Recruiting, Retaining and Developing Excellent Fundraising Staff

Daryl Upsall
Chief Executive

Daryl Upsall Consulting International
Welcome - Bienvenido
Content of session

1. Introduction  -  A bit about you and me
2. Marketplace  -  Fundraising where?
3. Recruiting  -  Need, JD, Salary, Process
4. Retaining  -  Motivation, De-motivation, Happy Staff
5. Developing  -  How to grow staff skills
6. Any questions?
Daryl Upsall Profile

• 30 years in fundraising and worked in 49 countries
• Based in Madrid, Spain
• Former International Fundraising Director, Greenpeace International
• Raised over 1000 million Euros for Greenpeace and over 350 million for Spanish NGOs
• Runs leading international NGO consultancy and recruitment agency
• Co-owner leading Spanish telephone agency, The Fundraising Company
• Co-owns Face to Face FR companies Fundraising Iniciativas and International Fundraising with businesses in Italy, Portugal, Brazil, Colombia, Mexico and Argentina,
• Fellow of UK Institute of Fundraising and AFP International Board Member
We provide practical, integrated support to boost fundraising income and organisational growth:

“Daryl and his team are smart, fun, honest, connected and very persistent. We have benefited greatly from their vast knowledge and no-nonsense advice.”

Nicky McIntyre
Executive Director
Mama Cash | Fund for Women
We have completed more than 300 searches for over 150 different organisations across 114 locations!

With a network of over 26,000 non-profit professionals, we find the best talent wherever you are in the world.

“We were highly impressed with the network Daryl was able to draw on. Working with DUCI and Global Charity Jobs was invaluable in our search for the perfect candidate.”

Jim Walker
Chief Operating Officer
The Climate Group
Client List - International HQs

- ActionAid International
- Amnesty International
- ALSAC/St Jude Hospital
- Age Concern International
- Berlin Civil Society Center
- Bioversity International
- Blackbaud
- Borneo Orangutan Survival Foundation (BOS)
- Breast International Group
- CARE International
- Charles Darwin Foundation
- Christian Aid
- Christian Blind Mission
- Christian Children's Fund
- Center for International Forestry Research (CIFOR)
- Club de Madrid
- Committee to Protect Journalists
- Concern Worldwide
- Covenant House/Casa Allianza
- Deaf Child Worldwide
- Drugs for Neglected Diseases Initiative (DNDi)
- Four Paws (Vier Pfoten)
- ECPAT
- Ethical Trading Initiative
- Eurogroup for Animals
- European Critical Care Foundation
- European Multiple Sclerosis Platform
- Finn Church Aid
- Foodwatch
- Forest Stewardship Council
- Foundation Theodora
- DARA Foundation
- Global Reporting Initiative
- Greenpeace International
- Habitat for Humanity International
- HelpAge International
- Hole in the Wall Gang Camps
- Human Rights Watch
- Independent Diplomat
- IFAW
- Institute for Integrated Transitions (IFIT)
- Institute for War and Peace Reporting
Client List - International HQs

- International Cocoa Initiative
- International Crisis Group
- International Deaf Children's Society
- International Institute for Strategic Studies
- International Rehabilitation Council for Torture Victims
- Islamic Relief Worldwide
- Mama Cash
- MarViva
- Merlin
- MAG (Mines Advisory Group)
- MORI
- MSF Access to Medicines Campaign
- Multiple Sclerosis International Federation
- Oak Foundation
- Pew Environment Group
- Plan International
- Red Cross (IFRC)
- Red Cross (ICRC)
- Save the Children International Alliance
- Social Accountability International
- SOS Children’s Villages International
- Special Olympics International
- Surfrider Foundation
- The Antarctica Project
- The Brooke
- The Climate Group
- The Global Fund
- The Management Centre
- The Tony Blair Faith Foundation
- Transparency International
- UN – Food and Agriculture Organisation
- UNESCO
- UNHCR
- UNICEF
- UNRISD
- United Bible Society
- WaterAid
- Wetlands International
- World Association of Girl Guides and Girl Scouts
- World Café Europe
- WSPA
- WWF International
Straw Poll

How long have you been in your current post?

• 1 year?
• 3 years?
• 10 years?
• More?
Straw Poll – What about you?

Who is really happy and fulfilled in their current role?
Straw Poll – What about you?

Who is happy with their salary and benefits?
Straw Poll – What about you?

Who is looking for a change?

• Role?
• Organisation?
• Location?
Straw Poll – What about you?

