

Bringing A Development Director on Board

ASSESSING NEEDS

RECRUITING

INTERVIEWING

HIRING



THE ASSOCIATION OF FUNDRAISING PROFESSIONALS (AFP)

WHO WE ARE:

AFP, an association of professionals throughout the world, advances philanthropy by enabling people and organizations to practice ethical and effective fundraising.

The core activities through which AFP fulfills this mission include education, training, mentoring, research, credentialing and advocacy.

AFP members abide by the highest ethical standards in the fundraising profession and are required to sign annually the *Code of Ethical Principles and Standards of Professional Practice*.

OUR VISION STATEMENT:

AFP will be the recognized leader in the promotion of philanthropy by empowering fundraisers to serve humankind throughout the world.



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Bringing a Development Director on Board

- **Assessing Needs**
- **Recruiting**
- **Interviewing**
- **Hiring**

**By Susan E. Geary, CFRE
and Gayle L. Gifford, ACFRE**

**AFP's Ready Reference Series
Association of Fundraising Professionals**

This booklet is the third in AFP's Ready Reference Series for professional fundraisers.

Text by Susan E. Geary, CFRE and Gayle L. Gifford, ACFRE

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Why Hire a Development Director?

Virtually every nonprofit organization could use more financial resources to do its work. It's not hard to imagine how additional funds could be put to use...

- Serve more children in need
- Conserve more land or water
- Expand arts and cultural programming
- Build more affordable housing
- Improve neglected facilities
- Update outmoded technology
- Provide health insurance and pension benefits for staff
- Invest in training and professional development.

Statistics and experience indicate that many nonprofit organizations have yet to realize the potential resources that can be secured through a well-organized fund development effort. According to The Urban Institute's National Center for Charitable Statistics, in 1999 fully 73 percent of the more than 1.2 million charitable organizations in the U.S. reported annual expenditures of less than \$500,000. A sizeable percentage struggle to operate with far less than that and are plagued by chronic shortages in funding.

Even those organizations that do have a fund development program often rely too heavily on corporate, foundation, and government grants, ignoring a significant resource: giving by individuals. In its most recent report, the AAFRC Trust for Philanthropy reported in *Giving USA 2002* that

Reaching Potential Donors

U.S. nonprofit organizations received more than \$212 billion in charitable donations in 2001, 83 percent of which came from individual donors or their estates. Similarly, Statistics Canada reported that in 2000 individuals in Canada contributed more than \$5.4 billion to charity. Reaching these donors, however, requires something more than a part-time effort.

With the dramatic growth in nonprofit organizations, increasingly more complicated fundraising regulation from the IRS, and rising expectations and sophistication of donors, it is very difficult to imagine running a successful fundraising program without the support of an experienced development director. Finding and retaining the right person can be critical to the long-term financial health of your organization. This guide is designed to demystify the recruitment and hiring process. It can help an executive director, or whoever may be responsible for hiring, evaluate the need for fundraising staff, craft a realistic and effective job description, determine an appropriate level of compensation, and put together a recruiting plan that will attract the most qualified candidates.

What Fundraising Is All About

Before you can hire a development director, you need a general understanding of fundraising. Fundraising programs vary greatly in complexity, magnitude, and sophistication depending upon the size and mission of the organization, its revenue mix, the make-up of its constituency, the maturity of its fund development effort, and its need for capital and endowment gifts.

Your organization needs to assess the promise and challenge of each type of fundraising and then focus its efforts on those that are most likely—given your unique financial and human resources—to be effective and sustainable. The development director you hire should have the skills and competencies needed for the type of fundraising your organization expects to do.

As a general rule, annual giving programs seek to raise relatively modest gifts for ongoing needs from a great many individuals, as well as from corporations and foundations. Some organizations—mostly those with larger, more mature, and sophisticated fundraising programs—are also able to secure larger gifts in support of their current operations.

Annual gifts, by their very nature, are designed to meet short-term needs and must be repeatable. While the ideal is to receive at least one gift from every donor every year, the reality is that every organization loses donors who die, move away, take exception to an action, or lose interest. This means that you must constantly

What Does Fundraising Involve?

Identifying Funding Needs

seek out new donors to replace the ones you lose in order to raise the same amount of money you raised last year. To raise even more money, you need to add new donors and renew and upgrade the donors you already have.

Your organization may also have significant needs over and above meeting its annual budget. Raising funds for capital projects (like a new building) or for an endowment (where the principal is left untouched and only a portion of the earnings are spent) requires raising major gifts—individual gifts ranging from thousands of dollars upwards into the millions. This is done primarily by cultivating high-capacity donors over an extended period of time. Corporations and foundations may also be solicited, although they are less likely to give to endowment than to capital purposes.

DIFFERENCES BETWEEN MAJOR AND ANNUAL GIFTS

	Annual Gift	Major Gift
Impact	Maintains status quo	Brings about change
Amount (varies by organization)	Up to \$10,000	\$50,000+
Designation	Current use	Capital, endowment
Source	Donor's income	Donor's assets, income
Payout period	One year	Up to five years
When solicited	Annually	When donor is ready
How solicited	Phone, mail, visit	Face to face by peer
Time to closure	Immediately	Two or more years
Payment method	Cash, charge, securities	Many, some complex
Donor involvement	Low to medium	High

Source: Susan E. Geary, CFRE, "It Takes a Village to Raise a Major Gift," slide talk presented June 15, 2000, at NSFRE Rhode Island Chapter education seminar. Permission to use this chart is granted to the Association of Fundraising Professionals by Susan E. Geary.

Types of Gifts and Givers

As the results of numerous campaigns have shown over time, the largest gifts may constitute 90 percent of the total dollars generated and represent the commitments of a mere five percent of all donors. A number of these may involve a combination of up-front gifts, deferred gifts with charitable remainder trusts, and/or bequest intentions. Very large gifts may require sophisticated estate planning and the involvement of the donor's financial advisors.

The difference between an annual gift and a major gift is summarized in the chart on page 4.



Source: James M. Greenfield, *Fundraising Fundamentals: a Guide to Annual Giving for Professionals and Volunteers*, New York, NY: John Wiley & Sons, © 1994, p. 12. Reprinted by permission of John Wiley & Sons, Inc.

The donor pyramid presented above traces its origins to the 1960s pioneering work of Robert and Joan Blum.

The differences, vary, however, depending on the size of your organization. What might fall into the annual gift category for a hospital or university may very well be considered a major gift to a community-based organization.

Secrets to Successful Fundraising

Regardless of the size, nature, and sophistication of your organization, the secrets to success in fund development are the same.

■ Your organization must be well managed.

It must have a clearly defined mission, a set of realistic long-range goals, and a plan for attaining them. Above all, it must be financially sound. Donors want to be assured that the money they give will be well spent and that it will advance the goals of your nonprofit organization.

■ Your leadership, especially your board of directors, must be committed to fundraising.

Your fundraising will be more successful when your trustees are well-informed about your organization, engaged with their community, and willing to serve as full partners in your fundraising activities.

■ Everyone in your organization must be able to articulate clearly how donor gifts will help you achieve your mission.

The best way to do this is to develop a compelling “case for support.” This is a detailed description of your organization’s vision for the future, what it hopes to accomplish and how it plans to achieve those results. It is a costly mistake to think that the case for supporting your organization is self-evident to prospective donors.

■ You need a coordinated communications program.

As part of your overall marketing plan, your development, public relations, and program com-

munications must all relate to the mission, vision, and goals of your institution. Above all, they need to tell the same story—in different ways, at different times, and in different places. Don't forget that your internal communications are just as important as external ones.

■ **Successful fund development needs adequate resources—human, financial, and technological.**

What is “adequate” depends on the scope of the fund development program, the mix of strategies adopted, the size of the prospect pool, and the overall resources available.

■ **Accurate record keeping is another prerequisite for success.**

Only with accurate, up-to-date, relevant information can an organization develop strategies to ensure the sustained interest, involvement, and support of current and prospective donors. It is equally vital to keep track of gifts and pledges, send reminders, generate reports on the status of various fundraising programs, and track the status of major gift prospects.

