A Portrait of Canadian Fundraising Professionals – Results of the *AFP/CPRN Survey of Fundraisers 2002*

By

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Foreword

Organizations in the non-profit sector are feeling a financial squeeze, largely as the result of shifts in how governments provide funding. One result is that they now spend more time and resources complying with increasingly complex procedures for securing funding from governments, business corporations, and private donors. Another result is that many charities have had to enhance their traditional fundraising efforts, and many others have entered the field of fundraising for the first time. The outcome has been a huge increase in the demand for fundraising professionals.

This study is the first in Canada to take a close look at the fundraising profession. The sample for the *AFP/CPRN Survey of Fundraisers 2002* was drawn from the membership of a number of professional associations of fundraisers in Canada. This report describes who these individuals are and where in the non-profit sector they work. It also provides a wealth of information about the working conditions, attitudes, and career paths of people in the profession.

It turns out that the report is as much about the non-profit sector as it is about fundraising professionals. Many of the stresses and challenges faced by the profession emanate from the sector itself and the wide gaps in capacity between large and small organizations. Our study demonstrates that the working experiences of fundraisers in large and small organizations are fundamentally different.

The study highlights the challenges facing non-profits and the dedicated group of employees who work as fundraising professionals. It describes the realities day-to-day working conditions and career paths, both of which play key roles in shaping job satisfaction, performance, and ultimately, organizational effectiveness. Employers, governments and the profession itself should therefore address these needs in coming years.

This project was first conceived and designed in early 2002 by Grant Schellenberg, who was Director of the Work Network at the time and Dianne Lister, who was then President of The Hospital for Sick Children Foundation. It, like many other projects in the non-profit sector, could not have gone ahead without the financial support of a number of organizations – AFP International Headquarters, the AFP Foundation for Philanthropy – Canada, AFP Calgary Chapter, AFP Greater Toronto Chapter, Ketchum Canada Inc., DVA Navion, Anne Moore & Associates, The Hospital for Sick Children Foundation, and an anonymous donor. The project benefited immensely as well from the active participation of a number of associations of fundraising professionals in Canada and from the expert advice and guidance provided by the members of the project Advisory Committee.

Last, I want to thank Ron Saunders, who became Director of the Work Network in January 2003, Kathryn McMullen and Richard Brisbois for so ably seeing the project through to completion. You did your jobs well.

Judith Maxwell   July 2003

Preface

Every Canadian has been touched in some way by the charitable sector. Many of the vibrant organizations and institutions that enrich our society and, in some cases provide essential services to our more vulnerable citizens, are supported by dedicated volunteers and donors.

People who embrace philanthropy and volunteerism create, ignite, lead and financially support Canadian non-profit initiatives – critical social and welfare services, the arts, youth programs, healthcare, environmental causes, religious organizations and educational institutions, to name a few. In the past ten years, I have seen the positive effects of donations upon the health and well being of children everyday in my role as President of The Hospital for Sick Children Foundation.

In today's economic climate, the burden on the charitable sector is increasing. At the same time, philanthropic dollars from corporations, foundations, and individuals are holding steady or in some areas actually declining. Ethical and effective fundraising has never been more important to Canada. Yet the fundraising profession in Canada, while experiencing steady growth over the last decade, has never been systematically studied…until now.

The Canadian Policy Research Networks (CPRN) has been doing groundbreaking work in mapping the Canadian non-profit sector. In light of CPRN's work, and recognizing the importance of fundraisers in advancing the goals of that sector, the Association of Fundraising (AFP) engaged CPRN to undertake a study of the fundraising profession in Canada. Funding for this research came from AFP International Headquarters, the AFP Foundation for Philanthropy – Canada, AFP Calgary Chapter, AFP Greater Toronto Chapter, Ketchum Canada Inc., DVA Navion, Anne Moore & Associates, The Hospital for Sick Children Foundation, and an anonymous donor.

The report you hold in your hands is the product of this research. It represents the first comprehensive look at the fundraising profession in Canada. It is significant in that the majority of professional organizations serving fundraisers in Canada participated in and supported the study by promoting it to their members. More important is what the study tells us about Canadian fundraisers, and the environment in which they work.

A strong charitable sector is critical to Canada's future; well trained and highly motivated fundraising professionals operating in an ethical and effective manner are critical to increasing the capacity of the sector. This report marks a significant milestone on the path toward this goal.

During the course of this study I have had the pleasure of working closely with the Canadian Policy Research Network research staff, especially with Grant Schellenberg, and his successor on the project, Ron Saunders. I am most grateful to them for the leadership that they and their colleagues have shown in making this report a reality. Special thanks to the 1393 individual fundraisers who took the time to complete and

return the study survey. And thank you to the 65 Canadian leaders from government, national volunteer organizations and academia who deepened and validated our interpretation of the data by participating in the two half-day roundtable dialogues facilitated by AFP and CPRN.

AFP Canada leaders, in concert with others, will now consider the rich data of this research project, and develop a strategic roadmap with the goal of increasing the resiliency of the Canadian charitable sector through better enhancing philanthropy.

Dianne Lister, LL.B, CFRE
Immediate Past President, The Hospital for Sick Children Foundation
Immediate Past Chair, AFP Canada Council

Executive Summary

For many years, charitable organizations in Canada have benefited from the work of paid fundraising professionals. However, the retreat from direct program funding by governments over the past decade has made non-profit organizations more dependent on fundraising than ever before. Many established organizations with a long history of fundraising have increased their efforts, while other organizations have only recently entered into fundraising. So it is not surprising that the number of paid fundraisers has grown.

Yet, in spite of their increasingly prominent role, we know very little about the characterisitics of the individuals who work in a fundraising capacity. What are the professional challenges they face, their working conditions, and their views on regulatory and legal issues?

Associations of fundraising professionals play a key role in providing their members with the tools they need to be effective professionals in their field, including promulgation and promotion of an enforced code of ethics and standards of professional practice, providing training and certification, and undertaking research relevant to fundraising practices and charitable-giving issues. In order to continue to serve the needs of fundraising professionals well, professional associations in the field need to understand what their members perceive the issues to be and what information and tools they need to be effective fundraisers working to the highest standards of the profession. Furthermore, the absence of such information poses a challenge to the development of initiatives directed toward increasing the human resource and financial capacities of the non-profit sector in Canada.

To begin to fill these information gaps, Canadian Policy Research Networks (CPRN), in partnership with the Association of Fundraising Professionals (AFP) and with the assistance of a number of other professional fundraisers' associations in Canada, developed and fielded the *AFP/CPRN Survey of Fundraisers* in the fall of 2002. The results of that survey are summarized here. When reviewing the survey results, it is important to bear in mind that the survey sample consisted exclusively of fundraisers who were members of professional associations – this is not a census of fundraisers in Canada. Further work is needed to identify fundraisers who are not members of professional associations and determine the extent to which the survey results reported here reflect the demographic and educational characteristics, working conditions, and views of all individuals working as fundraisers in Canada.

Key Findings

Demographic characteristics

Close to 70 percent of the survey respondents were women; this is similar to the representation of women in the non-profit sector as a whole. Survey respondents were

somewhat older than the average for the labour force as a whole and for managers and professionals overall. Again, this also reflects the age profile of paid employees in the non-profit sector. Educational attainment among survey respondents is very high compared to workers in the non-profit and quasi-government sectors and compared to managers and professionals in the labour force as a whole – 70 percent have a university degree and 24 percent have a graduate or professional degree

Years of experience

While slightly more than 40 percent of respondents had 10 or more years of experience working as a paid fundraiser, 29 percent had less than five years of experience in the field. There is a relationship with organizational size – 43 percent of respondents who worked for small organizations (defined as having generated less than $250,000 in funds raised in the previous year) had less than five years of experience as a paid fundraiser. Close to half of those who were new entrants to the field were over 40 years old. This suggests that fundraising may be at least a second career for many in the field. While further research is needed, it is also possible that some of these older entrants to the field had worked in the non-profit sector previously and became fundraisers in response to organizational needs.

Characteristics of employers

One-third of survey respondents worked for a foundation – organizations established explicitly for the purpose of raising/or disbursing funds, often linked to sister organizations like hospitals or educational institutions. The remaining two thirds worked for organizations that were not foundations.

Most workplaces were small in terms of number of employees working at the location – almost 60 percent worked in establishments where there were fewer than 25 employees. There was greater variation in organizational size when measured in terms of funds raised in the previous year – whereas 17 percent of respondents worked in establishments that had generated less then $250,000, 22 percent worked in establishments that had generated $10 million or more.

Fundraising was a relatively new activity for many organizations. While 15 percent of the survey respondents worked for organizations that had been in existence for less than 10 years, 24 percent of them worked for organizations that had less than 10 years of experience with fundraising. Over half of respondents worked for organizations that had been in existence for 25 years or more; 39 percent of them had employers with 25 or more years of experience with fundraising. Relatively recent organizational entry into fundraising was most evident for respondents working for organizations in the social services sub-sector.

Implementation of new fundraising strategies was widespread. Larger organizations (measured by charitable funds raised) were most likely to report having increased the number of employees engaged in fundraising. This was the case for employers in the

education sub-sector and to a lesser extent, in the health sub-sector. Smaller organizations, especially in the social services and the arts, culture and humanities sub-sectors, were more likely to report having introduced new types of fundraising initiatives than having increased the number of paid employees in fundraising.

Hours, schedules and work-life balance

Long weekly hours of work, while common among survey respondents, were comparable to average hours reported by all managers and professionals in the labour force, though in both cases, the incidence was greater than for the labour force as a whole. Female respondents, however, were more likely than other female managers and professionals to report working 50 or more hours per week. Part-time employment among female respondents was very rare.

Survey respondents were also more likely than the labour force as a whole to report working in the evenings and/or on the weekends. This is a reflection in part of the nature of the work of this occupational group, with special events often taking place outside normal working hours. Job demands also play a role. Two thirds of respondents reported that their jobs were very hectic, just over half reported that their jobs were very stressful, and about 45 percent said that their jobs left them little time to get things done.

Both schedule of work and working overtime offer the potential for conflict between work and personal lives. Indeed, the percentage of respondents reporting that their jobs allowed them to balance their work and family, at 59 percent, was much lower than for the labour force as a whole (75 percent) and for other managers and professionals in the labour force (71 percent).

Salaries and benefits

As one would expect, salaries tended to be higher for respondents in more senior positions. But that being said, about one-third of CEOs earned no more than $60,000 annually and almost one-quarter of Directors of Development earned less than $50,000 at the time of the survey.

Earnings tended to be higher for respondents who worked for a foundation and for those working for organizations with the highest revenues raised in the previous year. Among those working for organizations with revenues of less than $250,000, over one third earned less than $40,000. Differences across sub-sectors are also apparent, with close to half of respondents working for organizations in the social services and the arts, culture and humanities sub-sectors reporting earnings of less than $50,000.

To a certain extent, these differences reflect 'ability to pay' and, consequently, how effectively organizations can attract and retain experienced workers for these positions. In fact, further analysis shows that less experienced respondents tended to work for the smaller organizations and for organizations in the social services and the arts, culture and

humanities sub-sectors. More experienced respondents tended to be employed by larger organizations, with longer experience with fundraising.

With respect to access to non-wage benefits, survey respondents compare very well to the Canadian average. About three-quarters of respondents reported having a pension plan/employer contributions to an RRSP and about 80 percent had supplemental health and dental benefits, percentages that are well above the average for the labour force as a whole. Again, the incidence of benefit coverage was lower for respondents working for small organizations, especially in the arts, culture and humanities sub-sector.

Education, training and professional development

In addition to completion of post-secondary studies, often including completion of one or more university degrees, many survey respondents reported that they had completed, or were working toward completion of further formal training leading to professional certification in fundraising. Overall, about half of respondents had completed, or soon would, a formal program of study leading to professional certification. Given the experience-related requirements for certification, very few respondents who had less than five years of experience in the field had completed certification; the percentage with professional certification rose with years of experience.

Respondents also participated in other professional training. About two-thirds had taken a course on leadership, team building or communication, 43 percent had taken a course on fundraising ethics, and about 46 percent had taken a course on government regulation or legislation regarding fundraising.

Overall, 63 percent of respondents agreed that they got the training they needed to do the job effectively. Agreement with this statement rose with years of experience. At just over 50 percent, respondents in small organizations and those in the arts, culture and humanities sub-sectors were least likely to agree that they got the training they needed to do the job effectively. Similarly, satisfaction with training opportunities available to them was highest for those working for larger organizations. Satisfaction with training opportunities was lowest for those employed in the social services and the arts, culture and humanities sub-sectors.

Overall, two thirds of respondents reported that there was job- or career-related training they had wanted to take in the previous year, but which they had not taken. Respondents were similar to the Canadian labour force as a whole in that the most common reason for not taking training they wanted was because they were too busy at work. But, compared to the Canadian average, much higher percentages of respondents cited high course costs as a barrier to training.

Integration of fundraising with other functional areas

Respondents were asked to report on their perceptions of the boards of directors of their organizations. This is inherently a subjective question that will reflect the extent of direct contact that a respondent has with board members.

Respondents employed by foundations were much more likely than others to have positive assessments of their boards – 62 percent of respondents working for foundations agreed that board members had realistic expectations of fundraising activities compared to 45 percent of respondents in other types of organization. The same relationship is evident with respect to perceptions of the involvement, support and knowledge of board members. Similarly, respondents working for organizations with more years of experience with fundraising and for larger organizations (measured by revenues generated) also had more positive perceptions of board members. These respondents were also more likely to report that their organization had formal policies and procedures that addressed a wide range of issues relating to fundraising.

In contrast, respondents working for smaller organizations and organizations with relatively few years of experience with fundraising and often employing new entrants to the field were more likely to report that board members had unrealistic expectations of fundraising activities and were unsure of how to provide support to fundraising staff.

These results suggest that many smaller non-profit organizations are further down the learning curve with respect to fundraising and that board members have not necessarily been recruited with their skills as fundraisers in mind. Such organizations also have further to go in integrating fundraising with other functional areas in the organization and in developing formal policies and procedures governing fundraising activities undertaken by the organization.

Job Satisfaction, job tenure and job turnover intentions

Respondents to the survey were a dedicated group, with attitudes about and commitment to the organization and to the job all being very high. Overall, satisfaction with a number of job dimensions tended to increase with organizational size. This was the case for the job in general, pay and benefits, access to training, the ability to meet career goals, and job security. In fact, the percentage of respondents working for large organizations agreeing that their chances for career advancement within the organization were good was two-and-a-half times that of respondents working in the smallest organizations. Clearly the ability of small organizations to meet the employment and career needs of employees is an issue.

About one quarter of respondents reported that they were dissatisfied with their pay. Respondents with less than five years of experience as a paid fundraiser were most likely to be least satisfied with pay, job tasks, ability to meet career goals, and training opportunities.

Survey respondents were less satisfied with their ability to achieve work-life balance (59 percent agreeing they were able to balance their work and personal lives) than other working Canadians (75 percent) and than managers and professionals in the labour force as a whole (71 percent). Dissatisfaction with work-life balance was slightly higher for women compared to men. The lowest-ranking job satisfaction dimension was workload – only about half of respondents reported that they were satisfied with this dimension of their work. There was relatively little variation on this point across organization size, type, or years of experience as a paid fundraiser.

Among new entrants (less than five years of experience) only half were certain or fairly certain they would still be working as a fundraiser in five years and 59 percent thought that the field would be attractive to young people. As one might expect, respondents with more years of experience had more positive views on fundraising as a career. There is a strong association with organizational size – respondents working for the smallest organizations were very uncertain regarding their longer term employment prospects with their employer, were less likely to be certain they would still be working as a fundraiser in five years, and were less likely to think that fundraising would be an attractive career option for young people.

There is evidence of a considerable degree of job mobility among survey respondents. The percentage of respondents who had had one or more other employers in the previous three years was especially high in the arts, culture and humanities sub-sector, at 65 percent, and more than half of respondents working for organizations in the social services and health sub-sectors reported having had one or more other employers in the previous three years.

At least three broad factors were associated with job turnover intentions. The first relates to earnings – two-thirds of those planning a job change within the past year reported that it was to earn a higher salary. Others were motivated by career considerations – 48 percent were seeking more interesting or challenging work and 40 percent were looking for better opportunities for career advancement. The third set of reasons related to the quality of the work environment – 46 percent of those who had planned to change jobs cited frustration with the work environment, 36 percent cited a lack of recognition, and almost 30 percent said that it was because they faced unrealistic expectations or that their workplace was unsupportive.

Views on selected policy issues

As noted earlier, associations of fundraising professionals provide a range of services, among them training and certification programs, fundraising codes of ethics, and information and research on best practices. An important motivation for undertaking the survey was to collect information from respondents on their views on issues facing the profession, information that is needed by associations as they continue to develop programs that meet the needs of practitioners.

Views on most policy issues did not vary much by organization size, with two notable exceptions. First, respondents working for the largest organizations in terms of revenues generated through fundraising were more likely to agree that there is a need to establish standard rules for calculating and reporting fundraising costs. Second, only 56 percent of those working for the smallest organizations reported that they knew where to go for guidance if faced with an ethical question or dilemma; this compares to 69 percent of those who worked for the largest organizations.

Respondents also cited concerns about issues relating to the ethics of some fundraising practices. The question posed in the questionnaire was very broadly stated, however, and further research is needed to provide more detailed information on what issues need to be addressed specifically.

Close to 60 percent of those with several years of experience in the field felt that individuals entering the fundraising profession should be required to complete a core set of fundraising courses. Overall, close to three-quarters of respondents agreed that individuals employed as fundraisers should be required to register and abide by an ethical code of conduct and that that code of conduct should be established by an association of fundraising professionals, rather than by government.

A focus on small fundraising units

For this analysis, respondents were divided into two groups – those working for organizations where there were at most two individuals working as fundraisers (small shops) and those working where there were three or more employees working as fundraisers (large shops). Given their specialized nature, respondents working for foundations, as consultants, and in religion were excluded form the analysis. Overall, 36 percent of respondents were included in the analysis.

The great majority of respondents who worked for organizations that had raised less than $250,000 in the previous year worked in small fundraising shops; virtually all who worked for the largest organizations (more than $4 million in funds generated in the previous year) worked in large units. The largest shares of small shops were found in the arts, culture and humanities sub-sector (52 percent) and social services (44 percent). Almost 40 percent of respondents who worked in small shops were employed by organizations with less than 10 years of experience with fundraising. Small shops were also more likely than large ones to consist of respondents who were recent entrants to the field. Respondents with more experience were more likely to be working in large fundraising shops.

There were few differences between those in small and large units in terms of intrinsic rewards associated with their jobs – in both cases, the vast majority of respondents cared about the fate of the organization, were proud of it, and were committed to the organization and to their jobs. There were also few differences in their ratings of satisfaction with the job in general, with the schedule of work, with their job tasks, and

with the number of hours, with the great majority of respondents being satisfied with all of these dimensions.

The largest contrasts were with respect to extrinsic rewards: respondents working in small shops were less likely to agree and more likely to disagree that their pay was good, benefits were good or their job security was good. They were especially likely to disagree that their chances for career advancement in the organization were good. Respondents working in small shops were also less likely to agree that they have the training they need to be effective in their jobs, that they receive mentoring/coaching, that they have clear guidelines as to what is required of them in their jobs, or that there are clear goals and objectives for their jobs. They also tended to think there was not adequate staff to do the job.

Respondents working in large shops tended to be much more positive regarding their longer-term career prospects, both with their current employer and as a fundraising professional. The majority of those working in small shops, however, were uncertain as to whether they would be working for their current employer in five years time; close to one-third were uncertain as to whether they would still be working as a fundraiser; and only slightly less than 60 percent were certain that fundraising would be an attractive career option for young people in the future.