Who is searching for new staff?
The Marketplace
Key Challenges in Recruiting Fundraising Staff Today

• **Global** shortage of successful experienced fundraisers
• More competition from new NGOs and INGOs entering markets
• Increased focus on work/life/family balance reducing mobility
Key Challenges in Recruiting Fundraising Staff Today

• Costs of relocating staff increasing
• Reluctance to relocate due to major international city housing costs, education for kids, partners work
• Larger charities and especially INGOs and UN agencies willing to pay for the best staff...leaving others behind

SHIFT
Daryl Upshall Consulting International

#afpICON | afpicon.com
Challenges in Recruiting Fundraising Staff

• Culture, arts and higher education in separate fundraising ghettos from main charity fundraising sector
• Little movement of staff between arts, culture and higher education and virtually none with the charity sector
• Big gap between experience of senior staff and next level
• Market oversupply of direct marketing trained fundraisers as the tool declines
Key shortages in fundraising staff

- Major donor/capital campaign fundraisers at all levels
- Senior experienced consultants with proven track record especially in major gifts
- Development Directors with international track record
- Higher education and cultural sector senior fundraisers in Europe
Any Questions?
Recruiting
Job reality check...why this post?

• It makes sense
• Has a purpose and makes a clear contribution to the organisation
• Requires complementary skills so can be done by a flawed human being
• Gives scope for growth and skill enhancement
• Will give holder satisfaction and a sense of achievement
Human Capital Mapping (HCM)

The Human Capital Map contains three components. Each component is populated with unique content.

- Job Profile
- Position-Holder Profile
- Effectiveness Profile
HCM: Job Profile Content

Job Profiles

The Premise
You need to know something
You need to do something
You need to engage with people
You need to get results

The Job
Job ID
Job Title
Job Description
Job Requirements

Its Function and Duties
Primary Role and Responsibilities
Functional Department’s Strategic Focus
Reporting Structure
Team Membership
Project Assignment
Interest Preferences

What You Need To Know
Knowledge and Skills
Cognitive Abilities

What You Need To Do
Work Activities
Competencies

What You Need To Accomplish
Work Standards, Commitment, and Results
Establishes standards
Sets criteria for excellence
Ensures high quality
Follows policies and procedures
Takes responsibility
Pursues self-achievement
Builds commitment
Models motivation, commitment, and involvement
Expresses thoughts and expectations
Seeks appropriate resources
Sets high expectations
HCM: Position-Holder Profile Content

**The Premise**
What is your contribution style?
What are your interests and fit?
What are your best environments?
What is important to you?

**CenterMark (Contribution)**
Management Style
Communication Style
Learning Style
Problem Solving and Decision Making
On a Team
Motivators
Change Management
Conflict Resolution
Opportunities for Growth
Contributions to the Organization
Successful Careers
Unique Characteristics

**MatchPoint (Interest and Fit)**
Values and Goals
Looking at the World
Areas of Contributions
Developmental Needs
Potential Pitfalls
How They Manage Others
How to Manage Them
Delegation Style
Relationship With Peers
Type Profile
Typical Career Choices

**Working Styles (Observable Behaviors)**
General Characteristics
Most Effective Environment
Least Effective Environment
How to Effectively Manage
How to be Effectively Managed By
Communicating and Persuading
Growth Opportunities

**ValueBase (What’s Important)**
Values Clarification
Organisational readiness

• Is your human resources department up to the job?
• Are your internal documents up to date such e.g. job descriptions, organogram, key vision and strategy papers?
• Do you have a recruitment panel with the right skills and dates blocked for the process?
• Do you have internal recruitment procedures that need to be followed?
• Have you surveyed the marketplace relating to the post?
• Do you need external help from a headhunting agency?
Internal stakeholders and decision makers

• Who is involved in deciding to create or replace a post? Does the Board need to be involved?
• Is there a union or works council role?
• Are there diversity priorities to be met?
• Is the budget for the hire costs and salary/benefits approved?
• What about the team they are to manage?
• Who makes the final decision? Is here or at the national/international HQ?
What is your org’s reputation as an employer like?
What is your org’s reputation as an employer like?
• Agree on who is involved and who is leading
• Decide on the process, e.g. whether to hire internally, promote, advertise, headhunt, use external agency
• Identify the best recruitment tools, e.g. CV/Resume, cover letter, application form, scoring systems, interview, tests/presentations, external assessments, informal meetings, staff involvement and feedback
Salaries, benefits and contracts

- Salary meets the market expectation for the post
- Number of years experience in fundraising required
- In line with internal salary structures or an agreement to go outside them
- Are your employment contracts and salary/benefits, relocation package etc. up to date?
Salaries ...track the sector