■ **It is important to give the fund development program time to work.**

Everyone involved needs to understand what kind of results to expect from any given fundraising strategy and how long it may take to achieve the desired results.

Roles and Responsibilities

For your fundraising program to be successful and sustainable you, as executive director, must form a strong fundraising partnership with your development director. While you each have your own areas of responsibility, you need to be able to work together, communicate well, and know what to expect from each other.

Because program and fundraising are intricately linked, the most effective directors of development are valued members of the management and planning team. Your development director should be a member of the senior management team, report directly to you, be involved in your long-range planning, communicate regularly with other program managers, and work closely with members of the board of directors and other leadership volunteers.

Responsibilities of the Executive Director

As executive director, you should be prepared to:

- **Build an organization that is worthy and trustworthy of support.**
- **Communicate the vision and successes of your organization to all constituencies.**
- **Assist the board president in building a board that supports your fundraising program and provides effective leadership for fundraising.**
- **Explain the fund development process to other members of the organization.**
- **Ensure that the development function is well-supported.**

- **Participate in developing fundraising goals, strategies, and plans.**
- **Monitor progress toward fundraising goals.**
- **Be actively involved in the identification, cultivation, and solicitation of high-level prospects.**
- **Provide ongoing constructive feedback to the development director.**

A qualified development director will:

- **Develop a clear and compelling written case for support.**
- **Build understanding and support for that case among your constituencies.**
- **Help clarify your organization's needs and build its fundraising capacity.**
- **Develop and implement both annual and long-range plans to achieve your fundraising goals.**
- **Identify and manage the resources needed to carry out the fundraising plan.**

*Responsibilities
of the
Development
Director*

RESOURCES

For more in-depth discussions of the crucial relationship between an executive director and development director, see the following articles:

"Forum: Finding the Points of Connection," *Advancing Philanthropy*, Summer 1996, Volume 4, Number 2, pp. 16-20.

"What Does It Take to Build the Executive Director-Development Officer Team?" *Advancing Philanthropy*, May/June 2000, Volume 8, Number 2, pp. 32-35.

James M. Greenfield, ed., *The Nonprofit Handbook: Fund Raising*, 3rd. ed., Wiley, 2001, pp. 290-312.

- **Develop departmental policies, procedures, and staffing requirements.**
- **Identify, manage, and solicit high-level prospects.**
- **Track and report all gifts and pledges by source and purpose.**
- **Oversee or undertake donor stewardship activities.**
- **Train and motivate staff, volunteers, and board members.**
- **Motivate, educate, and provide feedback to the executive director.**

What to Look for in a Candidate

A large part of the success of your fundraising program is tied to the quality of your development director. This individual needs the “right stuff” to be successful. While the right stuff includes technical skills, it really means the personal attributes, mindset, and attitude that are necessary for successful fundraising. Technical skills can be acquired; personal attributes are not so easy to change. What’s the right stuff?

Attributes of a Good Candidate for Development Director

■ A passion for achievement

A great development director is never satisfied with anything less than the best—and that includes commitment to reaching your fundraising goals, a hunger for professional development, and the energy and initiative to make things happen.

■ Great “people person” skills

Your development director thrives on relationships, and has a real knack for building strong rapport with and enabling your donors, leadership volunteers, and staff.

■ The ability to solve problems creatively and flexibly

Your development director is a conceptual thinker who is inspired by new ideas and can creatively adapt to the challenges that are guaranteed to surface in the course of events.

■ A focus on results

Your development director clearly communicates performance expectations and provides the support, training, and coaching necessary for

team members to be successful at reaching their objectives.

■ **The ability to juggle and multi-task**

Managing multiple priorities is a given in fundraising. Good development directors have strong organizational skills, appropriately allocate their time, and know how to keep all the balls in the air.

■ **A strong personal code of ethics**

Your development director needs to be absolutely trustworthy; to operate from a passion for the mission, not for personal gain; and to know and act in the best interests of both donors and your organization. And, of course, your development director should subscribe to the *AFP Code of Ethical Principles and Standards of Professional Practice*. (See Appendix A.)

***Technical Skills of
a Good Candidate
for Development
Director***

What technical skills and knowledge should a development director have? While the depth of technical skill that your development director needs will depend on the special mix and sophistication of your current fundraising program, every development director should have a basic level of core knowledge. This includes:

- **Understanding of the breadth of fundraising techniques and programs.**
- **Ability to develop a written case for support.**
- **Ability to execute an annual giving program including face-to-face, phone, and mail solicitation.**
- **Ability to design and implement appropriate and motivating donor acknowledgment and recognition.**
- **Ability to recruit and motivate leadership volunteers.**

- Ability to create an annual development plan and budget and to evaluate its effectiveness.
- Strong oral and written communications skills.
- Knowledge of and commitment to the Donor Bill of Rights and the *Association of Fundraising Professionals Code of Ethical Principles and Standards of Professional Practice*.
- Understanding of donor stewardship, assuring that funds are used in accordance with donor wishes, that accurate records are kept, and that information can be retrieved as needed.
- Ability to choose and use fundraising software.
- Knowledge of and adherence to national tax regulations and accounting standards affecting fundraising.

Other specialized skills may include expertise in the areas of:

- Capital campaign management.
- Corporate and foundation relations.
- Special events management.
- Direct marketing, including television, print, direct mail, and the Internet.
- Planned giving.
- Grant development and proposal writing.
- Prospect research.
- Long-range planning.
- Organization development.

*Specialized Skills
of a Good
Candidate for
Development
Director*

Finding the Right Candidates for the Job ---

In a tight job market, you'll need to give careful attention to recruiting. While a quantity of applications helps, what you really want is a diverse selection of qualified candidates. In the end, it is quality, not quantity, that counts.

Tell applicants why your organization is a great place to work. Excite applicants with your issues and challenges. Let them know what opportunities for professional growth you offer. Give candidates a sense of your organization's values. Challenge them. Money, benefits, and title are important, but you want a candidate who's looking for more than that. (See Appendix B for a sample job description and a sample advertisement for that job.)

Attracting Candidates

Use every avenue to search for candidates. Place ads in your local and regional newspapers, but don't forget the trade journals like the *Chronicle of Philanthropy* or other specialty publications for your industry (e.g., health care, environment). Send job announcements to professional societies like AFP and nearby chapters. Post your job online at job search services like Monster.com. Don't forget to seek out specialty publications, civic organizations, and professional societies that target diverse audiences. AFP offers a national online job-posting service on its website at www.afpnet.org.

Before you post a position, however, review the kind of jobs that are listed in any given medium to make sure they are likely to draw the kind of candidate you seek. And don't forget to list

your position with your state or provincial department of labor. (For a listing of websites where you can post positions, see Appendix C).

Network, network, network. Attend nonprofit events and job fairs, and tell everyone that you meet that you have an opening. Consider a telephone survey of local professionals who may know of available candidates or who can provide leads about where to look. Post flyers in places you're likely to find qualified people—conferences, workshops, seminars, and other events that draw representatives from diverse nonprofit organizations. And don't forget to query board members, volunteers, and colleagues.

Some organizations may choose to hire an executive search firm with expertise in recruiting fundraising professionals. There will be a cost for the outside service—fees range from 25 percent to 33 percent of the first year's salary—so use your funds wisely by making sure that the search firm understands your requirements, your mission, and your style of operation.

Most executive directors are experienced in hiring. If you're working with a committee that has less experience, or you are new to your role, here's a review of hiring basics. As you go about hiring a development director, seek information to answer these four questions:

Selecting Candidates to Interview

- **Does the candidate have the needed people skills and technical knowledge to be a successful fundraiser?**
- **Has the candidate demonstrated the ability to apply that technical knowledge?**
- **Does the candidate's record demonstrate the ability to achieve the results?**
- **How deeply does the candidate believe in your mission and how well does the candi-**

date embrace the values of your organization?

Five tools—cover letter, resume, telephone screening, interview, and reference check—will help you find answers to these questions.

