



Seed Job Descriptions and Interview Questions

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01 CHIEF DEVELOPMENT OFFICER

SUMMARY

The Chief Development Officer is responsible for creating the vision, mission and strategy for the development function. This position will report to the CEO, and will serve on the executive leadership team. He/she will effectively network with high net-worth individuals and within corporate, foundation, business and non-profit circles to promote philanthropic awareness and a case for support.

The Chief Development Officer will be a chief spokesperson representing the organization to constituencies, both internal and external. He/she will manage a development team, and will function well in a balanced culture that combines the richness and relevance of programs with the efficacy of best business practices, fiscal accountability, and institutional impact.

ESSENTIAL DUTIES AND RESPONSIBILITIES include the following:

Strategic Planning and Programming:

- Collaborates with the Executive Director and Board of Directors to support the implementation of our 3-year strategic plan and budget including supporting a comprehensive Monitoring and Evaluation Strategy for donor reporting

Business Development and Fundraising:

- Evaluates the results of all resource development initiatives to support funding our 3-year Strategic Plan including but not limited to campaigns, events, grant proposals, direct mail campaigns and other resource development programs and recommends modifications or new strategies to proactively support the achievement of development and fundraising goals.
- Designs, implements and manages all fundraising activities including multi-year giving, grant writing, annual campaigns, planned giving and event planning and solicitations.
- Researches 10+ new grant opportunities and writes grant proposals for Major Funding
- Manages grant reports.
- Prepares (your organization's) Annual Report
- Works with the Executive Director to cultivate relationships with all public and private donors.
- Utilizes donor software to prospect our current Donor Database and creates a working pipeline of donor/prospects to cultivate, solicit and steward in accordance with the Association of Fundraising Professionals' Code of Ethics.

- Supports Executive Director in identifying new prospects for making annual gifts, major gifts and planned gifts. Arranges direct asks.
- Supervises and supports donor cultivation events as needed working closely with the Executive Director, Development Manager, Operations and Events Coordinator and Board of Directors
- Participates in the donor management process to develop strategies to identify, cultivate, solicit and steward all individual donors
- Advance fundraising strategies through interaction with donors in the community and at all events.
- Supervises maintenance of donor and gift record keeping and acknowledgments.
- Works collaboratively with Operations & Events Coordinator to ensure accurate record keeping, reporting and communicating with donors.
- Supervises development team; Development Manager and Operations/Events Coordinator.

Board of Directors Relations

- Reports development activities as requested.
- Assists the board with recommending and researching potential new members.
- Utilizes Board Members where necessary and willing to participate in solicitation activities.

MINIMUM QUALIFICATIONS

- Passion, imagination, vision, leadership and integrity.
- 3-5 years professional fundraising experience.
- Management experience with increasing levels of responsibility and with direct stewardship of boards of directors.
- A demonstrated track record of building a development function including but not limited to annual fund, major gifts, corporations and foundations, planned giving and events.
- A strategic approach to development with significant experience in cultivating and managing donors.
- A demonstrated ability to plan and operate strategically, to build public support, to strengthen infrastructure, to inspire staff and the board of directors, and to develop effective programs.
- Exceptional financial, organizational and administrative skills.
- The ability to plan, set goals and objectives, organize, and follow through.
- A strong interpersonal and communication skill set and demonstrated ability to work effectively with and gain the respect and support of varied and changing constituencies.

- A track record as an effective communicator both verbal and written; adept at writing proposals, solicitation letters, donor correspondence, and other kinds of material to enhance fundraising.
- Experience and competency using various development software, i.e. (insert your organization's software) Salesforce, Excel, etc.
- Position requires a moderate amount of travel and flexible hours.
- Bachelor's degree required.

The ideal candidate will demonstrate the following capabilities:

- Commitment to the mission and work of (your organization) with the credibility and persuasiveness to secure support from others.
- A manager who leads by example and exemplifies the values and ethics of the organization.
- A high achiever with ability to seize opportunities and realize results.
- An organized individual with strong creative and conceptual skills.
- A leader who functions effectively; must be a team player who is inclusive, flexible, creative, energetic, and fair minded.
- A decisive and resourceful individual with the willingness to accept responsibility and take charge of results; able to work successfully with limited resources.