2013 Compensation and Benefits Study
U. S. and Canada

Association of Fundraising Professionals
Considerations in Salary Setting

• Non-profit sector salaries within the country (or within international) and market supply and demand
• Sector within non profit e.g. health, advocacy, overseas development, education
• Location of post (e.g. in capital city or depressed rural area, length of commute)
• Size of organisation (staff and income)
• Size of challenge – expectation of staff
Considerations in Salary Setting

- Reputation/status of organisation
- Other perceived benefits (e.g. international travel opportunities)
- Internal culture & stakeholder roadblocks (from staff, management, Board, members, clients, funders)
- Expectation of post-holder to make a big life change (e.g. change country/move family)
- Public relations and communications impact of being seen to pay “excessive salaries”
International Compensation & Benefits Survey 2014

- First international fundraisers survey
- Based on AFP survey plus extras
- 70 different countries represented in 667 total answers
- Top 20 countries represented include countries in N America, Europe, Central and East Asia, Latin America, Africa:
• Located in larger urban areas: 60% in cities with over 1M inhabitants, 37% in cities with over 3 million

• 55% from international organisations, 25% national organisations

• 33% of organisations raised over $10 M USD; 10% raised over $100M; Only 14% raised less than $500,000 USD

• 41% with fundraising teams of 5 or less; 20% with teams over 20
Relatively senior group of respondents:

- 44% in top organisational/fundraising roles:
  - 10% CEO, 24% CDO 10% Deputy Director
  - 54% manage multiple fundraising functions or have cross-competency focus (ie. Consultant) Remaining 46% hold channel specific roles
- 54% had over 15 years experience in the workforce / 42% had between 10 – 19 years professional experience
• 51% had salary increase! 22% had increase of 4% or more! Only 6.6% had decrease.

• Only 18% received a bonus, yet 35% said that achieving determined performance goals will be a factor in determining a pay raise and/or for a promotion.

• The most desired and under-provided benefits are at no additional direct cost to the organisation: flexible work schedule and location, professional development leave.
## Average Senior fundraiser salary by role & country

<table>
<thead>
<tr>
<th>Role</th>
<th>USA</th>
<th>UK</th>
<th>Germany</th>
<th>Norway</th>
<th>Spain</th>
<th>Switzerland</th>
<th>Canada</th>
<th>Italy</th>
</tr>
</thead>
<tbody>
<tr>
<td>CEO with fundraising responsibilities</td>
<td>$162,000</td>
<td>$126,000</td>
<td>$92,427</td>
<td>$97,800</td>
<td>$55,270*</td>
<td>$158,000*</td>
<td>$180,000*</td>
<td>-</td>
</tr>
<tr>
<td>CDO / Development Director</td>
<td>$101,370</td>
<td>$103,805</td>
<td>$92,187</td>
<td>$81,688</td>
<td>$74,125</td>
<td>$169,000</td>
<td>$130,800</td>
<td>$82,706</td>
</tr>
<tr>
<td>Deputy Director</td>
<td>$93,575</td>
<td>$88,539</td>
<td>$75,383</td>
<td>-</td>
<td>$41,750</td>
<td>$205,000</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Program Director / Manager</td>
<td>$71,501</td>
<td>$65,765</td>
<td>$73,202*</td>
<td>$80,500</td>
<td>$41,158</td>
<td>$122,125</td>
<td>$73,400</td>
<td>$52,160</td>
</tr>
</tbody>
</table>
### Senior fundraiser salary range by role & country

<table>
<thead>
<tr>
<th>Role</th>
<th>USA</th>
<th>UK</th>
<th>Germany</th>
<th>Norway</th>
<th>Spain</th>
<th>Switzerland</th>
<th>Canada</th>
<th>Italy</th>
</tr>
</thead>
<tbody>
<tr>
<td>CEO with fundraising responsibilities</td>
<td>$220,000 – 101,000</td>
<td>$140,000 – 115,000</td>
<td>$114,000 – 67,000</td>
<td>$125,000 – 79,000</td>
<td>$70,000 – 40,000</td>
<td>$158,000</td>
<td>$180,000</td>
<td>-</td>
</tr>
<tr>
<td>CDO / Development Director</td>
<td>$250,000 – 41,000</td>
<td>$215,000 – 66,000</td>
<td>$130,000 – 54,000</td>
<td>$100,000 – 65,000</td>
<td>$100,000 – 40,000</td>
<td>$250,000 – 120,000</td>
<td>$256,000</td>
<td>$125,000 – 30,000</td>
</tr>
<tr>
<td>Deputy Director</td>
<td>$165,000 – 48,000</td>
<td>$140,000 – 61,000</td>
<td>$100,000 – 56,000</td>
<td>-</td>
<td>$53,000 – 17,000</td>
<td>$205,000</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Program Director / Manager</td>
<td>$137,000 – 45,000</td>
<td>$124,000 – 41,000</td>
<td>$78,000 – 67,000</td>
<td>$90,000 – 56,000</td>
<td>$50,000 – 22,000</td>
<td>$130,000 – 110,000</td>
<td>$88,000</td>
<td>$65,000 – 39,500</td>
</tr>
</tbody>
</table>
International Compensation & Benefits Survey 2014
Which Countries Pay Bonuses?