Conclusions and Recommendations

The survey results suggest that the labour market for fundraising professionals in Canada is a segmented one. At one end of the spectrum are highly experienced fundraising professionals, many of whom work for organizations that have a long history of participating in fundraising activities, well-developed fundraising units, and boards of directors who are well-versed in the role of fundraising in their organization and the role they should play in support of that function. Levels of satisfaction with pay, working conditions, and training opportunities tend to generally be relatively high for this group.
At the other end of the spectrum are individuals who work for small organizations, often on their own or with one colleague at most. Many of these individuals and the organizations they work for are relatively new to fundraising and so there is little opportunity to learn from more experienced colleagues. Levels of satisfaction with pay, working conditions, opportunities for training, and job security are significantly lower than those found among more experienced fundraisers working in the larger, more mature organizations. Often, individuals working in this segment of the fundraiser labour market lack the training to know how to be effective in their jobs, do not have clear guidelines as to what is expected of them, and do not know where to go for advice and guidance.

Last, given their size, small organizations have limited ability to offer their employees opportunities for career advancement. Therefore, as new entrants gain experience and are ready to progress in their careers, they must look outside of their current employer for new opportunities. Thus, over time, more experienced employees tend to migrate to the

more mature part of the non-profit sector, while smaller employers once again recruit new entrants.

This segmentation parallels the "cleavage" in the non-profit sector between small and large organizations noted by Scott (2003).

Associations of fundraising professionals already actively address the need for widely accessible information, guidance and training for practitioners in the field and provide a variety of services to address those needs. Our recommendations build on those efforts, encouraging their expansion where they already exist or their implementation where they do not.

We encourage the profession to continue to develop and expand outreach efforts aimed at small organizations and new entrants to the field in particular. Such outreach efforts should also be directed to boards of directors that have had little experience with fundraising methods and strategies. Members of associations of fundraising professionals can themselves seek out opportunities to sit as members of the boards of non-profit organizations in order to act as mentors for board members and for the organization as they work to develop their fundraising capacity. Training is also essential, especially for new entrants to the field and for small organizations. The profession should focus on the development of training programs that are affordable and easily accessible.

Employers in the non-profit sector have a critical role to play as well. They need to deepen their understanding of best practice with regard to human resource management and work to develop positive and supportive work environments that incorporate a range of intrinsic and extrinsic job rewards.

Finally, organizations in the non-profit sector face a number of common challenges. Sector councils have proven to be effective mechanisms that allow common challenges to be addressed collectively. We therefore recommend that the federal government establish a non-profit sector council that would focus on identifying the human resource needs and challenges faced by organizations in the sector. When establishing such a non-profit sector human resource council, it is important that the vital contribution that professional associations, like those made up of fundraising professionals, make both to their membership and to the sector as a whole be recognized and that they be regarded as essential partners in the design and implementation of a non-profit sector human resource council.

Future research needs

The *AFP/CPRN Survey of Fundraisers 2002* marks a major step forward in improving our understanding of human resource issues faced by fundraising professionals, who are a critical component of the non-profit sector labour force. More research is needed, both to further advance our understanding of the fundraising profession and to add to the base of knowledge about other occupational groups working in the sector.

In particular, qualitative studies of selected organizations could provide more detailed understanding of the human resource challenges being faced by non-profit sector organizations. Work needs to be done as well to identify the characteristics, work experiences and training needs of individuals working as fundraisers but who are not affiliated with a professional association.

Finally, on-going research is needed to identify the skill and training needs of workers in the non-profit sector, the key elements that determine job satisfaction, and the patterns and trends respecting recruitment and retention, all of which have implications for the longer-run stability of the non-profit sector in Canada.

Résumé

Depuis de nombreuses années, les organismes de bienfaisance au Canada ont pu compter sur l'apport de professionnels de la levée de fonds rémunérés pour soutenir leurs opérations. Toutefois, le repli par les gouvernements du financement direct de programmes au cours de la dernière décennie a rendu ces organismes plus tributaires que jamais auparavant des activités de levée de fonds. Plusieurs organismes établis qui possèdent une longue tradition d'activités de levée de fonds ont dû multiplier leurs efforts, tandis que d'autres organisations ne se sont lancées que tout récemment dans le domaine de la levée de fonds. Il n'est donc pas étonnant de constater que le nombre de solliciteurs de fonds rémunérés ait augmenté.

Mais, en dépit du rôle de plus en plus important qu'ils jouent, nous ne connaissons que de peu de chose sur les caractéristiques des gens qui exercent cette profession : Quels sont les défis professionnels qu'ils doivent relever, leurs conditions de travail et leurs opinions sur les enjeux réglementaires et juridiques ?

Les associations de professionnels de la levée de fonds remplissent un rôle primordial pour fournir à leurs membres les outils dont ils ont besoin pour être efficaces dans leur domaine, y compris l'adoption et la promotion d'un code de déontologie et de normes de pratiques professionnelles obligatoires, la prestation de services de formation et d'accréditation, et la réalisation de recherches pertinentes aux pratiques de levée de fonds et aux enjeux relatifs aux dons de bienfaisance. Afin de pouvoir continuer à répondre efficacement aux besoins des solliciteurs de fonds, les associations professionnelles dans le domaine doivent comprendre la façon dont leurs membres perçoivent la nature des enjeux ainsi que les données et les outils dont ils ont besoin pour être des solliciteurs de fonds efficaces et respecter les normes les plus élevées au sein de la profession. De plus, l'absence de telles données soulève un défi pour la mise au point d'initiatives visant à augmenter le potentiel en ressources humaines et financières du secteur à but non lucratif au pays.

Pour commercer à combler ces lacunes, les Réseaux canadiens de recherche en politiques publiques (RCRPP), en partenariat avec l'Association of Fundraising Professionals (AFP) et avec l'aide de plusieurs autres associations de professionnels de la levée de fonds au Canada, ont conçu et réalisé l'*Enquête de l'AFP et des RCRPP auprès des solliciteurs de fonds* pendant l'automne de 2002. Les résultats cette enquête sont résumés dans le présent document. En procédant à l'analyse des résultats de l'enquête, il importe de souligner que l'échantillon de l'enquête ne comprend exclusivement que des solliciteurs de fonds qui étaient membres d'associations professionnelles – il ne s'agit pas d'un recensement des solliciteurs de fonds au Canada. D'autres travaux devront être entrepris pour retracer les solliciteurs de fonds qui ne sont pas membres d'associations professionnelles et pour déterminer la mesure dans laquelle les résultats de l'enquête présentés ici reflètent les caractéristiques démographiques et éducationnelles, les conditions de travail et les opinions de toutes les personnes qui œuvrent dans le domaine de la levée de fonds au Canada.

Principaux résultats

Caractéristiques démographiques

Près de 70 pour cent des participants à l'enquête étaient des femmes; cette proportion est semblable à la représentation des femmes au sein de l'ensemble du secteur à but non lucratif. Les répondants à l'enquête étaient un peu plus âgés que la moyenne pour l'ensemble de la population active et pour l'ensemble des gestionnaires et des spécialistes. Encore une fois, cette particularité reflète aussi la composition selon l'âge des employés rémunérés dans le secteur à but non lucratif. Le niveau de scolarité des participants à l'enquête est très élevé par rapport à celui des travailleurs des secteurs à but non lucratif et semi-public, et par rapport aux gestionnaires et aux spécialistes dans l'ensemble de la population active – 70 pour cent possèdent un diplôme universitaire et 24 pour cent ont un diplôme de deuxième cycle ou professionnel.

Années d'expérience

Un peu plus de 40 pour cent des répondants possédaient 10 années ou plus d'expérience en tant que solliciteur de fonds rémunéré, tandis que 29 pour cent avaient moins de cinq ans d'expérience dans le domaine. Il existe un lien par rapport à la taille de l'organisation – 43 pour cent des répondants qui étaient à l'emploi de petites organisations (par définition, des organismes qui avaient généré moins de 250 000 $ en fonds amassés pendant l'année précédente) avaient une expérience de moins de cinq ans à titre de solliciteur de fonds rémunéré. Près de la moitié de ceux qui étaient de nouveaux venus dans le domaine étaient âgés de plus de 40 ans. Il y a donc lieu de croire que la levée de fonds est peut-être une deuxième carrière pour plusieurs personnes dans le domaine. Des recherches plus poussées s'imposent, mais il est aussi possible que certains de ces nouveaux venus plus âgés dans le domaine aient travaillé auparavant dans le secteur à but non lucratif et qu'ils soient devenus des solliciteurs de fonds pour répondre aux besoins de l'organisation.

Caractéristiques des employeurs

Un tiers des répondants à l'enquête étaient à l'emploi d'une fondation – des organismes établis dans le but explicite d'amasser et de distribuer des fonds, et souvent liés à des organisations sœurs comme des hôpitaux ou des établissements d'enseignement. Les deux autres tiers des répondants travaillaient pour des organisations qui n'étaient pas des fondations.

La plupart des milieux de travail étaient de petite taille en termes du nombre d'employés qui y travaillaient – près de 60 pour cent d'entre eux étaient à l'emploi d'établissements qui comptaient moins de 25 employés. On observe une variation plus forte lorsque la taille de l'organisation est mesurée en termes de fonds amassés pendant l'année précédente – puisque 17 pour cent des répondants étaient à l'emploi d'établissements qui

avaient recueilli moins de 250 000 $, tandis que 22 pour cent travaillaient pour des établissements qui avaient généré 10 millions de dollars ou plus.

La levée de fonds était une activité relativement nouvelle pour de nombreuses organisations. Une proportion de 15 pour cent des répondants à l'enquête travaillait pour des organisations qui étaient en existence depuis moins de 10 ans, tandis que 24 pour cent d'entre eux étaient à l'emploi d'organisations qui possédaient moins de 10 ans d'expérience dans le domaine de la levée de fonds. Plus de la moitié des répondants travaillaient pour des organisations qui existaient depuis 25 ans ou plus; 39 pour cent d'entre eux avaient des employeurs qui possédaient 25 ans ou plus d'expérience en levée de fonds. Une accession relativement récente de l'organisation aux activités de levée de fonds était la plus manifeste parmi les répondants qui travaillaient pour des organismes dans le sous-secteur des services sociaux.

La mise en place de nouvelles stratégies de levée de fonds était un phénomène largement répandu. Les organisations de plus grande taille (mesurées en terme de fonds de bienfaisance amassés) étaient plus susceptibles de déclarer qu'elles avaient augmenté le nombre d'employés engagés dans la levée de fonds. C'était le cas des employeurs dans le sous-secteur de l'éducation et, dans une moindre mesure, de ceux du sous-secteur de la santé. Les organisations de plus petite taille, notamment dans les sous-secteurs des services sociaux et des arts, de la culture et des sciences humaines, étaient plus susceptibles d'indiquer qu'elles avaient eu recours à de nouveaux types d'activités de levée de fonds plutôt que de déclarer qu'elles avaient accru le nombre d'employés rémunérés affectés aux activités de levée de fonds.

Heures et horaires de travail, et conciliation travail-famille

Les longues heures de travail hebdomadaires – un phénomène très répandu parmi les répondants à l'enquête – étaient comparables aux heures moyennes déclarées par l'ensemble des gestionnaires et des spécialistes dans la population active même si, dans les deux cas, l'incidence était plus prononcée que celle observée dans l'ensemble de la population active. Toutefois, les femmes qui ont participé à l'enquête étaient plus susceptibles que les autres femmes occupant des postes de gestionnaires et de spécialistes de déclarer qu'elles travaillaient pendant 50 heures ou plus par semaine. L'emploi à temps partiel parmi les femmes qui ont participé à l'enquête était un phénomène très rare.

Les participants à l'enquête étaient aussi plus susceptibles que l'ensemble de la population active de déclarer qu'ils travaillaient le soir et-ou les fins de semaine. Cette situation est en partie le reflet de la nature du travail de ce groupe professionnel, puisque des événements spéciaux se tiennent souvent en dehors des heures de travail régulières. Les exigences des emplois jouent aussi un rôle. Les deux tiers des répondants ont déclaré que leur emploi du temps au travail était très chargé, un peu plus de la moitié ont indiqué que leur poste était très stressant et environ 45 pour cent ont dit qu'ils avaient à peine le temps de tout faire.

Les horaires de travail et le surtemps sont deux facteurs qui soulèvent la possibilité de rendre difficile la conciliation travail-famille. Dans les faits, la proportion de 59 pour cent des répondants qui ont indiqué que leur emploi leur permettait de concilier le travail et la famille était de beaucoup inférieure à celle de l'ensemble de la population active (75 pour cent) et à celle des autres gestionnaires et spécialistes dans la population active (71 pour cent).

Salaires et avantages sociaux

Comme on pouvait s'y attendre, les salaires avaient tendance à être plus élevés parmi les répondants qui occupaient des postes supérieurs. Mais, ceci dit, environ le tiers des PDG ne gagnaient pas plus de 60 000 $ par année et environ le tiers des directeurs du développement avaient un salaire de moins de 50 000 $ au moment de la tenue de l'enquête.

Les salaires avaient tendance à être plus élevés pour les répondants qui étaient à l'emploi d'une fondation et pour ceux qui travaillaient pour les organisations dont les fonds recueillis pendant l'année précédente avaient été les plus élevés. Parmi ceux qui étaient à l'emploi d'organisations dont les recettes étaient inférieures à 250 000 $, plus d'un tiers gagnaient moins de 40 000 $. Des divergences s'observent aussi entre les sous-secteurs, puisque près de la moitié des répondants à l'emploi d'organisations dans les sous-secteurs des services sociaux et des arts, de la culture et des sciences humaines ont déclaré que leur salaire était inférieur à 50 000 $.

Dans une certaine mesure, ces différences sont le reflet de la « capacité de payer » et, par conséquent, de l'aptitude des organisations à attirer et à retenir des travailleurs expérimentés dans ces postes. Dans les faits, une analyse plus poussée indique que les répondants moins expérimentés avaient tendance à travailler pour des organisations de taille plus petite et des organisations appartenant aux sous-secteurs des services sociaux et des arts, de la culture et des sciences humaines. Les répondants plus expérimentés avaient tendance à être à l'emploi d'organisations de taille plus grande et possédant une tradition plus longue en levée de fonds.

En ce qui concerne l'accès à des avantages non salariaux, les répondant à l'enquête se comparent très favorablement à la moyenne nationale. Environ les trois quarts des répondants ont indiqué qu'ils avaient un régime de retraite ou de cotisations de l'employeur à un REER, tandis qu'environ 80 pour cent avaient accès à des prestations supplémentaires de soins de santé et à l'assurance de soins dentaires; il s'agit de proportions bien supérieures à la moyenne pour l'ensemble de la population active. Encore une fois, l'incidence de la protection accordée était plus faible pour les répondants à l'emploi de petites organisations, notamment dans le sous-secteur des arts, de la culture et des sciences humaines.

Scolarité, formation et perfectionnement professionnel

Outre le parachèvement d'études post-secondaires, y compris souvent l'obtention d'un ou de plusieurs diplômes universitaires, de nombreux participants à l'enquête ont indiqué qu'ils avaient terminé ou étaient en voie de terminer une formation structurée plus poussée menant à une accréditation professionnelle en levée de fonds. Dans l'ensemble, environ la moitié des répondants avaient terminé ou étaient en voie de terminer un programme d'études structuré menant à une accréditation professionnelle. Compte tenu des exigences en matière d'expérience pour obtenir une accréditation, très peu de répondants qui avaient moins de cinq ans d'expérience dans le domaine avaient obtenu une accréditation; la proportion de personnes possédant une accréditation professionnelle augmentait en fonction des années d'expérience.

Les répondants participaient aussi à d'autres programmes de formation professionnelle. Environ les deux tiers avaient pris un cours de leadership, de promotion du travail d'équipe ou de communications, 43 pour cent avaient pris un cours d'éthique en levée de fonds et environ 46 pour cent avaient participé à un cours de réglementation gouvernementale ou de législation concernant la levée de fonds.

Dans l'ensemble, 63 pour cent des répondants étaient d'avis qu'ils avaient reçu la formation nécessaire pour s'acquitter efficacement de leurs tâches. Le niveau d'accord avec cet énoncé augmentait en fonction des années d'expérience. À un peu plus de 50 pour cent, les répondants rattachés à de petites organisations et ceux qui œuvraient dans les sous-secteurs des arts, de la culture et des sciences humaines, étaient les moins susceptibles d'être d'accord qu'ils avaient reçu la formation nécessaire pour s'acquitter efficacement de leurs tâches. De plus, la satisfaction à l'égard des possibilités de formation à leur disposition était la plus élevée parmi ceux qui étaient à l'emploi d'organisations de plus grande taille. La satisfaction à l'égard des possibilités de formation était la moins élevée parmi ceux qui travaillaient dans les sous-secteurs des services sociaux et des arts, de la culture et des sciences humaines.

Dans l'ensemble, les deux tiers des répondants ont déclaré qu'il y avait des cours de formation liée à l'emploi ou à la carrière qu'ils auraient aimé prendre pendant l'année précédente, mais qu'ils n'ont pas pu prendre. Pour les répondants à l'enquête ainsi que pour l'ensemble de la population active au Canada, la raison la plus fréquemment avancée pour ne pas avoir acquis la formation à laquelle ils aspiraient était qu'ils étaient trop occupés au travail. Mais, par rapport à la moyenne canadienne, des proportions beaucoup plus élevées de répondants ont déclaré que les frais élevés des cours étaient un obstacle à la formation.

Intégration de la levée de fonds à d'autres domaines fonctionnels

On a demandé aux répondants de livrer leurs perceptions à l'égard du conseil d'administration de leur organisation. Il s'agit en soi d'une question subjective qui est fonction de la portée des contacts directs qu'un répondant maintient avec les membres du conseil d'administration.

Les répondants à l'emploi des fondations étaient beaucoup plus susceptibles que les autres d'avoir une opinion positive de leur conseil d'administration − 62 pour cent des répondants qui travaillaient pour des fondations étaient d'avis que les membres du conseil avaient des attentes réalistes concernant les activités de levée de fonds, comparativement à 45 pour cent pour les répondants appartenant à d'autres types d'organisation. Une relation semblable s'observe en ce qui concerne les perceptions en matière de participation, de soutien et de connaissances des membres du conseil d'administration. De plus, les répondants à l'emploi d'organisations possédant une plus longue expérience en matière de levée de fonds ou d'organisations de taille plus importante (mesurée en fonction des fonds générés) avaient aussi des perceptions plus positives à l'égard des membres du conseil d'administration. Et il était aussi plus probable que ces répondants indiquent que leur organisation possédait des politiques et des façons de procéder structurées se rattachant à un vaste éventail d'enjeux reliés à la levée de fonds.

En revanche, les répondants à l'emploi d'organisations de taille plus petite et d'organisations ayant une expérience relativement plus restreinte de la levée de fonds et employant des nouveaux venus dans le domaine étaient plus susceptibles d'indiquer que les membres du conseil d'administration avaient des attentes irréalistes à l'égard des activités de levée de fonds et qu'ils ne savaient pas exactement comment offrir un soutien au personnel de la levée de fonds.

Ces résultats laissent entendre que de nombreuses organisations à but non lucratif de taille plus petite se situent à un niveau plus bas sur la courbe d'apprentissage en ce qui concerne la levée de fonds et que les membres du conseil d'administration n'ont pas nécessairement été recrutés en fonction de leurs compétences en matière de levée de fonds. Ces organisations ont aussi beaucoup à faire pour intégrer la levée de fonds à d'autres domaines fonctionnels de l'organisation et pour mettre au point des politiques et des façons de procéder structurées en vue de régir les activités de levée de fonds entreprises par l'organisation.

