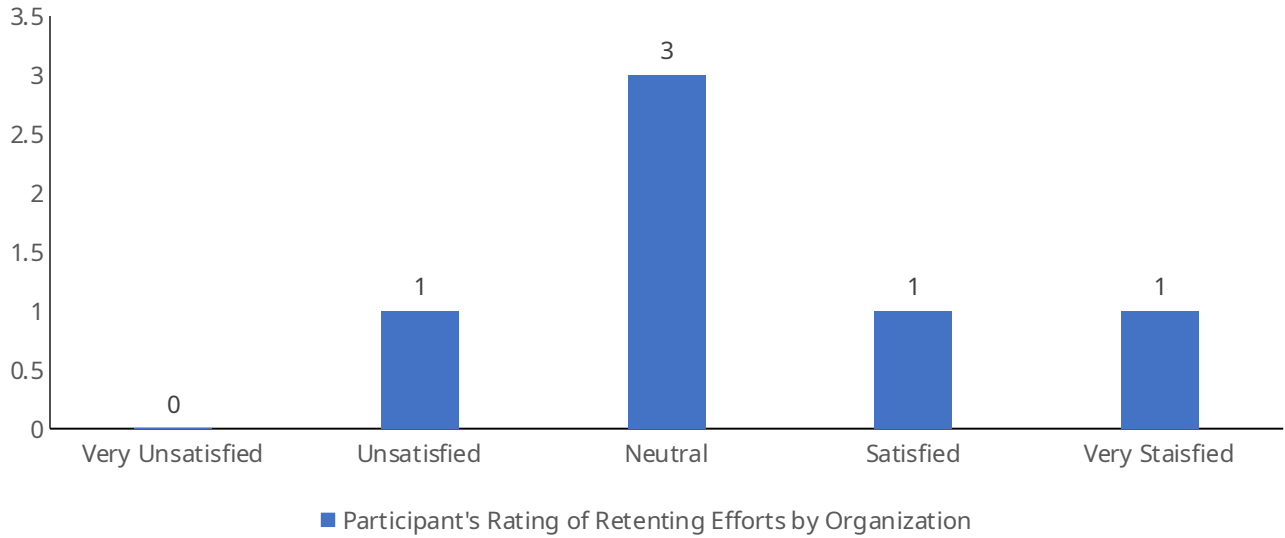


Figure 5 Participants's Rating of Retenting Efforts by Organization

Out of the 6 participants, 33.3% of them reported that belief in the mission and values of the organization was the motivating factor (33.3%) for working in the not-for-profit sector.



Figure 6: factors motivate you to work with a non-profit organization

Work-life balance was the leading factor long long-term engagement with an organization for the participants of this study as 4 participants reported that they would consider leaving the organization or current role if it did not promote work-life balance.

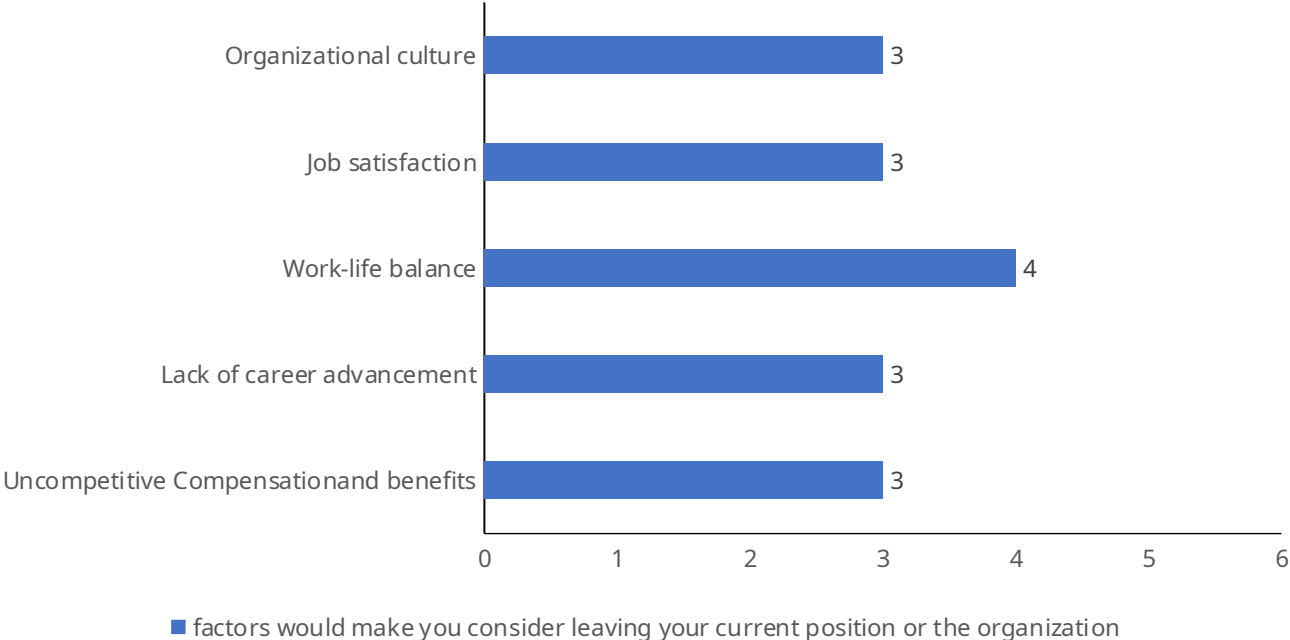


Figure 7: Factors that would make you consider leaving your current position or the organization

