



Chartered
Institute of
Fundraising



Essential Fundraising for Small Charities

Finding and Recruiting a Fundraiser

supported by



**AN EQUALITY,
DIVERSITY
AND INCLUSION
STRATEGY**

**FOR THE
FUNDRAISING
PROFESSION**

**CHANGE
COLLECTIVE**



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SOCIAL CLASS INTERSECTIONALITY

3%

DISABLED
FUNDRAISERS

10%

PAY GAP - WOMEN
IN SENIOR ROLES

4%

LGBT+
FUNDRAISERS

9%

BAME FUNDRAISERS

24%

MEN IN FUNDRAISING ROLES



The vision underpinning our Change Collective Strategy is of an equal, diverse and inclusive profession, where everyone is the right fit.

THE OBJECTIVES WE HAVE SET TO ACHIEVE THAT VISION ARE:

For entry into the profession to be diverse at all levels

For progression and retention within the profession to be based on merit, and for there to be equal pay for equal work

For fundraising to be, and acknowledged to be, an equal, diverse and inclusive profession

**CHANGE
COLLECTIVE**

GUIDE TO RECRUITMENT FOR SMALL CHARITIES

SMALL CHARITY RECRUITMENT JOURNEY - EMPLOYING YOUR FIRST FUNDRAISER

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GUIDE TO RECRUITMENT FOR HIRING MANAGERS

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GUIDE TO RECRUITMENT FOR JOB SEEKERS

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GUIDE TO RECRUITMENT FOR RECRUITMENT AGENCIES

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HINTS AND TIPS TO START YOUR RECRUITMENT JOURNEY

Isobel Michael, Southside Family Project's sole fundraiser, and Chartered Institute of Fundraising Trustee and member of the EDI Committee, provides some hints and tips to start your recruitment journey based on her decades of work with small charities.

DO AND DON'T LIST FOR SMALL CHARITIES PLANNING TO EMPLOY THEIR FIRST FUNDRAISER

✔ DO:

1. Offer flexibility in working arrangements - consider part-time, flexible days/hours and remote working
2. Offer time and support for training and development alongside the fundraiser role to build skills, expertise and professional development
3. Set realistic expectations for the new role, allow time for the fundraiser to learn about the organisation, develop the case for support, fundraising strategy and plan; and recognise that you will need to provide clear project and financial information for the fundraiser
4. Value lived experience, particularly related to your cause, and the ability to draw from personal experience to bring insights to the organisation's fundraising and storytelling
5. Also recruit for fundraising experience at a governance level to help support the strategic development and management of fundraising
6. Develop a plan to measure outputs and outcomes of this new role

✘ DON'T:

1. Think that fundraising is easy - you'll need to recruit someone with the abilities needed to lead the fundraising for your organisation and support their ongoing training and development
2. Focus on short-term financial return, but invest time in working with the fundraiser to develop the tools and resources needed for effective long-term fundraising
3. Look for a 'well-connected' individual - expecting a fundraiser to bring a list of contacts is unrealistic and it's much more effective to hire a strong relationship builder to build a supporter base committed to your cause
4. Think that the fundraiser can work in isolation, they will need to work closely with your organisation's full team and particularly with the CEO/Director
5. Focus on a need for formal or length of experience - focus instead on ability, transferable skills and value less formal work experience

EXPERT ADVICE

HOW CAN YOU CREATE A JOB AD THAT GOOGLE LOVES?



This is an extract from a CharityJob blog written by Stephanie Dotto, Content and SEO lead at CharityJob

Optimising your job ad for Google and tailoring it to your candidates are essentially the same thing. Ultimately, all Google cares about is matching the right content to the queries its users are searching. So, if you put in all the information you think a candidate would want to know about your job, then you're already making it Google-friendly.

Put yourself in the candidate's shoes. What would you want to know about a job you're thinking about applying for? And what might intrigue you to learn more about the organisation and click 'apply'?