Satisfaction professionnelle, ancienneté d'emploi et intentions en matière de rotation d'emploi

Les participants à l'enquête étaient constitués d'un groupe de travailleurs dévoués, dont les attitudes et la motivation à l'égard de l'organisation et de leur emploi étaient très élevées. Dans l'ensemble, la satisfaction à l'égard de plusieurs aspects de l'emploi tendait à augmenter en fonction de la taille de l'organisation. C'était le cas en ce qui concerne l'emploi en général, la rémunération et les avantages sociaux, l'accès à la formation, l'aptitude à réaliser ses objectifs de carrière et la sécurité d'emploi. Dans les faits, la proportion des répondants à l'emploi de grandes organisations qui jugeaient que leurs possibilités d'avancement professionnel à l'intérieur de l'organisation étaient bonnes était deux fois et demie plus élevée que celle des répondants à l'emploi des plus petites organisations. Manifestement, l'aptitude des petites organisations à répondre aux besoins des employés en matière d'emploi et de carrière soulève un problème.

Environ le quart des répondants ont déclaré qu'ils étaient insatisfaits de leur rémunération. Les répondants possédant moins de cinq ans d'expérience à titre de solliciteur de fonds rémunéré étaient ceux qui étaient les plus susceptibles d'être les moins satisfaits de leur rémunération, des tâches de leur poste, de l'aptitude à réaliser leurs objectifs de carrière et des possibilités de formation.

Les répondants à l'enquête étaient moins satisfaits de leur aptitude à concilier le travail et la famille (59 pour cent étant d'avis qu'ils étaient en mesure de concilier travail et famille) que les autres Canadiens au travail (75 pour cent) et que les gestionnaires et les spécialistes dans l'ensemble de la population active (71 pour cent). L'insatisfaction concernant la conciliation travail-famille était légèrement plus élevée pour les femmes que pour les hommes. L'aspect le moins bien coté de la satisfaction professionnelle était la charge de travail − environ la moitié seulement des répondants ont déclaré qu'ils étaient satisfaits de cette facette de leur travail. Il y avait relativement peu de variation concernant cette dimension en fonction de la taille, du type d'organisation ou des années d'expérience en tant que solliciteur de fonds rémunéré.

Parmi les nouveaux venus (moins de cinq ans d'expérience), la moitié seulement étaient convaincus ou pas mal convaincus qu'ils allaient travailler encore en tant que solliciteur de fonds d'ici cinq ans, tandis que 59 pour cent estimaient que le domaine était attrayant pour les jeunes. Comme on pouvait s'y attendre, les répondants ayant une expérience plus longue avaient une opinion plus positive de la levée de fonds en tant que carrière. Il y a une forte corrélation par rapport à la taille de l'organisation − les répondants à l'emploi des plus petites organisations étaient très incertains concernant leurs perspectives d'emploi à plus long terme avec leur employeur, ils étaient moins susceptibles d'être convaincus qu'ils allaient travailler encore en tant que solliciteur de fonds d'ici cinq ans et ils étaient moins susceptibles de penser que la levée de fonds était une option de carrière attrayante pour des jeunes.

Il y a lieu de croire qu'il existe un niveau élevé de mobilité professionnelle parmi les participants à l'enquête. La proportion de 65 pour cent des répondants qui avaient eu un ou plusieurs employeurs pendant les trois années précédentes était particulièrement élevée dans le sous-secteur des arts, de la culture et des sciences humaines, tandis que plus de la moitié des répondants à l'emploi d'organisations dans les sous-secteurs des services sociaux et de la santé ont déclaré qu'ils avaient eu un ou plusieurs autres employeurs pendant les trois années précédentes.

Au moins trois éléments majeurs étaient associés aux intentions en matière de rotation d'emploi. Le premier a trait aux gains salariaux − les deux tiers de ceux qui projetaient un changement d'emploi ont indiqué que c'était en vue de gagner un salaire plus élevé. D'autres étaient motivés par des considérations en matière de carrière − 48 pour cent étaient à la recherche d'un travail plus intéressant ou plus stimulant, tandis que 40 pour cent recherchaient de meilleures possibilités d'avancement professionnel. Le troisième ensemble de facteurs était relié à la qualité du milieu de travail − 46 pour cent de ceux qui projetaient de changer d'emploi ont évoqué des frustrations concernant l'environnement de travail, 36 pour cent ont cité un manque de reconnaissance, et près de 30 pour cent ont

indiqué que c'était parce qu'ils faisaient face à des attentes irréalistes ou que leur milieu de travail n'était pas positif.

Points de vue concernant des enjeux de politiques choisis

Comme nous l'avons souligné plus haut, les associations de professionnels de la levée de fonds offrent un éventail de services parmi lesquels figurent des programmes de formation et d'accréditation, des codes de déontologie en matière de levée de fonds et des renseignements et des recherches sur les pratiques exemplaires. Une motivation importante pour entreprendre l'enquête était celle de recueillir des renseignements auprès des répondants sur leurs points de vue concernant les enjeux qui se posent à la profession, des renseignements dont les associations ont besoin pour continuer à développer des programmes qui répondent aux besoins des intervenants.

Les opinions relatives à la plupart des enjeux de politiques ne variaient pas beaucoup en fonction de la taille des organisations, sauf dans le cas de deux exceptions importantes. Premièrement, les répondants à l'emploi des plus grandes organisations en termes de recettes recueillies par l'intermédiaire de la levée de fonds étaient plus susceptibles d'être prêts à accepter le fait qu'il est nécessaire d'établir des règles uniformes pour calculer et divulguer les coûts de levée de fonds. Deuxièmement, 56 pour cent seulement de ceux qui travaillaient pour les plus petites organisations ont indiqué qu'ils savaient où s'adresser pour obtenir des conseils lorsqu'ils faisaient face à une question ou à un dilemme d'ordre moral; cette proportion se compare à 69 pour cent dans le cas de ceux qui étaient à l'emploi des plus grandes organisations.

Les répondants ont aussi évoqué des préoccupations concernant des questions reliées au fondement moral de certaines pratiques en matière de levée de fonds. La question posée dans le questionnaire était toutefois formulée en des termes très généraux, de sorte que des recherches plus poussées sont nécessaires pour obtenir de plus amples renseignements sur les questions précises qu'il importe de considérer.

Près de 60 pour cent de ceux qui possédaient plusieurs années d'expérience dans le domaine étaient d'avis que les personnes qui accèdent à la profession de solliciteur de fonds devraient être tenues de compléter un ensemble de cours de base en levée de fonds. Globalement, près des trois quarts des répondants croyaient que les personnes employées en tant que solliciteur de fonds devraient être tenues de souscrire et de se conformer à un code de déontologie et que ce code devrait être établi par une association de professionnels de la levée de fonds plutôt que par le gouvernement.

Insistance sur les petites unités de levée de fonds

Pour cette analyse, les répondants furent divisés en deux groupes – ceux à l'emploi d'organisations dans lesquelles il y avait au plus deux personnes qui travaillaient à titre de solliciteurs de fonds (petites équipes) et ceux employés par des organisations qui comptaient trois employés ou plus œuvrant en tant que solliciteurs de fonds (grandes équipes). Compte tenu de leur caractère spécialisé, les répondants qui travaillaient pour

des fondations, en tant que consultants, et dans des organismes religieux furent exclus de l'analyse. Dans l'ensemble, 36 pour cent des répondants furent inclus dans l'analyse.

La vaste majorité des répondants qui travaillaient pour des organisations qui avaient amassé moins de 250 000 $ pendant l'année précédente faisaient partie de petites équipes de levée de fonds; presque la totalité de ceux qui étaient à l'emploi des plus grandes organisations (plus de 4 millions de dollars en fonds amassés pendant l'année précédente) faisaient partie de grandes équipes. Les proportions les plus élevées des petites équipes se retrouvaient dans le sous-secteur des arts, de la culture et des sciences humaines (52 pour cent) et dans les services sociaux (44 pour cent). Près de 40 pour cent des répondants qui faisaient partie de petites équipes étaient à l'emploi d'organisations possédant moins de 10 ans d'expérience en levée de fonds. Les petites équipes étaient aussi plus susceptibles que les grandes équipes d'être constituées de répondants qui étaient de nouveaux venus dans le domaine. Les répondants plus expérimentés étaient plus susceptibles de faire partie de grandes équipes de levée de fonds.

Il existait peu de différences entre ceux qui faisaient partie de petites et grandes équipes en ce qui concerne la récompense intrinsèque associée à leurs postes – dans les deux cas, la vaste majorité des répondants se préoccupaient du sort de l'organisation, ils en étaient fiers, ils avaient à cœur le bien de l'organisation et ils étaient motivés par leur emploi. Il y avait aussi très peu de différences dans leur évaluation de la satisfaction associée à leur emploi en général, à leurs horaires de travail, aux tâches de leur poste et au nombre d'heures de travail, de sorte que la vaste majorité des répondants étaient satisfaits de tous ces aspects de leur travail.

Les contrastes les plus marqués se retrouvaient au niveau de la récompense extrinsèque liée au travail : les répondants qui œuvraient au sein de petites équipes étaient moins susceptibles d'être en accord et plus susceptibles d'être en désaccord avec le fait que leur rémunération était bonne, que leurs avantages sociaux étaient satisfaisants et que leur sécurité d'emploi était bonne. Ils étaient particulièrement susceptibles d'être en désaccord avec la proposition selon laquelle leurs occasions d'avancement professionnel dans l'organisation étaient bonnes. Les répondants faisant partie de petites équipes étaient aussi moins susceptibles d'être d'avis qu'ils avaient la formation dont ils avaient besoin pour être efficaces dans leur emploi, qu'ils recevaient l'encadrement et l'assistance professionnelle nécessaires, qu'ils avaient des directives claires concernant ce qu'on exigeait d'eux dans leurs postes ou qu'ils possédaient des buts et des objectifs clairs pour leurs emplois. Ils avaient aussi tendance à croire que le personnel était insuffisant pour les tâches à accomplir.

Les répondants qui œuvraient au sein de grandes équipes avaient tendance à être beaucoup plus positifs concernant leurs perspectives de carrière à plus long terme, tant avec leur employeur actuel qu'en tant que professionnel de la levée de fonds. Toutefois, la majorité de ceux qui faisaient partie de petites équipes ne savaient pas s'ils allaient travailler encore pour leur employeur actuel dans cinq ans d'ici; près du tiers ne savaient pas s'ils allaient travailler encore comme solliciteur de fonds; et seulement un peu plus de

60 pour cent étaient convaincus que la profession de solliciteur de fonds était une option de carrière intéressante pour les jeunes à l'avenir.

Conclusions et recommandations

Les résultats de l'enquête permettent de croire que le marché du travail pour les professionnels de la levée de fonds au Canada en est un qui est segmenté. D'une part, on trouve des professionnels de la levée de fonds très expérimentés, dont plusieurs sont à l'emploi d'organisations qui possèdent une longue tradition de participation à des activités de levée de fonds, des unités de levée de fonds bien établis et des conseils d'administration qui sont très au fait du rôle de la levée de fonds dans leur organisation et du rôle qu'ils doivent jouer pour soutenir cette fonction. Les niveaux de satisfaction concernant la rémunération, les conditions de travail et les possibilités de formation ont tendance de façon générale à être relativement élevés dans ce groupe.

D'autre part, on retrouve les personnes qui travaillent pour de petites organisations, souvent en solo ou avec un collègue tout au plus. Plusieurs de ces personnes et des organisations pour lesquelles elles travaillent sont relativement nouvelles dans le domaine de la levée de fonds, de sorte que les possibilités d'apprendre au contact de collègues plus expérimentés sont limitées. Les niveaux de satisfaction concernant la rémunération, les conditions de travail, les possibilités de formation et la sécurité d'emploi sont considérablement moins élevés que ceux observés parmi les solliciteurs de fonds plus expérimentés à l'emploi d'organisations de taille plus importante et plus matures. Souvent, les personnes qui travaillent dans ce segment de la levée de fonds du marché du travail ne possèdent pas la formation nécessaire pour savoir comment être efficaces dans leurs postes, elles n'ont pas de directives claires concernant ce qu'on attend d'eux et elles ne savent pas où s'adresser pour obtenir de l'aide et des conseils.

Enfin, compte tenu de leur taille, les petites organisations n'ont qu'une aptitude limitée pour offrir à leurs employés des possibilités d'avancement professionnel. Par conséquent, à mesure que les nouveaux venus acquièrent de l'expérience et qu'ils sont en mesure de progresser dans leur carrière, ils doivent regarder au-delà de leur employeur actuel pour examiner de nouvelles possibilités. Donc, au fil du temps, les employés plus expérimentés ont tendance à s'orienter vers des segments plus matures du secteur à but non lucratif, de sorte que les petits employeurs doivent encore une fois recruter des nouveaux venus.

Cette segmentation est le pendant du « clivage » dans le secteur à but non lucratif entre les petites et les grandes organisations que Scott (2003) a observé.

Les associations de professionnels de la levée de fonds font déjà activement la promotion de la nécessité de fournir des renseignements facilement accessibles, des orientations et de la formation aux intervenants dans le secteur et d'offrir tout un éventail de services pour répondre à ces besoins. Nos recommandations visent à renforcer ces efforts, en

encourageant leur expansion là où ils existent déjà ou en faisant leur promotion s'ils n'existent pas encore.

Nous incitons la profession à continuer de développer et de multiplier ses efforts de sensibilisation orientés plus particulièrement vers les petites organisations et les nouveaux venus dans le secteur. Ces efforts d'information devraient aussi être axés sur les conseils d'administration qui ne possèdent qu'une expérience limitée des méthodes et des stratégies de levée de fonds. Les membres des associations de professionnels de la levée de fonds peuvent eux-mêmes rechercher les occasions de faire partie des conseils d'administration d'organismes à but non lucratif de façon à jouer le rôle de guides pour les membres des conseils d'administration et les organisations au moment où ils s'emploient à développer leur capacité de levée de fonds. La formation est aussi un élément essentiel, notamment pour les nouveaux venus dans le domaine et les petites organisations. La profession devrait aussi mettre l'accent sur l'élaboration de programmes de formation à coût abordable et facilement accessibles.

Les employeurs du secteur à but non lucratif ont également un rôle primordial à remplir. Ils doivent approfondir leur connaissance des pratiques exemplaires en matière de gestion des ressources humaines et s'employer à développer des milieux de travail positifs et favorables qui intègrent un éventail de facteurs de satisfaction au travail d'ordre intrinsèque et extrinsèque.

Enfin, les organisations dans le secteur à but non lucratif doivent relever plusieurs défis communs. Des conseils sectoriels se sont révélés être des mécanismes efficaces qui permettent de se pencher collectivement sur les défis communs à relever. Nous recommandons donc au gouvernement fédéral d'établir un conseil du secteur à but non lucratif qui mettrait l'accent sur l'identification des besoins en ressources humaines et des défis que doivent relever les organisations du secteur. Au moment de l'établissement de ce conseil des ressources humaines du secteur à but non lucratif, il sera important de reconnaître l'apport vital que les associations professionnelles, comme celles qui regroupent les professionnels de la levée de fonds, donnent à leurs membres et au secteur dans son ensemble, et de les considérer comme des partenaires essentiels dans la conception et la mise sur pied d'un conseil des ressources humaines du secteur à but non lucratif.

Besoins de recherches futures

L'*Enquête de 2002 de l'AFP et des RCRPP auprès des solliciteurs de fonds* représente un grand pas en avant qui permet d'améliorer notre compréhension des enjeux en matière de ressources humaines auxquels font face les professionnels de la levée de fonds – une composante essentielle de l'effectif du secteur à but non lucratif. D'autres recherches s'imposent, tant pour approfondir nos connaissances de la profession de solliciteur de fonds que pour enrichir la base de nos connaissances concernant les autres groupes professionnels qui œuvrent dans le secteur.

En particulier, des études qualitatives d'organismes choisis pourraient aider à mieux comprendre les défis en matière de ressources humaines que les organisations du secteur à but non lucratif doivent relever. Il faudrait aussi entreprendre des travaux pour identifier les caractéristiques, l'expérience professionnelle et les besoins en formation des personnes qui travaillent en tant que solliciteurs de fonds mais qui ne sont pas affiliées à une association professionnelle.

Enfin, d'autres recherches doivent être entreprises pour identifier les besoins en compétences et en formation des travailleurs du secteur à but non lucratif, les principaux éléments qui influent sur la satisfaction professionnelle, ainsi que les formes et les tendances concernant le recrutement et la conservation des effectifs, autant d'aspects qui ont une incidence sur la stabilité à long terme du secteur à but non lucratif au Canada.

Acknowledgements

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1. Introduction

A keen interest in that broad sector of the economy that exists outside of government and the private sector has emerged in recent years. That interest reflects growing recognition of the contributions of the non-profit sector to the social and economic fabric of Canadian society. The sector is broad and diverse, posing problems in finding a common language for defining and naming the sector, which has been variously referred to as the 'third sector,' the voluntary sector, or the non-profit sector. Canadians might typically think of charitable organizations when describing the voluntary sector. But, while charities are an important part of the sector, it also includes many organizations that do not fall within the tax definition of a charitable organization.

One of the characteristics of non-profit organizations is that they rely heavily on funding from governments or from donations made by Canadians to provide the financial support they need to carry out their work. Donations of time through volunteering by individuals also distinguish voluntary organizations from those in public administration or the private sector. But, over the past decade, many changes have taken place in the external environment of many non-profit sector organizations and there have been growing pressures on such organizations to adapt. Scott (2003) documents the impacts of these changes on the sector, among them growing year-to-year volatility in revenues, a tendency to "mission drift," loss of infrastructure, reporting overload, and human resource fatigue. She notes (p. 57) that "… reduced levels of funding from public and private funders throughout the 1990s and increased demands for programs and services, as well as changes in the types of funding available have led to a more intense competition for funds with other nonprofit and voluntary organizations, and more recently, with other governments or para-public institutions such as hospitals, municipalities, or public foundations."

For many years, charitable organizations in Canada have benefited from the work of paid professional fundraisers. However, the retreat from direct program funding by governments over the past decade has made non-profit organizations more dependent on fundraising than ever before. So it is not surprising that the number of paid fundraisers has increased.

Yet, in spite of their increasingly central role, we know little about the individuals in this profession. Very little information is available on who is doing fundraising, the professional challenges they face, their views on regulatory and legal issues, and the resources they need to do their jobs well. The absence of such information poses a challenge to the development of initiatives directed towards increasing the human resource and financial capacities of the non-profit sector.

To begin to fill these information gaps, Canadian Policy Research Networks, in partnership with the Association of Fundraising Professionals and with the assistance of a number of other professional fundraisers' associations, developed and fielded the *AFP/CPRN Survey of Fundraisers* in the fall of 2002. This report presents the results of that survey.

We note that that the population from which the survey sample was drawn consisted of members of associations of fundraising professionals in Canada. Consequently, the results reported here provide only a first look at fundraising professionals. Further research is needed to identify and describe the working conditions and career paths of the broader population of employees who work as fundraisers for organizations throughout the non-profit sector.

1.1 Structure of this Report

Chapter 2 provides an overview of the methodology that guided this project, including details on questionnaire design and survey distribution.