**Align with the Mission and Values**

Most people often choose to work or volunteer for NPOs for many reasons. One such reason is that they are looking for mission-driven and meaningful work and have a genuine belief in the cause they support. Therefore, ensuring that personnel and volunteers understand and resonate with the mission and values of an organization has the potential to encourage them to work or volunteer for an extended period. To do this, regularly communicate these core elements, emphasizing the impact of their contributions. Develop engaging materials and initiatives that connect volunteers to the larger purpose, fostering a sense of shared commitment.



When asked what motivated or inspired participants to contribute to the organization's mission, one of the participants said:

*“Seeing many immigrant women struggling with life - essential skills, finding work, money management, social connection, etc. During these visits, there were times I felt guilty accepting a cup of tea because of the limited groceries in their houses. So, helping equip people who are struggling is a significant motivation for me”.*

### **Competitive Compensation Packages**

Although nonprofits often have limited budgets, it's important to offer employees competitive compensation within those constraints. The organization should communicate its commitment to fair compensation, and consider providing additional benefits, such as healthcare, retirement plans, and flexible working arrangements. If possible, nonprofit organizations should explore partnerships with service providers who can provide subsidized services for NPO employees or volunteers through their cooperate social obligations. Wellness centers, for example, can provide subsidized membership, and auto garages can provide subsidized services provided to these employees and volunteers. It is also critical to communicate to employees and volunteers that the organization's work has a positive social impact as a non-monetary incentive based on which some employees may decide to commit long-term with the organization without expecting much financial incentives.

When asked what strategies have you found to be effective in retaining personnel in not-for-profit organizations, one of the participants had this to say:

*“Automatic cost-of-living increases. Not tying pay to performance reviews. Salary transparency. Generous leave. Flexible working arrangements.”*

### **Define Clear Career Progression Pathways and Facilitate Professional Development Opportunities**

The career advancement opportunities offered by nonprofits are sometimes perceived as limited. Providing employees with transparent career paths, and explaining how they can advance within the organization can significantly enhance the understanding of employees and volunteers. This

proactive approach not only addresses potential concerns but also fosters a sense of clarity and commitment, empowering individuals to navigate and pursue fulfilling career trajectories within the NPO sector.

Furthermore, NPOs can organize mentorship programs, skill-building initiatives, and performance reviews to identify career goals and development plans. Investing in the professional development of employees is particularly important in the nonprofit sector. Incorporate training programs that address the organization's mission, leadership development, and the skills required in their specific roles. Encourage participation in conferences, workshops, and networking events that can enhance both personal and professional development.

In the study, half of the participants indicated one-way not-for-profit organizations can retain employees and volunteers is by providing career development opportunities.



Figure 8: Strategies to retain employees and volunteers

When the participants were asked for suggestions for improving the recruitment, engagement, and retention strategies in non-profit organizations in Canada, one participant said:

*“clear expectations, transparency, accountability from management, clear communication and team check-ins”*

Another participant said:

*“Ensuring transparency in the recruitment process and creating inclusive opportunities”*

### **Promote Work-Life Balance and Offer Flexible Scheduling Options**

Employees who work for nonprofit organizations are often passionate about the mission, but this enthusiasm can cause them to burn out. Maintain a healthy work-life balance by providing flexible schedules, offering reasonable working hours, and providing remote work options. Ensure self-care is an important component of long-term commitment to avoid fatigue.

Recognizing the diverse commitments of volunteers is crucial. Provide scheduling flexibility, allowing volunteers to choose opportunities that fit their lifestyles. Conduct regular surveys to understand availability and preferences, and adapt scheduling options accordingly. Implement technology solutions to facilitate remote participation and streamline communication.

When participants were asked what strategies have most effectively kept individuals committed to the organization, one participant said:

*“benefits package, flexible work-home schedule, positive and supportive work culture”*

While another participant said *“Opportunities for leadership roles”*

### **Implement Employee Engagement Surveys**

Feedback from employees can be extremely beneficial for nonprofits. Engage in regular engagement surveys to gauge morale, identify areas for improvement, and assess job satisfaction. Incorporate feedback into organizational decisions and demonstrate a commitment to employee well-being.