Evaluating Cover Letters

Cover letters are in decline in this age of Internet job searches. Yet the cover letter is still an important piece of evidence of an individual's fundraising skills—after all, your development director will be sending out a lot of letters asking for money. A resume without a neat, well-written cover letter addressed to the right person (spelling and title count) and tailored to your organization is a warning sign that your candidate may not have what it takes to succeed in this job.

Sorting Through the Resumes

While you might be tempted to interview everyone who applies, such a procedure would be overly time-consuming and is not necessary. By reviewing the resumes you receive, you can narrow your interviews down to only those candidates that seem, on paper, to be the best match for the job and your organization. When reviewing resumes, look for evidence of the following:

- **Successful fundraising accomplishments, including dollars raised.**
- **Past work experience that is comparable to the requirements of the position.**
- **Growth in job responsibility and knowledge, logical career moves.**

HELPFUL RESOURCE

Note: It's a good idea to consult the *Chronicle of Philanthropy*, even if you decide not to post your position there. The *Chronicle* provides information on such matters as how to use your own website more effectively, how to write a job ad and how to conduct a successful online recruitment campaign.

- **Continuing education and professional development.**
- **Service to the profession, including both professional associations and volunteer activities.**
- **Neatness and clarity of presentation.**

There are many different types of resume formats—functional, chronological, curriculum vitae—to name a few. No one of these is right or wrong, as long as you can easily find in the resume the information that you need.

After selecting the resumes that best match your requirements, screen them again. This time, look out for potential problems or concerns. For example, how long did your candidate stay at previous jobs? While longevity in development positions averages two to three years, be wary of candidates who have a pattern of jumping from job to job. Hiring the wrong person can be costly—in recruiting, training, integration with other staff, and the potential loss of donor relationships and knowledge that are so critical to successful fundraising.

You may find it helpful to create three piles: "yes," "no," and "maybe." The "yes" pile includes those candidates you definitely want to interview. The "no" pile includes candidates whose paper qualifications clearly eliminate them from this job. The "maybe" pile includes candidates whose resumes may not give you enough information to be a definite "yes," but display a number of characteristics that look encouraging, or whom your intuition tells you may be someone worth interviewing. These are your reserve candidates.

Telephone screening is becoming increasingly useful, especially if you are considering a candidate whose travel expenses you may need to pay to interview face-to-face.

***Screening by
Telephone***

Telephone interviews are short, roughly 20 minutes in length. Their purpose is to help you screen more candidates into your “no” pile. As in all interviews, make sure to prepare your questions in advance. Some of the things to look for in a phone interview are:

- **Why is the candidate interested in this job at this time?**
- **Does the information provided by the candidate over the telephone match what's in the resume?**
- **What can you learn about gaps in the candidate's resume?**
- **Broadly, what salary range is the candidate looking for (without negotiating the details of a final compensation and benefits package)? Is this in the range of what you are prepared to offer?**
- **What is the candidate's availability? Is s/he available within your timeframe? Is s/he willing to relocate?**
- **What questions does the candidate have for you?**
- **Is the candidate available for an interview?**

If you know immediately upon the telephone call that you are not interested in this candidate, be sure to politely let the individual know that he or she is not the right match for the job at this time. If you are interested in the candidate, explain the next steps in the process.

Preparing for Face-to-Face Interviews

After you have winnowed your list down to a handful of the best candidates, it's time for an in-person interview.

Before you meet with the candidate, prepare a list of questions that you will ask. Review your questions with other staff or volunteers who will

work closely with this individual. Since the development director will be a key member of your management team, it is important to ensure that the candidate will be able to work effectively with other senior staff, key board members, and volunteers. At some point, therefore, these individuals need to be brought into the interview process. You may wish to do this in the first interview, or

BRINGING DIVERSITY INTO YOUR ORGANIZATION

Consider the following statistics. "By 2050,...minority groups will make up nearly half of the US population...one-quarter of all US residents will be of Hispanic origin. Almost one in 10 Americans will be of Asian or Pacific Islander descent." US Department of Labor

"The visible minority population reached close to 13 percent in 2001, a threefold increase over 1981. Metro Toronto, with over 100 different ethnic groups and visible minorities approaching a majority, is considered by the United Nations to be the most diverse city in the world." Statistics Canada.

Today, more than ever, all nations need the unifying civic spaces and opportunity that are the hallmark of philanthropy. AFP recognizes this need in its strategic plan: "In order for fundraising and philanthropy to thrive, it must continue to grow. With the changing demographics of donors, AFP must reach out to under-served and diverse groups and organizations."

We know that our communities are experiencing profound changes, whether we work in a small town or the global community. It is in our strategic interests as nonprofit leaders to ensure that we have the knowledge of, and connections to, all segments of our community embedded in our institutions.

According to AFP diversity champion William F. Bartolini, ACFRE, workplaces that create welcoming spaces for diverse perspectives "are better at problem-solving, make better decisions, are more innovative, find new networks and fresh ideas, and improve their ability to recruit and retain more diverse employees."

As you begin your search for a development director, you are urged to view it as another opportunity to build a workplace where different voices are welcome.

Here's a small commitment you can make: don't stop recruiting until you have developed a pool of qualified candidates that is as at least as diverse as the community you serve. Then, hire the best.

you may wish to hold this for your top two or three candidates only.

Conducting the Face-to-Face Interview

The in-person interview is essential for you to assess a candidate's qualifications for the job (and gives the candidate an opportunity to assess your organization). Use your interview time wisely.

Limit the time you spend describing your organization. You want the candidate to do most of the talking. Ask questions about actual experience, not hypothetical questions. "Tell me about a time when..." or "Can you describe an example of how you..." not "What would you do if..."

Be wary of "we" responses such as "we did this," "we did that." You want to know what your candidate was actually responsible for achieving. Avoid questions on topics such as race, color, religion, gender, national origin, birthplace, age, or physical or mental disability. They are illegal in the United States and Canada, and many other countries as well.

Expect a strong candidate to ask you probing questions. Capable individuals will want to know whether they can meet your expectations, whether they have the tools they need, what kind of support they'll have, and how well their work style will be received in your organization. A candidate who doesn't ask these questions may not have the experience you need.

You probably will want to spend at least an hour interviewing your candidates and will definitely need to bring your finalist back for another interview. Don't base your appraisal of the candidate on first impressions. And don't base your evaluation on the answer to only one question. If you've prepared a strong list of questions, then the answers taken together will provide you with a good overview of this candidate's ability to meet your organization's expectations. (See Appendix D, "Some Sample Interview Questions.")

Checking References

How important is it to check references? Very. This may be the most important step in the hiring process. Reference checks help you validate the information that your finalist provided and can help you discover facts that may not have come out in the interview. Your organization is putting a great deal at risk—your reputation, relationships with individual donors, and money—if you don't take reasonable care in checking references.

Some employers check references of their top two or three candidates before narrowing down to their finalist. Others wait until they have found the final candidate. Whatever you do, it is advisable not to make any employment promises to any candidate until you complete your reference checks.

At the very minimum, you need to interview at least three references. These individuals should be professional references and have knowledge of your candidate's job performance. At least two should be former employers or supervisors.

In addition to asking the candidate for specific references, many employers now ask their candidates to sign a release form authorizing background reference checks as allowed by law, but not limited to the references given by the candidate. Be especially careful to get a candidate's permission before contacting a current employer.

Before you call the references, human resource professionals advise that you make up a list of standard questions which you will ask every reference for every candidate. These questions should be designed to:

- **Confirm factual information provided by the candidate (employment dates, positions, degrees, reason for leaving past position).**
- **Verify job skills necessary to perform successfully in this position.**

- **Verify former employer satisfaction with results produced by your candidate. (Would they hire them again?)**
- **Find out more about the candidate's approach to work. (For example, is everything always done last minute?)**

Remember it is illegal to base an employment decision on gender, marital status, race, religion, color, national origin, birthplace, or age. Stay away from questions that touch on any of these subjects. Physical or mental ability can be considered only if, even with reasonable accommodation, your candidate would still be unable to perform the required tasks. Always err on the side of caution if you have any doubts about the appropriateness of a question.