Chapter 3 provides a profile of survey respondents, including their demographic characteristics and a description of the key features of the organizations in which they are employed. The survey findings on hours, schedules and work-life balance are presented in Chapter 4, while Chapter 5 presents the survey results with respect to salaries and benefits. A range of issues around education, training and professional development is addressed in Chapter 6, including perceptions regarding the adequacy of training received and perceived barriers to training. Chapter 7 reports on respondents' perceptions of the expectations, involvement and support provided by board members and senior managers in their organizations; the extent to which fundraising activities are integrated with other functional areas in the organization; and the presence of formal fundraising policies and procedures. In Chapter 8, we turn our attention to issues around job satisfaction, job tenure, and job turnover intentions. Chapter 9 examines respondents' views on a range of policy issues. The focus of Chapter 10 is on survey respondents who worked in small fundraising units, where there were no more than two employees in fundraising positions. Conclusions and policy implications of the survey results are presented in Chapter 11.

Where appropriate, comparative data are drawn from other sources in order to provide context for the results of the *AFP/CPRN Survey of Fundraisers 2002* reported here. For example, we draw on data from Statistics Canada's Labour Force Survey to provide comparative information on demographic characteristics for the labour force as a whole. The *CPRN Changing Employment Relationships Survey 2000* also provides useful comparative data.[1] We draw as well on recent research conducted by CPRN that focuses on a range of human resource issues in the non-profit sector.[2]

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[1] In the spring of 2000, CPRN commissioned Ekos Research Associates Inc. to conduct a telephone survey on workplace and employment issues. The *Changing Employment Relationship Survey (CERS)*, which is based on 2500 responses, is representative of employed individuals in Canada and includes detailed information on a wide range of demographic, job and workplace characteristics. Numerous questions from the *CERS* were also included on the *AF/CPRN Survey of Fundraisers 2002*. By using the results from the two surveys, it is possible to compare the characteristics and work experiences of respondents to the two surveys.

[2] See McMullen and Schellenberg (2002; 2003a; 2003b).

2. Survey Methodology

2.1 Participating Organizations

An Advisory Committee was formed at the outset of the project. The Committee consisted of senior managers responsible for fundraising in non-profit organizations, senior managers in consulting firms specializing in fundraising, an academic with extensive experience in survey research, and a senior manager responsible for professional development in a fundraising membership organization. Members of the Advisory Committee are listed in Appendix 1. These individuals brought a wealth of expertise on fundraising and on research to the project and provided guidance on all aspects of the project, including its overall design, questionnaire content, and interpretation of research results.

To identify fundraisers for the study, CPRN secured the participation of ten membership organizations representing fundraisers in various sectors and regions of Canada. These organizations include:

Alberta Association of Fund Raising Executives	(Alberta)
Association of Fundraising Professionals – Canada	(international/national)
Association of Healthcare Philanthropy Canada	(national)
Association des professionnels en gestion philanthropique	(Quebec)
Canadian Association of Gift Planners	(national)
Canadian Council for the Advancement of Education	(national)
London & Region Fund Raising Executives	(southern Ontario)
Society of Fundraising Executives	(Nova Scotia)
United Way of Canada /Centraide Canada	(national)
Waterloo-Wellington Fund Raising Executives	(southern Ontario)

The membership lists of these ten organizations were compiled into a single master list and duplicate names of individuals belonging to more than one organization were removed. The final list included contact information for 3,918 individuals.

2.2 Questionnaire Design and Distribution

A number of steps were taken during the design phase of the questionnaire. Articles from organizational newsletters and trade magazines were reviewed to identify priority issues facing fundraisers and their employers. Similarly, informal interviews were done with fundraisers to identify issues and concerns foremost on their minds. In addition, recent research on work-life balance, job quality, workplace practices and other issues was reviewed. Based on these inputs, an initial draft of the questionnaire was developed. To as great an extent as possible, questions were replicated from the research literature to ensure the validity and reliability of each question. The first draft of the questionnaire was then reviewed by the Advisory Committee and revisions were made based on their input.

The subsequent version of the questionnaire was sent to approximately 20 fundraisers employed in a range of positions and organizations across the country. Names of pre-test respondents were provided by the Advisory Committee. Telephone follow-up interviews were conducted with pre-test respondents who identified questions they found confusing or ambiguous and highlighted additional issues they felt should be addressed by the questionnaire. The interviews provided an excellent opportunity to discuss the concerns, challenges and opportunities faced by fundraisers on a daily basis. Results from the pre-test were incorporated into the final version of the questionnaire (for a copy of the questionnaire, see Appendix 2).

To generate awareness about the survey among fundraisers, an article outlining the project was posted on the Association of Fundraising Professionals (AFP) web-site and published in *Canadian Fundraiser* in the fall of 2002. In late October/early November 2002, a letter was mailed to individuals on the distribution list, informing them of the survey and requesting their participation in the study. Each of the ten membership organizations subsequently sent email notifications to their members endorsing the survey and encouraging their members to participate. Self-administered questionnaires were sent out in November. Participating organizations sent email follow-ups to their members about two weeks later, reminding them to complete and return the survey if they had not already done so.

A total of 3,927 surveys were mailed out to individuals on the original distribution list. Some participant names were subsequently removed from the list as a result of surveys being returned as undeliverable due to incomplete or incorrect addresses. Participant names were also added to the list in response to requests from members of the participating associations who had not been included on the original membership lists. The final distribution list contained 3,918 names. Of the 3,918 questionnaires that were presumably received, a total of 1,393 were completed, for a response rate of 36%, which is in the normal and acceptable range for surveys of this nature.[3,4] Of these 1,393 responses, 66 were either incomplete or were returned by individuals who were not working in a fundraising capacity on a paid basis. These questionnaires were removed from the total, yielding 1,327 usable responses.

2.3 A Note on Representativeness of the Survey Results

The question of the extent to which the survey sample is representative of the population of individuals working as paid fundraisers in Canada is an important one. By definition, respondents to the *AFP/CPRN – Survey of Fundraisers 2002* include only fundraisers

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[3] It is worth noting that some individuals included on the distribution list were not employed as paid fundraisers. For example, some were listed as financial planners in banks and other financial institutions and likely belonged to a membership organization in order to receive up-to-date information on estate planning or other aspects of philanthropic giving that are relevant to their work. These individuals were not excluded from the distribution list as this would have required the research team to make judgment calls on which individuals to retain or exclude. Moreover, the survey design necessitated email follow-ups (because of cost considerations) from each participating organization and asking them to cull their email distribution list was considered to be too large a burden to ask of them.

[4] Response rates in a similar range are reported by Lowe and Schellenberg (2001) for example.

who belonged to at least one of the membership organizations that participated in the survey. The survey is not a census of fundraisers in Canada.

It can be expected that differences will exist between individuals who join a professional association and the larger group of individuals who raise funds in support of the organizations for which they work. First, members of professional associations may be more likely than non-members to have higher earnings or to work for larger organizations – characteristics that may be reflected in their ability and willingness to pay membership fees. Second, they may have longer experience as a fundraiser and therefore be more likely to associate themselves with fundraising as their primary occupation rather then viewing fundraising as just one of the activities they carry out as part of other regular duties. Similarly, individuals who join membership organizations may do so because they view fundraising as a profession and may have particular views on professional certification, industry regulation or other issues. Again, they may be different in these respects from individuals who do not join membership organizations.   Alternative strategies to identify fundraisers were considered, but rejected because they were too costly or had other methodological shortcomings.

Because of these considerations, caution must be exercised when interpreting the research findings and extrapolating those findings to all individuals engaged in fundraising in the non-profit sector as a whole in Canada. It cannot be assumed that the demographic characteristics and employment experiences of the survey respondents and their views on policy issues are necessarily representative of fundraisers across all non-profit organizations.

That being said, the survey results do provide much valuable information never before available about that large group of individuals who are members of professional associations of fundraisers and who engage in fundraising for non-profit organizations in Canada – information that is vital for improving our understanding of this growing occupational group, their working conditions, job satisfaction, and a range of other human resource issues.

3. Profile of Respondents to the *AFP/CPRN Survey of Fundraisers 2002*

3.1 Demographic Characteristics

Close to 70 percent of the respondents to the *AFP/CPRN Survey of Fundraisers 2002* were women (Table 3.1). This is consistent with other recent research showing that women account for over 70 percent of employment in the non-profit sector (see McMullen and Schellenberg 2002). In comparison, women accounted for about 46 percent of total employment in Canada and for about 48 percent of employment in managerial and professional occupations.[5]

Survey respondents tended to be somewhat older than the average for the labour and for managers and professionals, more specifically. About three in ten respondents to the survey were 50 years old or more in 2002 (Table 3.1). Whereas over half the labour force was less than 40 years old in 2000,[6] only 37 percent of survey respondents fell into this age group. Again, these findings are consistent with research on the demographic profile of paid workers in the non-profit and quasi-government sectors, where the percentage of paid employees aged 45 years or more is considerably higher than for the for-profit sector.[7]

The ageing of the Canadian labour force is receiving considerable attention from labour market researchers and there is ongoing debate about what impact this will have on the labour supply, human resource strategies and other issues. The evidence suggests that an ageing workforce may be an issue in the field of fundraising as well, given the fact that almost one-third of survey respondents will be approaching retirement age over the coming decade. In such an environment, issues around recruitment and retention assume growing importance.

Survey respondents have high levels of educational attainment: 70 percent of them have a university degree and 24 percent have a graduate or professional degree. These percentages are very much higher than for the Canadian labour force as a whole (13.9 percent and 9.2 percent, respectively). They are also considerably higher than for managers and professionals overall. Moreover, comparisons to educational attainment of paid workers in the non-profit and quasi-government sectors show that educational attainment among survey respondents is well above that in those sectors.[8]

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[5] Based on data from the *CPRN-Ekos Changing Employment Relationships Survey 2000*.
[6] Ibid.
[7] We note as well individuals who are established in their field may have a higher propensity to join professional associations than younger individuals, so that the survey population may introduce some bias into this result.
[8] See McMullen and Schellenberg (2002).

Table 3.1 Demographic Characteristics of Survey Respondents Compared to Labour Force Averages

	AFP/CPRN Survey of Fundraisers 2002	Canadian Labour Force[1]	
		Managers and Professionals	All Labour Force
Gender	Percent		
Men	31.0	51.7	54.0
Women	69.0	48.3	46.0
Age Group			
Less than 30	8.9	15.1	24.3
30 to 39	28.0	30.9	27.7
40 to 49	33.3	29.5	27.6
50 or older	29.7	24.6	20.4
Education			
High school or less	11.9	20.0	43.2
College certificate or diploma	17.7	33.3	33.7
Bachelor's degree	46.8	25.8	13.9
Graduate or professional degree	23.6	20.9	9.2
Visible Minority Status			
Visible minority or aboriginal	5.1	10.8	15.6
Not Visible minority or aboriginal	94.9	89.2	84.4
Number of Dependent Children			
None	56.6	48.9	53.4
One	15.7	18.1	16.6
Two or more	27.7	33.1	30.0
Eldercare Responsibilities[2]			
No elderly relatives	53.8	--	--
Elderly relatives living in the home	2.3	--	--
Elderly relatives living nearby	25.2	--	--
Elderly relatives living elsewhere	20.2	--	--

[1] Data from the CPRN *Changing Employment Relationship Survey 2000*.

[2] Respondents with more than one elderly relative could choose more than one category so percentages do not total 100%.

'—' Figures too small to report.

Survey respondents can also be examined in terms of visible minority status. The Canadian labour force has been undergoing considerable change in terms of its ethnic composition and it is expected that immigration and the Aboriginal population will constitute key sources of labour force growth over the coming years. We find that while individuals from these groups accounted for about 15 percent of employment across the labour force, they accounted for only about 5 percent of survey respondents. Further

research is needed to determine the extent to which this reflects sample bias and differences in the propensity of members of visible minority groups to join professional associations versus the extent to which it reflects real differences in the composition of employment among fundraisers as a whole.

In terms of family responsibilities, 43 percent of respondents reported having at least one child for whom they have responsibility and 46 percent reported having responsibility for at least one elderly relative. The issue of work-life balance is addressed in more detail in Section 6.

Finally, we describe survey respondents in terms of their job positions, by gender. While women accounted for close to 70 percent of survey respondents overall, they accounted for only 55 percent of respondents who were CEOs or consultants (Chart 3.1). Women were more proportionately represented among respondents who were directors of development or program directors, at about 70 percent. Women accounted for the vast majority of respondents in staff positions.

Chart 3.1 Job Positions Held by Respondents, by Gender

	Women	Men
Total	69%	31%
CEOs	55%	45%
Dir. Of Development	68%	32%
Program Directors	73%	27%
Other staff	86%	14%
Consultants	56%	44%
Labour Force	46%	54%
LF - mgrs/professionals	48%	52%
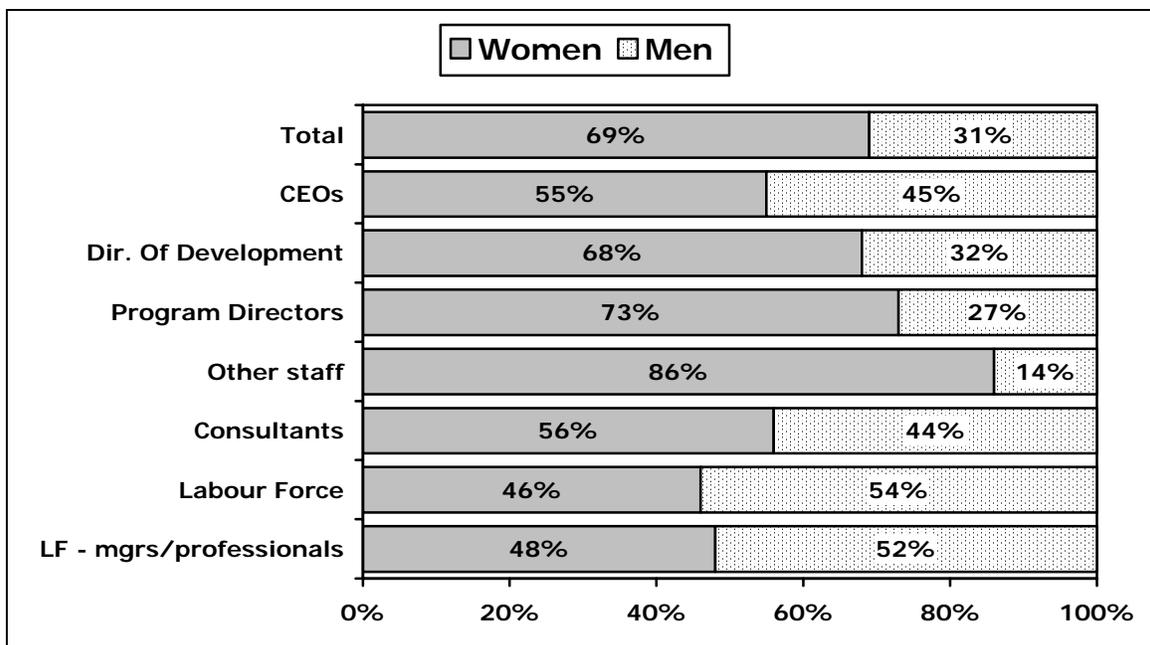
3.2 Years of Experience as a Paid Fundraiser

Fundraising has been a long-established function within many organizations, especially among charitable organizations. Indeed, just over 40 percent of respondents reported having 10 or more years of experience as fundraisers (Table 3.2). However, the many changes that have affected the non-profit sector in recent years has also meant that many organizations have had to turn to fundraising as a more formal activity either for the first time or on a greater scale than previously. This means that fundraising has become a

rapidly growing segment of the labour market; in fact, 29 percent of survey respondents reported that they had less than five years of experience in the field.

There were few differences between male and female respondents in this respect and between respondents employed by a foundation compared to those in other types of organization (Table 3.2).

Table 3.2 Years of Experience as a Paid Fundraiser, by Selected Characteristics

| | Number of years of experience as a paid fundraiser: | | | | |
	Less than 5 Years	5 to 9 Years	10 to 15 Years	16 Years or more	Total
	Percentage of respondents				
Gender					
Men	28.2	26.0	27.7	18.1	100.0
Women	30.4	30.6	26.6	12.4	100.0
Position					
CEO	15.4	18.6	42.3	23.7	100.0
Director of Development	24.4	26.7	32.6	16.3	100.0
Assistant/Program Director	30.1	41.7	20.5	7.7	100.0
Other fundraising staff	64.5	22.4	9.9	3.3	100.0
Consultant	20.0	20.0	31.4	28.6	100.0
Sub-sector					
Arts, culture and humanities	32.1	32.1	26.9	9.0	100.0
Health	27.6	31.3	29.0	12.1	100.0
Social services	34.8	29.3	21.2	14.7	100.0
Education	32.6	30.0	24.8	12.6	100.0
Religion	32.5	35.0	17.5	15.0	100.0
Consulting	20.0	20.0	31.4	28.6	100.0
Other	28.2	29.1	31.6	11.1	100.0
Organization Type					
Foundation	29.1	32.1	27.6	11.2	100.0
Not a foundation	29.7	28.3	26.4	15.6	100.0
Funds Raised in Last Year					
Less than $250,000	42.9	25.5	17.9	13.8	100.0
$250,000 to $1 million	33.5	32.7	23.2	10.6	100.0
$1 million to $4 million	26.3	30.3	31.0	12.3	100.0
$4 million or more	24.5	32.6	28.9	14.0	100.0

As would be expected, individuals with more years of experience were more likely to occupy more senior positions. However, the relatively recent entry of some individuals into paid positions as fundraisers is also evident at senior management levels – 24 percent of respondents employed as Directors of Development (or the equivalent) and 30 percent

of those employed as Assistant Directors of Development or as Program Directors had fewer than five years of experience as a paid fundraiser in 2002.

Only small differences are apparent across sub-sectors with respect to the percentage of respondents who reported having less than five years of experience as a paid fundraiser (ranging between 28 percent in the health sector and 35 percent in social services). The notable exception is respondents who were fundraising consultants, the majority of whom were self-employed. These individuals were more likely to report having more years of experience, with 60 percent of them reporting having 10 years or more of experience as a paid fundraiser.

Larger differences in years of fundraising experience are apparent when considered on the basis of size of the organization, as measured by the total value of revenues raised through fundraising in the previous year. Here we find that 43 percent of respondents employed in organizations that had generated less than $250,000 in revenues in the previous year had less than five years of experience as a fundraiser. Respondents' years of experience increased with size of organization.

These findings suggest that involvement in formal fundraising efforts is relatively new for many organizations. They also suggest that smaller organizations are more likely to employ individuals who are relatively inexperienced with fundraising. More research is needed to determine whether this is because organizations with smaller revenues have only entered into fundraising relatively recently or whether it is because more experienced fundraising professionals seek out employment in larger organizations. Data on respondents' perceptions of career prospects with their current employers and on turnover (Section 8) suggest that often, those working in fundraising positions, especially in small organizations, must change employers in order to advance their careers. In this environment, fundraisers with fewer years of experience are more likely to be found in small organizations.

Finally, we note that many of the respondents who were recent entrants to the field were 40 years old or more at the time of the survey (Chart 3.2). Overall, 63 percent of respondents to the survey were 40 years old or more in 2002. But even among those who reported that they had less than five years of experience as a paid fundraiser, close to half were over 40 years old.

It is likely that the age profile reflects a certain amount of survey bias. This would be the case if older individuals who were more established in their careers had a higher propensity to join professional membership organizations than younger people working in the field. But the fact that many respondents were new entrants to the field suggests that fundraising may be a second or third career for many in the profession. It is also likely that some of these individuals had worked in the non-profit sector for some time, but had only recently became a fundraiser on a formal basis in response to the emerging need for this function in many organizations.