COMPENSATION

Compensation commensurate with experience.

02 MAJOR GIFTS OFFICER

SUMMARY

The Major Gifts Officer (MGO) is responsible for developing, implementing and maintaining a robust major gift program that also includes outreach and engagement of planned giving efforts. Reporting to the Executive Director, the MGO will execute all aspects of the major gift plan, including research and identification of prospects; cultivation and relationship management of the portfolio; proposal development and solicitation; and ongoing stewardship of donors. Success will include the ability to increase the depth and breadth of (your organization's) major donor base.

ESSENTIAL DUTIES AND RESPONSIBILITIES include the following:

- Direct a growing donor-centric major donor program, working closely with the Executive Director to ensure that these efforts are integrated with all of (your organization's) existing development and outreach work.
- Manage the organization's major gifts portfolio; qualifying, cultivating, soliciting and stewarding these individuals by conducting on average 40 visits or touch-points each month, meeting in person with or reaching out to current and prospective donors.
- Cultivate and expand current giving and planned giving donors and integrate planned gift objectives into major individual donor requests in collaboration with the Executive Director.
- Monitor weekly, monthly, quarterly and annual data to achieve major and planned gift commitment goals.
- Initiate and manage prospect research on individuals through the organizations files, giving records, online resources and through donor giving databases.
- Working with Communications and Marketing, ensuring donor and prospect outreach are on brand, on message and on strategy.
- Working with Development Operations, ensure that all aspects of donor giving is accurately recorded and reported and that all donor/prospect tracking is consistent with protocols.
- Serve as a member of the development team and participate in selected program and other job related internal meetings.

MINIMUM QUALIFICATIONS

- Two+ years managing a major gift portfolio.
- Direct donor and prospect interaction with skills in cultivation, solicitation and stewardship.
- Entrepreneurial and creative approach to fundraising.
- Voracious commitment to learning.
- Excellent verbal and written communication, presentation, and research skills.
- Excellent project management and organizational skills with high attention to detail.

- Experience with working in Word, Excel, and databases.
- Prior experience working in a (your organization's specialization) highly desirable.

COMPENSATION

Compensation commensurate with experience.

03 ANNUAL GIVING MANAGER (DIRECTOR OF DIRECT RESPONSE)

SUMMARY

Reporting to the Chief Executive Officer, the Annual Giving Manager will guide and direct the strategy, development, and execution of annual and long-range plans for segmented direct fundraising to active and lapsed donors, event donors, as well as prospective donors, using a variety of methods which attain both revenue and cost goals.

Lead and supervise all unrestricted and annual giving direct donor fundraising communications pertaining to donors of less than \$10,000. Supervise and direct the integrated use of a variety direct response methods including but not limited to direct mail, email, telephone, radio, internet and digital channels.. Manage departmental staff, budget and all outsourced agency relationships charged with execution of integrated direct response fundraising campaigns. Collaborate and work closely with the brand marketing agency; in-house data entry and analytical services providers and the in-house fundraising team to assure maximum retention of donors are achieved as well revenue and new donor acquisition goals.

MINIMUM QUALIFICATIONS

A Bachelor's Degree and 5+ years related and progressively productive experience related to direct response and mid-level fundraising including staff management and lead generation.

The ideal candidate will demonstrate the following capabilities:

- Commitment to the mission and work of (your organization) with the credibility and persuasiveness to secure support from others.
- A manager who leads by example and exemplifies the values and ethics of the organization.
- A high achiever with ability to seize opportunities and realize results.
- An individual with a voracious curiosity for how data drives strategy.
- An occupational convocation for the work of fundraising.
- An organized individual with strong creative and conceptual skills.
- A leader who functions effectively; must be a team player who is inclusive, flexible, creative, energetic, and fair minded.
- A decisive and resourceful individual with the willingness to accept responsibility and take charge of results; able to work successfully with limited resources.