There is a great deal of useful information online about the hiring process. Monster.com, for instance, has a number of valuable articles for employers on all aspects of the subject.

EXPERT ADVICE

Note: This booklet is not meant to provide legal advice. You should always check all of your employment and hiring procedures with qualified legal counsel.

Issues in Hiring

How much should you pay your development director? You need to provide a compensation and benefits package that will allow you to recruit and retain the quality of professional that you need. Fundraising depends on building strong relationships, and relationships take time. It is very costly to your organization to lose staff after a short time or to hire an individual without the qualities you need because your compensation is too low.

Call the executive directors of other nonprofit organizations that are similar in size to yours and have recently hired a development director. Ask them what they are paying. You can also check the 990 Forms of similar organizations on Guide Star's website (www.guidestar.org). Many organizations include salary information for their top five managers, including the development director.

Determining Salary

Salary surveys are another useful tool, but should be used with caution since they may represent average or median values. Nonetheless, they can provide a sense of what the appropriate range is. Both the Association of Fundraising

A CAUTION ABOUT COMPENSATION

The IRS has established strict penalties against agencies and individuals who authorize excessive nonprofit salaries, benefits, or other forms of compensation. The IRS is particularly concerned about anyone who is in a position to exercise substantial influence over his or her own compensation—and that includes development directors. To protect your organization, you need to establish and document why the compensation and benefits you pay are “reasonable” within your marketplace.

Professionals and *The Chronicle of Philanthropy* publish annual surveys differentiating salaries by type of organization and annual operating budget. You can find a list of useful salary sources listed at AFP's Resource Center FAQs at www.afpnet.org. (See Appendix E: Where to Find Nonprofit Salary and Compensation Information Online.)

Dealing with Budgetary Constraints

There are, of course, organizations paying much less than the average salary, but they are unlikely to have recruited an experienced fundraising professional. It is more likely that individuals with low salaries are just starting out in fundraising or switching careers.

Some organizations offer a one-time bonus as a sweetener if they are unable to meet a candidate's salary requirements.

Consider promoting from within or hiring an individual who lacks technical fundraising skills. Most fundraising professionals learned their craft on the job and through professional training. Many agencies hire individuals with a background in program, marketing, sales, public relations, or even political fundraising as development director. While these individuals have many skills that are transferable to the job of development director, this does not make them experienced philanthropic fundraising professionals. If you are hiring someone new to the profession, his or her success will depend on the following:

- **That s/he has the “right stuff.”**
- **That you make a significant investment in professional training to help your development director acquire the necessary fundraising skills.**
- **That you provide your development director with back-up support in the form of an experienced coach, mentor, or fundraising consultant.**

■ **That you allow more time to achieve the results you desire than you would if you had hired an experienced person.**

Whatever you do, make sure that you hire for the right reason—the individual’s ability to do the job you need to have done. Do not make the mistake of hiring board members or other volunteers solely because of their connections or influence within your organization or in the community. You need a team player with strong professional competencies and skills. This is a big investment. Take the time to find the right person.

One of the worst things that you can do for the long-term viability of your organization is to hire a development director whom you cannot really afford, or, worse yet, expect the new hire to raise the extra funds to meet his or her own salary. Adding any major new expense without the money to pay for it can endanger your entire organization. Hiring fundraising staff is no different.

If you are just building a fundraising program, expect that it will take some start-up time. Your new development staff member needs to learn all about your organization, build a fund development infrastructure, develop and gain support for a fundraising plan, train leadership volunteers, identify and cultivate prospects, and actively solicit contributions.

AFP’s Code of Ethical Principles and Standards of Professional Practice prohibits members from accepting any part of their compensation as a percentage of funds raised or in commission. This standard recognizes that fundraising is a long-term process, where funds received in one year are often the result of many past years of donor cultivation and where current efforts may not bear results until many years in the future. Members may accept performance-based compensation

Commissions and Bonuses

such as bonuses, provided that those bonuses reflect the prevailing practice within the organization and are not based on a percentage of charitable contributions raised.

Outsourcing as an Option

It is virtually impossible to find all of the skills that you need in one person. If you don't have the funds to build a larger development department, consider outsourcing those tasks that do not involve building personal, long-term relationships. Areas frequently contracted include proposal writing, capital campaign support, special event management, planned giving, direct mail, and telephone solicitation.

If you hire an independent contractor for part of your fundraising program, be sure to:

- **Have a written contract spelling out what outcomes the consultant will deliver and what you are responsible for providing.**
- **Pay the consultant a flat fee or on an hourly or daily basis with all costs and cost limits spelled out. AFP's code of ethics prohibits commission-based fundraising.**
- **Integrate the work of the consultant with your overall fundraising plan and your organizational priorities and values.**
- **Make sure that ownership and confidentiality are carefully defined in your contract. All donor lists, solicitation and communications materials, reports, and proposals are your property, not your consultant's.**

Employment Contracts

Should you enter into an employment contract? Most people around the world work without written employment contracts. The duties and obligations of the employee and employer are subject to municipal, state, provincial, or federal laws, and

covered in the policies outlined in the employee handbook or personnel manual.

If an employment contract is appropriate, it can be a useful tool for bringing stability to critical staff positions. Employment contracts offer employers some comfort knowing that their staff will stay with them through the terms of the agreement. And they help professionals leaving a known position to minimize the uncertainties associated with taking a new job.

There are no hard and fast rules about when to use an employment contract. The request for a contract may even come from the job candidate. Your organization needs to review the particular circumstances under which the hiring will occur, as well as your past history of recruiting and retaining qualified employees, to determine if a contract is right for you. For a discussion of the pros and cons of employment contracts see: Hugh Webster, "Non-Profit Executive Employment Contracts," *Non-Profit Legal & Tax Letter*, 1998, pp. 1-4, published by Organization Management, Inc. (703-729-7052).

An employment contract lays out what is expected of the employee and what s/he may expect in return. Virtually any aspect of the employer/employee relationship can be included in the contract. Some basic provisions for a non-profit organization include the following:

- **Name and address of employee**
- **Name and address of hiring organization**
- **Date the contract is entered into**
- **Duration of contract**
- **Probationary period**
- **Provisions for extension or renewal of contract**
- **Specific duties and responsibilities of employee**

- **Measurable performance standards**
- **Scope of authority**
- **Roles, relationships, and reporting lines**
- **Ethical standards or code of conduct**
- **Compensation, cash bonuses, and reimbursement**
- **Employee benefits, including retirement options**
- **Vacation, personal, and sick days**
- **Provisions for disability, incapacity or death of employee**
- **Method(s) for resolving disputes**
- **Procedures and severance package for terminating the employee**
- **Notification required if employee wishes to leave voluntarily**
- **Merger, dissolution or reorganization of the hiring organization**
- **Non-disclosure of confidential information**

Since a contract is legally binding on both parties, it behooves your organization to word it very carefully and to have it reviewed by legal counsel to ensure that there is nothing ambiguous in the wording that could lead to misunderstandings or unnecessary disputes. Employment attorneys recommend that, in any employment contract, the organization reserve the right to terminate an employee without cause. According to *Nonprofit Legal & Tax Letter, 1998*, cited above, this is not to imply that an organization may terminate an employment contract “without cost.”

As a prospective employer, you also need to be sure that you can live with the terms of the contract for the time period specified. It is equally

important to make sure that you have chosen the best candidate. Buying someone out of a contract or renegotiating it after the fact can be expensive and disruptive. (See Appendix F, A Sampling of Online Sources of Employment Contracts.)