Chart 3.2 Age Profile of All Respondents and respondents with Less than Five Years of Experience as a Paid Fundraiser

Chart showing age profile bar graph. All respondents (grey) and Recent entrants (hatched):
- Less than 30: All respondents 9%, Recent entrants 22%
- 30 to 39: All respondents 28%, Recent entrants 31%
- 40 to 49: All respondents 33%, Recent entrants 31%
- 50+: All respondents 30%, Recent entrants 16%
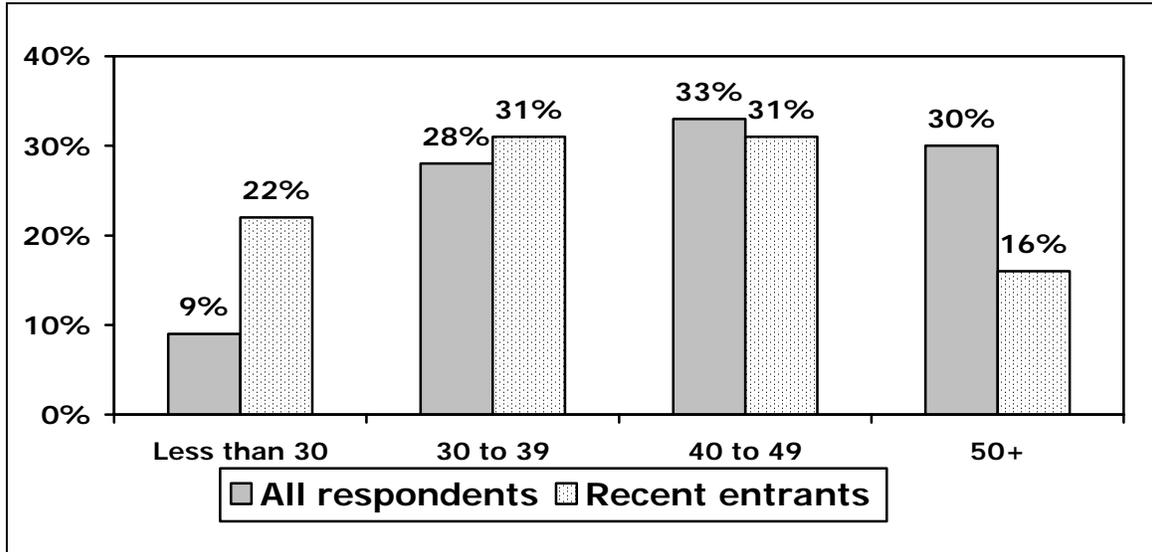
3.3 Characteristics of Employers

Employers of fundraising professionals can be profiled on a number of dimensions. One of these is whether the organization is a foundation. In general terms, hospitals, universities and some large cultural organizations establish parallel organizations expressly to focus the business of philanthropy separate from the mission/business of the operating charity. A public foundation is an arm's-length legal entity that raises, invests and disburses funds to qualified applicants, normally to its sister organization. The advantage of a foundation is that its core business is fund development. With this strategic purpose, foundations seek to recruit board members with experience in, and passion for, assisting in the philanthropic process – including personal giving; assisting in identifying, cultivating, soliciting, and stewarding gifts; managing the investment portfolio; and providing guidance for new fundraising initiatives. Board members may be recruited partly for their experience in marketing media or public relations, for example.

One-third of respondents to the *AFP/CPRN Survey of Fundraisers 2002* worked for a foundation affiliated with a hospital, university or other institution (Table 3.3). Most of these individuals worked in either health care (61 percent) or in education (27 percent). The other two-thirds of respondents worked in organizations that were not foundations. These individuals were employed in a wide range of sub-sectors, including health, education, social services, arts, culture and humanities, and consulting.

Table 3.3 Characteristics of the Establishments in which Survey Respondents Were Employed

	Percentage of Respondents
Organization Type	
Foundation	34.5
Not-Foundation	65.5
Number of Employees at Establishment	
Less than 10	37.2
10 to 24	21.8
25 to 49	14.2
50 to 99	8.9
100 or more	17.8
Revenues Generated in Last Fiscal Year	
Less than $100,000	8.0
$100,000 to $249,999	9.0
$250,000 to $499,999	8.5
$500,000 to $999,999	13.3
$1,000,000 to $1,999,999	13.2
$2,000,000 to $3,999,999	12.4
$4,000,000 to $9,999,999	13.9
$10,000,000 or more	21.7
Operating Budget in Last Fiscal Year	
Less than $250,000	15.6
$250,000 to $499,999	13.4
$500,000 to $999,999	13.7
$1,000,000 to $2,999,999	21.8
$3,000,000 to $9,999,999	17.9
$10,000,000 to $24,999,999	7.4
$25,000,000 or more	10.2
Sub-sector	
Health	32.7
Education	23.9
Social Services	14.3
Consulting	10.9
Arts, Culture or Humanities	6.0
Religion	3.1
Other	9.1
Region	
Atlantic	7.3
Quebec	11.4
Ontario	44.6
Prairies	24.5
British Columbia	12.2

Most respondents were employed in fairly small workplaces. Indeed, 37 percent worked in establishments with fewer than 10 paid staff and almost 60 percent worked in establishments with fewer than 25 paid staff. Less than 20 percent of respondents worked in establishments that employed more than 100 people. This is consistent with other research that shows that most employees in the non-profit sector, as well as most of those in the for-profit sector, are employed in fairly small workplaces (McMullen and Schellenberg 2002).

There was considerable variation in size of establishment when measured in terms of the number of dollars of receipted gifts generated in the last completed fiscal year. For example, 17 percent of respondents were employed in establishments that had generated less than $250,000 in receipted gifts, while 22 percent were employed in establishments that had generated $10 million or more (Table 3.3). Similarly, there was considerable variation in the size of operating budgets.

In terms of organizational age, the vast majority of respondents were employed by organizations that had been in existence for 10 years or more and about half worked for organizations that had been in existence for 25 years or more. Only 15 percent of respondents worked for organizations that had come into existence within the last decade.

Respondents were employed by organizations operating in a range of sub-sectors. One-third were employed in the health sector, either in health services (such as hospitals, long-term care facilities or regional health authorities) or in organizations oriented to specific health issues (Table 3.3). About one-quarter were employed in education (including libraries), 14 percent were in social services, 11 percent provided consulting services and 6 percent were in arts, culture and humanities. A range of other sectors was also represented, including international development, environmental organizations, federated appeals, trade and professional associations, and political parties. Due to small sample sizes, these were grouped together into an "other" category. The number of survey respondents in the religion sector was also quite small (41 cases). However, the characteristics of fundraisers in this group are somewhat distinct (for example, most are men over 50 years of age) so it was left as a separate category.

3.4 Organizational Context

Evidence that fundraising is a relatively new activity for many organizations is provided in Table 3.4. Here we find that while only 15 percent of respondents reported that their employers had been in existence for less that 10 years, about one-quarter of them reported that their employers had been involved in fundraising for less than 10 years. And while over half the respondents were employed by organizations that had been in existence for 25 years or more, only about 39 percent of them were employed by organizations that had been involved in fundraising for that period of time. This indicates that for many established organizations, fundraising is a relatively new activity. This also suggests that the demand for fundraising professionals is likely to have increased in recent years. It can be expected that at least some of the new recruits to the profession

will include individuals already employed by these organizations who have taken on fundraising responsibilities.

Table 3.4 Age of Organization and Years Involved in Fundraising

	Age of Organization	Years Involved in Fundraising
	Percent	
Less than 10 years	15.1	24.1
10-24 years	33.5	36.8
25 years or more	51.4	39.1
Total	100.0	100.0

Recent organizational entry into fundraising (defined as within the past 10 years) is most evident within the fundraising consulting sector, reflecting the fact that most individuals in this category were self-employed and had started their businesses within the previous 10 years (Table 3.5). The social services sector ranked second in this regard, with 31.5 percent of respondents in that sector reporting that their organization had been involved in fundraising for less than 10 years. Conversely, longer experience with fundraising was reported by respondents who worked for organizations in the education sector (46 percent reporting that their employer had 25 or more experience with fundraising). And while about 43 percent of respondents employed by organizations in the arts, culture and humanities sector reported that their employer had been involved in fundraising for a least 25 years, recent entry into fundraising was reported by close to one-quarter of respondents employed in that sector.

Table 3.5 Number of Years Employers Have Been Involved in Fundraising, by Sector

	Years organization has been involved in fundraising		
	Less than 10 years	10 to 24 years	25 years or more
Sub-sector	Percent		
Arts, Culture & Humanities	23.4	33.8	42.9
Health	19.5	45.1	35.4
Social Services	31.5	32.1	36.4
Education	18.6	35.3	46.1
Religion	--	--	56.1
Consulting	46.5	36.4	17.1
Other	20.3	25.4	54.2

"—" figures too small to report

The majority of respondents reported that their employers had implemented new fundraising strategies in the previous two years. These included the implementation of new fundraising initiatives, investment in new computer hardware or software specifically for fundraising, increasing the number of paid employees engaged in fundraising activities, increasing the number of volunteers engaged in fundraising, and/or engaging the services of a fundraising consultant or consulting firm.

Some differences in frequency of use of different strategies are apparent when organizations with less than 10 years experience in fundraising are compared to those with longer experience. Three-quarters of respondents employed by organizations that had been involved in fundraising for less than 10 years reported that their employer had implemented new types of fundraising initiatives in the previous two years (Table 3.6). This compares to 61.5 percent of respondents employed by organizations with 25 years or more of experience in fundraising. In fact, the latter group was more likely (67.5 percent) to have increased the number of paid employees in fundraising positions; just over half of respondents in organizations with less than 10 years of fundraising experience reported that their employers had used this strategy. Organizations with longer experience in fundraising were also much more likely than those with less than 10 years experience to have hired a fundraising consultant or consulting firm.

Differences in the use of the various new strategies are also evident across sub-sectors (Table 3.6). While all five strategies were reported by respondents employed in the arts, culture and humanities sub-sector, the most common strategy cited was the implementation of new fundraising initiatives. This was the case for the social services sub-sector as well, though over half of respondents also reported that their employers had invested in new computer hardware or software for fundraising and/or had increased the number of volunteers involved in fundraising. The health sector scored relatively high on the use on all five types of strategy, while the education sector led in terms of the percentage of respondents reporting that their employer had increased the number of paid employees in fundraising.

With respect to organization type, foundations were more likely than other types of organization to have implemented each type of strategy. Among 'non-foundations,' implementation of new types of fundraising initiatives was the most common strategy reported.

Finally, differences are apparent when organizations are considered on the basis of the value of revenues raised over the previous year. Eighty percent of respondents employed by organizations that had generated $4 million or more in the previous year reported that their employer had increased the number of individuals they employed for fundraising. An increase in the number of employees involved in fundraising was also reported by 70 percent of respondents employed by organizations that had generated between $1 million and $4 million; as well, implementation of new fundraising initiatives was reported for close to three-quarters of the organizations in this size category. The most common strategy reported for organizations in the two smaller revenue categories was the implementation of new fundraising strategies; least common were increasing the number of employees involved in fundraising and use of fundraising consultants.

Table 3.6 Percentage of Respondents Employed by Organizations that Have Implemented New Fundraising Strategies in the Past Two Years, by Selected Characteristics

	Percentage of fundraisers employed by organizations that, in the past two years, have…				
	Implemented new types of fundraising initiatives	Implemented new computer hardware or software for fundraising	Increased number of paid employees in fundraising	Increased number of volunteers in fundraising	Hired a fundraising consultant or consulting firm
All respondents	**66.1**	**58.6**	**60.4**	**54.0**	**46.2**
Number of years the organization has been involved in fundraising					
Less than 10 years	75.9	58.8	51.2	54.9	39.9
10 to 24 years	64.4	57.1	59.4	51.7	42.8
25 years or more	61.5	59.9	67.5	55.7	53.5
Sub-sector					
Arts, Culture & Humanities	68.8	48.7	49.4	43.0	45.6
Health	75.1	64.5	65.3	67.6	49.3
Social Services	70.1	58.9	47.8	53.6	34.2
Education	55.9	55.8	71.8	52.3	55.3
Religion	63.4	56.1	48.8	40.0	41.5
Consulting	51.6	50.0	46.5	29.5	32.7
Other	65.3	58.5	58.0	47.4	43.6
Organization Type					
Foundation	72.7	65.1	67.3	63.8	51.5
Not a foundation	62.8	54.7	56.4	48.6	43.1
Funds Raised in Last Year					
Less than $250,000	68.9	51.0	37.8	53.6	33.0
$250,000 to $1 million	67.5	53.0	40.6	46.8	37.8
$1 million to $4 million	73.7	63.5	70.4	60.8	46.1
$4 million or more	62.6	63.8	79.9	60.5	62.4

3.5 Conclusion

In many respects, the survey results describe a field that is in a period of rapid growth and change. Drawing on philanthropic giving has long been a part of some sectors, like religion, education and health. But there is evidence of increased fundraising efforts in these sectors as demonstrated by the range of new fundraising strategies being put in place, including increasing the number of paid staff employed in fundraising activities in the health and education sectors in particular. Relatively recent entry into fundraising is

evident for many organizations in the social services and arts, culture and the humanities sub-sectors. This increased emphasis on fundraising reflects in part the fundamental changes that have taken place in the external environment of many organizations, specifically, the reduction or withdrawal of long-term core funding by governments for many organizations in the non-profit sector.

Growth in the demand for philanthropic dollars has translated into growth in the demand for people with the specialized skills needed to be a fundraiser. Issues around recruitment, retention, and succession planning are expected to gain profile for organizations throughout the Canadian economy as employers compete for skilled workers in a context of demographic change and increasing retirements among the baby-boom generation. The competition for highly-qualified workers in a very competitive job market means that issues around job quality, working conditions, terms of employment and job satisfaction will rise to the top of the agenda for many workers – and for their employers.

The results of the *AFP/CPRN Survey of Fundraisers 2002* provide a first look at these issues for the sample of fundraisers who participated in the survey and it is to those results that we turn in the remaining chapters of this report.

4. Hours, Schedules and Work-life Balance

Issues around working hours, the schedule of work and work-life balance continue to be the subject of much research and discussion in Canada.[9] The labour force participation rate of women rose dramatically over the past quarter century and two working parents is now the norm for the majority of Canadian families. Changes have also taken place in the world of work, with on-going pressures to do more with less, increases in the pace and intensity of work, and a rising incidence of overtime hours. In particular, managers and professionals throughout the labour force have experienced growing demands on their time. Duxbury and Higgins (2001) make the case that providing employees with the flexibility they need to balance their work and personal lives can be a powerful recruitment and retention tool.

Given this context, we now examine the working hours, schedule of work and perceptions of work-life balance among respondents to the *AFP/CPRN Survey of Fundraisers 2002*.

4.1 Working Hours and the Incidence of 'Long Hours'

Long hours are prevalent among managers and professionals throughout the Canadian labour force and respondents to the *AFP/CPRN Survey of Fundraisers 2000* are no exception. Survey respondents reported working on average about 45 hours per week (including paid and unpaid overtime) which is comparable to the average number of hours worked by managers and professionals throughout the labour force (Table 4.1).

Table 4.1 Average Weekly Hours Worked and the Incidence of 'Long Hours,' Survey Respondents Compared to Labour Force Averages

	Respondents to CPRN-AFP Survey of Fundraisers, 2002[1]	All Managers and Professionals, Canadian Labour Force, 2000[2]	All Employed Canadians, 2000[2]
	Average weekly hours worked (number)		
Both Sexes	**44.6**	**44.9**	**41.7**
Men	46.3	48.4	45.0
Women	43.9	41.3	37.8
	Percentage working more than 50 hours per week		
Both Sexes	**35.5**	**37.9**	**25.4**
Men	46.4	49.3	33.7
Women	30.6	25.7	15.7

Sources: [1] *AFP/CPRN Survey of Fundraisers 2002*. [2] Estimates for managers and professionals and all employed Canadians are from the *CPRN-Ekos Changing Employment Relationship Survey 2000*.

Just over one-third (36 percent) of respondents reported that they usually worked 50 or more hours per week; again, this is comparable to the incidence of 'long hours' among all

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[9] See, for example, Duxbury and Higgins (2001).

managers and professionals, 38 percent of whom reported working 50 or more hours per week on a regular basis in 2000.[10] Both male and female survey respondents reported working more weekly hours on average than their counterparts in the labour force as a whole. However, the incidence of long hours was higher for female respondents to the survey than for all female managers and professionals in the Canadian labour force.

In the labour force as a whole, about one-quarter of women work on a part-time basis (defined as fewer than 30 hours per week). But working part time was rare among survey respondents, even among women who had children less than 12 years old (Table 4.2). In fact, the majority of women with young children reported working 40 or more hours per week (74 percent) and a significant share worked 50 hours a week or more (29 percent). This suggests that work-family balance may pose a challenge for many of those working in the field.

Working long hours is associated with position type, with the percentage of respondents reporting working long hours being highest for those who were Presidents/CEOs, in which case 60 percent of respondents reported working 50 hours a week or more. Again, we note that working long hours is widespread among senior managers in the labour force as a whole.

There are no real differences in the distribution of hours worked between respondents employed by foundations compared to other respondents. But the survey results do suggest that the incidence of long hours increases with organization size, as measured by the value of revenues generated through fundraising (Table 4.2). Thus, we find that close to 40 percent of respondents working in organizations that generated $1 million or more in the previous year reported working 50 or more hours per week, compared to fewer than one-quarter of those working in organizations that generated less than $250,000.

Finally, we note that differences across sub-sectors are not large. The percentage of respondents reporting working 50 or more hours per week ranged between 31 percent of respondents employed by organizations in the health sector and 39 percent of those in religion and in consulting.

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[10] Data from the *CPRN-Ekos Changing Relationships Survey 2000*.

Table 4.2 Average Number of Hours Worked Weekly, by Selected Characteristics

	Average Number of Hours Worked per Week				Total
	Less than 30	30 to 39	40 to 49	50 or more	
	Percent				
Both Sexes	**4.2**	**14.8**	**45.5**	**35.5**	**100.0**
Men	--	9.9	39.3	46.4	100.0
Women	3.9	17.3	48.2	30.6	100.0
Position					
President/CEO	--	--	29.9	59.1	100.0
Director of Development	--	10.0	42.0	44.5	100.0
Assistant/Program Director	--	15.7	55.4	26.2	100.0
Other fundraising staff	--	32.0	54.9	--	100.0
Consultants	14.2	13.5	33.3	39.0	100.0
Family Status					
Women with children 12 years old or younger	--	19.7	45.6	28.5	100.0
Women with children over 12 years old	--	15.7	42.9	37.1	100.0
Women without children	--	16.7	50.8	29.7	100.0
Organization Type					
Foundation	--	13.4	48.2	34.8	100.0
Not a foundation	4.4	15.3	44.6	35.7	100.0
Revenue Generated in Last Fiscal Year					
Less than $250,000	10.1	19.6	46.7	23.6	100.0
$250,000 - $1 million	--	19.7	43.7	35.8	100.0
$1 million - $4million	--	8.8	50.2	38.0	100.0
Greater than $4 million	--	13.9	46.9	36.7	100.0
Sub-sector					
Arts, culture and humanities	--	--	50.6	35.4	100.0
Health	--	14.9	50.6	31.2	100.0
Social services	--	14.0	45.2	37.6	100.0
Education	--	14.4	45.8	37.5	100.0
Religion	--	--	41.5	39.0	100.0
Consulting	14.2	13.5	33.3	39.0	100.0
Other	--	21.0	38.7	37.0	100.0

"—" figures too small to report.