ESSENTIAL DUTIES AND RESPONSIBILITIES include the following:

Manage strategy development for (your organization's) integrated direct response activities to:

- Acquire new donors at an allowable cost per new acquisition
- Achieve donor retention rates that meet or exceed non-profit sector benchmarks
- Raise average number of annual gifts per donor

- Raise lifetime value of donors
- Build mid-level donor segment
- Feed major gift pipeline
- Direct and manage the relationship with (your organization's) direct response agency
- Work closely with in-house fundraising and data services teams
- Supervise (insert relevant staff)
- Ensure adequate or better resources in creative, production, and analytics
- Strong familiarity with (your organization's software) software and other donor-related platforms
- A track record as an effective communicator both verbal and written; adept at writing donor correspondence and other kinds of material to enhance fundraising

COMPENSATION

Compensation commensurate with experience.

04 MANAGER OF CORPORATE SPONSORSHIPS

SUMMARY

The Corporate Partnerships Manager designs and implements strategies to attract and maintain corporate cash and in-kind gifts, and develops a reliable revenue stream for the organization. Reporting to the Executive Director, the Corporate Partnerships Manager will execute all aspects of the corporate sponsorship plan, including research and identification of prospects; cultivation and relationship management of the portfolio; proposal development and solicitation; and benefit fulfillment of all sponsorship agreements. Success will include the ability to identify compelling engagement opportunities suited to both (your organization) and corporate objectives and synthesize those opportunities into strategic partnership plans.

ESSENTIAL DUTIES AND RESPONSIBILITIES include the following:

- Market, manage, and design sponsorship packages that leverage the value and community reach of the organization's educational programs;
- Ensure an active pipeline of current and prospective sponsors; Identify and qualify new leads through research, demonstrated affinity, discussion with senior leadership, Board support, and other resources;
- Work closely with (your organization's) board members to actively follow-up on board-driven opportunities;
- Significantly expand the organization's network of corporate contacts through personal one-to-one outreach, professional networking events, and community engagements;
- Establish a detailed annual plan of revenues and expenditures for the corporate sponsorship program that links to overall fundraising goals;
- Create, write and edit proposals, presentations, and fulfillment reports;
- Conceive collateral materials in promotion of the corporate program, including marketing brochures, benefits development and descriptions, web pages and other online assets;
- Work collaboratively with (your organization's) marketing agency to execute the annual giving communications plan;
- Solicit and oversee the tracking and acknowledgement of corporate in-kind donations;
- Accurately communicate sponsorships across the organization and with other departments to ensure proper fulfillment and relationship management;
- This list of duties and responsibilities is not to be all-inclusive and may be expanded to include other duties or responsibilities that management may deem necessary from time to time.

MINIMUM QUALIFICATIONS

- Two to three years developing partnerships with the local and national corporate community.
- Entrepreneurial and creative approach to fundraising.

- Voracious commitment to learning.
- Excellent verbal and written communication, presentation, and research skills.
- Excellent project management and organizational skills with high attention to detail.
- Experience with working in Word, Excel, and databases.
- Prior experience working in a pet-related organization highly desirable; Knowledge and interest in animal health, wellness, etc. a plus.

COMPENSATION

Compensation commensurate with experience.

05 DEVELOPMENT ASSISTANT/DEVELOPMENT OPERATIONS SPECIALIST

SUMMARY

The Development Assistant plays a critical role in helping support a robust Development Department. This position is responsible for helping create and support a comprehensive fundraising program for (your organization). The Development Department generates community visibility and engagement leading to financial support for (your organization), thus enabling us to continue to serve stakeholders with innovative and high quality programs.

ESSENTIAL DUTIES AND RESPONSIBILITIES include the following:

- Perform administrative, logistic, and communication functions for fundraising, marketing and community relations activities
- Support the activities of the Director of Development (or insert other position title)
- Act as a first line of communication for donors, volunteers and the community
- Identify opportunities for involvement in community activities and events, and for introducing new people to (your organization)
- Assist in creating and updating collateral and fundraising materials and publications
- Assist with management of the agency website and social media
- Provide leadership and support in planning and execution of special events
- Perform data entry, updating, and monitoring donor files; create reports as needed; maintain database skills through training and team meetings
- Report on monthly and annual donor statistics to the development department.
- Manage donor data and process gifts in (your organization's database)
- Assist with mailings to donors
- Participate in department and other meetings as requested

MINIMUM QUALIFICATIONS

- Bachelor's degree
- High level of expertise in MS Office applications. Donor database/(insert database) experience, desktop publishing capability, and social networking applications
- Proficient written and verbal communications skills
- Valid driver's license and good driving record; ability to do limited travel

COMPENSATION

Compensation commensurate with experience.

