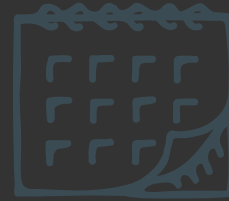
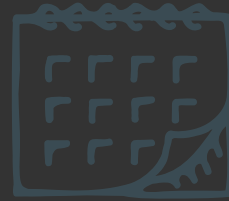
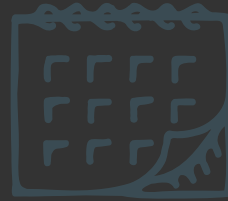
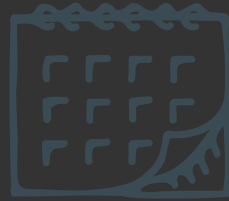
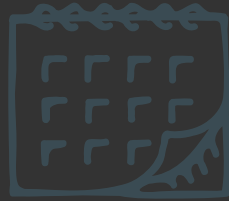
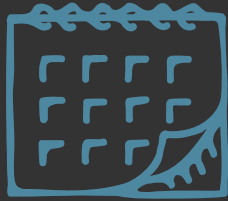




# Staffing Your Fundraising Operation: Structure, Attract & Retain

Chad Barger, CFRE, CNP

# 16



Months = Average Fundraiser Tenure (Cygnus Applied Research)



# THE GREAT RESIGNATION



“The Great  
Exploration”

KEITH FERRAZZI

**If we want this to change, we have to adapt. The world of work has changed. Our employment practices MUST change as well.**

# TODAY'S GAME PLAN

**1 THE SEEMINGLY INSURMOUNTABLE FUNDRAISING STAFFING CHALLENGE**

**2 @FUNDRAISERCHAD MAY 2022 STAFFING SURVEY**

**3 WHAT FUNDRAISERS WANT & HOW TO STRUCTURE FUNDRAISING POSITIONS FOR SUCCESS**

**4 WHAT'S WORKING TO ATTRACT & SUCCESSFULLY HIRE FUNDRAISING TALENT**

**5 TIPS TO RETAIN YOUR FUNDRAISING ROCK STARS**

**6 ADDITIONAL FUNDRAISING RESOURCES**

**7 QUESTIONS & COMMENTS**



# But first ... who is this guy?

And why does he think he knows what he's talking about?







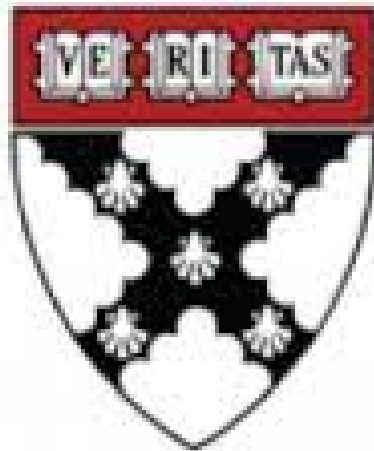






**SLIDES + FREE RESOURCES + RECORDING**

DOWNLOAD AT [PRODUCTIVEFUNDRAISING.COM/RESOURCES](https://PRODUCTIVEFUNDRAISING.COM/RESOURCES)