Are fundraisers compensated with bonuses?

- % Who receive a bonus
- % who receive more than 10% of salary as bonus

Countries included: Austria, Belgium, Brazil, Canada, Colombia, Germany, India, Italy, Mexico, Netherlands, Norway, South Africa, Spain, Sweden, Switzerland, UK, USA, International Average.
What stops us doing our jobs professionally
By Country
Recruitment Methods

• Internal Promotion
• Internal Announcement
• Press Advertising
• Internet – recruitment sites/NGO sites
• Email – recruitment/list serves/viral marketing
• Networking
• Headhunting
Web Ads
<table>
<thead>
<tr>
<th>Organisation</th>
<th>Position</th>
<th>Location</th>
<th>Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aktion Gegen den Hunger (ACF Germany)</td>
<td>Fundraising and Communications Director, ACF Germany</td>
<td>Berlin (Germany) ideally, but flexible</td>
<td>Commensurate with experience</td>
</tr>
<tr>
<td>Amnesty International</td>
<td>Senior Director for Fundraising &amp; Growth</td>
<td>London, UK</td>
<td>Competitive commensurate according to experience</td>
</tr>
<tr>
<td>Animal Defenders International</td>
<td>Development &amp; Events Director</td>
<td>Los Angeles, USA (Flexible)</td>
<td>Negotiable</td>
</tr>
<tr>
<td>Animal Defenders International</td>
<td>East Coast Legislative Coordinator</td>
<td>East Coast, United States</td>
<td>Commensurate with experience</td>
</tr>
<tr>
<td>Animals Asia</td>
<td>Country Director Germany</td>
<td>Any major city in Germany, with a commitment to travel frequently to Munich</td>
<td>Negotiable depending on skills and experience</td>
</tr>
<tr>
<td>Greenpeace International</td>
<td>Salesforce Business Analyst</td>
<td>Amsterdam, The Netherlands</td>
<td>41,000-55,000 Euros</td>
</tr>
<tr>
<td>Greenpeace International</td>
<td>Global Finance SunSystems Implementation Manager</td>
<td>Amsterdam, The Netherlands</td>
<td>41,000-55,000 Euros</td>
</tr>
<tr>
<td>Habitat for Humanity</td>
<td>Director of Strategic Partnerships</td>
<td>The HFHGB office in Sharjah/London, UK</td>
<td>Competitive</td>
</tr>
</tbody>
</table>
Reduce the volume - increase the quality

• ONLY accept applications via email
• Many non-profits are proud that they receive 200-300 applicants....not! it’s a sign of failure
• A well focused search using some or all of the tools should generate no more that 20 “real candidates”
• From this you should find 6 for full interview and testing
• Create a matrix
• Work via email with the longlisting panel
• Only include those that meet ALL the essential criteria
• Try to rank order them using a matrix
Longlisting

• Interview EVERY candidate on the long-list in person or to save resources by phone.
• Verify the seriousness of their application
• Make sure that there are no personal, legal or family problems with moving/relocating
• Verify their claims regarding previous career
• Find out what their concerns are
Shortlisting

• Interview EVERY candidate on the long-list in person or to save resources by phone.
• Verify the seriousness of their application
• Make sure that there are no personal, legal or family problems with moving/relocating
• Verify their claims regarding previous career
• Find out what their concerns are
Interviews – Different Types

- One to one
- Panel interviews
- Structured interviews
- Competency based interviews
- Focused interviews
- Behavioural event interviews
- Situational interviews
- Informal interviews
- Final interviews
“Interviews” take place throughout the recruitment process.
They are done by both the organisation and the candidate.
Take place by telephone, email and in person.
We recommend an in depth telephone interview as part of the short-listing process.
Telephone interviews at this stage should result in a written “candidate report” that advises the panel.
Language skills can be tested on the phone where multilingual skills are essential.
Final Interview – Tests and Presentations

- In tray exercise
- Group role play
- Presentation on organisation related theme
- Decide on use of PowerPoint or not
- Psychometric tests
Final Interviews - my advice to panels

“Are an opportunity to meet the candidate for the first time and establish if they meet our essential criteria, identify areas of weakness for further exploration and questioning and to try to establish the organisational fit of the candidate.