06 PORTFOLIO SPECIALIST/PROSPECT RESEARCHER

SUMMARY

The Portfolio Specialist is a crucial contributor to **(your organization's)** fundraising success; managing the development operations needed to elevate the organization's funding. This includes coordinating the portfolio activity of the Executive Director and Development Officer, conducting prospect research, creating team reports, processing gifts and acknowledgments, proposal writing, and managing various processes within the development program. The candidate must be internally-motivated, highly organized and committed to building a fundraising program.

You may be a great fit for the Portfolio Specialist position if you feel called to sharpen and practice the craft of major gift fundraising. A successful candidate will be competent and excited to build and develop systems that support and maximize frontline fundraising.

ESSENTIAL DUTIES AND RESPONSIBILITIES include the following:

- Serve as the quarterback for the identification and assignment of the major gift portfolio.
- Assist with prospect development, donor touch points, proposal writing, and thanking donors.
- Identify new prospects, assist the fundraising team in building prospect pools, and monitor market trends and media sources for relevant information on current donors.
- Produce in-depth donor reports on prospects based on a combination of data from the donor database, available financial records, real estate ownership, and other markers of high quality donors
- Participate actively in **(your organization's)** staff meetings, cross-departmental projects, initiatives, etc.
- Other tasks as assigned by the CEO

MINIMUM QUALIFICATIONS

- 3+ years experience
- Service-minded
- Resourceful and solution-oriented
- Experience in non-profit advancement research
- Advanced knowledge of prospect research tools
- Proficiency with donor databases
- Mastery of word processing, spreadsheet, and database programs
- Excellent written and oral communication skills are required to communicate information needs and financial reporting concepts to others with widely varying understanding of issues
- Ability to investigate, analyze, and synthesize large quantities of data into a user-friendly and concise format for the use of the development team
- Ability to work in a deadline driven environment

- Discretion with valuable and personal donor details that are often confidential
- Ability to effectively work within a small team of diverse people
- Ninja-level organizational skills

COMPENSATION

Compensation commensurate with experience.

07 EVENTS SPECIALIST

SUMMARY

The Events Specialist is responsible for creating transformational experiences through (your organization's) fundraising events. This position serves as a key member of the fundraising team and plans, coordinates and executes events in line with (your organization's) fundraising strategies.

ESSENTIAL DUTIES AND RESPONSIBILITIES include the following:

- Research and donor development: Researches, identifies, cultivates and solicits new and existing donors for monetary and/or in-kind gifts to support events. Recognizes potential for increased donor involvement and capitalizes on opportunities to grow existing relationships. Identifies event sponsors.
- Relationship development: Develops effective working relationships with donors, volunteers, government and foundation representatives to nurture their connections to (your organization). May oversee collaboration with internal communications and marketing teams for strategies and materials.
- Leadership: Provides leadership to design events in line with the organization's fundraising roadmap. Directs the activities of and staff and volunteers working on (your organization's) events.
- Project management: Creates and collaborates with other development staff on special events project plans & participates in budget development. Monitors event outcomes including revenue and expenses and results in order to increase special event program growth. Manages implementation, and production of all fundraising events including vendor relationships, budgets, and event logistics. Coordinates activities and formulates strategies related to event program. Assesses outcome of each event and makes recommendations for improvements. Responsible for meeting Special Events revenue goals.
- Events Material Development: Collaborates with Communications and Marketing to develop materials related to events including media releases and photo sessions.

MINIMUM QUALIFICATIONS

Education: Bachelor's degree or combination of education and experience, which would provide an equivalent background.

Experience: Minimum 3 years of proven experience and documented success in events planning and/or management.

Management Experience: Prefer minimum 6 months of supervisory experience. (if applicable)

Skills and Abilities:

- Leadership ability with exemplary interpersonal, verbal, listening and written communication skills.
- Friendly and comfortable with diverse groups; networks effectively and establishes long-term relationships with the community.
- Works successfully on teams and strives for optimum results; resolves conflict; promotes cooperation, commitment, momentum and pride; puts success of team above own interests.
- Ability to manage multiple priorities with strong skills in planning and problem-solving.
- Capable of directing and working effectively with donors, volunteers, staff and committees in a wide range of activities while under pressure and/or deadlines.