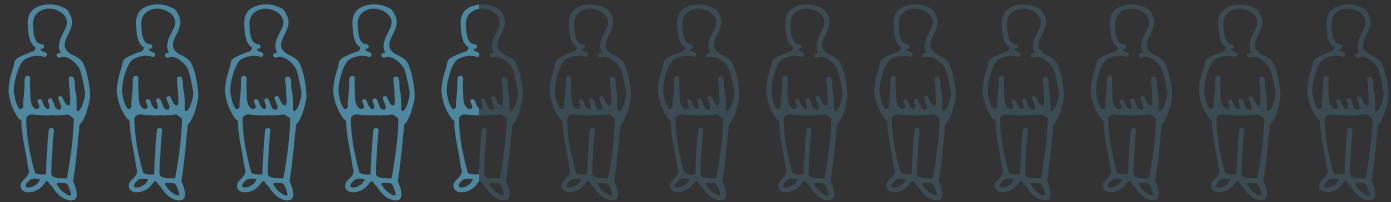
# Harvard Business Review



# The Seemingly Insurmountable Fundraising Staffing Challenge

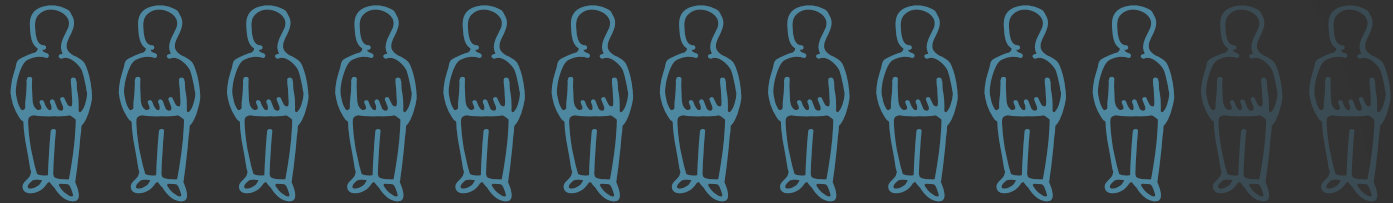


# 34%



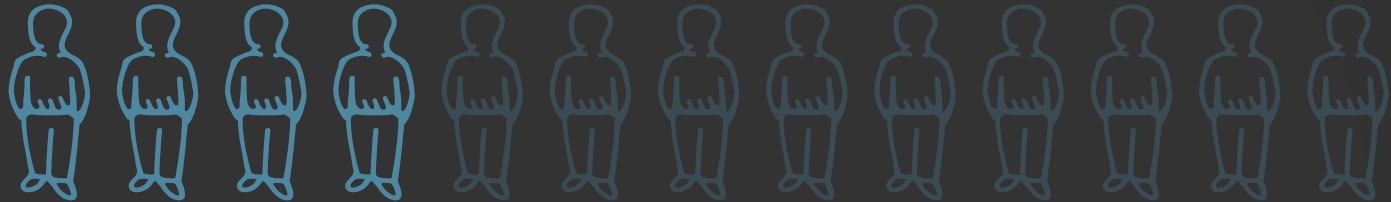
of Nonprofits Lost Fundraising Staff in 2021  
(Pulse of Donor Relations Survey, 2022)

# 85%



of Fundraisers Expect to Change Jobs within the Next 2 Years  
(Chronicle of Philanthropy, 2022)

# 31%



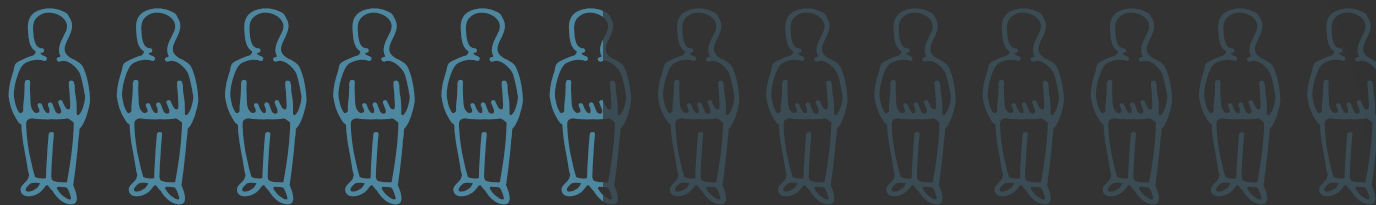
of Fundraisers Expect to Leave the Field Altogether within the Next 2 Years  
(Chronicle of Philanthropy, 2022)

Staff younger than 30  
are the most difficult  
to retain (representing  
46% of all turnover).

**FUNDRAISER RETENTION  
= DONOR RETENTION**



# 43%



Average Donor Retention Rate (Fundraising Effectiveness Project, 2021)

# Cost Benefit Analysis ...



**THE AVERAGE MAJOR GIFT TAKES 18 MONTHS TO CLOSE**



**THE AVERAGE FUNDRAISER ONLY STICKS AROUND 16 MONTHS**



**YOU CAN'T AFFORD THE TYPICAL NONPROFIT STAFF TURNOVER, AND YOU NEED TO DO WHATEVER IT TAKES TO MAKE WORKING FOR YOU A POSITIVE EXPERIENCE.**



**A SURVEY OF 1,700 FUNDRAISERS AND 8,000 NONPROFIT CHIEF EXECUTIVES FOUND IT WOULD COST JUST \$46,650 TO KEEP A GOOD FUNDRAISER HAPPY.**