In terms of frequency of performance reviews and discussions, more than half (66.7%) of the participants reported that they occasionally have performance review meetings with their supervisors.

## Performance Review or Discussions

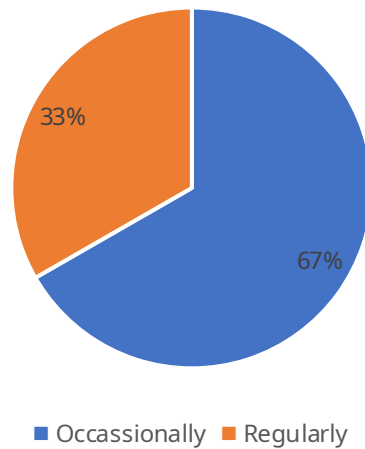


Figure 9: Performance Review or Discussions

More participants identified fostering a sense of purpose and impact (2), Feedback and communication channels (2) as the initiatives or activities the organization implements to engage employees and volunteers in its mission and activities

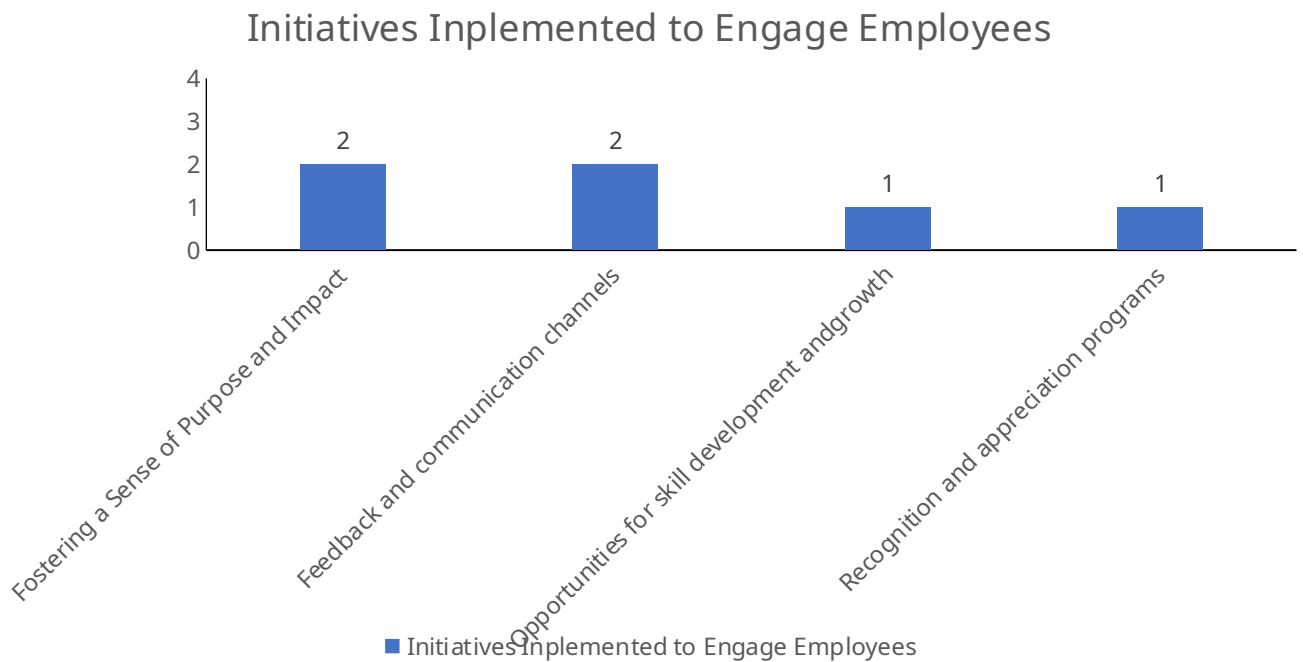


Figure 10: Initiatives Implemented to Engage Employees

The frequency of receiving recognition or feedback for contributions to the organization was evenly distributed among the participants as half of the participants reported regularly receiving feedback while the other half reported occasionally receiving feedback.

Frequency of Recognition or Feedback Received

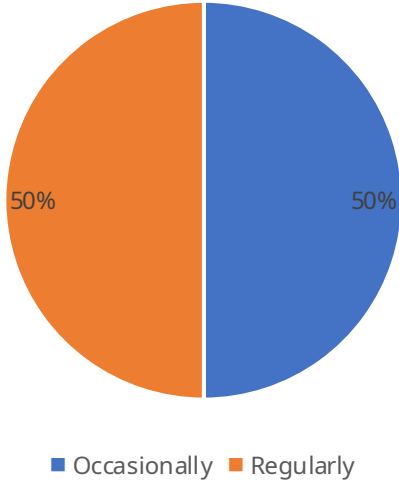


Figure 11: Frequency of Recognition or Feedback Received

**Assign Meaningful and Fulfilling Roles:**

A critical aspect of volunteer retention is placing individuals in roles that align with their skills and interests. Volunteers’ perception of the value of the activity they are involved in directly impacts their decision to continue to volunteer or not (Stukas et al., 2016). A person may decide to continue volunteering because of the opportunity to learn something new or experience something new. This is enhanced if the activity provides an opportunity to develop abilities, skills, and knowledge. Thus, Regular skills assessments and personalized role assignments help volunteers find purpose and fulfillment in their contributions. A dynamic approach involves periodically reviewing and adjusting roles to accommodate evolving skills and interests.