Other: Intermediate level proficiency with MS Office software, including Word, Excel, PowerPoint and Outlook.

COMPENSATION

Compensation commensurate with experience.

08 DONOR RELATIONS MANAGER

SUMMARY

As a member of the philanthropy team, the Donor Relations Manager supports the fundraising goals of (your organization) and contributes to the success of the organization's multi-year growth plan. More specifically, the position coordinates all aspects of donor relations to build and steward relationships with a growing constituency of supporters across the country and ensure regular, coordinated and donor-centric contact.

ESSENTIAL DUTIES AND RESPONSIBILITIES include the following:

- Maintain and increase (your organization's) donor retention rate across all donor types.
- Nurture and sustain long-term relationships with donors and partners.
- Oversee all aspects of donor relations for foundations, corporations, family foundations and individuals.
- Develop and maintain gift acknowledgment process
- Develop and maintain annual donor communications plan and oversee execution of the plan. In partnership with the fundraising team, calendar, design and implement regular touchpoints, including the quarterly donor newsletter, using a variety of tactics to communicate, engage and steward donors throughout the year.
- Coordinate closely with the fundraising team and marketing and communications department to calendar activity and deliver donor-centric collateral and communications. Identify opportunities to recognize and steward donors generally, as well as facilitate specific personalized recognition and stewardship as needed.

MINIMUM QUALIFICATIONS

- 5 years progressively responsible fundraising experience that includes planning and skill development.
- Bachelor's degree. Master's degree or related field certification a plus
- Ability to use good judgment, take initiative, anticipate and respond to needs, prioritize and solve problems
- Creativity and imagination in developing and implementing engagement strategies with existing donors and prospects.
- Excellent oral and written communication skills.
- Strong interpersonal and relationship-building abilities, with the personality to work collaboratively with co-workers, volunteers and donors; a team builder.
- Ability to work independently and proactively.
- Strong organizational skills and the ability to prioritize activities.
- Computer skills, including word processing, donor database use and skills preferred (insert organization's database) and internet research skills.

09 FULFILLMENT SPECIALIST

SUMMARY

As a member of the philanthropy team, the Fulfillment Specialist supports the fundraising goals of (your organization) and contributes to the success of the organization's multi-year growth plan. The Fulfillment Specialist is responsible for all deliverables related to (your organization's) sponsorship programs and growing corporate relationships.

ESSENTIAL DUTIES AND RESPONSIBILITIES include the following:

- Build a prospecting database that identifies prospective sponsors in various categories and industries.
- Lead the fulfillment of all deliverables related to Corporate Sponsorship, working closely with the development team.
- Develop sponsorship overviews and collateral, brainstorm creative new assets and opportunities, and research and propose solicitation strategies.
- Provide highest level of customer service to donors and prospects, acting as main client facing point of contact for corporate
- Work in close collaboration with all departments to ensure appropriate benefits fulfillment for sponsors.
- Collaborate with program, event and facilities teams on sponsorship deliverables.
- Process contributions, invoices, contracts, and other administration related to corporate support.
- Manage revenue tracking with finance team, working closely with **Chief Operating Officer (or other title)**
- Analyzes sponsorship results and produce sponsorship fulfillment reports.

MINIMUM QUALIFICATIONS

- 3+ years progressively responsible fundraising experience that includes planning and skill development.
- Bachelor's degree. Master's degree or related field certification a plus
- Service-minded
- Resourceful and solution-oriented
- Proficiency with donor databases
- Ability to use good judgment, take initiative, anticipate and respond to needs, prioritize and solve problems
- Excellent oral and written communication skills.
- Strong interpersonal and relationship-building abilities, with the personality to work collaboratively with co-workers, volunteers and donors; a team builder.
- Ability to work independently and proactively.
- Computer skills, including word processing, donor database use and skills preferred (insert organization's database) and internet research skills.
- Ninja-level organizational skills

COMPENSATION

Compensation commensurate with experience.