source: Cygnus Applied Research



**THE DIRECT AND INDIRECT COSTS OF FINDING A REPLACEMENT ARE \$127,650.**

source: Cygnus Applied Research

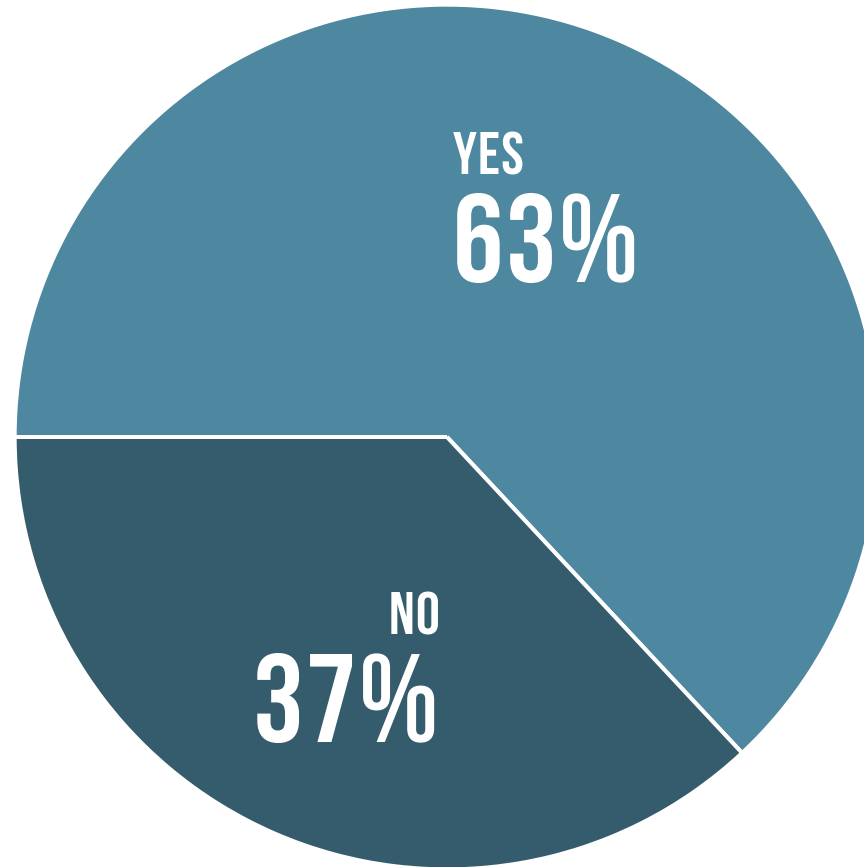


# @fundraiserchad May 2022 Staffing Survey Results



# @fundraiserchad 2022 Staffing Survey

Do you have the resources you need to perform your job well?







# What Fundraisers Want: How to Structure Fundraising Positions & Benefits for Success



# Position Structuring

- **GET ALL THE NON-FUNDRAISING STUFF OUT OF THERE**

Eliminate/minimize #9 “Other duties as assigned”

- **“WE ALL DO PART OF THIS WORK” DOESN’T APPLY TO FUNDRAISING**

There’s an opportunity cost, approach it as a revenue center, not another worker bee.

- **INCLUDE THEM IN A REALISTIC GOAL SETTING PROCESS**

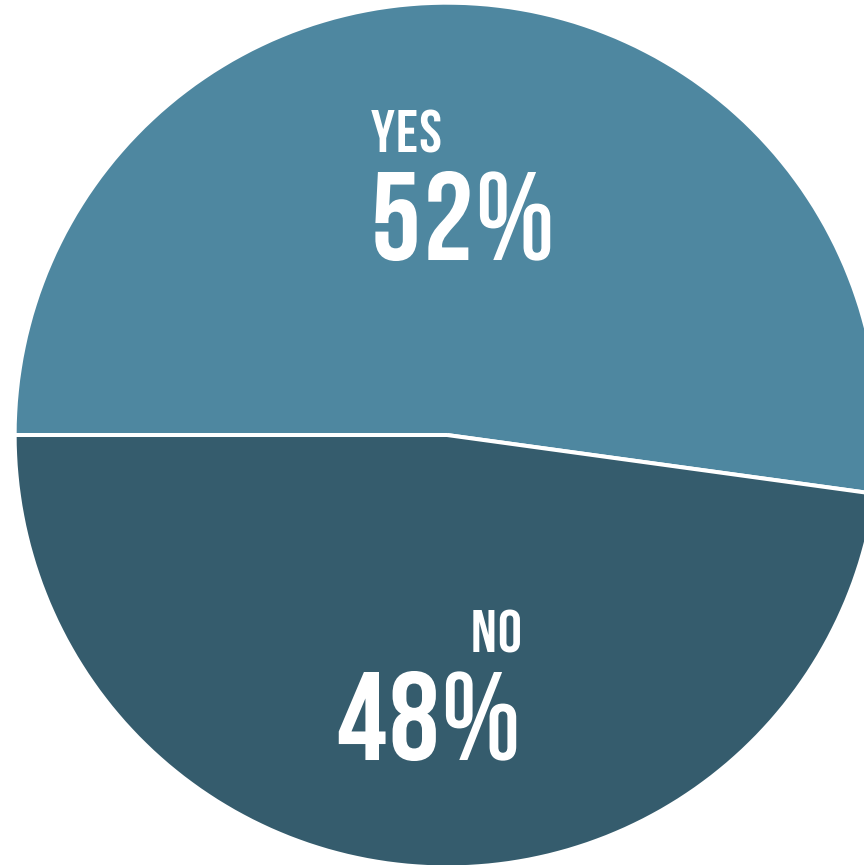
Resource: Fundraising Forecasting Tool

- **REVIEW TO SEE HOW MUCH OF THE POSITION IS ACTUALLY ADMIN (NOT RELATIONSHIP BUILDING) WORK**

It's far less expensive to give them admin support than pay them to do it.

# @fundraiserchad 2022 Staffing Survey

Do “other duties as assigned” make up a significant portion of your job?