HERE ARE A FEW THINGS YOU SHOULD ALWAYS INCLUDE IN YOUR JOB ADS:

- **Location** – Candidates like to calculate things like commute times and costs, and this helps Google answer 'jobs near me' queries.
- **Base salary** – We know sometimes this can be a tricky one, especially for charities. But salary is important to candidates, especially if they're looking to advance in their career or want to know how much they could make shifting into the sector. You don't always have to make it visible on the front end, but a salary range needs to be included when you post the job (or else Google won't show it).

- **Job title** – If you have a unique job title (which many charities often do), our system will match it to a standardised job title which we share with Google. That means users will still find your role, even if they aren't searching for those exact terms.

OTHER THINGS THAT CANDIDATES WANT TO KNOW ABOUT:

- **Employment type** – Full time? Part time? Contract? Make it clear right away.
- **Required skills** – The more skills you include, the faster a candidate will know if they're the right match for you.
- **Job benefits** – What do you offer that other charities might not?
- **Core values and company ethos** – This gives candidates a better idea of what your charity cares about and what sort of working environment to expect.
- **Equal opportunity statement** – Show that you're open to hiring every type of person.

LIVED EXPERIENCE

DITCHING CVS AND COVER LETTERS



This is an edited version of a blog written by Janet Thorne, CEO at Reach, in February 2020. You can read the full version at reachvolunteering.org.uk/blog/ditching-cvs-and-cover-letters. Reach has been experimenting with a new approach to recruitment: abandoning CVs and cover letters in favour of three focused questions. It's worked really well for us. The process was fairer and more effective, and candidates liked it too.

Recruiting a strong team is one of the most important things to get right, especially for a small charity. I've never been happy with traditional methods: application forms are cumbersome and shortlisting from CVs and cover letters seems too subjective and ineffective. Too often, I've found that a great applicant turns into a poor interviewee, or I worry that we missed someone with potential because of the volume of words we had to read. I was keen to try a more objective and focused process.

The approach that we followed is essentially borrowed from Applied (beapplied.com) who make their excellent resources available for free.

WHAT WE DID

We used this approach to recruit for two very different roles: a service administrator and a head of service.

We honed in on the essential attributes (a mix of skills, experience and qualities) and developed three questions designed to draw out those attributes. We put these questions up on **Survey Monkey** and put this on the job adverts. We asked for contact details and CVs; we kept this data hidden when shortlisting.

We reviewed all the applicants' answers to each question in turn, and scored all of them, before moving

on to the next question and so on. We then shortlisted for interview, based on these scores.

"Too often, I've found that a great applicant turns into a poor interviewee..."

WHY WE DID IT

REDUCING BIAS

Unconscious bias tends to creep into the selection process. Doing it this way removes much of this bias at the application stage:

- **Blinding** – by viewing answers without any other contextual data, you are forced to judge candidates on their answers only
- **Chunking** – by viewing answers in isolation, you avoid the 'halo' effect where you start marking a candidate up (or down) because you feel strongly about their previous answers
- **Randomisation** – by viewing answers in different orders, no one candidate gets unfairly penalised by fatigue.

ENTRY LEVEL ROLES



One of the ways you can increase the diversity pipeline is to grow your talent with an active approach to diversity. Our Director of Individual Membership, Compliance and Professional Development, Alex Xavier, sets out the routes into the profession. This mirrors the guidance developed for candidates.

INTERNSHIPS

Many charities in the sector offer paid internships for those who want to gain experience of working in fundraising. Internships are usually short term and provide experience of what it's like to work in a professional environment. You may start the intern on a range of administrative tasks such as minute taking, data entry, handling supplier invoices and responding to emails before moving onto opportunities to develop skills in specialist areas such as supporter stewardship and digital.

Interns have rights and should never be seen as free or cheap ways to fill gaps in your team. Unpaid internships (and full, or near full time volunteering) are not financially accessible options for most people.

GUIDE POINTS

1. Review your policy and procedures for interns to include payment at the national minimum wage, at least, or the living wage.
2. Make sure you have a plan for recruiting and supporting an intern or group of interns; provide them with a manager and regular supervision.