In this study, about half of the respondents reported that limited career advancement opportunities are what is hindering them from being engaged in the long term with the organization (fig 12).

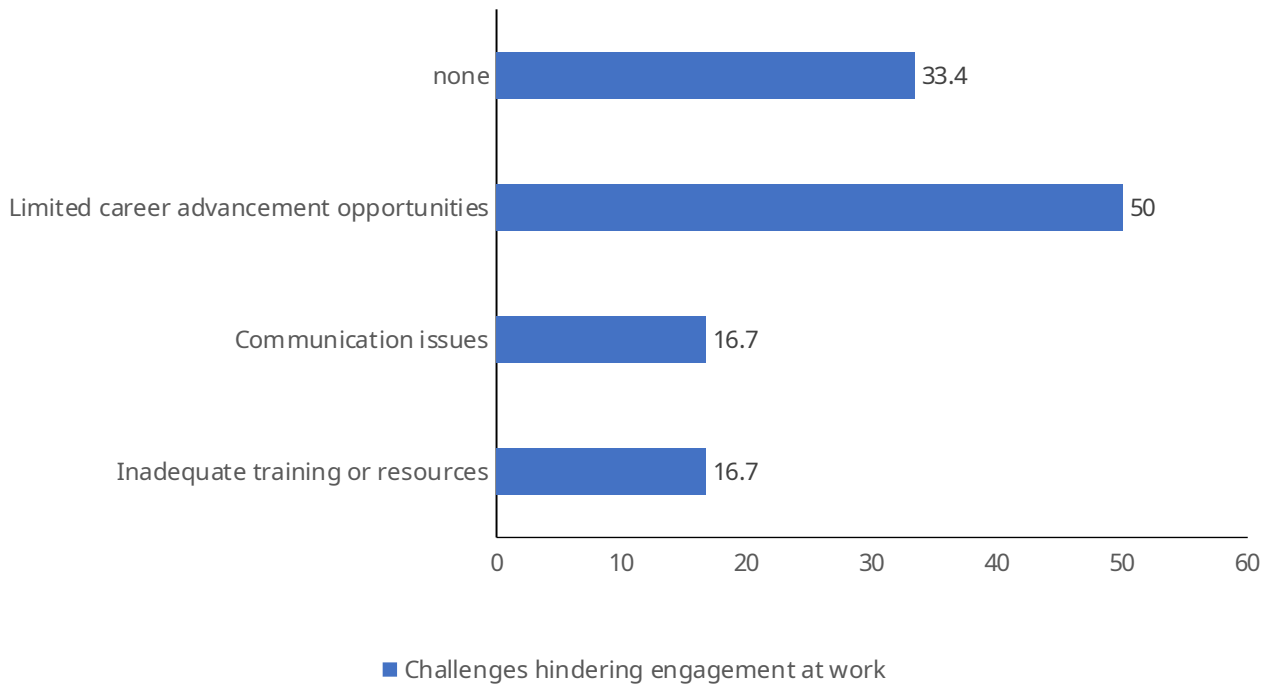


Figure 12: Challenges hindering engagement at work

In response to the question of how does your organization ensure that board members, personnel, and volunteers remain engaged and committed over the long term, one participant said:

*“There needs to be a "win-win" for the organization and the people engaged. If you do not take the time to learn about the goals of the people, then the organization will not be able to consider how they can engage, equip, educate, and support people in the work in ways that also support the achievement of personal goals”.*

Regarding Work environment and culture, 4 out of 6 respondents were satisfied with the work environment and culture while 2 were neither satisfied nor dissatisfied.