It is also the opportunity for the candidate to gain an initial impression of the organisation and his/her future colleagues as well as to more fully understand the position and role that they have applied for.”
Who is interviewing who?
“The interview”, tests, presentations...

Final Interview - Preparation

• Book date well ahead with candidate and panel
• Provide clear direction on the location, time and length of time the candidate is required
• Explain the nature of the process on the day and who will be on the panel
• Supply key background documents/web URLs on the organisation well in advance
• Prepare questions and scorecard in advance based on the post, organisation and specific candidates areas of weakness or strengths identified from previous process
• Make sure the panel is clear of their collective and individual roles
1. I want you to be likeable.
2. I don’t want you to immediately say you want the job.
3. I want you to stand out....
4. ... but not for being negative.
5. want you to ask lots of questions about what really matters to you...
6. ... but only if the majority of those questions relate to real work.
7. I love when you bring a "project."
8. At the end I want you to ask for the job... and I want to know why.
9. I want you to follow up... especially if it's genuine.
• Youtube interviews
  
  • [http://www.youtube.com/watch?v=rmOsKHguAE0](http://www.youtube.com/watch?v=rmOsKHguAE0)
  
  • Great but perhaps too strong
  • [http://www.youtube.com/watch?v=oYZEYsOeRDM&feature=player_embedded](http://www.youtube.com/watch?v=oYZEYsOeRDM&feature=player_embedded)
  
  • [http://www.youtube.com/watch?v=oYZEYsOeRDM&feature=player_embedded](http://www.youtube.com/watch?v=oYZEYsOeRDM&feature=player_embedded)
The Final Panel

- No more than 4-5 people
- Gender/skills balance
- Give everyone a clear role
- Make sure the candidates know who panel members are and what their role is
Preparation

• 4 candidates in one day is enough!
• Agree who is “chairing” the panel
• Have a clear set of questions prepared against agreed criteria, for all panel members and score sheet
• Agree who is asking what questions
• Have a clear and manageable timetable.
• Meet and brief the panel 30 mins before
Psychometric tests – useful if complex relationships, change or conflict are involved

In tray exercises – good for time management

10 mins presentation – good for measuring communication and some strategic skills
**Structured Interviews**

**Welcome** (and introduction)

**Acquire** (information from the candidate)

**Supply** (info to the candidate & answer questions)

**Part** (explain what happens next & thank candidate)
Final Interview – Questions

- Allow candidate to warm up with questions about why they applied
- Ask questions that ask about the specific, relevant professional achievements that THEY are responsible for NOT THEIR ORGANISATION
Final Interview – Questions

- Use questions that make them think on the spot to find solutions to genuine challenges they may have to face, e.g.

- *If a multinational corporation that had been roundly criticised in the media for paying bribes to government officials in an African state contacted you to become a sponsor at $250,000 USD what would your response be?*
1. If we're sitting here a year from now celebrating what a great year it's been for you in this role, what did we achieve together?

2. When have you been most satisfied in your life.

3. If you got hired, loved everything about this job, and are paid the salary you asked for, what kind of offer from another company would you consider?

4. Who is your role model, and why?

5. What things do you not like to do?
10 Revealing Interview Questions

6. What do you consider to be the most significant achievement to date in your career?

7. Why have you had x amount of jobs in years?

8. Discuss a specific accomplishment you've achieved in a previous position that indicates you will thrive in this position?

9. What is your biggest professional failure...and what did you learn from it?

10. How would your staff describe your management style?
Background References – Why take them?

• To make sure that you are making the right hire
• To verify interview claims
• To check out potential areas of weakness
Follow up

• Be sure to make sure the candidate (and panel) know the post interview decision making process and timetable
• Make decision with panel on time
• Inform the unsuccessful candidates and let them have some feedback
• Take up formal references
Follow up and the offer

- Make formal offer –subject to contract
- Clarify all outstanding issues before signing formal contract
- Inform staff, key stakeholders and where appropriate agree media strategy with candidate to announce the appointment
Follow up

• Be sure to make sure the candidate (and panel) know the post interview decision making process and timetable
• Make decision with panel on time
• Inform the unsuccessful candidates and let them have some feedback
• Take up formal references by email/phone
• Consider using informal references
Follow up

- Make formal offer –subject to contract
- Clarify all outstanding issues before formal contract
- Inform staff, key stakeholders and where appropriate agree media strategy with candidate to announce the appointment
Induction

• Most businesses and NGOs do not organise induction well
• Most are welcomed, shown desk and abandoned
Induction and training

• Arrange a full induction across the organisation esp. in the program area
• Make sure that there are key criteria for the probation period and these are followed through on
• Develop a training program tailored to their and your needs
• Ensure that they have a clear annual review and performance assessment program in place
Induction methods

• Checklists and handbooks
• Buddying
• Mentoring
• Socialisation
• Experience – meet the beneficiaries, field trips
• Celebration
• Review
Any Questions?
Retaining
Motivating Today's Workforce

What is the Employee Engagement Crisis?