# Compensation

- **KNOW THE AVERAGE & FIND A WAY TO GET THERE**

Resource: Keela Comprehensive Guide to Nonprofit Salaries

- **SHARE THE SALARY RANGE FOR A POSITION, ALWAYS**

It's inclusive & says everyone time.

- **IT'S MORE THAN JUST SALARY ...**

If you're going to ask them to work in the evening, provide dinner or at least reimburse / per diem (so they actually eat) & cover professional development

- **OFFER A BONUS STRUCTURE**

You can do it, but it has to be broader than just “dollars raised.”

Resource: Development Officer Performance Tracking Scorecard



Job Title	Average Salary (USD)	Average Salary (CAD)
Executive Director	\$68,123	\$67,130
Fundraising Manager	\$55,003	\$58,818
Human Resources Coordinator	\$48,127	\$47,576
Marketing Director	\$63,756	\$64,083
Program Manager	\$53,719	\$57,229
Volunteer Coordinator	\$40,139	\$44,367

Average Nonprofit Salaries in the United States and Canada

SOURCE: KEELA NONPROFIT SURVEYS GUIDE



# Paid Time Off

- **LESS FOCUS ON TRACKING & LIMITS**
- **MORE FOCUS ON REMOVING RESTRICTIONS & ENCOURAGING THEM TO ACTUALLY USE IT**
- **TWO GROWING TRENDS...**
  - Lumping (elimination of distinction between sick time & vacation time ... normalizing “mental health days”)
  - Unlimited (provided you get it pre-approved & meet your goals)



**MID-ATLANTIC**







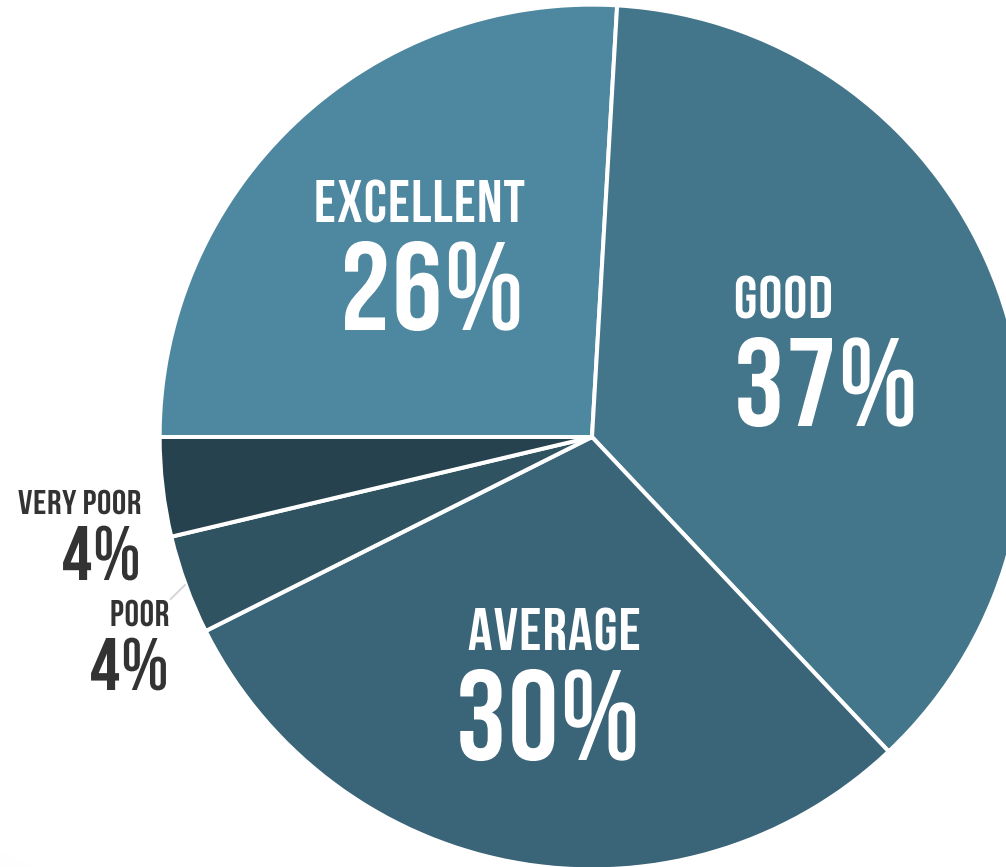
# Professional Development

- **REWARD CURIOSITY & OUT OF THE BOX IDEAS - EMPOWER THEM TO GO FIND THEM BY ...**
  - Encourage webinar attendance
  - Cover subscriptions
  - Cover professional dues
  - Cover certification
  - Cover 2 major conferences per year (1 in person)
  - Make coaching an option (especially when new duties are assigned)
- **COMMUNICATION OPPORTUNITIES FOR CAREER PROGRESSION / TITLE CHANGES**