3. Consider internships designed for returners to the workforce, disabled people and people from lower socio-economic backgrounds.
4. Provide interns with skills development opportunities beyond basic administration
5. Be sure to familiarise yourself with the government's guidance on internships:
[gov.uk/employment-rights-for-interns](https://www.gov.uk/employment-rights-for-interns)
6. Be clear about progression opportunities, how to access them and feedback if they are unsuccessful in getting a permanent job.
7. Get feedback from current interns and those moving on before recruiting new interns.
8. Agree a reference with them.

APPRENTICESHIPS

Apprenticeships allow someone to undertake paid employment and professional training at the same time. In undertaking an apprenticeship, the apprentice will work very closely with you as the employer and an approved training provider to gain knowledge, develop skills and hone behavioural traits over the duration of the apprenticeship.

WHAT DID YOU DO IN THE CRISIS?

- You may be tempted to ask candidates to tell you what they did in the crisis, think carefully what you want to know and why – does it add to your understanding of their competence?
- Be aware of potential bias towards candidates who worked through, volunteered, took up training courses – not everyone will have had the choice, time or capacity.
- Candidates who were not furloughed may have been given additional responsibilities and will naturally want to present this. These opportunities may not have been spread evenly across all equality groups.
- Be sensitive to candidates who were furloughed: it may not have been their choice; they may have been shielding; they may have had caring responsibilities.
- Some candidates will have lost friends or families to Covid-19 and may not want to talk about this time.
- Some people will have lost their jobs, or have been in the group of new starters not eligible for furlough.

RECRUITMENT DURING AND AFTER THE CORONAVIRUS CRISIS

We all have new perspectives about what our work is, what it needs now and we're buzzing with ideas and worries about what the future opportunities and threats will be. We've had to learn a whole new language for HR (furlough) and working from home (Zoom or Teams, anyone?). Some organisations may have temporarily halted recruitment but others have continued.



Falling back into old ways of working after the crisis is over may be tempting but you will lose the opportunity to make changes to your equality, diversity and inclusion intentions on recruitment and not entrench existing inequalities. You will have to recruit again and the Covid-19 crisis provides you with the knowledge, experience and skills to do it differently.

POLL: WHICH OF THE FOLLOWING ARE TRUE FOR YOUR ORGANISATION?

1. We have a dedicated fundraising role (whether filled or not)
2. We have used fundraising consultants or freelancers
3. We are thinking of recruiting a consultant or an in-house fundraiser

Breakout discussion

Where to advertise a role like this?

- 1) Local trust and foundations part-time consultant
- 2) Local statutory sector part-time contracts fundraiser
- 3) Regional or national consultant
- 4) Ad-hoc face to face fundraiser
- 5) Permanent full-time fundraiser
- 6) Temporary full-time fundraiser
- 7) Ad-hoc support for fundraising related tasks

Think about:

- What you need from the role – what is most important?
- Similar roles and salary points
- All recruitment routes

Follow up resources and further reading

Suggested next steps:

- Read the [Recruitment guide for Small Charities](#) and share with your team / board
- Join your local [Chartered Institute group](#) for advice and to make connections
- Join [Fundraising Chat](#) on Facebook to talk to fundraisers possibly looking for roles

Follow up resources and further reading

Other guidance:

- [CharityJob](#) – Diversity in Charity Sector Recruitment: A Hiring Guide
- [Furloughed Fundraisers](#) Facebook group – private, but send the admins a message
- [Cranfield Trust](#) - free guidance and advice on HR and management
- [Evenbreak](#) - recruitment site for disabled jobseekers
- [Diversifying](#) - job board for organisations that are committed to creating inclusive and diverse work cultures
- Your local CVS, Voluntary Action or Third Sector support organisation will have advice, job boards and sample templates and policies – [find groups near you with this map](#)
- [National Lottery Community Fund](#) – signposting to lots of resources, broken down by cause
- [Money4You](#) - #BrunchBriefings on Fundraising (free for BAMER-led orgs)



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Resources and further guidance on this topic,
plus details of other events, can be found at
bit.ly/ciofsmall

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