71% of employees are not engaged.
Once you’ve got brilliant staff – keep them!

- Involve them in all aspects of the organisation
- Let them know how they are doing
- Offer training/development
- Play to strengths
- Pay competitive rates
Motivating and Keeping Your Staff

• Keep them happy, engaged, ambitious, challenged, involved and motivated

....otherwise

• You lose them!
Satisfaction and Dissatisfaction at work

**Hygiene Factors** (main source of bad feelings when wrong; slight increase in performance when wrong)

- Company policy and Admin
- Supervision
- Relationship with supervisor
- Work conditions
- Salary
- Relationship with peers
- Status
- Security

(Hertzberg and associates)
Satisfaction and Dissatisfaction at work

**Hygiene Factors**
- Company policy and Admin
- Supervision
- Relationship with supervisor
- Work conditions
- Salary
- Relationship with peers
- Status
- Security

**Motivators**
- Achievement
- Recognition
- Advancement
- Work itself
- Responsibility
- Advancement
- Growth
Work Preferences which affect Performance

1. Work content – challenging work to do
2. The quality of senior management
3. Work where individual accomplishment is appreciated and recognition given for achievement
4. Opportunity to improve knowledge and skills
5. A job where creativity can be applied
6. Opportunities for advancement

(Nicholson and West 1988 – USA study)
7. Opportunity to influence organisational policies
8. Job security
9. Belonging to an organisation that is highly regarded
10. Opportunity for high earnings

(Nicholson and West 1988 – USA study)
Fundraisers are relatively happy with their salary and benefits package.

Only 30% are somewhat or very dissatisfied and nearly 60% are between satisfied or very satisfied.

Q26. Overall, how do you feel about your salary and benefits package?

<table>
<thead>
<tr>
<th>Responses</th>
<th>Count</th>
<th>%</th>
<th>Percentage of total respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very Satisfied</td>
<td>95</td>
<td>14.24%</td>
<td></td>
</tr>
<tr>
<td>Somewhat Satisfied</td>
<td>141</td>
<td>21.14%</td>
<td></td>
</tr>
<tr>
<td>Satisfied</td>
<td>160</td>
<td>23.99%</td>
<td></td>
</tr>
<tr>
<td>Somewhat Dissatisfied</td>
<td>158</td>
<td>23.69%</td>
<td></td>
</tr>
<tr>
<td>Very Dissatisfied</td>
<td>49</td>
<td>7.35%</td>
<td></td>
</tr>
</tbody>
</table>
Fundraisers are also very satisfied overall with their career:
Over 70% are either somewhat or very satisfied! Only 5% are either very or somewhat dissatisfied.
• Insufficient understanding or appreciation of fundraising by leadership (18%) and insufficient staff (18%) are the two most important factors that prevent fundraisers from doing better.
Happy Workplaces

El Banco Central de Humor Positivo abre su caja fuerte
4 de abril, Día de la Diversión en el Trabajo 2013

Fotografía: álbum de fotos

En los medios: Contraportada de la Vanguardia - RNE: "El día menos pensado" (la parte del mito 5) - El Mundo (vía audio) - El Mundo (vía económico) - ASO (revista española) - RNE: "La noche en vivo" (la parte del mito 5) - RNE: "El Economista" - Cadena Uno - Onda Madrid - Europa Press - La Sexta

En internet: ElGlobo.com - Rueda de Medios - agenciaTrabajo - Día Internacional de la Diversión y el HumorWorld

Un año más, Humor Positivo, con el generoso patrocinio de Centralesreservas.com, Ingenieros y Somos, volvió a convocar la celebración del Día Internacional de la Diversión en el Trabajo (este año el 4 de abril, porque el 1 fue festivo). En esta ocasión, un grupo de ejecutivos del Banco Central de Humor Positivo (BCHP), cargados con pesados maletines repletos de fechas de billetes de humor en efectivo, se pasó por las calles de Madrid para repartir entre la ciudadanía un complemento de salario emocional en total: esta es una idea de los problemas, en un mundo que se nos ha llenado de noticias negativas. Conviene ser conscientes del mundo que nos rodea.