4.2 Evening Work

Evening work is common – 40 percent of respondents reported that their jobs required them to work in the evening either often (at least once a week) or always (two or more evenings a week) (Table 4.3). Men were more likely than women to report evening work.

Table 4.3 Frequency of Evening Work, by Selected Characteristics

| | Percentage of Respondents Reporting Working in the Evening | | | |
	Never or Rarely	Sometimes[1]	Often or Always[2]	Total
	Percent			
Both Sexes	**17.0**	**43.0**	**40.0**	**100.0**
Men	10.6	42.6	46.8	100.0
Women	19.8	43.2	37.0	100.0
Position				
President/CEO	Na	29.5	66.0	100.0
Director of Development	10.9	40.5	48.6	100.0
Assistant/Program Director	19.5	51.4	29.1	100.0
Other fundraising staff	34.4	47.4	18.2	100.0
Consultants	23.1	36.4	40.6	100.0
Family Status				
Women with children 12 year old or Younger	21.6	44.4	34.1	100.0
Women with children over 12 years old	14.9	41.1	44.0	100.0
Women without children	20.3	43.2	36.5	100.0
Organization Type				
Foundation	18.0	44.1	37.8	100.0
Not a foundation	16.9	42.4	40.7	100.0
Revenue Generated in Last Fiscal Year				
Less than $250,000	17.1	49.2	33.7	100.0
$250,000 - $1 million	15.7	42.7	41.6	100.0
$1 million - $4million	17.8	38.6	43.6	100.0
Greater than $4 million	16.5	46.5	37.0	100.0
Sub-sector				
Arts, culture and humanities	--	39.2	50.6	100.0
Health	15.7	47.7	36.6	100.0
Social services	16.0	39.6	44.4	100.0
Education	15.3	45.7	39.0	100.0
Religion	--	46.3	--	100.0
Consulting	23.1	36.4	40.6	100.0
Other	24.4	37.8	37.8	100.0

[1] Once or twice a month.
[2] Once a week or more.
"—" figures too small to report.

As with long hours of work, evening work was most prevalent among respondents in more senior positions. For example, two-thirds of CEOs and one-half of Directors of

Development reported that they often or always worked in the evening. One-third of female respondents who had children 12 years of age or younger reported that their jobs often or always required them to work in the evening, while 44 percent said their jobs sometimes required them to work in the evening (defined as once or twice a month). This again raises the question of whether work-life balance is an issue for many working in the field

Organization type (foundation/non-foundation) does not appear to play a role, nor is there a clear pattern with respect to size of revenues generated in the previous year. There is some evidence to suggest that the incidence of evening work may be higher among respondents working for organizations in the arts, culture and humanities sub-sector. It is likely that this reflects the nature of the work carried out by many organizations in this sub-sector, with performances, exhibits and so on more likely to take place outside the typical working day.

4.3 Weekend Work

Weekend work is also fairly prevalent – about one-quarter of respondents reported that they often or always worked on weekends (Table 4.4). Again, men were more likely than women to report working on weekends. As with long hours and evening work, the incidence of weekend work was highest among respondents in more senior positions – 42 percent of CEOs and 31 percent of Directors of Development reported that they often or always worked weekends. Compared with the frequency of evening work, mothers with young children were less likely to report working on weekends.

Whether a respondent worked for a foundation appears to play a role. Forty-six percent of respondents working for a foundation reported that they never or rarely worked on weekends (Table 4.4). This was the case for only 36 percent of those working for organizations that were not foundations. Differences are apparent by organization size as well, with the incidence of weekend work tending to be higher for those in the mid-sized group (revenues generated between $250,000 and $4 million).

Finally, the sub-sector in which the respondent worked does not appear to play a strong role. While the percentage of respondents reporting that they never or rarely worked on weekends was highest in the education, health and social services sub-sectors, the percentage of respondents in these sectors reporting that they often or always worked on weekends was similar to those working in the other sectors.

Table 4.4 Frequency of Weekend Work, by Selected Characteristics

| | Percentage of Respondents Reporting Working on the Weekend | | | |
	Never or Rarely	Sometimes[1]	Often or Always[2]	Total
	Percent			
Both Sexes	**39.2**	**34.5**	**26.3**	**100.0**
Men	30.3	33.3	36.5	100.0
Women	43.2	34.7	22.1	100.0
Position				
President/CEO	18.4	39.9	41.8	100.0
Director of Development	27.7	41.6	30.7	100.0
Assistant/Program Director	51.0	30.2	18.8	100.0
Other fundraising staff	62.3	24.0	13.6	100.0
Consultants	37.1	30.1	32.9	100.0
Family Status				
Women with children12 years or Younger	48.7	31.5	19.8	100.0
Women with children older than 12	33.8	41.5	24.6	100.0
Women without children	43.3	34.3	22.4	100.0
Organization Type				
Foundation	46.2	31.4	22.4	100.0
Not a foundation	35.8	36.0	28.2	100.0
Revenue Generated in Last Fiscal Year				
Less than $250,000	42.2	37.7	20.1	100.0
$250,000 - $1 million	35.9	37.1	27.0	100.0
$1 million - $4million	33.0	36.7	30.3	100.0
Greater than $4 million	46.4	30.1	23.5	100.0
Sub-sector				
Arts, culture and humanities	32.9	39.2	27.8	100.0
Health	39.6	38.9	21.4	100.0
Social services	38.8	32.4	28.7	100.0
Education	43.8	27.8	28.4	100.0
Religion	--	--	--	--
Consulting	37.1	30.1	32.9	100.0
Other	41.2	36.1	22.7	100.0

[1] Several times a year.
[2] One week end month or more.
"—" figures too small to report.

4.4 Job Demands and Work-life Balance

The nature of many fundraising jobs is such that a regular, 9-5 working schedule throughout the year is a rarity for many in the field. There are a number of reasons why fundraisers may work in the evenings or on the weekend. Such schedules often reflect the needs of potential donors, who may only be available outside normal working hours. Special events, conferences and meetings also frequently take place in the evening or on weekends.

But job demands may also play a role. As shown in Table 4.5, two-thirds of respondents reported that their jobs were very hectic, just over half of them reported that their jobs were stressful, and about 45 percent said their jobs left them little time to get things done.

Table 4.5 Perceptions of Job Demands

	Percentage of Respondents Who …			
	Disagree/Strongly Disagree	Neither Agree nor Disagree	Agree/Strongly Agree	Total
	Percentage of respondents			
My job is very hectic				
Labour force[1]	17.2	9.1	73.7	100.0
Managers and professionals[1]	10.4	7.6	82.0	100.0
AFP/CPRN-SF 2002 respondents	12.4	20.3	67.2	100.0
My job is very stressful				
Labour force[1]	25.9	13.2	61.0	100.0
Managers and professionals[1]	15.3	12.9	71.8	100.0
AFP/CPRN-SF 2002 respondents	19.9	27.9	52.2	100.0
My job allows me to balance my work and family or personal life				
Labour force[1]	17.5	7.1	75.4	100.0
Managers and professionals[1]	20.0	9.0	71.0	100.0
AFP/CPRN-SF 2002	20.1	21.4	58.6	100.0
	Never or rarely	Sometimes	Often or always	Total
I have difficulty keeping up with Workload				
Labour force[1]	56.2	25.4	18.4	100.0
Managers and professionals[1]	43.3	30.3	25.9	100.0
AFP/CPRN-SF 2002 respondents	23.0	40.1	36.9	100.0

[1] Based on data from the *2000 CPRN-Ekos Changing Employment Relationships Survey.*

Moreover, just over one-third of respondents said that they often or always had difficulty keeping up with the workload. Survey respondents are not alone in this respect. Data from the *General Social Survey, 2000* show that 48 percent of managers in the Canadian labour force reported that too many hours/job demands were a source of workplace stress.

Also, women between the ages of 45 and 64, regardless of family structure, were significantly more likely than men the same age to feel workplace stress as a result of too many demands or hours (Williams 2003). This demographic profile describes the majority of employees in the non-profit sector and the majority of respondents to the *AFP/CPRN Survey of Fundraisers 2002*. On balance, the percentage of respondents who agreed that their jobs allowed them to balance their work and personal lives, at 59 percent, was lower than for the labour force as a whole (75.4 percent); it was also lower than for other managers and professionals in the labour force (71 percent).

Respondents who said that they had difficulty keeping up with the workload or that their jobs left them little time to get things done were far more likely to report that they worked long hours or in the evening or on the weekend (Table 4.6).

Table 4.6 Incidence of Long Hours, Evening and Weekend Work, by Job Demands

	Respondents who …		
	Usually work 50 or more hours per week	**Often or always work in the evening**	**Often or always work on the weekend**
	Percent		
How often do you have difficulty keeping up with the workload?			
Never/Rarely	22.6	25.7	12.6
Sometimes	30.6	33.6	21.8
Often/Always	50.4	56.5	40.3
My job leaves me with little time to get things done			
Strongly Disagree/Disagree	22.7	24.6	17.7
Neutral	28.0	35.8	22.8
Agree/Strongly Agree	48.0	51.9	33.8

4.5 Conclusion

When discussing a field like fundraising, it is important to distinguish between the schedule of work and the requirement to work overtime. For many in the field, the nature of the job is such that occasional or even frequent evening and weekend work is a given. But for many respondents, work that extends into the evening and weekend arises from heavy workloads that require working overtime. This presents a different set of issues.

Both schedule of work and working overtime offer the potential for conflict between work and personal lives since weekly working hours that consistently extend into personal time can be an important source of dissatisfaction with the job. We return to these issues in Chapter 8 where we examine job satisfaction on a range of dimensions. We preview those findings here by noting that generally, survey respondents expressed satisfaction with the schedule of work. Higher levels of dissatisfaction are instead related to workload and not having adequate staff and resources to do the job well.

5. Salaries and Benefits

The relationship between employers and employees is multidimensional in nature. A theme that runs throughout the literature concerns the role played by value orientations in the decision to choose to work in the non-profit sector. It is argued that individuals choose to work for organizations in the non-profit sector because they believe in the mission of the organization or find the work to be socially worthwhile.[11] Salaries, hours and working conditions also form part of the equation, as do issues of trust, commitment, communication and influence.[12] The quality of the employment relationship has an important bearing such outcomes as job satisfaction, workplace morale, and turnover, all of which are important considerations for employee recruitment and retention. In this section, we examine the results of the *AFP/CPRN Survey of Fundraisers 2002* with respect to salaries and access to non-salary benefits.

5.1 Salaries

Table 5.1 shows earnings of respondents by selected characteristics. First, as one would expect, the percentages of respondents in the higher salary ranges increases with level in the organization. Almost one-quarter of respondents who were CEOs reported annual salaries of $100,000 or more; on the other hand, about one-third of those in CEO positions reported annual salaries of no more than $60,000. Similarly, while 30 percent of respondents who were Directors of Development reported earnings of $80,000 or more, almost one quarter of them reported earning less than $50,000 at the time of the survey. And over half of respondents in staff positions reported annual earnings of less than $40,000.

Large differences are apparent when women are compared to men. About 41 percent of female respondents reported annual earnings of less than $50,000. This was the case for about one-quarter of male respondents. Similarly, about one-third of male respondents reported earnings of $80,000 or more; only about 18 percent of women reported earnings at this level. These differences partly reflect gender differences in the job levels held by respondents, with men accounting for a larger proportion of the most senior jobs and women accounting for higher percentages of staff positions. As would be expected, earnings increase with respondent age and with years of fundraising experience.

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[11] See for example, Barbeito and Bowman 1998; Frank 1996; Handy and Katz 1998; Leete 2001; Rose-Ackerman 1996.

[12] See Lowe and Schellenberg (2001).

Table 5.1   Annual Salaries of Fundraisers, by Position, Gender, Age and Years of Experience as a Fundraiser

	Less than $40,000	$40,000-$50,000	$50,000-$60,000	$60,000-$80,000	$80,000-$100,000	$100,000 or more	Total
	Percentage of respondents						
Position							
CEO	--	12.7	19.6	27.2	12.0	23.4	100.0
Director of Development	11.8	12.9	16.6	27.3	15.5	15.9	100.0
Assistant/Program Director	12.0	25.0	24.1	26.4	8.3	--	100.0
Other Staff	52.6	32.5	--	--	--	--	100.0
Consultant	21.0	--	16.8	18.2	14.0	21.0	100.0
Gender							
Men	10.3	13.1	19.2	24.4	13.1	20.0	100.0
Women	19.6	21.2	18.6	22.5	9.9	8.2	100.0
Age							
Less than 30	44.4	32.5	16.2	--	--	--	100.0
30 to 39	15.3	23.2	20.4	24.0	9.5	7.6	100.0
40 to 49	14.7	17.0	17.2	25.2	12.2	13.8	100.0
50 or more	12.3	12.1	19.8	24.9	13.9	17.0	100.0
Years of Fundraising Experience							
Less than 5 years	33.9	29.5	18.3	12.9	--	--	100.0
5 to 9 years	13.5	21.0	25.5	26.0	6.8	7.3	100.0
10 to 15 years	6.5	11.6	15.0	30.0	18.7	18.1	100.0
16 years or more	--	--	12.8	26.7	20.9	26.7	100.0

"—" figures too small to report.

Whether a respondent worked for a foundation makes a big difference in annual earnings. Only about one-quarter of respondents who worked for a foundation reported annual earnings of less than $50,000; this was the case for about 41 percent of respondents who were employed by other types of organization (Table 5.2).

Large differences are also apparent across sub-sectors. Close to half of respondents who worked in the arts, culture and humanities sub-sector and in the social services sub-sector reported annual earnings of less than $50,000.   Earnings tended to be higher for respondents who worked in the education and health sub-sectors. Annual earnings were highest for those working as consultants.

Table 5.2   Annual Salaries of Fundraisers, by Organization Type, Sector, and Size

	Less than $40,000	$40,000-$50,000	$50,000-$60,000	$60,000-$80,000	$80,000-$100,000	$100,000 or more	Total
	Percentage of respondents						
Organization Type							
Foundation	11.0	14.8	18.8	26.4	13.0	16.1	100.0
Not a foundation	19.8	20.9	18.4	21.8	9.7	9.3	100.0
Sub-sector							
Arts, culture and humanities	24.1	25.3	--	--	--	--	100.0
Health	17.7	16.1	18.6	22.4	12.8	12.4	100.0
Social services	25.0	24.5	18.1	22.3	--	--	100.0
Education	8.3	20.8	17.9	28.1	10.9	14.1	100.0
Religion	--	--	--	--	--	--	100.0
Consulting	21.0	--	16.8	18.2	14.0	21.0	100.0
Other	--	19.3	18.5	28.6	--	--	100.0
Funds Raised in Last Year							
Less than $250,000	36.7	25.1	17.6	14.1	--	--	100.0
$250,000 to $1 million	22.3	21.1	21.9	25.0	--	--	100.0
$1 million to $4 million	11.7	23.0	17.3	22.3	13.0	12.7	100.0
$4 million or more	6.5	13.8	19.4	28.3	14.8	17.2	100.0

"—" figures too small to report.

There is a strong relationship between size of organization, measured in terms of revenues raised in the previous year, and average annual salaries. Over one-third of survey respondents who worked in the smallest organizations reported annual earnings of less than $40,000 and 62 percent earned less than $50,000. These percentages decrease with increasing size of organization, with almost one-third of those working in the largest revenue-generating organizations reporting annual salaries of $80,000 or more.

These patterns reflect the interaction of a number of factors. Many foundations focus on large-scale fundraising for the institutional support of organizations like hospitals and post-secondary institutions. They therefore tend to be larger organizations in terms of the value of revenues raised annually through gift giving. They also tend to have had longer experience with fundraising. All of these factors play a role in the ability of such organizations to pay employees salaries at the higher end of the earnings scale.

It is also clear, however, that small organizations and those in the arts, culture and humanities sub-sector and in social services are not in a position to offer more than average or even below-average salaries to individuals employed in fundraising positions. Thus raises questions regarding their ability to attract and retain highly-skilled and experienced workers for these positions.

5.2 Non-wage Benefits

Access to non-wage benefits, such as pensions, supplemental medical insurance and dental plans is an important aspect of job quality. Overall, about three-quarters of respondents reported that they either had a pension plan or received employer contributions to an RRSP. Access to a dental plan and supplemental medical insurance was reported by about 80 percent of respondents, while about half of them had access to paid maternity or parental leave over and above what is provided by the Employment Insurance (EI) program (Chart 5.1). In these respects, survey respondents fare well compared to the Canadian average where access to an employer pension plan/RRSP, supplemental health benefits or dental benefits is significantly lower.

Chart 5.1   Percentage of Respondents Reporting Access to Selected Non-wage Benefits, Compared to Labour Force as a Whole
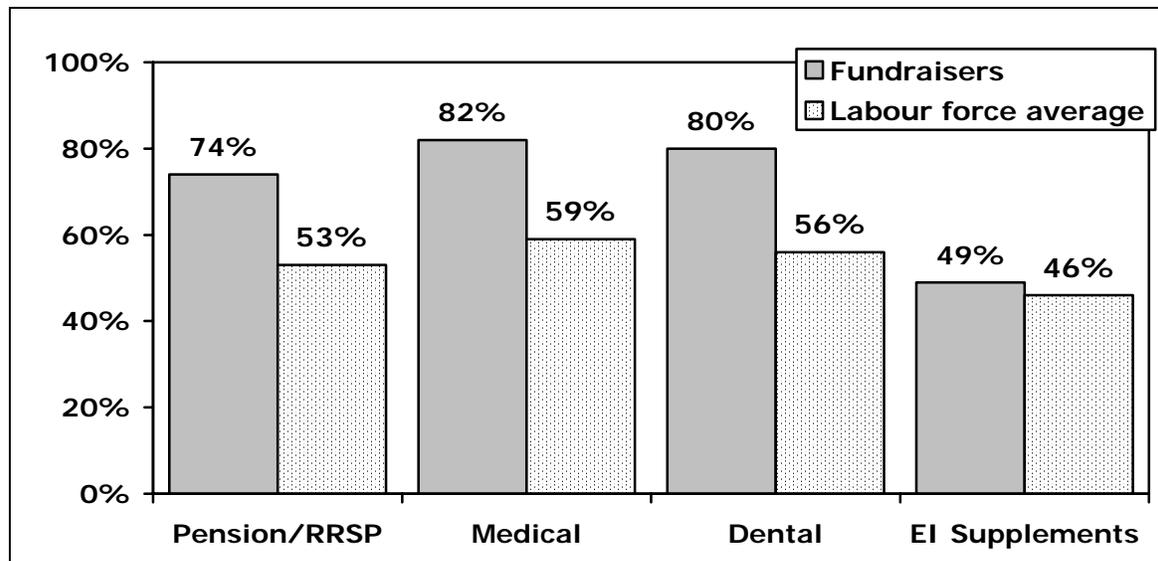
Gender, age and years of experience as a fundraiser are not related to access to non-wage benefits (Table 5.3). Employment status does play a role, with higher percentages of permanent employees having pension or RRSP benefits, access to a dental plan, supplemental health benefits or paid maternity/parental leave. We also note, however, that 70 percent or more of respondents in temporary jobs reported having access to most of these benefits. Again, this percentage is much higher than in the case of temporary workers in the Canadian labour force as a whole. Lack of access to benefits is a consideration for respondents who are self-employed, as is the case for self-employed workers throughout the economy, with very few of them having access to supplemental employment benefits.