Whether or not you enter into a contract, you should confirm the terms of employment you and the candidate have agreed upon in an offer—or appointment—letter. This is a simpler document than an employment contract, but you should still have it reviewed by legal counsel to protect your organization. Items that you might want to address in such a letter are:

Making an Offer

- **The job title**
- **Starting date**
- **Primary duties and responsibilities**
- **Scope of authority**
- **Roles, relationships, and reporting lines**
- **Compensation**
- **Health benefits**
- **Retirement benefits**
- **Travel and other expenses**
- **Vacation and sick time**
- **Relocation expenses, if any**
- **Probationary period**
- **Miscellaneous benefits—e.g., professional dues, professional education**
- **Anything else that was negotiated**

This letter should be signed by the candidate in accepting the position to show that s/he understands and accepts the terms of employment.

The What and Why of a Job Plan

One of the best ways to assure strong performance and reliable results is to create clear expectations between you and your development director. This starts with working together to set mutual expectations and then routinely communicating to provide feedback, evaluate performance, and solve problems.

One of the most useful management tools that you can have is a job plan. A job plan is a written document that you and your development director create together to set performance goals and to detail how the goals will be accomplished.

Key Elements

The key elements of a job plan are:

■ **What Success Looks Like**

You and your development director need to agree on what success looks like. Financial and other objectives should be clearly stated, time bound, reflect both short and long-term organization goals, include important milestones, and indicate how success will be measured.

■ **Ongoing Responsibilities**

This should outline a brief description of the job, its major responsibilities, and the elements that differentiate this job from other positions.

■ **Important Relationships**

The development director is just one member of a fundraising team. This section should detail what the development director can expect of the other members of your organization and what they expect of the development director. It should

also indicate how the development director will interact with the board and other volunteers involved in fundraising.

PROFESSIONAL DEVELOPMENT MATTERS

Fundraising is a profession. Like other professions, fundraising has a core body of knowledge, professional standards and practices, a code of ethics, and the opportunity for professional certification. Most of today's fundraising professionals have learned on the job. While still something of a rarity, college courses, certificates, and degree programs in philanthropy and nonprofit management are slowly becoming more widespread across the country.

Expect and require your development director to join a professional association and to engage in ongoing education. Some of the better-known associations include:

AFP, Association of Fundraising Professionals (www.afpnet.org)

AHP, Association for Healthcare Philanthropy (www.go-ahp.org)

NCPG, National Committee on Planned Giving (www.ncpg.org)

If your organization is a university, college, or private school, you may wish to belong to CASE, Council for Advancement and Support of Education (www.case.org). Please note that CASE memberships are institutional.

These associations offer a wealth of professional opportunities, including mentoring, training, and peer-to-peer support; they promote the highest levels of professional and ethical standards. Appendix C: "A Sampling of Where to Post Jobs Online" lists other professional organizations that may be more relevant to your organization.

More and more fundraisers are obtaining professional certification. The Certified Fund Raising Executive is the basic certification recognized by the major professional associations. It signifies that the individual has a basic level of knowledge, education, and five years of demonstrated accomplishment in fundraising. Individuals holding the CFRE need to re-certify every three years. Information about the CFRE can be obtained from CFRE International at www.cfre.org.

Occasionally, you may also find a fundraiser who holds the ACFRE (Advanced CFRE) credential. This is an advanced fundraising certification from AFP awarded to individuals with more than 10 years of professional fundraising experience who have completed a rigorous professional review.

■ **Personal Development Plan**

No matter how experienced, your development director will need training to keep up with changes in the profession or changes in the law and to develop the new skills needed to move your organization to even higher levels of success.

■ **Support Plan**

Your development director needs tools and resources to accomplish the job plan. This section should outline the financial, technical, and human resources necessary to get the job done.

■ **Allocation of Time to Priorities**

While the director's priorities are largely driven by the outcomes, it is helpful to estimate the percentage of time that the development director will devote to the different aspects of the job. (See Appendix G for a sample job plan.)

Summary

With a good development director to increase funding, an organization can extend its mission. To bring such a development director on board, you'll need to:

- **Understand fund development and how it contributes to your nonprofit organization's strategic objectives.**
- **Establish an organization-wide commitment to fund development.**
- **Provide your development director with the necessary human, financial, and technical resources needed to make your organization's fund development program successful.**
- **Have the funds needed to pay a development director before you hire one.**
- **Be prepared to form a strong fundraising partnership with your development director.**
- **Develop a job description that defines your expectations for success as well as the technical skills and competencies ("right stuff") which your development director should possess.**
- **Cast a wide recruitment net to find the best candidate and to improve your chances for ensuring a diverse workforce.**
- **Be conscientious and thorough about your recruiting and hiring practices, including careful interviewing and reference checking to assess past performance and ethical practice.**

- **Check all of your employment practices with qualified legal counsel before you begin recruiting.**
- **Develop a job plan to ensure that you and your candidate understand and agree to expectations for job success.**
- **Consider the appropriateness of an employment contract for your organization.**
- **Be prepared to invest in training and mentoring if you select a candidate who lacks critical fundraising skills and experience.**
- **Follow AFP guidelines on ethical practices for compensation.**

The resources that a development director can help acquire—critical funding, leadership volunteers, a focus on program results, and ethical practice—are of great value to nonprofit organizations. Search well and wisely. Good Luck!

Appendix A:

AFP CODE OF ETHICAL PRINCIPLES AND STANDARDS OF PROFESSIONAL PRACTICE

The foundation of philanthropy is ethical fundraising, and a key mission of AFP is to advance and foster the highest ethical standards through its *Code of Ethical Principles and Standards of Professional Practice*.

The Association of Fundraising Professionals (AFP) exists to foster the development and growth of fundraising professionals and the profession, to promote high ethical standards in the fundraising profession and to preserve and enhance philanthropy and volunteerism.

*Code of Ethical Principles
Adopted 1964;
amended October
1999.*

Members of AFP are motivated by an inner drive to improve the quality of life through the causes they serve. They serve the ideal of philanthropy; are committed to the preservation and enhancement of volunteerism; and hold stewardship of these concepts as the overriding principle of their professional life. They recognize their responsibility to ensure that needed resources are vigorously and ethically sought, and that the intent of the donor is honestly fulfilled. To these ends, AFP members embrace certain values that they strive to uphold in performing their responsibilities for generating charitable support.

AFP members aspire to:

Practice their profession with integrity, honesty, truthfulness and adherence to the absolute obligation to safeguard the public trust.

Act according to the highest standards and visions of their organization, profession and conscience.

Put philanthropic mission above personal gain.

Inspire others through their own sense of dedication and high purpose.

Improve their professional knowledge and skills, so that their performance will better serve others.

Demonstrate concern for the interests and well-being of individuals affected by their actions.

Value the privacy, freedom of choice and interests of all those affected by their actions.

Foster cultural diversity and pluralistic values, and treat all people with dignity and respect.

Affirm, through personal giving, a commitment to philanthropy and its role in society.

Adhere to the spirit as well as the letter of all applicable laws and regulations.

Advocate within their organizations, adherence to all applicable laws and regulations.

Avoid even the appearance of any criminal offense or professional misconduct.

Bring credit to the fundraising profession by their public demeanor.

Encourage colleagues to embrace and practice these ethical principles and standards of professional practice.

Be aware of the codes of ethics promulgated by other professional organizations that serve philanthropy.

Standards of Ethical Practice

Furthermore, while striving to act according to the above values, AFP members agree to abide by the AFP Standards of Professional Practice, which are adopted and incorporated into the AFP Code of Ethical Principles. Violation of the Standards may subject the member to disciplinary sanctions,

including expulsion, as provided in the AFP Ethics Enforcement Procedures.

Members shall not engage in activities that harm the members' organization, clients, or profession.

Professional Obligations

Members shall not engage in activities that conflict with their fiduciary, ethical, and legal obligations to their organizations and their clients.

Members shall effectively disclose all potential and actual conflicts of interest; such disclosure does not preclude or imply ethical impropriety.

Members shall not exploit any relationship with a donor, prospect, volunteer, or employee to the benefit of the members or the members' organizations.

Members shall comply with all applicable local, state, provincial, and federal civil and criminal laws.

Members recognize their individual boundaries of competence and are forthcoming and truthful about their professional experience and qualifications.

Members shall take care to ensure that all solicitation materials are accurate and correctly reflect their organization's mission and use of solicited funds.