### Participant's Rating of Work Environment and Culture

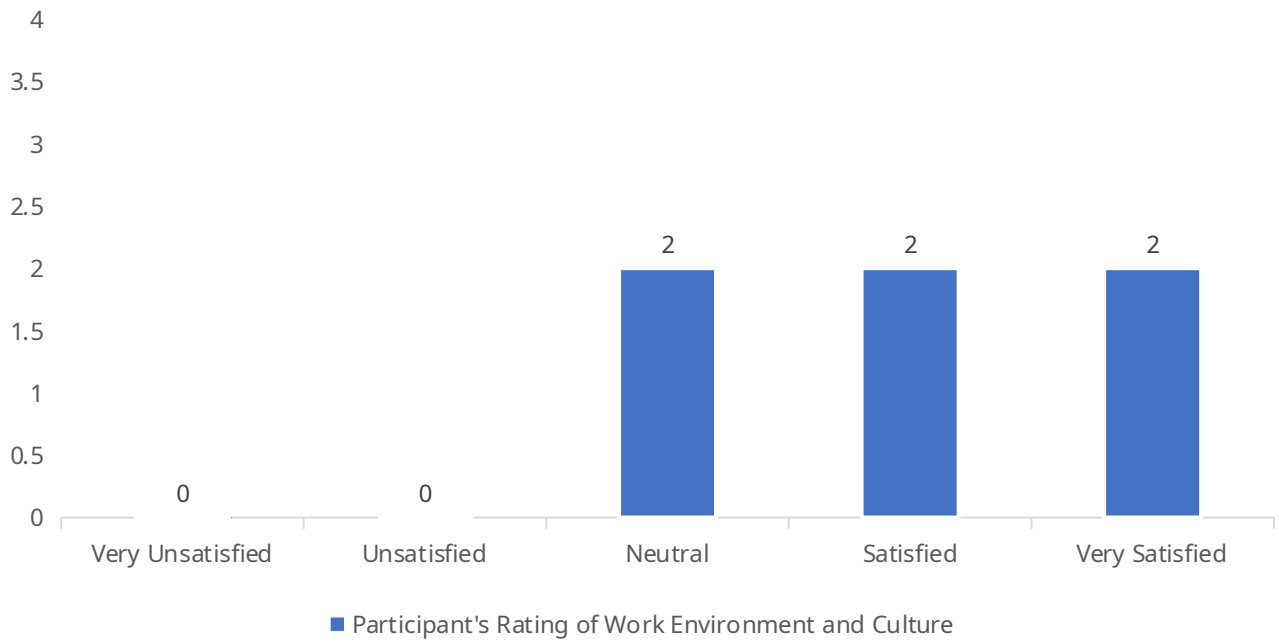


Figure 13: Participant's Rating of Work Environment and Culture

The engagement of respondents by the organization was high as all respondents rated their level of engagement.

### Participant's rating level of engagement of their role

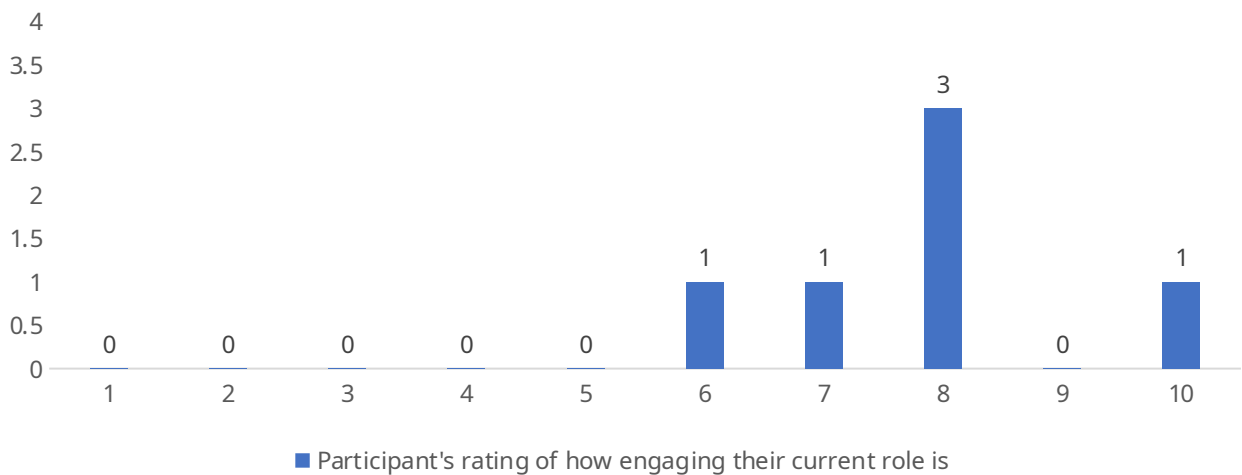


Figure 14: Participant's rating level of engagement in their role

Most of the respondents reported having a supportive team and also aligned well with the organization’s mission and values were the main aspects of their work that made them feel motivated to be engaged with the organization

### Aspect of the job that makes staff or volunteers feel engaged and Motivated



Figure 15: Aspect of the job that makes staff or volunteers feel engaged and Motivated

More than half of the respondents (66.7%) were more inclined to a long-term engagement by the organization compared to short-term engagements.