Table 5.3   Percentage of Respondents Who Have Selected Non-wage Benefits, by Employment Status, Gender, Age and Years of Experience

	Pension or RRSP	Dental Plan	Supplemental Medical plan	Paid Maternity or Parental Leave
	Percentage of respondents			
All respondents	**74.4**	**79.5**	**82.1**	**49.2%**
Employment Status				
Permanent employee	81.3	86.8	89.2	55.3
Temporary employee	70.7	69.2	73.6	37.9
Self-employed*	8.1	15.5	19.1	2.7
Gender				
Men	74.5	78.3	80.6	50.3
Women	74.9	80.5	83.3	49.0
Age				
Less than 30	73.9	81.0	84.6	51.3
30 to 39	80.6	85.4	87.4	50.6
40 to 49	72.9	79.9	81.9	49.0
50 or more	71.6	74.1	77.7	48.2
Years of Fundraising Experience				
Less than 5 years	74.3	78.6	82.9	46.6
5 to 9 years	77.3	81.9	83.9	50.4
10 to 15 years	73.6	81.1	82.9	51.6
16 years or more	70.8	74.1	76.1	48.9

Organizational characteristics play a larger role in access to non-wage benefits (Table 5.4). Given the particular characteristics of the consulting sector, access to all benefits is generally low. But access to benefits also is significantly lower for those employed in the arts, culture and humanities sub-sector. Whether one is employed by a foundation also matters a great deal, with the percentage of respondents reporting having a range of non-wage benefits being significantly higher for those working for a foundation compared to those employed by other types of organization. Finally, and not surprisingly, access to benefits reflects size of organization, with smaller percentages of respondents working for organizations that had generated less than $250,000 in the previous year reporting that they had a range of non-wage benefits compared to those employed by larger organizations.

Table 5.4 Percentage of Respondents Who Have Selected Non-wage Benefits, by Selected Employer Characteristics

	Pension or RRSP	Dental plan	Supplemental Medical Plan	Paid Maternity or Parental Leave
	Percentage of respondents			
All respondents	**74.4**	**79.5**	**82.1**	**49.2%**
Sub-sector				
Arts, culture and humanities	57.1	76.9	80.5	33.8
Health	82.4	84.9	85.4	54.4
Social services	71.0	80.1	83.7	32.4
Education	89.1	89.7	93.9	70.5
Religion	87.5	84.6	89.7	48.6
Consulting	22.0	39.3	42.1	14.5
Other	80.7	81.2	84.6	52.7
Organization Type				
Foundation	86.0	83.5	86.9	65.3
Not a foundation	68.5	77.7	80.1	40.1
Funds Raised in Last Year				
Less than $250,000	51.8	65.8	68.2	24.6
$250,000 to $1 million	77.2	81.2	85.3	42.6
$1 million to $4 million	80.9	81.8	86.5	52.1
$4 million or more	93.0	94.9	95.1	71.3

5.3 Formal Performance Evaluation

Finally, we examine the extent to which survey respondents reported that their job performance was evaluated by a formal process and whether the results of any performance evaluations affected their pay and benefits.

About 45 percent of respondents who worked as paid employees reported that their job performance was evaluated by a standard process and that the results of the evaluation directly affected their pay and benefits (Table 5.5). About 29 percent reported that their jobs were evaluated by a standard process, but that the results of the evaluation did not directly affect their pay or benefits. And, about one-quarter of them reported that their job performance was not evaluated by a standard process. Job evaluations were reported more frequently by staff in less senior positions. Just over one-third of CEOs and Directors of Development reported that their job performance was not evaluated.

Table 5.5 Percentage of Respondents Whose Job is Evaluated by a Standard Process, by Selected Characteristics

	No job evaluation	Job is evaluated …		Total
		but evaluation does not affect pay or benefits	and evaluation directly affects pay or benefits	
	Percentage of respondents[1]			
Total	**26.4**	**28.5**	**45.1**	**100.0**
Position				
CEO	35.6	18.5	45.9	100.0
Director of Development	31.4	28.5	40.1	100.0
Assistant/Program Director	20.3	31.6	48.1	100.0
Other staff	25.5	28.3	46.2	100.0
Sub-sector				
Arts, culture and humanities	39.2	Na	36.5	100.0
Health	23.3	23.3	53.4	100.0
Social Services	22.6	36.7	40.7	100.0
Education	33.6	25.2	41.2	100.0
Religion	--	--	--	100.0
Consulting	Na	Na	56.0	100.0
Other	27.6	31.9	40.5	100.0

[1] Excludes consultants.

A number of other organizational characteristics are associated with the presence of a standard job evaluation process tied to pay and benefits. Such evaluations were reported more frequently by respondents who were employees of foundations and of larger establishments as measured by the value of revenues generated in the previous year (Table 5.6).

Table 5.6 Percentage of Respondents Whose Job Is Evaluated by a Standard Process, by Selected Characteristics

	Job is evaluated by standard process and evaluation directly affects pay or benefits
	Percentage of respondents[1]
Organization Type	
Foundation	51.5
Not a foundation	40.6
Revenue Generated in Last Fiscal Year	
Less than $250,000	33.9
$250,000 - $1 million	37.3
$1 million - $4million	42.8
Greater than $4 million	56.3
Number of Years the Organization Has Been Involved in Fundraising	
Less than 10	40.7
10 to 24 years	46.1
25 years or more	45.7

[1] Excludes consultants.

5.4 Conclusion

The survey results point to contrasts in the earnings reported by respondents. In particular and perhaps not surprisingly, earnings levels were closely associated with organization size, with 37 percent of those working in establishments that had raised less than $250,000 in the previous year reporting annual earnings of less than $40,000. And about one-quarter of those working for organizations in the arts, culture and humanities and the social services sub-sectors reported earnings of less than $40,000. This stands in contrast to respondents who worked for large revenue-generating organization and those in the education sub-sector where earnings levels tended to be much higher. The health and consulting sub-sectors present interesting cases in that while many respondents fell into the highest earnings categories, the percentages earning less than $50,000 were not insignificant.

Segmentation is evident in the distribution of average earnings. Over half of survey respondents who were in non-managerial positions reported annual earnings of less than $40,000. But, while those in CEO positions reported higher earnings, it is still the case that about one-third of CEOs reported earnings of no more than $60,000.

Overall, compared to the labour force as a whole, larger percentages of respondents reported that they had access to employer-sponsored benefits like a pension plan or RRSP, a dental plan, supplemental medical insurance, and maternity or parental. In particular, survey respondents who were employed in temporary positions fared much better in this respect than temporary workers in the labour market as a whole.

Finally, small organizations were much less likely than large ones to employ formal systems of performance evaluation that were directly tied to pay or benefits. Performance evaluations are a tool for employers to assess an individual's contribution to company goals, to identify training needs, and to develop a sense of career advancement. For employees, formal reviews provide a sense of 'how they are doing in their jobs' and suggest ways they could develop further and contribute to the organization. Many survey respondents, however, do not receive this kind of feedback or if they do, it is not tied to their earnings levels.

6. Education, Training and Professional Development

As was noted earlier in this report, respondents to the *AFP/CPRN Survey of Fundraisers 2002* are on average a highly educated group – almost 90 percent of them had completed a post-secondary credential and about 70 percent held at least one university degree.[13] This places this group clearly in the category of knowledge workers, who tend to be highly skilled and highly educated individuals who seek work that is interesting and challenging in supportive work environments.

In this section, we report more detailed survey results on the educational characteristics of survey participants, including their pursuit of further education and professional training, their perceptions of the adequacy of employer-supported training opportunities available to them, and their views concerning barriers they face in acquiring all of the training they would like to have.

6.1 Educational Background

Table 6.1 shows the major fields of study reported by respondents to the survey. The most common were the social sciences and commerce and business administration, each at about 30 percent (Table 6.1).

Table 6.1 Educational Characteristics of Respondents, by Years of Experience

	All Respondents	Recent Entrants[1]
Highest Level of Education		
High school or less	11.9	12.7
College certificate or diploma	17.7	19.7
University: bachelor's degree	46.8	48.7
University: graduate or professional degree	23.6	18.9
Major Field(s) of Study[2]		
Social sciences and related	31.1	27.9
Commerce and business administration	30.7	32.8
Humanities and related	19.4	16.5
Specialized administration	12.8	10.3
Education	9.5	7.8
Fine and applied arts	7.2	9.3

[1] Respondents who have less than five years of fundraising experience.
[2] Respondents could indicate more than one field of study. Therefore the percentages do not add to 100.0.

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[13] Readers are reminded that survey respondents are members of one of several professional associations and so their education, training and professional development activities may not be typical of all individuals working as fundraisers in Canada. This would be the case if individuals with advanced degrees and professional qualifications were more likely to join professional membership associations than others working in the field.

The humanities ranked third, at about 20 percent of respondents. About 13 percent of respondents reported their field of study as having been specialized administration, which was defined in the survey as including studies in such areas as nonprofit management, health care administration, or arts administration. Respondents also reported having completed their education in a variety of other fields, with each accounting for only a small percentage of respondents overall. The educational profile of recent entrants to fundraising was similar to that of respondents as a whole.

6.2 Professional Certification

In addition to completion of post-secondary studies, often including completion of one or more university degrees, many survey respondents reported that they had also completed further formal training leading to professional certification in fundraising.

Table 6.2 below classifies respondents into one of four mutually exclusive categories:
1) individuals who had already completed a professional certification in fundraising, such as the Certified Fund Raising Executive (CFRE);[14] 2) individuals who did not yet have a professional fundraising certificate, but who, at the time of the survey, were completing the requirements for one; 3) individuals who did not yet have certification, were not working toward certification, but who expected to begin working toward certification within the next year; and 4) individuals who did not have professional certification, were not working toward it, and who did not expect to start within the next year.

Slightly less than one in five (18 percent) respondents reported that they had completed professional certification in fundraising; in the majority of cases, that was a CFRE (Table 6.2). About 18 percent of respondents reported that they were currently working toward professional certification and another 15 percent expected to start working towards certification in the next year. Overall, then, about half of the respondents to the survey reported that they had either completed, or would soon complete, a formal program of study in the field of fundraising over and above their post-secondary education.

Often, professional certification, like the CFRE, requires that an individual have at least five years of fundraising experience. In fact, the percentage of respondents with certification as a professional fundraiser rose from 11 percent of those with 5 to 9 years of experience in the field to about 36 percent of those with 10 or more years of experience. About one-quarter of respondents with less than 10 years of experience reported that they were working toward professional certification at the time of the survey and another 17 percent planned to begin working toward certification within the

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[14] Certified Fund Raising Executive (CFRE) International certifies fundraising professionals who demonstrate the knowledge, skills and commitment to the highest standards of ethical and professional practice in serving the philanthropic sector. CFRE International fulfills this mission by establishing and administering a voluntary certification process based on current and valid standards that measure competency in the practice of philanthropic fund raising. CFRE International was founded in 1997 by the Association of Fundraising Professionals (AFP) and by the Association for Healthcare Philanthropy and works with thirteen leading philanthropic associations who endorse the certification process. See http://cfre.org.

next year. Among recent entrants to the field, about one-quarter were taking courses leading to professional certification.

Table 6.2 Status with Respect to Having Certification as a Fundraising Professional, by Selected Characteristics

	Currently Have Certification	Currently Completing Certification	Expect to Begin Certification Within One Year	Do Not Expect to Begin Certification Within One Year	Total
	Percentage of respondents				
All respondents	**18.1**	**18.3**	**14.6**	**49.1**	**100.0**
Years of Fundraising Experience					
Less than 5 years	--	24.3	17.0	57.6	100.0
5 to 9 years	11.3	24.5	17.3	47.0	100.0
10 to 15 years	35.9	10.4	11.3	42.4	100.0
16 years or more	36.1	--	--	47.6	100.0
Position					
CEO	17.6	--	--	60.8	100.0
Director of Development	22.6	18.2	14.6	44.5	100.0
Assistant/Program Director	15.3	24.3	16.6	43.8	100.0
Other staff	--	16.0	14.6	66.7	100.0
Consultant	29.6	--	--	47.4	100.0
Sub-sector					
Arts, culture and humanities	--	--	--	54.7	100.0
Health	19.7	22.4	13.1	44.8	100.0
Social services	12.6	21.3	19.0	47.1	100.0
Education	14.3	16.0	16.7	52.9	100.0
Religion	--	--	--	64.1	100.0
Consulting	29.6	--	--	47.4	100.0
Other	21.1	--	--	49.1	100.0
Organization Type					
Foundation	17.8	18.5	16.1	47.6	100.0
Not a foundation	18.1	17.9	13.8	50.2	100.0

"—" figures too small to report.

Differences between respondents employed by foundations compared to those employed by other types of organizations were very small. Somewhat larger differences are apparent across sub-sectors.[15] Respondents working as consultants were more likely than respondents in other sectors to report having professional certification. In the cases of

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[15] Not surprisingly, respondents in the religion sector were least likely to have a professional designation as a fundraiser, nor were they likely to have plans to work toward a designation.

health and social services, more than half of respondents reported that they held a professional certificate, were working toward one or planned to begin one in the next year. This was the case for about 45 percent of those working in the arts, culture and humanities sub-sector.

6.3 Training in Leadership, Ethics and Government Regulations

Not all professional training necessarily takes place within a formal program of study leading to professional certification. The survey collected information on the extent to which respondents had had any training in three key areas – leadership, team-building or communications; ethics; and government regulations and legislation regarding fundraising.

About two-thirds of respondents reported having taken a course on leadership, team building or communication, while smaller percentages had taken courses on ethics (43 percent) or on government regulations or legislation (46 percent) (Table 6.3). It is interesting to note that organization size did not play a role in this case – respondents who worked for small organizations, as measured by revenues raised in the previous year, were just as likely to have taken courses in these areas as those working in large organizations

Differences across sub-sectors also were relatively small, with the exception of the arts, culture and humanities sub-sector, where rates of participation in such courses were lower.

Table 6.3 Percentage of Respondents Who Have Taken Courses on Various Topics, by Selected Characteristics

	In past three years, percentage of respondents who have taken training on…		
	Leadership, team building or communication	Ethics	Government regulations or legislation
	Percentage of respondents		
All respondents	**64.7**	**43.3**	**46.1**
Years of Experience			
Less than 5 years	60.7	42.9	42.0
5 to 9 years	65.8	40.7	45.6
10 to 15 years	65.3	42.5	47.5
16 years or more	67.6	49.4	49.7
Sub-sector			
Arts, culture and humanities	53.2	27.3	29.9
Health	66.8	42.7	51.1
Social services	66.8	50.0	50.0
Education	63.6	44.2	38.2
Religion	63.4	37.5	48.8
Consulting	60.6	51.8	50.0
Other	71.8	36.2	48.3
Organization Type			
Foundation	62.5	39.9	47.3
Not a foundation	65.8	44.7	45.1
Funds Raised in Last Year			
Less than $250,000	63.3	45.3	49.7
$250,000 to $1 million	62.9	42.8	45.8
$1 million to $4 million	64.4	45.2	42.2
$4 million or more	67.8	39.4	46.1

6.4 Perceived Adequacy of Training

Overall, close to two-thirds of respondents agreed/strongly agreed that they received the training they needed to do their jobs effectively (Table 6.4). Views on this were related to respondents' years of experience as a paid fundraiser, with slightly more than 20 percent of those with less than five years of experience as a paid fundraiser reporting that they disagreed with the statement, compared to only 9 percent of those with 16 or more years of experience. At 51.3 percent, respondents employed in the arts, culture and humanities sub-sector were least likely to agree that they received the training they needed to do their jobs effectively. Similarly, only about half of those working in the smallest organizations thought they got the training they needed. Finally, women were somewhat less likely than men to agree with this statement.

Table 6.4 Percentage of Respondents Reporting that They Get the Training They Need to Do Their Jobs Effectively

| | I get the training I need to do my job effectively | | | |
	Disagree/Strongly Disagree	Neutral	Agree/Strongly Agree	Total
	Percentage of respondents			
All respondents	**15.3**	**22.1**	**62.6**	**100.0**
Years of Experience				
Less than 5 years experience	20.8	21.3	57.9	100.0
5 to 9 years experience	15.0	25.5	59.6	100.0
10 to 15 years	12.7	19.0	68.3	100.0
16 years or more	8.9	22.8	68.3	100.0
Sub-sector				
Arts, culture and humanities	--	25.6	51.3	100.0
Health	14.9	19.9	65.2	100.0
Social services	18.7	21.4	59.9	100.0
Education	16.5	22.6	61.0	100.0
Religion	--	--	67.5	100.0
Consulting	--	25.4	65.7	100.0
Other	--	25.4	64.4	100.0
Gender				
Men	11.0	20.6	68.4	100.0
Women	17.4	22.5	60.2	100.0
Organization Type				
Foundation	14.1	21.4	64.5	100.0
Not a foundation	15.9	22.6	61.5	100.0
Funds Raised in Last Year				
Less than $250,000	19.4	29.6	51.0	100.0
$250,000 to $1 million	18.8	21.6	59.6	100.0
$1 million to $4 million	13.9	21.6	64.5	100.0
$4 million or more	13.2	19.1	67.6	100.0

Similar results are found with respect to the percentages of respondents who were satisfied/dissatisfied with the training opportunities available to them (Table 6.5). Satisfaction with training opportunities increased with years of experience as a paid fundraiser and with size of organization, with the latter rising from 41 percent of those working for the smallest organizations to 70 percent of those in organizations that had raised $4 million or more in funds in the previous year. Satisfaction with training opportunities was also relatively lower among respondents employed in the arts, culture and humanities sub-sector (39.2 percent) and in social services (49.7 percent). Again, women were less likely than men to report that they were satisfied with the training opportunities available to them.

Table 6.5 Percentage of Respondents Reporting that They Are Satisfied with Training Opportunities

	Satisfaction with training opportunities			
	Dissatisfied/Very Dissatisfied	Neutral	Satisfied/Very Satisfied	Total
	Percentage of respondents			
All respondents	**19.8**	**21.3**	**58.9**	**100.0**
Years Experience				
Less than 5 years experience	25.3	20.9	53.8	100.0
5 to 9 years experience	19.7	22.8	57.5	100.0
10 to 15 years	15.2	20.1	64.7	100.0
16 years or more	17.4	21.2	61.4	100.0
Sub-sector				
Arts, culture, and humanities	29.1	31.6	39.2	100.0
Health	19.1	18.1	62.8	100.0
Social services	22.7	27.6	49.7	100.0
Education	19.0	16.1	64.8	100.0
Religion	--	--	63.4	100.0
Consulting	18.7	24.5	56.8	100.0
Other	--	25.6	59.0	100.0
Gender				
Men	15.0	18.0	67.1	100.0
Women	22.3	22.3	55.3	100.0
Organization Type				
Foundation	17.7	18.6	63.7	100.0
Not a foundation	21.0	22.6	56.4	100.0
Funds Raised in Last Year				
Less than $250,000	32.1	27.0	40.8	100.0
$250,000 to $1 million	23.0	22.3	54.7	100.0
$1 million to $4 million	17.1	22.9	60.1	100.0
$4 million or more	13.7	16.1	70.2	100.0

6.5 Barriers to Training

Two-thirds of respondents to the *AFP/CPRN Survey of Fundraisers 2002* reported that there was training or education that they had wanted to take in the previous year for job-related or career reasons, but which they did not take. Women, respondents with less than five years of experience in fundraising, and those employed in the arts, culture and humanities sub-sector were more likely than other respondents to report that they did not take training they would have liked to in the previous year.

Respondents were asked why they did not take training they would have liked. Data from the *1998 Adult Education and Training Survey* (AETS)[16] provide comparative results for the non-student employed labour force as a whole (Table 6.6).