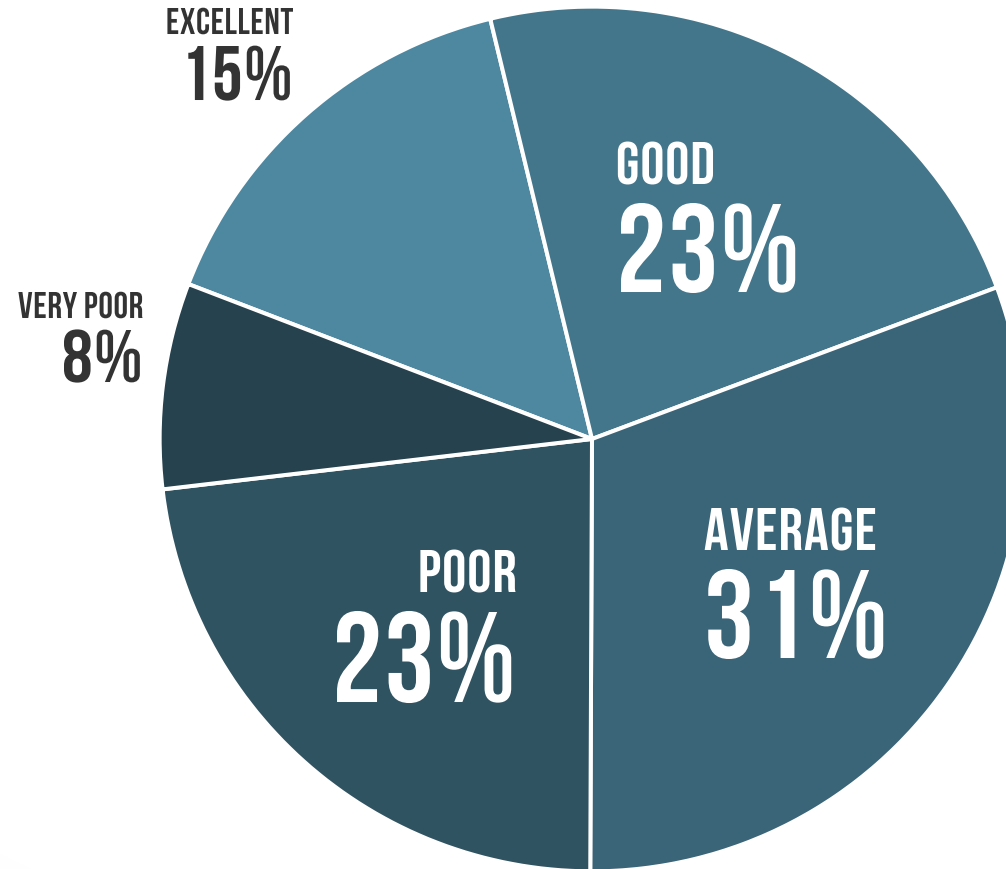
# @fundraiserchad 2022 Staffing Survey

Availability of Training Opportunities



# @fundraiserchad 2022 Staffing Survey

Opportunities for Advancement



And I'm saving the toughest  
one (for some of you)  
to stomach for last ...

Uncaring leaders, unsustainable expectations of work performance, and lack of career advancement are the top three reasons workers quit their jobs. And for those who returned to traditional employment, these workers were primarily lured back by workplace flexibility, with adequate compensation as a secondary reason.

McKinseys Great Attrition, Great Attraction survey, 2021

**30% of workers around the world surveyed last year said they would consider seeking a new job if their current employer required them to return to the office full time.**

McKinseys Great Attrition, Great Attraction survey, 2021

# Work Environment & Hours

- **REMOTE FIRST, BUT NOT EXCLUSIVE**

If not, you aren't competitive. Period. Everyone wants/demands flexibility.

- **JUST 2-3 DAYS PER WEEK IN OFFICE, IF THAT'S EVEN REQUIRED**

- **YOU HAVE TO MAKE IT WORTH THE COMMUTE**

There's a reason to come in. Not just the expectation to come in.

- **YOU DON'T WANT YOUR FRONTLINE FUNDRAISERS IN THE OFFICE TO BEGIN WITH.**

- **BUILD A CULTURE OF MUTUAL TRUST**

- Track performance, not presence
- No 15 minute time tracking
- No “video on” requirements



# Maximizing a Remote First Work Culture

- **WITH “WHEN FLEXIBILITY” EMPLOYEES CAN STRATEGICALLY DEVOTE THEIR MOST ENERGETIC HOURS TO TIMES THEY’RE MOST PRODUCTIVE.**
- **LACK OF COMMUTE & NEED FOR EXTENSIVE GROOMING SAVES THE AVERAGE WORKER 6 HOURS PER WEEK**
  - 50% is reinvested into work
  - 50% is reinvested into themselves (self care actually happens)
- **PROVIDE GOOD TECHNOLOGY**

No “supply your own device.” You must provide it, even if it lives with them.
- **LEAN INTO ASYNCHRONOUS COMMUNICATION**

Video calls are just for strategizing, brainstorming or collaboration.