### Assignment Preference

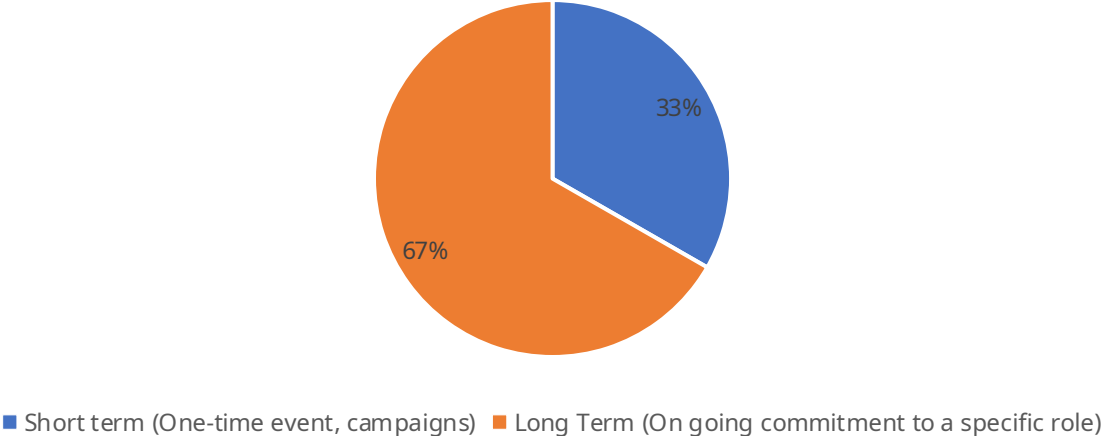




Figure 16: Assignment Preference

### Provide Ongoing Training and Support:

Continuous learning opportunities contribute significantly to personnel and volunteer satisfaction. Establish a robust training program that addresses skill development and personal growth. Regularly assess training needs through surveys and volunteer feedback and provide resources that empower personnel and volunteers to excel in their roles. Incorporate mentorship programs to offer personalized guidance and support.

In terms of how the organization can provide support and training to new employees and volunteers, more participants indicated that the organization can do so by developing a tailored training and development program (4) and also creating a clear communication channel for staff and management (4).

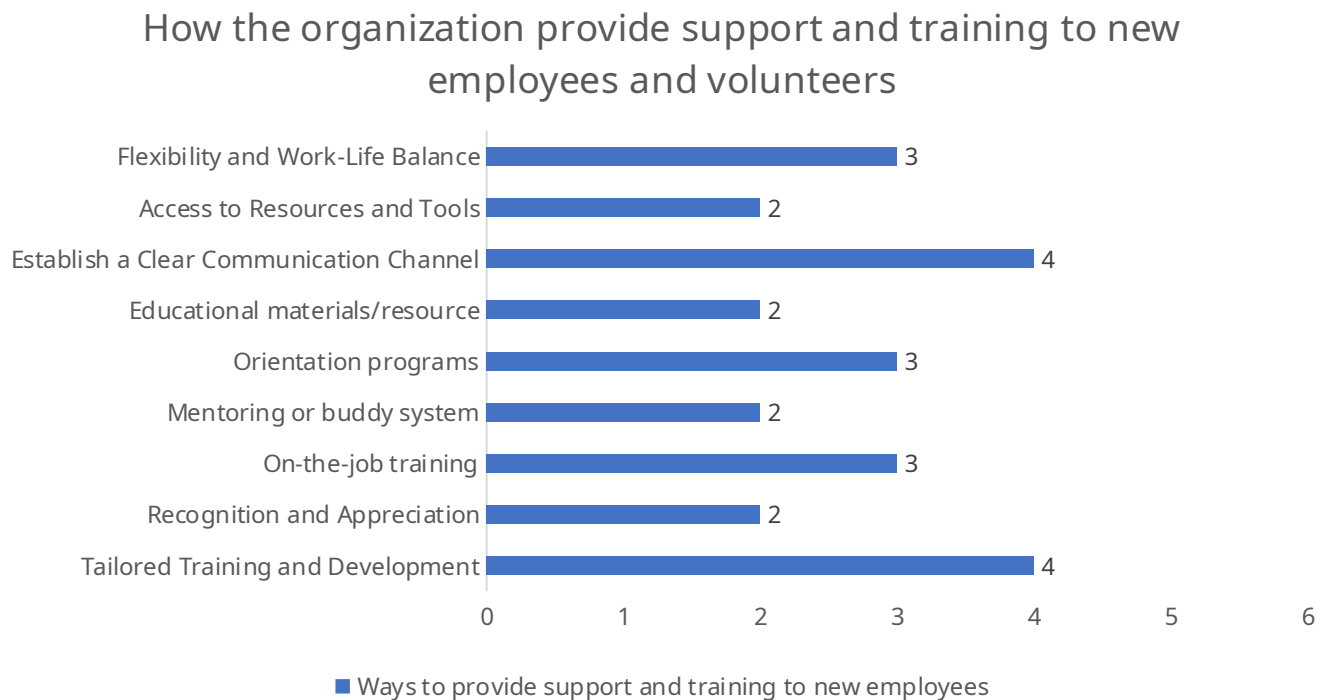


Figure 17: Ways the organization provides support and training to new employees and volunteers