La iniciativa de 2013 "Entre las peores noticias económicas y los escándalos de corrupción política, los españoles actualmente no llegan a fin de mes con sus reservas de buen humor habituales. Por eso nos hemos visto obligados a surtirlos con este sobresaliente adicional."

Fue la sexta edición en España desde que se inició en el Día de la Diversión en el Trabajo.
Workplace satisfaction surveys

• We anonymously online survey approximately 200 of our office staff in Madrid in our 4 fundraising companies.
• Results including comments are feed back to all staff by the Directors and changes/improvements discussed and agreed to be implemented.
You and the company:

• Are you happy with your career development in the company?
• Do you like the company?
• Do you feel integrated in the company?
• Are you aware of what you contribute to the company?
• Do you consider the company as something yours?
• Do you feel Management leads the company correctly?
Workplace satisfaction surveys

Ergonomics and office environment
• Is your working space comfortable?
• Is the temperature correct?
• Does your computer work well?
• Are the toilets clean?
• Is the kitchen/eating area clean?
About your post in the company

Do you feel that...

• you have enough capacity for own initiative in your work?
• your ideas are taken into consideration by your direct superior?
• your post is valued?
• Would you like to stay within your post in the company?
• Are there possibilities of moving within the company?
Workplace satisfaction surveys

Interpersonal and interdepartmental relationships

• Is the working environment friendly?
• Do you feel that within your department people work as a team?
• Is there a good relationship with colleagues of other departments?
Workplace satisfaction surveys

Your Line Manager (here appears the name)

• Do you get treated correctly by your Line Manager?
• Is your Line Manager communicative?
• Do you receive feedback about your work from your Line Manager?
• Does your Line Manager support you?
• Does your Line Manager give you enough autonomy to take your own decisions?
Happy Workplaces

El Banco Central de Humor Positivo abre su caja fuerte
4 de abril, Día de la Diversión en el Trabajo 2013

Fotografía del evento: Album de fotos
En los medios: Caras de la Vanguardia, BN, El diario, el periódico, etc.

Un año más, Humor Positivo, con el generoso patrocinio de CentraldeEmpresas.com, IB Ingenieros y Somac, volvió a convocar la celebración del Día Internacional de la Diversión en el Trabajo (este año el 4 de abril, porque el 1 fue festivo). En esta ocasión, un grupo de ejecutivos del Banco Central de Humor Positivo (BCHP), cargados con pesados maletines repletos de fechas de billetes de Humor en efec...
Why is my friend from university, Henry Stewart, a workplace visionary?
Happy Workplaces

Happy: Who We Are
At Happy we seek to make learning an enjoyable and involving experience. Happy Computers helps you use your desktop software more productively. Happy People creates happy workplaces and teaches management and personal development. Happy eLearning creates interactive online learning.

Our clients tell us that our IT courses save them an average 32 minutes a day as a result of their new skills. And over 90% say they found their course an enjoyable experience. We call our approach “Learner-Focused Training”. We see the role of the trainer not just to teach the software features but to help each individual work out how to use these features to be more effective in their work.

In our management and personal development we aim to help create more effective organisations. This ranges from teaching soft skills like effective feedback and appraisal to working with the senior leadership transformation into organisations based on trust and freedom. Click through for case studies and find out more in our Happy Manifesto.

We also offer e-learning, IT Apprenticeships, Live Online Learning, one-to-one Learning Clinics and also room hire to others carrying out training. Our aim is to help people learn and fulfil their potential and have fun doing it, with real impact back in the workplace. The feedback we get from clients indicates we succeed. Click through for more on our philosophy and training approach.

Welcome to Happy - Winner of the London Health...
Happy Workplaces
Happy Workplaces

Awards won by Happy
From the very beginning, Happy has received recognition from within and outside the industry for our commitment to service, quality and social responsibility. Here is the comprehensive list of our awards.

Make yourself comfortable. There are quite a few of them...

Awards won by Happy (including Happy People, Happy Computers and Happy eLearning)

1992
Gold Award for Social Media Learning Product of the Year (Learning & Performance Institute)
Bronze: Trainer of the Year: Zeal Bacaus (Learning & Performance Institute)
Finalist: Apprenticeship Scheme of the Year (Learning & Performance Institute)

2005
Gold: Trainer of the Year: Reilly Nashan (Institute of IT Training)
IT Training Company of the Year: Silver (Institute of IT Training)
Henry Stewart, listed in Guru Radar of Thinkers50 list of top 50 business thinkers in world

2010
Special award for 13 years of raising standards in IT training (Institute of IT Training)
IT Training Company of the Year: Finalist (Institute of IT Training)
IT Trainer of the Year: Finalist (Institute of IT Training)
IT Workplace, IT Services (Great Place to Work Institute) - Top 20, listed for 5th successive year
London Health Commission: Winner (Great Jobs)