# Maximizing In Person Time

- **FIND THE DAY THAT MAKES THE MOST SENSE (AND IT'S NOT MONDAY OR FRIDAY)**

An average of 46% of U.S. office workers went to work on Wednesdays in March 2022, said Kastle Systems, a security firm that monitors access-card swipes. That trounced Monday's meager 35%.

- **MAKE CELEBRATING WINS A KEY REASON TO GET TOGETHER**

More cowbell?

- **FACE TO FACE RETREATS**

More frequent than just the holiday party





# What's Working to Attract & Successfully Hire Fundraising Talent

Who are you looking for?

# Key Personality Traits of Successful Fundraisers

- **CURIOSITY**
- **HIGH EMOTIONAL INTELLIGENCE**
- **ABILITY TO READ PEOPLE**
- **GREAT MEMORY FOR FACES, NAMES & PERSONAL DATA**
- **A TENDENCY TO ENGAGE WITH PEOPLE OUTSIDE THEIR JOB**
- **A LOVE OF READING (ESPECIALLY POPULAR PSYCHOLOGY)**
- **PATIENCE**
- **SINCERITY**

# Where to Find Them

**1** PERSONAL &  
ORGANIZATIONAL  
NETWORKS

**2** ASSOCIATION OF  
FUNDRAISING  
PROFESSIONALS  
CHAPTER LEVEL JOB  
POSTINGS

**3** LOCAL CONSULTANTS

**4** INDEED

**5** INTERNSHIP  
PROGRAMS



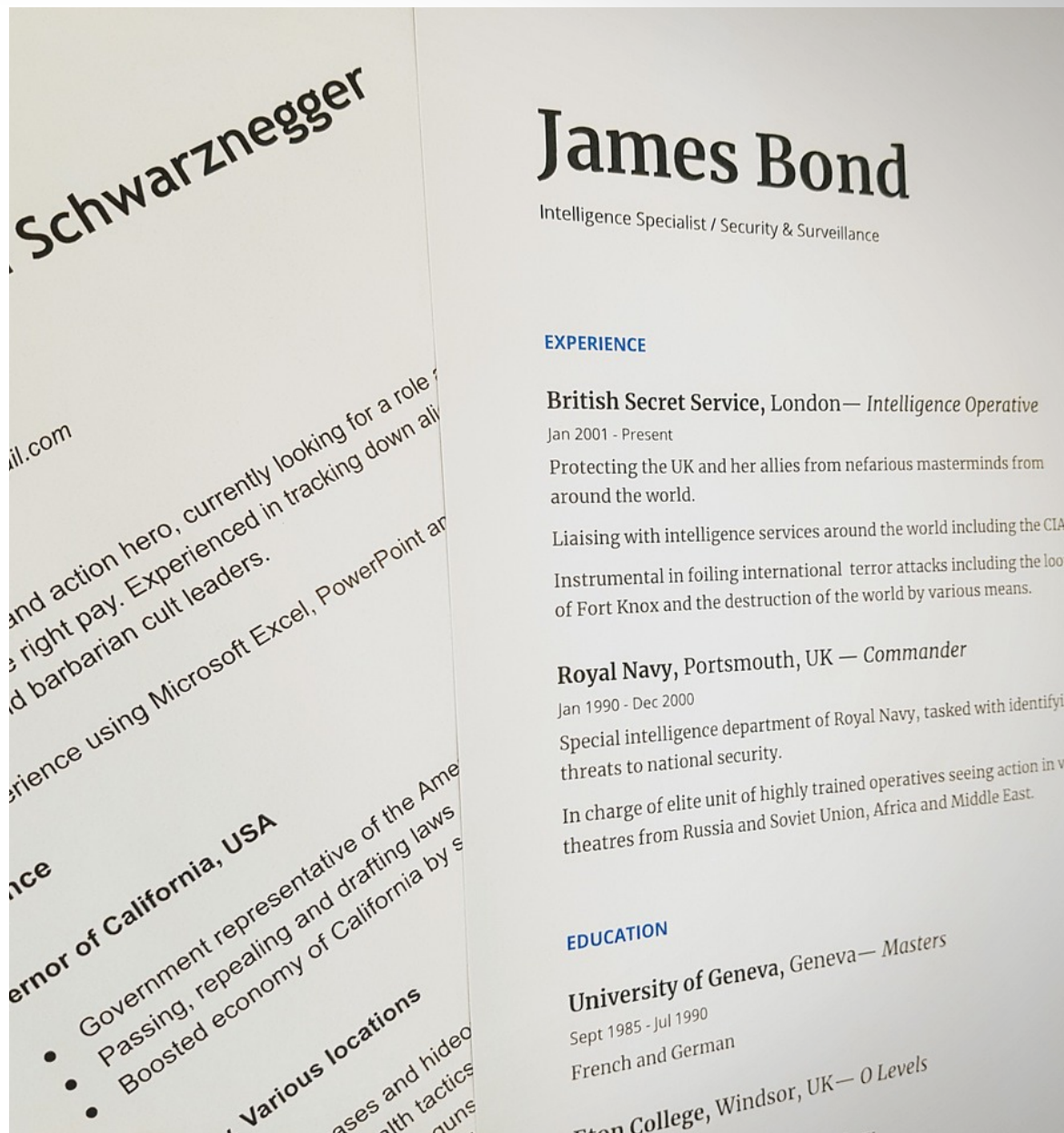




“The vast majority of nonprofits surveyed (84%) said they’re struggling to find qualified candidates, with almost half describing it as “extremely challenging or nearly impossible” to find the right fit.”

“If hiring has been a challenge, hire for fit, passion and personality, not fundraising knowledge or connections.”

“Enroll them in a course and get them a coach (you don’t have the time to teach them).”