In responding to the question of how can the organization provide support and training to new employees and volunteers, One participant said:

*“strong orientation system with support from colleagues”*

Another respondent said

*“One-to-one training method and group building”*

### **Recognize and Appreciate personnel and Volunteer Contributions:**

Recognition can be a powerful motivator in a nonprofit, where there is often a shared mission. Make sure that employees feel valued for their contributions by creating a culture that values them. Achievements big and small should be regularly acknowledged and celebrated. Recognize the impact of individual efforts on the organization's overarching goals.

Personnel or volunteer recognition does not have to be expensive. With innovation and efforts, NPO managers can find a variety of ways to celebrate volunteers and highlight their impact on the community. Some of the ways to recognize volunteers include acknowledging volunteers through various channels such as verbal appreciation, certificates, public recognition, and dedicated events such as annual events like dinners and award ceremonies. Managers can also engage in media coverage to broadcast the good works volunteers are doing in your organization, you can arrange newspaper reviews, or stories, or write letters to the editor, especially during the National Volunteer Week which usually occurs in the third week of April.

Another way to recognize personnel and volunteers is through gifts. This could be T-shirts, coffee mugs, and other souvenirs displaying the organization's logo which helps to encourage the feeling of togetherness. Gift cards, movie tickets, and tickets to concerts or sports can be given to volunteers at least once a year which allows them to have fun time with the family. NPOs can also create their celebration schedule to recognize birthdays, special milestones, and

holidays. Regularly seek feedback to understand volunteers' preferences for recognition and continually refine the program to align with their expectations.

When participants were asked what suggestions they had for improving employee retention and job satisfaction, one participant said

*“regular check-ins, performance evaluation, opportunities for advancements and professional development training, leadership roles”*

Another participant also said: *“Making things more organized”*

Another participant said: *“Talent recognition”*

### **Maintain Regular and Transparent Communication:**

Transparent communication builds trust and connection. Regularly update volunteers on organizational developments, events, and any changes affecting their roles. Establish consistent communication channels, ensuring that volunteers feel informed and engaged. Actively seek feedback through surveys, focus groups, or regular check-ins to maintain a two-way dialogue.

### **4.2.2 Board Member Retention Strategies:**

Retaining board members in a not-for-profit organization requires a multifaceted approach that addresses both the individual and collective needs of board members. By implementing the strategies outlined in this report, the organization can cultivate a dynamic and engaged board, ensuring continuity, innovation, and sustained commitment to the organization's mission.

### **Facilitate Comprehensive Board Orientation:**

A well-structured onboarding process is crucial for integrating new board members effectively. Personalized orientation programs, mentorship initiatives, and continuous learning opportunities ensure that board members feel confident and informed in their roles, contributing to a sense of belonging.

### **Schedule Regular and Productive Board Meetings:**

The efficiency and productivity of board meetings significantly impact member engagement. Collaborative agenda planning, interactive meeting formats, and the integration of technology streamline communication and contribute to an environment where board members actively participate and contribute meaningfully.

#### **Assign Board Members to Committees Aligned with Their Expertise:**

Aligning committee assignments with members' skills and interests enhances their sense of purpose and contribution. Regular skills assessments, cross-training initiatives, and a strategic approach to committee assignments create a dynamic and well-utilized board.

#### **Implement Term Limits and Succession Planning:**

Term limits, when communicated transparently, contribute to a rejuvenated board with diverse perspectives. Concurrently, a well-structured succession plan, mentorship programs, and exit interviews ensure a seamless transition, preventing disruptions in leadership.

#### **Provide Training and Skill Development Opportunities:**

Ongoing training and skill development are essential for keeping board members abreast of industry trends and best practices. Needs assessments, professional development stipends, and in-house workshops contribute to a board that is well-equipped to address the evolving challenges of the not-for-profit sector.

#### **Prioritize Board Diversity and Inclusion:**

Recognizing the importance of diverse perspectives, a proactive approach to board diversity is recommended. Conducting diversity audits, fostering an inclusive culture, and offering diversity training contribute to a board that reflects the varied perspectives needed for effective decision-making.