Best in UK for Health and Well-being (Great Place to Work Institute)
Best UK Workplace: No. 12 (Great Place to Work Institute)
One of World's Most Democratic Workplaces (Workplaces)
Best Workplace, IT Services (Computer Weekly)
IT Training Company of the Year: Gold (Institute of It Training)
Gold: IT Training Delivery Team of the Year (Institute of IT Training)
Finalist: Training Facilities of the Year (Institute of IT Training)

2009
Best UK Workplace: No. 13 (Financial Times)
IT Training Company of the Year: Silver (Institute of IT Training)
Gold: Freelance Trainer of the Year (Institute of IT Training; Roger Thompson)
Bronze: Trainer of the Year (Institute of IT Training; Sarah Druce)

May 2nd: The Financial Times rated Happy as one of the top 2 places to work in the entire UK economy. This was the result of their annual Best Workplace award, organized with the Great Place to Work Institute.

Impact on Society, Small Business Winner (Business in the Community)

Hello@happy.co.uk
Summary

About Happy
You are in About Happy

* Henry's Blog
* Press and Awards
* In the Media
* Social Impact

Henry's Blog

Follow us on

Facebook
Twitter
LinkedIn

Henry Stewart's Blog
Catch up with the latest thoughts from our CEO on management, politics and making organisations great places to work.

Feel free to comment...

One million pounds to spend and nobody is interested

Posted by Henry Stewart in Henry's Blog on March 14, 2014
6 Comments

Tags: London property

Is this a government committed to small business?

Posted by Henry Stewart in Henry's Blog on January 27, 2014
6 Comments

Tags: Capital, David Cameron, Francis Maude, small business

8 Companies That Don't Have Managers

Posted by Henry Stewart in Henry's Blog on January 20, 2014
6 Comments

Tags: J2Sprint, Gary Hensey, Gibb's Medium, Morning Star, Tony Marsh, Trushouse, Vets UK, Gore Associates

SouthWest Airlines shows putting your people first makes good business sense

Posted by Henry Stewart in Henry's Blog on November 28, 2013
6 Comments

Tags: Greenpeace, Herb Kellerer, John Roby, Servant Leadership, Southwest Airlines, Trade Unions, T386

Get more great ideas – spend less time at work

Posted by Henry Stewart in Henry's Blog on October 31, 2013
6 Comments

Tags: Do's Trust, Ideas, work/life balance

Hello@happy.co.uk
Happy Workplaces
Our Mission, Vision and Values includes:

“...As an employer we actively encourage diversity and the role of professional women in the sector by offering flexible working arrangements. Last and by no means least we enjoy what we do and the sound of laughter in our office is a testament to the joy and humour we bring to our work. We keep the fun in fundraising.”

....it is every contract that our clients sign
Our Christmas Party....in March!
Retaining great staff

- Give greater responsibility
- Offer and encourage taking new challenges and risk
- Provide a high quality benefits package
- Offer flexible working location and hours
Retaining great staff

• SAY “WELL DONE” and “THANK YOU”...often
• Praise and congratulate in front of peers for excellent work
• Have bonus systems in pay or extra holidays
• Have FUN!!!!
Developing
Make sure you check-in

Make sure you know how you staff are doing & feeling

- Annual evaluations/reviews with objectives
- Monthly/quarterly check-ins
- Lunch or coffee?
- Ask how projects are going or went personally
- Look for signs of high stress or tension and address them
Developing

- Provide a career path within the organisation...even if it taking on more staff management or other responsibilities
- Encourage them to work beyond the “home turf”
- If an international organisation offer staff exchanges
- Offer “field visits” to programme or similar organisations
- Offer a development sabbatical or MBA support
The value and reward of training

‘An investment in knowledge always pays the best interest.’

Benjamin Franklin
Encourage your staff to train others

- Invite staff to top external meetings and introduced to the most senior people
- Encourage colleagues to present at conferences
- ...it tests them, raises their professional profile and is in itself rewarding...eh Diana??
Offer new training opportunities
...up North
Offer new training opportunities...abroad
“Create and maintain an environment where creativity and innovation can flourish, where inspiration and aspiration are normal and where excellence is recognised and rewarded.”

Ken Burnett FInstF
International Fundraising Guru
People work best when they feel good about themselves

When they are enjoying their work, feeling motivated and appreciated.

They don’t work best when they feel stressed over-worked and over-looked.

Healthy, happy people create healthy, happy and successful organisations
Any Questions?
Gracias
"It always seems impossible until it’s done."

Nelson "Madiba" Mandela
For more information

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