10 GRANT WRITER AND REPORTING SPECIALIST

SUMMARY

The Grant Writer and Reporting Specialist serves as an essential member of the fundraising team by aligning the grant program with the organization's overarching fundraising plan. This position assists the executive team in developing strong concepts for the solicitation of new opportunities, manages grant writing projects, monitors progress, develops reports, and stewards relationships with grant funders. Key performance indicators include revenue growth through grant acquisition and grant renewals.

ESSENTIAL FUNCTIONS INCLUDE but are not limited to:

- Identify, research, and solicit funding from grant making organizations
- Write requests to grant makers through letters of intent, proposals, applications, and other means of communication
- Cultivate new and existing grant donor relationships
- Assist program team in identifying funding needs and developing proposal and evaluation tools
- Work with executive and finance team to develop budgets for grant applications
- Provide prompt responses to internal and external information inquiries of the organization, via phone, email, or in person
- Maintain grant records, track due dates for applications and reports; serve as point person for grant compliance, assessing if programs are meeting expectations and timelines of grant awards
- Serve as a member of the **management team (if applicable)** and participate in selected program and other related meetings.

MINIMUM QUALIFICATIONS:

- Bachelor's degree in communications, marketing, social work or related field preferred; may substitute six (6) years of work experience in grant writing and program management for degree
- Minimum of two (2) years of professional writing experience, with preference for foundation grant-related work
- Familiarity with donor relations preferred
- Ability to utilize a database to track both program and fundraising data and generate reports
- Ability to organize workload, exercise independent judgment, and maintain self-motivated and self-directed schedule
- Capable of addressing multiple projects in time-sensitive manner, taking initiative and remaining flexible to ensure objectives are met accurately and timely
- Committed to maintaining the integrity of confidential communications and/or activities

- Professional, courteous, cooperative, positive and effective with a diversity of individuals and groups

COMPENSATION

Compensation commensurate with experience.

Interview Questions: General

1) To Allow Controlled Vulnerability:

"I am always frustrated when I start a conversation and have a pressing issue or question and continue to think about my question the entire conversation. I become distracted until I get a chance to ask. So, what is the one question, the most important question you want an answer to during this interview today?"

Why This Matters: Most candidates will hear you as an emotionally connected interviewer that is wanting them to be relaxed. You want them relaxed, so that they show their true colors and let you understand who they are. If they don't have a pressing question to ask, no worries, it sets the stage for them to be relaxed, and it has created rapport regardless.

2) To Get A Sense of Their Past: A Positive Note

"Describe a project or accomplishment that you would describe as the most significant event of your career?"

Why This Matters: This will tell you exactly what they value and how they value. This type of accomplishment needs to line up with your corporate and personal values for the organization.

3) To Get A Sense of Their Past: A Negative Note

"Describe a time when you had to overcome a significant obstacle that stood in the way of you accomplishing a goal or fulfilling a commitment?"

Why This Matters: Do they throw a former colleague under the bus? Do they blame the system for a failure? You are trying to gauge if your candidate can actually own a mistake or failure. Are they a victim of outside situations and circumstances? Listen to this answer very closely for nuance and projecting phrases like, "if only", "they", or "what else could be done."

4) To Determine Their "WHY":

"Do you consider yourself a fundraiser? If so, why are you a fundraiser?"

Why This Matters: You're looking for a craftsman/craftswoman who believes in the intrinsic value of fundraising. If they answer the question by saying that they love the cause or want to do something "meaningful", they are less likely to stick with the work when it gets tough.

5) To Address Transition:

"When I ask your current or most recent employer why you are leaving your current position, what will they say?"

Why This Matters: This will notify the candidate that you will be talking to their current or most recent supervisor if you are interested in hiring him or her. If this question causes anxiety, be cautious. Why someone is in transition matters to the future of your organization if you bring them onto your team.

6) Their Views on Leadership and Management:

"In your opinion, what are two characteristics of the perfect supervisor?"

Why This Matters: If you are their direct supervisor and they say a strict boss is best, they have given you permission to be almost tyrannical, and conversely, if they project that they prefer a best friend, they are inviting you to be in their business from day one. This also tells you how they have been treated in the past. A great follow-up to any answer is, "Have you experienced this in the past?"

7) How They Relate to Their Peers:

"Tell me about an experience you had with a co-worker that made you admire them, respect them, and learn something."