Solicitation and Use of Charitable Funds

Members shall take care to ensure that donors receive informed, accurate, and ethical advice about the value and tax implications of potential gifts.

Members shall take care to ensure that contributions are used in accordance with donors' intentions.

Members shall take care to ensure proper stewardship of charitable contributions, including

timely reports on the use and management of funds.

Members shall obtain explicit consent by the donor before altering the conditions of a gift.

Presentation of information

Members shall not disclose privileged or confidential information to unauthorized parties.

Members shall adhere to the principle that all donor and prospect information created by, or on behalf of, an organization is the property of that organization and shall not be transferred or utilized except on behalf of that organization.

Members shall give donors the opportunity to have their names removed from lists that are sold to, rented to, or exchanged with other organizations.

Members shall, when stating fundraising results, use accurate and consistent accounting methods that conform to the appropriate guidelines adopted by the American Institute of Certified Public Accountants (AICPA)* for the type of organization involved.

Compensation

Members shall not accept compensation that is based on a percentage of charitable contributions; nor shall they accept finder's fees.

Members may accept performance-based compensation, such as bonuses, provided such bonuses are in accord with prevailing practices within the members' own organizations, and are not based on a percentage of charitable contributions.

Members shall not pay finder's fees, commissions or percentage compensation based on charitable contributions and shall take care to discourage their organizations from making such payments.

*In countries outside of the United States, comparable authority should be utilized.

Appendix B:

SAMPLE JOB DESCRIPTION FOR A DEVELOPMENT DIRECTOR AND SAMPLE JOB AD

Experienced development professional responsible for building a successful, comprehensive fundraising program. This program will provide significant support for this nonprofit organization, whose mission is... Generalist needed.

Job Description

■ Primary Objectives

- Improve annual giving by 10 percent in the first year, increasing giving to at least \$ _____ annually within the next three years.
- Grow individual giving, major gifts, cause-marketing, and grant funding.
- Dramatically increase net revenue from existing special events.
- Create development infrastructure needed to generate new revenue sources including fundraising software, donor information, communications, staff training, volunteer leadership.
- Develop a planned-giving program.
- Assist staff in grant writing.

■ Key Relationships

- Reports to the executive director.
- Serves on staff leadership team.
- Directs participation of key volunteers, including appropriate board members, in fundraising.

■ Demonstrated Competencies

- Demonstrated initiative and commitment to achieving and exceeding results.

- People-focused with strong interpersonal skills.
- Excellent communicator, both oral and written.
- Flexible self-manager and team builder.
- Creative problem solver and conceptual thinker with strong future orientation.
- Innovative.
- Politically and technologically savvy.
- A track record of successful grant writing.

■ Technical Expertise

At least five years of proven experience and knowledge of:

- Annual giving program implementation, including new donor development, renewals, stewardship.
- Major gift programs, including prospect research, cultivation, personal solicitation, acknowledgment, and recognition.
- Recruitment, training, and motivation of leadership volunteers.

JOB DESCRIPTION RESOURCE

The Association of Fundraising Professionals offers an extensive resource in its first Tool Kit: Sample Job Descriptions in Fundraising. Among its features:

- *More than 100 job descriptions in fundraising, covering 14 position titles/categories*
- *A job analysis questionnaire, to help you identify specific information for your own organization*
- *Additional helpful information on how to write your own descriptions and legal issues surrounding human resource management*

Order online: www.afpnet.org, in the AFP Marketplace

- Federal, state and private grant research, cultivation, program design, and grant writing.
- Fundraising software and information management.
- Donor communications, including direct mail, newsletters, collateral, and Internet.
- Contracting and use of consultants.
- Budgeting, business plan development, and performance evaluation.

■ **Other**

- Demonstrated passion for building a better world.
- Bachelor's degree or comparable experience.
- CFRE desirable.
- Smoke-free workplace.

SAMPLE NEWSPAPER AD

Wanted: Experienced fundraising professional needed to help end hunger in our town. Direct \$_____ fundraising program for community-based hunger relief organization. Fundraising generalist with demonstrated results—annual and major giving, special events, grants, donor stewardship. Donor and volunteer relationship builder to join collegial senior management team in a convention-challenging, smoke-free, diverse workplace. Must be a politically and technologically savvy, institution-building innovator with a passion for changing the world. Growth opportunities. CFRE preferred. Salary commensurate with experience. Equal Opportunity Employers. Send letter, resume and expected salary range by [date] to: Sydney Lee, Executive Director, End Hunger Now Inc., P.O. Box 1111, Anytown, USA.

Appendix C:

A SAMPLING OF WHERE TO POST JOBS ONLINE

Prices vary widely, as do the limits on the size of the ad and format. So look around to find the service that meets your needs the best.

Australia

■ **Fundraising Institute of Australia**

www.fia.org.au

■ **Association of Development and Alumni Professionals in Education**

www.adape.org.au

Canada

■ **Canadian Association of Gift Planners (English and French)**

www.cagp-acpdp.org

■ **Charity Village (English and French)**

www.charityvillage.com

■ **EcoEmploy.com**

Has links to environmental job opportunities, including development jobs, in the United States and Canada.

www.ejobs.com

■ **Nonprofit Career Quest**

An employment resource center for the non-profit sector of Canada.

www.nonprofitcareerquest.com

AFP provides URLs to other Internet sites as a user services. AFP does not necessarily endorse, support, or attest to the accuracy of information posted on the sites.

■ **CharityJob.co.uk**

"The largest UK website for charity jobs."
www.charityjob.co.uk/employers.htm

United Kingdom

■ **Charity People**

www.charitypeople.co.uk

■ **Access: Networking in the Public Interest**

A national resource for employment, internships, and career development for non-profit organizations. Publisher of a monthly newspaper, *Community Jobs*.

www.accessjobs.org

United States

■ **American Society of Association Executives**

<http://asaenet.jobcontrolcenter.com/post.cfm>

■ **Asian American/Pacific Islanders in Philanthropy**

www.aapip.org/job.html

■ **Association for Healthcare Philanthropy**

www.go-ahp.org/job-center

■ **Association of Fundraising Professionals**

www.afpnet.org/jobs

■ **Association of Lutheran Development Executives**

www.alde.org/MiscResources/jobs.html

■ **CEO Update**

Senior staff and CEO positions in nonprofit trade associations, professional societies, cause-related organizations and foundations.

www.associationjobs.com

■ **Changing Our World**

Nonprofit organizations can post jobs without charge on this site.

www.dotorgjobs.com/rt/dojhome

■ **Charity Channel**

www.charitychannel.com/careersearch/

■ **Chronicle of Philanthropy**

A good source of advice on how to use your own website better, write an effective recruitment ad, and how to conduct a successful on-line recruitment campaign.

<http://philanthropy.com/jobs>

■ **Council for the Advancement and Support of Education**

www.case.org/jobs

■ **Council on Foundations**

www.cof.org/jobbank/index.htm

■ **Center for Environmental Citizenship**

Geared toward entry and mid-level environmental and social justice jobs suitable for college students and recent grads.

www.envirocitizen.org/enet/jobs

■ **EcoEmploy.com**

Has links to environmental job opportunities, including development jobs, in the United States and Canada.

www.ejobs.com

■ **ElfNetwork**

www.elfnetwork.com

■ **ePhilanthropyFoundation.org**

<http://ephilanthropy.org/>

■ **ExecSearches.com**

Executive and senior management positions in nonprofit and governmental agencies.

www.execsearches.com/exec/

■ **Foundation Center**

www.fdncenter.org/pnd/jobs/resources.jhtml

■ **GrassrootsFundraising.org**

www.grassrootsfundraising.org/index.html

■ **Healthcare Job Store**

A place to post all kinds of positions in healthcare, including development jobs.

www.healthcarejobstore.com

■ **Idealist.org**

Idealist "enables organizations—whether they have a website or not—to enter and update information about their mission, services, volunteer opportunities, internships, campaigns, upcoming events and any resources they have produced," free of charge.