**Paul Taylor** @PaulTaylorTO · Mar 7



Preparing for an job interview is labour and candidates may even have to take time off work to attend an interview. I'm pleased to share that [@FoodShareTO](#) will now be compensating folks (\$75) for their interviews (approx. 1 hr) to join our team. 1/2



87



1,198



7,355



**Paul Taylor**



@PaulTaylorTO

And when the interview contains a presentation or assignment, the candidate will be compensated for the labour associated with the preparation of the presentation/assignment at the hourly rate associated with the position they're applying for at [@FoodShareTO](#). 2/2

11:30 AM · Mar 7, 2022 · Twitter Web App

**119** Retweets **14** Quote Tweets **1,394** Likes

SOURCE: FoodShare Toronto

Consider sending (some) interview questions in advance. The interview will more closely mimic a donor visit.

# Ensuring Organizational Cultural Fit

- **TALK ABOUT YOUR CULTURE**

“We support each other by ...”

“We foster a climate of dignity and respect by ...”

“We encourage employee self care by ...”

- **ADDRESS DIVERSITY**

You can't not mention it, especially if you don't have much/any.

“We are committed to diversity, but we are not yet where we want to be.”

- **PROVIDE APPLICANTS WITH AN OPPORTUNITY TO MEET THE KEY STAFF THEY WILL BE WORKING WITH BEFORE ACCEPTING A POSITION.**

- **ASSIGN NEW HIRES A MENTOR TO HELP THEM NAVIGATE/LEARN THE CULTURE**

Give them a collaborative project to kickoff the relationship (e.g. review a current policy to see if it needs to be revised)

- **PRACTICE GIVING PRAISE & GRATITUDE**

Managers, praise a colleague every day.

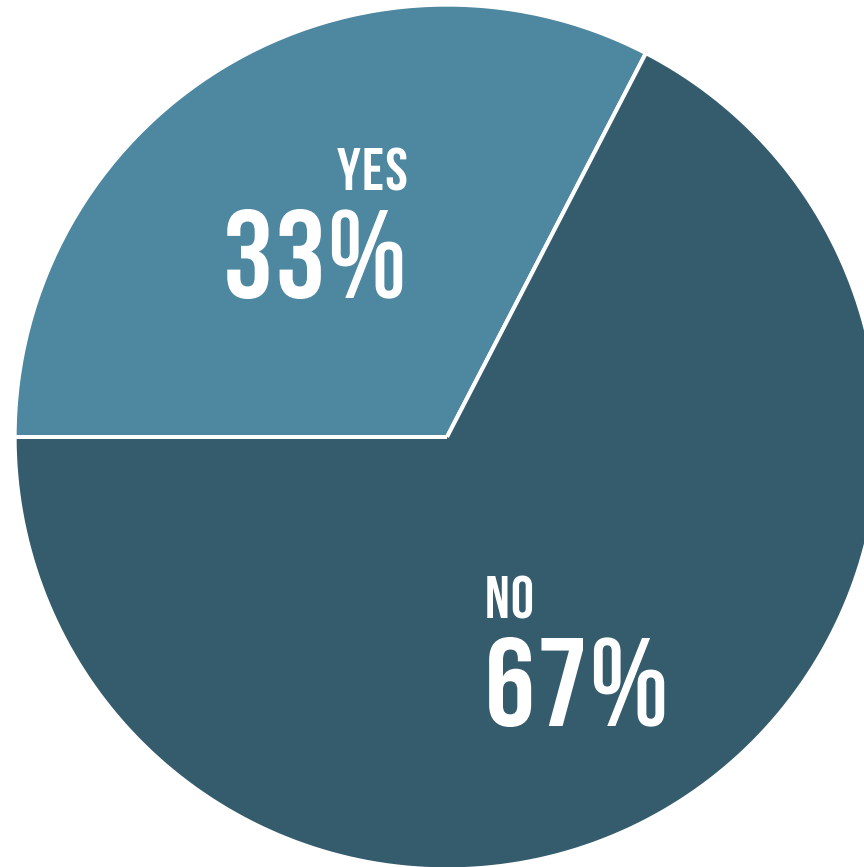
Employees, praise a colleague every week.