Why This Matters : This will help you gauge your candidate's ability to be around office politics. If you are hiring a Director of Development, you will look for different answers compared to a Data Analyst. Depending on your corporate culture, this may be the most important question on the list.

8) The Candidate's Preparation:

"I am sure you have been learning more about <insert your organization name>, as you prepared for this interview. What are two characteristics of your work style that line up with the culture and values of <insert your organization name>?"

Why This Matters: You will know immediately if they have researched your organization or not, and if not, take a pass. Don't waste your time on questions 8-10.

9) How They See The Future Can Impact Your "Now":

"In a year from now, what will you have accomplished for the organization, accomplished for yourself, and how will you have impacted the other employees?"

Why This Matters: This question draws a line between a leader and a follower. Hiring a follower is good as long as you know it in advance and it fits the job requirement. Make sure they answer all three parts of this question – the first part tells you how they perceive their potential value and performance goals,

the second shows initiative, and the third part tells you how they plan to relate and integrate with the rest of your team.

10) Self-Awareness of the Candidate:

"When you look in the mirror, what role would you say that you play in the corporate culture of an organization?"

Why This Matters: This lets you hear if the applicant has ever thought about corporate culture and roles in the social fabric of an organization. This will be your best indicator of how your applicant sees themselves and how they want you to see them.

11) Grounding in Numbers:

"What is the exact compensation requirements that you would need to accept an offer for the job?"

Why This Matters: This will give you an idea of how comfortable the applicant is about speaking of their worth. Don't let money be a surprise for either side in the hiring process.

Interview Questions: Development Manager

1. As you know, this team will be doubling down on major gifts in 2023. Tell us what you've learned about your ability to manage a portfolio of donors.
2. Tell us about a time when you cultivated a donor relationship. What were some of the best questions you asked that deepened your understanding of that donor?
3. What are some of the most effective metrics in predicting revenue from base level donors? What upstream metrics do you keep your eyes on as you go through the year?
4. In your opinion, where do you think (Our Organization) is knocking it out of the park in its fundraising efforts? What is one area of fundraising strategy that you see could be strengthened? How should it be strengthened?
5. Please share a time when you demonstrated the ability to work independently while informing key leaders as to your progress and work.
6. In a year from now, what will you have accomplished for (Our Organization) that sets us up for scale?
7. What do you think will be the most challenging learning curve for you?

Step 2: Follow Up Assessment Interview

This is a second interview with Hillary and the leadership team where candidate presents/leads these two parts. We give him these instructions ahead of time to prepare:

Part 1: We'd like to see you in action with donors! Please design an exercise or facilitate a conversation that leads us through what it might be like to be a donor who works with you. Be creative, we're happy to role play with you and we could also engage about a different topic other than fundraising. We're simply looking for an experience of what it's like to be led by you. Please plan to have about 10 minutes for this section.

Part 2: We'd like to get a sense of how you would operate as the lead strategist for the department. Review (Our Organization's) most updated development roadmap and prepare to lead us through a conversation about how you would best utilize a tool like this. Describe which tabs would be most helpful for your leadership and how you would use them. Prepare questions for us as if we are members of your team and you are leading us through an analysis of what we are learning from our data.

Interview Questions: Development Operations Specialist

1. When your development operations brain is fully engaged, what do your weekly rhythms and habits look like?
2. Tell us about how you have improved the operational efficiency of something throughout your career?
3. If you were asked to fully operationalize an Annual Giving strategy at our organization, what would you do in the short and long term?
4. We have strategically designed this position to be a development administrator who wakes up in the morning thinking about how to improve the efficiency of the fundraising shop and improve the organization's relationship with donors. Tell us about a time in your career where improving the efficiency of others on your team was your focus. How did you do it?
5. In a year from now, what will you have accomplished in this role that sets the organization's fundraising shop up for scale?
6. This role requires someone interested in being a generalist across fundraising disciplines rather than a specialist in a particular skill. As a generalist, this person will need to hold their attention to the team's overall progress on a number of fronts. What is your approach to project managing multiple projects at once?
7. This role requires a significant amount of "managing up" in that you will be asked to keep leaders on track with their fundraising goals. Tell us about a time you may have managed a leader's day to day tasks. What worked well and what was challenging about that?