www.idealists.org/ip/jobSearch?MODULE=JOB

■ **Independent Sector**

Only member organizations can post to this site.

www.independentsector.org/members/job_postings.htm

■ **Monster Career Center: Nonprofit Careers**

<http://content.monster.com>

■ **National Center for Black Philanthropy**

www.ncfbp.org/jobs.html

■ **National Council of Nonprofit Associations**

www.ncna.org/jobs.htm

■ **National Opportunity Nonprofit Organization Classifieds**

Hosted by The Management Center

<http://tmcenter.org/opnocs/about.html>

■ **Network for Good**

Has links to sites where nonprofit organizations can post positions

www.networkforgood.org

■ **Nonprofit Career Network**

Includes national and international postings.

www.nonprofitcareer.com/resource/resource.htm

■ **Philanthropy Journal**

www.philanthropyjournal.org/info/jobs.asp

■ **SocialService.Com**

Specializes in positions in social work, social services, mental health, counseling, psychology and nonprofit organizations.

www.socialservice.com

■ **The Nonprofit Times**

www.nptimes.com

■ **Women in Development of Greater Boston**

www.widgb.org/jobnet_post.html

Appendix D:

SOME SAMPLE INTERVIEW QUESTIONS

The questions below give you an idea of the types of interview questions that you might ask a candidate for development director. You can pick and choose from among this list, or adapt these questions for your own organization and interviewing style. Many of the sites where you can post jobs also have tips on interviewing.

Briefly tell me about your past and current positions and job responsibilities.

What interests you about this position?

Describe your most successful solicitation and what role you had in it.

Describe a fundraising project you ran in which volunteers played an important role. Explain what they did, and how you recruited, trained, and motivated those volunteers.

Tell us about a donor stewardship program that you created.

What professional journals would you consider essential to have in the office? Why?

What have you done to upgrade your professional skills and knowledge in the last three years?

What is your preferred donor management system? Why?

Ice-breaking Questions

Questions to Probe for Demonstrated Technical Skills

Questions to Probe for Competencies

Describe your greatest accomplishment as a fundraising professional and what you did to bring it about.

What outcomes are you responsible for in your current position? Did you meet those outcomes last year? Why or why not?

What aspects of fundraising do you most enjoy? Which do you least enjoy?

Describe a situation in which you took a big risk and how it turned out.

What will you need to be successful in this job?

Describe the last time you used an unorthodox approach to solve a problem or get results?

What are your expectations of me (the executive director/CEO in fundraising)? The board? Other staff?

How should I/we evaluate your performance?

Describe the toughest decision you have had to make professionally and how you handled it.

In previous positions, what kinds of decisions could you make without consulting your supervisor?

Questions about the Candidate's Approach to Work

Describe your ideal working conditions.

How do you manage multiple tasks?

What will your references say about you?

How would the employees you supervise describe you as a manager? (if applicable)

How would you describe your leadership style?

Why do you want to work for this organization?

Are you involved in any professional, volunteer, or trade associations that you consider relevant to your ability to perform this job?

What role do you play that shows the skills needed for this position?

Questions about Service to the Profession or Philanthropy

Where do you see yourself five years from now?

What other positions are you considering?

What are your long-range job goals? Short-range?

If the employee has been fired or laid off from another job or is unemployed:

What conditions led to your termination?

How did you handle it at the time?

Would you have done anything differently in hindsight?

Questions about Ambitions and Goals

What questions do you have about this position?

If you were offered the job, when would you be able to start?

Closing Questions

Remember questions specifically relating to age, gender, marital status, race, religion, color, national origin, birthplace, age, or physical or mental disability are illegal. Some of those illegal questions are:

Fundraising is a demanding job. How will you handle these responsibilities as a newlywed?

Do you have children? What kind of day care arrangements have you made?

That's an interesting accent. What country are you from?

Prohibited Questions

We have lots of weekend events. Does your religion prevent you from working on the weekend?

Do you have any disabilities?

How old are you?

We have some very conservative donors. By any chance, are you living with someone you aren't married to?

Allowable Questions

This job frequently requires evening and weekend work. Are you able to fulfill this requirement? (as long as you ask this of each job applicant)

Do you have the legal right to work in [country]? (to be confirmed later with documents)

Are you able to travel as needed, as required by this job? (as long as you ask of each job applicant)

Are you able to perform the functions of this job? (once you have described them in the interview)

Are you able to relocate?

CAUTION

This is not intended to be legal advice. You should have all of your interview questions checked in advance by an attorney knowledgeable about the appropriate labor laws.

Appendix E:

WHERE TO FIND NONPROFIT SALARY AND COMPENSATION INFORMATION ONLINE

Many of these organizations publish periodic surveys, which can be quite expensive to purchase and which go out of date quickly. Try your local public library to see if they have these surveys or if they subscribe to online databases that can provide the information you seek. Some information is available gratis online. Try the following sites.

■ **Abbott, Langer & Associates, Inc.**

Publisher of *Compensation in Nonprofit Organizations*. Summary information available gratis on their website.

www.abbott-langer.com

■ **Association for Healthcare Philanthropy**

Publisher of *Association for Healthcare Philanthropy 2000 Total Compensation Report*. An online news release provides a sampling of the data contained in the report. Click on "AHP in the News" to access the news release.

www.go-ahp.org

■ **American Society of Association Executives**

Publishes *Association Executive Compensation and Benefits Study*, which is compiled every two years. To access information about the study and some summary data, click on "Career Headquarters" and then go to the "Look for Information About" menu and select "Articles and Resources." Scroll down and click on "Careers in Associations: Salaries."

www.asaenet.org

■ Association of Fundraising Professionals

Publishes an annual report, *Compensation and Benefits Survey*, which covers the U.S. and Canada. An excerpt is available on the AFP website under "Frequently Asked Questions." The AFP Resource Center may be able to supply information from other sources.

www.afpnet.org

■ Career Journal

Site maintained by *The Wall Street Journal*. This site has information specific to nonprofit organizations. Click on the tab marked "Salaries and Hiring Information," then select "Nonprofit" from the menu of employment sectors. You can access other information by using the site search feature to call up articles on compensation.

www.careerjournal.com/salaries/index.html

■ Chronicle of Philanthropy

Publishes articles and data from other organizations. To access such material, users must be subscribers. The best way to find information on salaries and compensation is to use the search function.

www.philanthropy.com

■ Council on Foundations

Their 2002 Salary Report Tables are available only to members. If you are a member use the "Select a Topic" menu to access the tables.

www.cof.org

■ Guide Star

Publisher of *2001 Guide Star Nonprofit Compensation Report*. Available in print, CD, or PDF file formats. Many of the 990 Forms available on this site list salaries for key staff, including the development director. Try doing a search

for organizations of your type with similar annual budgets and review the 990s.

www.guidestar.org

■ **Idealist.org**

Idealist's Career Center contains links to a number of the sources cited here.

www.idealist.org/career/salarysurvey.html

■ **Job Star**

The site has links to 300 selected general and professional salary surveys on the web. It also has information about print sources.

<http://jobstar.org>

■ **National Committee on Planned Giving**

Periodically conducts research on its members. To access the most recent Gift Planner Profile, click on "Resource Center," then scroll down to click on "Gift Planner Profile."

www.ncpg.org

■ **The Nonprofit Times**

Look under "Special Reports" for the most recent *Salary Survey*.

www.nptimes.com

Appendix F:

A SAMPLING OF ONLINE SOURCES OF EMPLOYMENT CONTRACTS

Prices vary, as does the degree of customization allowed. Remember that laws vary from state to state and country to country and are constantly being revised, updated or added to.

■ **'Lectric Law Library (Free)**

www.lectlaw.com

■ **MedLawPlus.com**

www.medlawplus.com

■ **Professional Employment Contract**

www.employeeagreements.com

■ **TheContractStore.com**

www.thecontractstore.com

■ **UrgentBusinessForms.com**

www.urgentbusinessforms.com

■ **Uslegalforms.com**

www.uslegalforms.com

Appendix G:

SAMPLE JOB PLAN: DEVELOPMENT DIRECTOR

As development director, I am accountable for assuring that our organization has the financial resources and stewardship necessary to achieve our strategic, board-approved outcomes and to maintain the highest ethical standards for our organization and my profession.