# Tips to Retain Your Fundraising Rock Stars

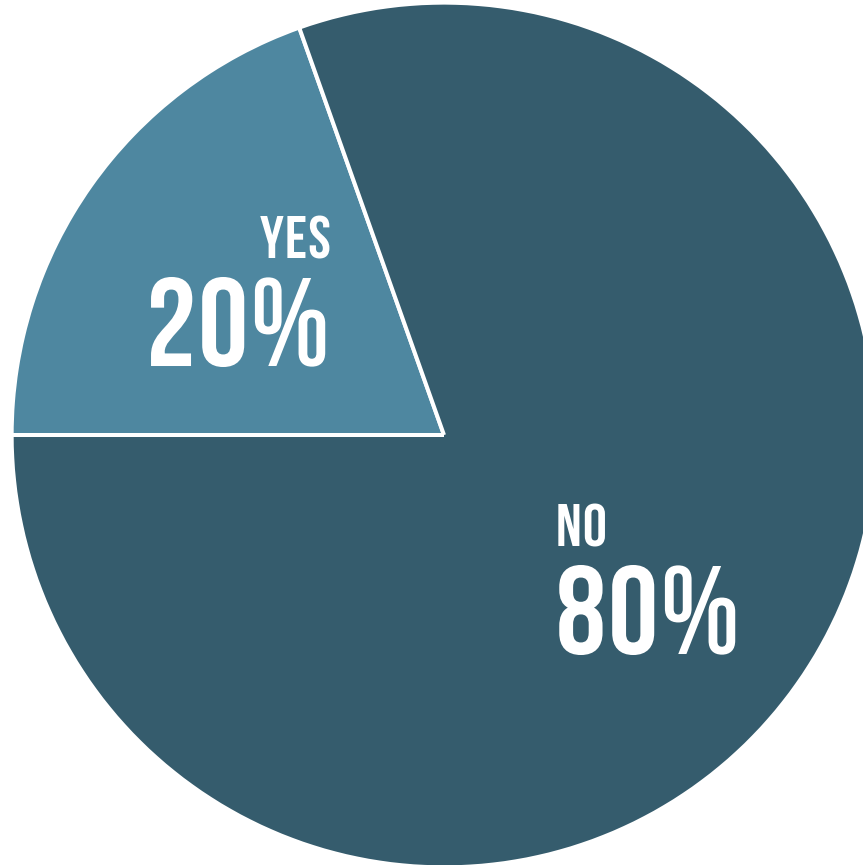
# @fundraiserchad 2022 Staffing Survey

Are you currently, or do you anticipate, looking for a new position within the next 12 months?



# @fundraiserchad 2022 Staffing Survey

Are you considering leaving the fundraising/nonprofit sector altogether within the next 12 months?





# Conduct “Stay Interviews”

- **WHAT'S YOUR FRAME OF MIND TODAY?**
- **WHO DO YOU FEEL CONNECTED TO AT WORK?**
- **WHAT BARRIERS CAN I REMOVE FOR YOU?**
- **WHAT NEW THING DO YOU WANT TO LEARN THAT WILL EXCITE YOU AND HELP YOU GROW?**



**And when one of your  
successful fundraisers  
does decide to leave ...**

When your co-worker leaves for another job















# Keep the door open ...



**RECENT JOB HOPPERS ARE LIKELY TO JUMP AGAIN. ABOUT 40% OF THOSE WHO CHANGED JOBS IN THE PAST YEAR ARE ALREADY LOOKING TO MAKE ANOTHER SWITCH.**

State of Working In America Survey, 2022, Grant Thornton



**BE OPEN TO PARTIAL RETIREMENT AND/OR MOVES TO PART TIME WORK**



**DESTIGMATIZE AND NORMALIZE LEAVING THE ORGANIZATION**



**IF YOU WANT THEM BACK, KEEP IN TOUCH (QUARTERLY) AND MAKE SURE THEY KNOW IT**



**Additional Fundraising Resources**

THE INSTANT *NEW YORK TIMES* BESTSELLER

# SOLVE YOUR #1 PROBLEM

**"Knowing *what* to do is not the major challenge faced  
by executives—finding *who* to do it is!**

Here's great advice for a talent-hungry world."

—MARSHALL GOLDSMITH, author of  
*What Got You Here Won't Get You There*

# Who

Geoff Smart and Randy Street

ghSMART.

**@fundraiserchad**







FREE WEBINAR

# How to Get Your Board to Fundraise

@fundraiserchad

**5/31 @ 1PM EASTERN**





Questions & Comments