### **4.3 Strategies for Supporting and Training**

This section discusses approaches for supporting and training personnel, volunteers, and board members within non-profit organizations based on the insights gathered from the research. To

facilitate the successful implementation of these strategies, organizations can consider the following professional approaches:

- i. Disseminate research findings to relevant stakeholders through meticulously crafted presentations and workshops.
- ii. Develop robust internal training and development programs based on research recommendations.
- iii. Create comprehensive documentation and guides, serving as indispensable references for managers and HR professionals.
- iv. Establish ongoing managerial training programs focused on relevant competencies.
- v. Implement feedback mechanisms to gather and respond to employee input effectively.
- vi. Develop precise key performance indicators (KPIs) for continuously evaluating strategy effectiveness.
- vii. Share research findings with external organizations to promote industry-wide best practices.
- viii. Encourage peer learning, mentoring, collaboration, and networking among non-profit organizations, fostering a culture of professional growth and shared insights.

## **5. Challenges**

Recognizing the professional challenges inherent in implementing these recommendations, organizations must adeptly navigate resource constraints, overcome resistance to change, and maintain steadfast commitment and investment in recruitment and retention initiatives. Overcoming these challenges is pivotal to achieving long-term success in fortifying the organization's capacity to recruit and retain personnel effectively. In conclusion, the research methodology employed in this study aimed to provide a comprehensive understanding of the recruitment and retention landscape in non-profit organizations, with a particular focus on the We Care Foundation. By combining quantitative and qualitative data collection and analysis methods, the research offered practical insights and recommendations to strengthen recruitment and retention practices in the non-profit sector.

The response rate for the study was very low. This was partly due to the target group, persons who are currently working or have previously worked with a not-for-profit organization. As a result, we supplemented our findings from the survey with secondary information.

## **6.0 Conclusion**

Effective recruitment and retention of personnel, volunteers, and board members are pivotal for the success and sustainability of non-profit organizations such as the We Care Foundation. By diligently implementing the identified strategies and providing ongoing support and training, organizations can cultivate a professional, supportive, and engaging workplace culture that encourages unwavering commitment to their mission and goals.

## 7.0. Recommendations

The recommendations section provides actionable suggestions for the We Care Foundation and other non-profit organizations to enhance recruitment and retention efforts. In light of the research findings, we strongly recommend that the We Care Foundation and other non-profit organizations in Newfoundland and Labrador take the following professional steps:

- Initiate a comprehensive assessment of the existing recruitment practices. A few areas to focus on include
  - o Use broad channels and diverse promotional strategies including recommendation, social media, and job portals to advertise job openings.
  - o During interviews, do in-depth interviews with candidates and include questions focused on getting to know the candidate as a person to identify candidates whose beliefs and values are aligned with the mission and values of the organization
  - o During advertising the job, or during the initial stage of the interview with a candidate, clearly define job descriptions, transparent hours and salary expectations, clear start and end dates, and benefits of working with an organization
- Review the retention strategies implemented by their organization (if any) and if not, develop a strategy to retain employees and staff. Some areas to focus on in this strategy include:
  - o Providing career development opportunities.
  - o Work-life balance
  - o Build a work environment that is positive and supportive
  - o Hold regular performance reviews with staff and reward staff excelling in their roles.
  - o Identify the length of engagement preference for each volunteer and staff either long-term or short-term.



## 8.0 References

Gazley, Beth. "Personnel Recruitment and Retention in the Nonprofit Sector: The 21st Century Challenge," in Hays, Kearney, and Cogburn (Eds.), *Public Personnel Administration: Problems and Prospects*, 5th edition. Prentice-Hall (forthcoming 2009).

Johnson, J. & Ng, E. (2016). Money talks or millennials walk The effect of compensation on nonprofit millennial workers sector-switching intentions. *Review 84 of Public Personnel Administration*, 36(3), 283-305.

Joo, B., Hahn, H., & Peterson, S. (2015). Turnover intention: The effects of core self-evaluations, proactive personality, perceived organizational support, developmental feedback, and job complexity. *Human Resource Development International*, 18, 116-130.

Kang, C., Huh, S., Cho, S., & Auh, E. (2015). Turnover and retention in nonprofit employment. *Nonprofit & Voluntary Sector Quarterly*, 44, 641-664.

Kramer, M. W., & Danielson, M. A. (2017). Communication and role development for zoo volunteers: responding to role-sending, role-making, and role-remaking. *Journal of Applied Communication Research*, 45(1), 96-115.

Sahi, G. & Mahajan, R. (2014). Employees' organizational commitment and its impact on their actual turnover behaviour through behavioural intentions. *Asia Pacific Journal of Marketing and Logistics*, 26, 621-646.

Statistics Canada. (2019). *Non-profit Institutions and volunteering: Economic contribution, 2007 to 2017*

Stukas, A. A., Hoye, R., Nicholson, M., Brown, K. M., & Aisbett, L. (2016). Motivations to Volunteer and Their Associations With Volunteers' Well-Being. *Nonprofit and Voluntary Sector Quarterly*, 45(1), 112-132

Weisberg, M. & Dent, E. (2016). Meaning or money? Non-profit employee satisfaction. *Voluntary Sector Review*, 7, 293-313. doi:10.1332/096278916X14767760873899