■ Twelve months from now:

Revenues from annual and major giving will have grown by __ percent in the first year.

Special events will be producing net revenues of a minimum ratio of \$3 for every \$1 spent.

A bequest society will be launched.

The development department infrastructure, including fundraising software, donor information, communications, staff training, and volunteer leadership, will be upgraded to support future growth goals.

■ Three years from now:

Revenues from annual and major giving have increased by at least \$__ million.

Revenues from grants will have significantly increased, while at the same time decreasing to 50 percent of expanded organization revenues.

Our planned giving program is securing significant commitments.

New income streams (e.g., cause-marketing, volunteer-led events, etc.) are contributing from 5-10 percent of revenues.

What Success Looks Like

Volunteers and technology have become critical, cost-effective, and innovative components of the development department.

Development infrastructure will be in place to launch a major capital campaign.

■ **Ongoing responsibilities:**

I am responsible for all planning, execution, control, and evaluation of philanthropic revenue programs for this organization. This includes, but is not limited to:

- Securing operational and program income through annual and major giving, grants, planned giving, special events and other sources of income.
- Hiring, training, and supervising a high quality department staff.
- Assuring the responsible stewardship of donors and funds received.
- Recruitment, training, and management of an enthusiastic and talented corps of fund development volunteers engaged at all levels in the development effort.
- Managing and improving department technology and communications.
- Assuring sound short- and long-term budgets and financial management.
- Recommending necessary board policies for the success and responsible stewardship of our philanthropic efforts.
- Assuring communications and integration throughout the organization.
- Developing annual and long-range plans to meet organizational needs.

■ **Donors:**

Key Relationships

My primary relationship is with our donors. It is my responsibility to engage them and build their awareness of the many ways that our organization can help fulfill their dreams, to operate ethically and in their best interests, and to ensure the wise stewardship of donors and their generous contributions.

■ **Executive director:**

My success in this position depends on a strong partnership with the executive director to develop short- and long-term growth and stewardship strategies for the organization, cultivate and solicit prospects, report on results, and provide timely and adequate information to the board of directors. The executive director is my supervisor, and I am directly accountable to him or her for these approved outcomes.

■ **Development department staff:**

Working with a highly qualified and motivated staff who achieve personal growth, work as a team, and enjoy their jobs is critical to my personal success. My role is to empower my staff with the training, feedback, timely information, resources, and technical knowledge necessary to achieve department results. I will hold staff to the highest standards while treating them with respect, fairness, and dignity.

■ **Board of directors:**

A critical element in fundraising is having an organization that is worthy and trustworthy of support. This is the primary role of the board of directors, and I will do all that is necessary to assist the board in creating such an organization. I will work collegially with the board to develop short- and long-term plans to meet board-approved objectives and to develop policies to guide our fundraising programs.

■ **Leadership volunteers (including board members):**

Engaging leadership volunteers in our fundraising efforts is critical to our fundraising success. The conditions that make for successful relationships with my staff are the same conditions that will lead to success with volunteers.

■ **Other staff:**

Fundraising is most successful when all parts of the organization understand their interrelationships. I will work collegially with my program and administrative colleagues to build an integrated effort that will fulfill our organizational objectives. My colleagues will understand their role in and desire to contribute to my success and vice versa.

*Personal
Development Plan*

Over the course of the next year, I will engage in professional development to secure the technical expertise needed to build a strong planned giving program.

I will also gain expertise around local and national issues and trends relating to our mission.

I will secure my CFRE within two years.

ALLOCATION OF TIME TO PRIORITIES (FIRST YEAR)

Donor and prospect cultivation, solicitation and stewardship	45%
Developing outstanding volunteers and staff	20%
Upgrading department management and administrative functions	10%
Board activities (not included elsewhere)	7%
Research, planning and development	10%
Service to management team	8%

There are currently five people in the development department for a total personnel cost of \$_____. I have full authority within my budget limits to retain or reconfigure the department as needed to meet my annual and long-term results.

Support Plan

My operating budget for the coming year is \$_____. Within that budget is funding to upgrade both the hardware and software for a donor management system and to upgrade the professional skills of myself and staff.

ABOUT THE AUTHORS

Susan E. Geary, CFRE, has been a member of the Association of Fundraising Professionals since 1986 and received the CFRE credential in 1992. She has served as conference chairperson and first vice president on the board of AFP Rhode Island. She has conducted numerous workshops and seminars on fundraising for AFP, CASE, and other organizations.

Susan began her fundraising career as assistant director of the Brown University Annual Fund in 1977. A year later she was promoted to associate director. In 1989 she assumed the title of director of special projects in the Individual Giving Office and was named the first principal gifts officer in 1990, a position she held for six years. In 1997 Susan accepted the position of campaign director at Bryant College, where she served for three years before leaving to pursue free lance work. She holds a B.A. in English from Brown University, as well as an M.A. and Ph. D. in American civilization.

Gayle L. Gifford, ACFRE, has been a member of the Association of Fundraising Professionals since 1988, most recently serving as president of the Rhode Island chapter. Gayle is president of Cause & Effect Inc. (www.ceffect.com), a consulting firm that provides organization development, fund development, and marketing services to nonprofit and public sector organizations seeking to make strategic change for a more just and peaceful world.

Before launching her consulting firm in 1996, Gayle served in senior development positions at Foster Parents Plan USA (now Childreach), Save The Bay, and City Year RI. She is a co-founder of the Environmental Federation of New England (now Earth Share of New England). Gayle has an M.S. in management from Antioch New England Graduate School, holds the advanced fundraising credential ACFRE, and is a frequent trainer and writer on nonprofit management and fundraising. She is the author of Meaningful Participation, an activist's guide to collaborative policy-making and a contributing writer to Nonprofit Boards and Governance and Major Gifts Review at www.CharityChannel.com. Gayle can be reached at gayle@ceffect.com.

A Donor Bill of Rights

PHILANTHROPY is based on voluntary action for the common good. It is a tradition of giving and sharing that is primary to the quality of life. To assure that philanthropy merits the respect and trust of the general public, and that donors and prospective donors can have full confidence in the not-for-profit organizations and causes they are asked to support, we declare that all donors have these rights:

I.

To be informed of the organization's mission, of the way the organization intends to use donated resources, and of its capacity to use donations effectively for their intended purposes.

II.

To be informed of the identity of those serving on the organization's governing board, and to expect the board to exercise prudent judgement in its stewardship responsibilities.

III.

To have access to the organization's most recent financial statements.

IV.

To be assured their gifts will be used for the purposes for which they were given.

V.

To receive appropriate acknowledgement and recognition.

VI.

To be assured that information about their donations is handled with respect and with confidentiality to the extent provided by law.

VII.

To expect that all relationships with individuals representing organizations of interest to the donor will be professional in nature.

VIII.

To be informed whether those seeking donations are volunteers, employees of the organization or hired solicitors.

IX.

To have the opportunity for their names to be deleted from mailing lists that an organization may intend to share.

X.

To feel free to ask questions when making a donation and to receive prompt, truthful and forthright answers.

DEVELOPED BY

AMERICAN ASSOCIATION OF
FUND RAISING COUNSEL (AAFRC)

ASSOCIATION FOR HEALTHCARE PHILANTHROPY (AHP)

COUNCIL FOR ADVANCEMENT AND
SUPPORT OF EDUCATION (CASE)

ASSOCIATION OF FUNDRAISING PROFESSIONALS (AFP)

ENDORSED BY

(IN FORMATION)
INDEPENDENT SECTOR

NATIONAL CATHOLIC DEVELOPMENT CONFERENCE (NCDC)

NATIONAL COMMITTEE ON PLANNED GIVING (NCPG)

COUNCIL FOR RESOURCE DEVELOPMENT (CRD)
UNITED WAY OF AMERICA