The two most frequently cited reasons by respondents to the *AFP/CPRN Survey of Fundraisers* were that they were too busy at work (66 percent) and course costs (63 percent). Being too busy at work was also the reason cited most frequently by respondents to the 1998 *AETS* (59 percent). However, only 40 percent of respondents to the *AETS* cited high course costs as a barrier. Respondents to the *AFP/CPRN Survey of Fundraisers* also were more likely to cite lack of employer support for training.

More research is needed to determine whether the courses available to fundraisers are indeed expensive relative to courses available to workers in other fields and whether this poses a serious barrier to professional training for fundraisers and for their employers.

Table 6.6 Barriers to Participation in Training

	Percentage of respondents who reported not taking training they would have liked who cited barriers:	
	AFP/CPRN Survey of Fundraisers 2002	**1998 Adult Education and Training Survey**[1]
Too busy at work or job	66.4	59.4
Course was too expensive	62.7	40.3
Course was offered at inconvenient time or location	41.8	41.3
Too many family or personal responsibilities	22.3	21.1
Lack of employer support	16.9	7.5
Course was not offered	3.8	9.4
Lack of sufficient qualifications	--	3.4
Course was not offered in appropriate language	--	1.2
Other reasons	5.5	9.0

[1] *A Report on Adult Education and Training in Canada – Learning a Living* (2001). Ottawa: Statistics Canada and Human Resources Development Canada. http://www.statcan.ca/english/freepub/81-586-XIE/81-586-XIE.pdf

6.6 Conclusion

Compared to the Canadian labour force as a whole, respondents to the *AFP/CPRN Survey of Fundraisers 2002* show high average levels of educational attainment, with the percentages with a bachelor's degree far exceeding the Canadian average and with high percentages having also completed graduate or professional degrees. And close to half of them had had either completed further education and training leading to professional certification or expected to in the near future. Participation in other types of training also was relatively high.

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[16] See *A Report on Adult Education and training in Canada – Learning a Living* (2001). Ottawa: Statistics Canada and Human Resources Development Canada. http://www.statcan.ca/english/freepub/81-586-XIE/81-586-XIE.pdf

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Views on whether the amount of training was adequate for the demands of the job varied across respondents, increasing with years of experience as a fundraiser. It is instructive to note that, while still a minority, about one in five respondents with less than five years of experience expressed dissatisfaction with the amount of training available to them. About 43 percent of these new entrants to the field were found in small organizations (less than $250,000 raised in the last fiscal year).   This suggests there is a need for the development of training opportunities tailored to the needs of individuals who have recently entered the field. Efforts are also needed to develop training that is affordable. Over 60 percent of respondents reported that they had not taken some training they would have liked because course costs were too high. High course costs will be a problem particularly for individuals working for small organizations.

7. Integration of Fundraising with Other Functional Areas

Increasingly, non-profit and voluntary organizations are finding they must allocate a great deal of time and energy to securing the funding they need to carry out their main missions. Board members can play a key in supporting fundraising efforts by actively participating in and advising on fundraising strategies. Organizations with long experience with raising and/or disbursing charitable funds are likely to have boards of directors that have been recruited in part for their skills in supporting fundraising efforts and fund management. But for many non-profit and voluntary organizations, the need to actively pursue diverse funding sources is a relatively new requirement, both for the organization and for its board of directors. Such organizations will face a learning curve regarding the fundraising function.

The *AFP/CPRN Survey of Fundraisers 2002* asked respondents for their perceptions of the extent to which fundraising was functionally integrated into the organization and the knowledge of and roles played by senior managers and board members in fundraising. By their nature, these are subjective data and will be influenced by how knowledgeable respondents are about issues relating to strategic management of the organization and its interactions with board members. Respondents in more junior fundraising positions for example are less likely to have direct contact with board members and so may be unaware of the roles that board members play in support of the organizations fundraising efforts. We note that most self-employed individuals and consultants did not respond to the questions regarding board members and so, they were excluded from this analysis. The results reported in this section therefore reflect the perceptions of respondents who were paid employees.

7.1 Perceptions of Board Members and Senior Managers

There is considerable variation in the perceptions that the survey respondents had of their board members. About half of them agreed or strongly agreed that board members have realistic expectations and another 19 percent were neutral on the issue of board expectations (i.e. they neither agreed nor disagreed with the statement). However, about 30 percent of respondents disagreed or strongly disagreed that board members have realistic expectations of fundraising activities (Table 7.1). Individuals in this situation may find that fundraising targets are set too high and that initiatives are unlikely to succeed when measured against overly-ambitious goals.

The evidence also indicates that in many cases, board members do not play an active role in fundraising activities. Indeed, close to half of respondents (47 percent) disagreed that their board members played an active role in fundraising, while 37 percent agreed that their board members were active. If active board involvement is an important ingredient for successful fundraising, then this may be an issue for many organizations.

Table 7.1 Respondents' Perceptions of Members of the Board of the Organization[1]

	Disagree/Strongly Disagree	Neither Agree nor Disagree	Agree/Strongly Agree	Total
	Percentage of respondents[1]			
Members of the board of this organization…				
Have realistic expectations of fundraising activities	29.9	19.2	50.9	100.0
Play an active role in fundraising activities	47.0	16.5	36.5	100.0
Provide me with the support I need to do my job well	27.6	30.3	42.1	100.0
Understand ethical issues involved in fundraising	22.7	19.8	57.5	100.0
Are aware of government legislation re: fundraising	39.9	28.6	31.6	100.0

[1] Excluding respondents who were self-employed or who worked as consultants.

Survey respondents were asked if they received the support they needed from their boards of directors in order to do their jobs well. The largest share of respondents (42 percent) agreed that they did in fact receive the support they needed. However, slightly more than one-quarter of them felt that they did not receive the support they needed to do their jobs well

Finally, survey respondents were asked about their perceptions regarding board members' awareness of the ethical and legal aspects of fundraising. Most respondents (58 percent) agreed that their board members understood the ethical issues involved in fundraising; but close to one-quarter disagreed/strongly disagreed with this statement. An even larger share (40 percent) disagreed that members of their board of directors were aware of the legislative and regulatory aspects of fundraising.

As shown in Table 7.2, respondents employed by foundations were much more likely than others to have positive assessments of their board members – while 62 percent of respondents in foundations agreed that board members have realistic expectations of fundraising activities, this was the case for only 45 percent of fundraisers in other types of organization. The same relationship is evident when perceptions of the involvement, support, and knowledge of board members are considered. These differences highlight some of the characteristics of foundations that set them apart from other types of non-profit organizations.

Indeed, we find that more positive assessments of the contributions of boards of directors are evident among respondents employed in organizations that had been involved in fundraising over a longer period of time and that had generated higher revenues in the last completed fiscal year – characteristics that also tend to set foundations apart from many other organizations in the non-profit sector.

Table 7.2 Respondents' Perceptions of Members of the Board of the Organization, by Selected Characteristics[1]

	Percentage of respondents who agree/strongly agree that members of the board…				
	Have realistic expectations of fundraising activities	Play an active role in fundraising activities	Provide the support needed to do the job well	Understand ethical issues involved in fundraising	Are aware of government legislation concerning fundraising
	Percentage of respondents[1]				
Organization Type					
Foundation	62.1	47.4	52.4	67.5	37.5
Not a foundation	44.5	30.0	36.3	51.3	27.5
Funds Raised in Last Year					
Less than $250,000	35.8	27.5	39.2	42.5	21.3
$250,000 to $1 million	47.1	35.3	38.0	55.4	23.6
$1 million to $4 million	55.6	36.2	46.1	62.5	38.2
$4 million or more	57.7	41.4	44.2	62.3	35.6
Number of Years the Organization Has Been Involved in Fundraising					
Less than 10	45.5	32.6	40.8	51.8	25.0
10 to 24 years	52.7	41.1	47.4	59.1	35.0
25 years or more	52.2	34.9	38.8	59.1	31.6

[1] Excludes respondents who were self-employed or who worked as consultants.

Leadership comes not only from board members, but also from senior managers in the organization. As shown in Table 7.3, between 60 and 70 percent of respondents agreed/strongly agreed that senior managers in the organization had realistic expectations of fundraising activities, played an active role in fundraising, and provided the support needed for the fundraiser to do their job well. In this respect, respondents had more positive assessments of senior managers than they did of board members. Nevertheless, close to 20 percent of respondents disagreed with these statements.

Table 7.3 Respondents' Perceptions of Senior Managers in the Organization

Senior managers in this organization…	Disagree/Strongly Disagree	Neither Agree nor Disagree	Agree/Strongly Agree	Total
	Percentage of respondents			
Have realistic expectations of fundraising Activities	20.8	14.9	64.4	100.0
Play an active role in fundraising activities	17.6	11.6	70.7	100.0
Provide me with the support I need to do my job well	17.9	20.6	61.5	100.0

As was the case for respondents' perceptions of their boards of directors, more positive assessments of senior managers are associated with number of years the organization had been involved in fundraising and with the amount of revenues generated by the organization in the last fiscal year (Table 7.4). Again, this is consistent with the interpretation that realistic expectations and greater involvement in fundraising come with longer organizational experience with fundraising.

Table 7.4 Respondents' Perceptions of Senior Managers in the Organization, by Selected Characteristics

	Percentage of Respondents Who Agree/Strongly Agree that Senior Managers ...		
	Have realistic expectations of fundraising activities	Play active role in fundraising activities	Provide support I need to do the job well
	Percentage of respondents		
Funds Raised in Last Year			
Less than $250,000	57.7	61.7	59.5
$250,000 to $1 million	60.6	68.2	58.5
$1 million to $4 million	69.8	70.9	64.7
$4 million or more	66.3	75.9	63.0
Number of Years the Organization Has Been Involved in Fundraising			
Less than 10	59.0	65.2	57.5
10 to 24 years	67.4	72.6	66.8
25 years or more	64.7	71.8	59.3
Organization Type			
Foundation	67.7	73.1	64.1
Not a foundation	62.4	69.1	60.2

7.2 Integration of Fundraising into the Organization

In addition to the roles played by board members and senior managers, the extent to which fundraising activities are integrated with other functional areas within the organization is also an important consideration. Survey respondents were asked about the extent to which fundraising is integrated with other functional areas and whether a lack of integration made it difficult for them to be effective in their jobs. Overall, 44 percent of respondents reported that fundraising activities were very well integrated with other functional areas of the organization. Just over one-third of them reported that there was a moderate degree of integration, while 20 percent said there was little or very little integration.

Only small differences are apparent across sectors, foundations/other, revenues, and number of years the organization had been involved in fundraising (Table 7.5).

Table 7.5   Perceptions of Extent to which Fundraising Is Integrated with Other Functional Areas in the Organization[1]

| | To what extent is fundraising integrated with other functional areas | | | |
	Little/Very little	A Moderate Amount	Much/Very much	Total
	Percent			
All respondents[1]	20.3	36.0	43.7	100.0
Organizational Type				
Foundation	23.1	33.0	43.9	100.0
Not a foundation	18.8	37.3	43.9	100.0
Funds Raised in Last Year				
Less than $250,000	21.3	34.9	43.8	100.0
$250,000 to $1 million	23.1	31.8	45.0	100.0
$1 million to $4 million	19.6	33.7	46.7	100.0
$4 million or more	17.9	40.4	41.7	100.0
Sub-sector				
Arts, culture and humanities	10.8	44.6	44.6	100.0
Health	21.8	32.8	45.4	100.0
Social services	23.0	29.9	47.1	100.0
Education	17.9	41.0	41.0	100.0
Religion	18.4	36.8	44.7	100.0
Consulting	23.9	37.2	38.9	100.0
Other	20.3	36.0	43.7	100.0
Number of Years the Organization Has Been Involved in Fundraising				
Less than 10	23.6	33.9	42.5	100.0
10 to 24 years	20.3	35.1	44.6	100.0
25 years or more	18.3	37.5	44.2	100.0

[1] Excludes consultants.

Close to 30 percent of respondents said that the lack of integration of fundraising with other functional areas makes it difficult for them to do their jobs effectively (Table 7.6). Again, no consistent pattern is evident according to foundation/not a foundation status, sub-sector, organization size or number of years the organization had been involved in fundraising.

Table 7.6 Impact of Lack of Integration of Fundraising with Other Functional Areas on Ability to Do the Job Effectively

| | Lack of integration between fundraising and other functional areas makes it difficult for me to do my job effectively | | | |
	Disagree/Strongly Disagree	Neither Agree nor Disagree	Agree/Strongly Agree	Total
	Percentage of respondents[1]			
All respondents[1]	**37.6**	**33.8**	**28.6**	**100.0**
Sub-sector				
Arts, culture and humanities	32.9	37.0	30.1	100.0
Health	40.6	31.6	27.7	100.0
Social services	46.3	24.0	29.7	100.0
Education	30.9	35.9	33.2	100.0
Religion	--	--	--	100.0
Other	33.9	46.1	20.0	100.0
Organization Type				
Foundation	38.3	33.7	28.1	100.0
Not a foundation	38.1	32.9	29.1	100.0
Funds Raised in Last Year				
Less than $250,000	40.0	30.0	30.0	100.0
$250,000 to $1 million	41.2	34.2	24.7	100.0
$1 million to $4 million	39.9	32.6	27.5	100.0
$4 million or more	34.6	35.6	29.8	100.0
Number of Years the Organization Has Been Involved in Fundraising				
Less than 10	33.8	36.8	29.4	
10 to 24 years	39.0	32.0	29.0	
25 years or more	38.8	33.8	27.3	

[1] Excludes consultants.
'—' Figures too small to report.

7.3 Influence

The amount of influence a fundraiser has in the workplace is also likely to contribute to effective fundraising. From a technical perspective, influence puts decision-making authority in the hands of the people closest to the work and is expected to improve efficiency, effectiveness and productivity. From a psychological perspective, influence

provides individuals with a sense of control and has a positive impact on their outlook and job satisfaction; ultimately, these are expected to be reflected in stronger job performance.

The *AFP/CPRN Survey of Fundraisers 2002* asked respondents about the amount of influence they felt they had in selected functional areas – organizational policies regarding fundraising practices; the types of fundraising activities undertaken by the organization; the number of personnel available for fundraising; and the amount of supplies and equipment available for fundraising. Again, these questions were limited to paid employees (i.e. excludes consultants).

Close to half of the respondents (48 percent) said they had much or very much influence over fundraising policies in their organizations; 28 percent felt they had a moderate amount of influence over such policies; and slightly less than one-quarter said they have little or no influence (Table 7.7).

Table 7.7 Amount of Influence over Fundraising Policy, Practices and Resources

How much influence do you have over:	Little/ Very Little	A Moderate Amount	Much/ Very Much	Total
	Percentage of respondents[1]			
Organizational policies regarding fundraising Practices	23.3	28.4	48.3	100.0
Types of fundraising activities undertaken	21.3	24.2	54.5	100.0
Decisions regarding number of personnel available for fundraising	46.9	25.7	27.4	100.0
Decisions regarding amount of resources available for fundraising	28.8	31.7	39.5	100.0

[1] Excludes consultants.

Similarly, 55 percent of respondents reported that they have much/very much influence over the types of fundraising activities undertaken by their organizations. Respondents were less likely to report that they have much/very much influence over decisions regarding amount of supplies and equipment for fundraising (40 percent) and only about one-quarter (27 percent) reported having much influence over number of fundraising personnel in their organizations.

7.4 Workplace Policies and Procedures Regarding Fundraising

Another indicator of the extent to which fundraising is functionally integrated into an organization is the existence of formal processes and procedures that apply to fundraising. Respondents to the survey who were paid employees[17] were asked about the

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[17] The relationship an organization has with its paid employees differs in a number of important respects from the relationship it has with individuals hired as consultants. As a result, data regarding knowledge about fundraising policies and procedures were collected only from respondents whose position was that of paid employee.

existence of policies and procedures relating to fundraising in a number of key areas in their organizations.

About three-quarters of respondents reported that that their organization had written policies and procedures regarding fundraising activities, clearly stated goals for fundraising, and a clear policy regarding the use of donor lists (Table 7.8). About two-thirds of respondents reported that their organization had a clear policy regarding the acceptance of gifts and a process for responding to any donor complaints that might arise and about 60 percent said that conflict of interest guidelines existed in their organization. Less in evidence were fundraising codes of ethics or donor bills of rights, with slightly more than half of respondents reporting that a fundraising code of ethics/donor bill of rights was in place in the organization for which they worked.[18]

Table 7.8   Percentage of Respondents Reporting Presence within the Organization of Formal Policies and Procedures Concerning Fundraising

	Yes	No	Don't Know	Total
This organization has…	Percentage of respondents[1]			
Written policies or procedures re: fundraising Activities	76.7	20.3	3.0	100.0
Clearly stated goals for fundraising activities	75.5	21.8	2.8	100.0
A clear policy re: the use of donor lists	73.9	21.9	4.2	100.0
A clear policy re: the acceptance of gifts	67.8	27.0	5.2	100.0
A process for responding to donor complaints	66.6	27.3	6.0	100.0
Conflict of interest guidelines	60.2	25.1	14.7	100.0
Adopted a fundraising code of ethics or donor bill of rights	53.2	36.4	10.5	100.0

[1]Excludes consultants.

As noted in the introduction to this chapter, reports on the existence of formal policies toward fundraising will reflect the extent to which respondents are aware that such policies exist. That awareness could well vary by seniority. Indeed, we find that staff in non-managerial positions were less likely to report the existence of policies than were CEOs, Directors of Development or others in managerial positions (Table 7.9).

Respondents in arts, culture and humanities were least likely to report the existence in their organizations of formal policies in a range of policy areas, while those in the health sub-sector were most likely to report the existence of policies in most or all of these policy areas.

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[18]   While the percentages reporting 'don't know' were low on these indicators, we nevertheless note that they were highest in the cases of being aware of the existence of conflict of interest guidelines and a fundraising code of conduct or donor bill of rights.

Table 7.9   Percentage of Respondents Reporting Presence within the Organization of Formal Policies and Procedures Concerning Fundraising, by Respondent's Position Level and by Sub-sector

| | Number of policy areas relating to fundraising addressed in the organization: | | | |
	Three or Less	Four or Five	Six or Seven	Total
	Percentage of respondents[1]			
All respondents[1]	**28.4**	**30.3**	**41.3**	**100.0**
Position				
CEO	22.1	31.5	46.3	100.0
Director of Development	27.6	31.2	41.2	100.0
Assistant/Program Director	27.1	30.1	42.8	100.0
Other staff	41.3	27.3	31.3	100.0
Sub-sector				
Arts, culture and humanities	45.5	31.2	23.4	100.0
Heath	24.3	28.8	46.9	100.0
Social services	32.0	28.7	39.2	100.0
Education	28.3	33.8	37.9	100.0
Religion	26.3	28.9	44.7	100.0
Other	27.6	28.4	44.0	100.0

[1] Excludes consultants.

The presence of policies and procedures that address different facets of fundraising is also associated with a range of other organizational characteristics. Respondents employed in foundations, in larger organizations as measured by value of revenues generated in the previous year, and in organizations with more years of experience in fundraising were more likely than others to report that policies addressing a wider range of issues relating to fundraising were in place in their organizations (Table 7.10). In other words, and not surprisingly, fundraising was more closely functionally integrated into organizations for which fundraising was a well-established activity. Organizations that were relatively new to fundraising were less likely to have developed formal policies regarding that functional area within their organization.

Table 7.10 Number of Policies or Procedures Regarding Fundraising Reported to be in Place within the Organization, by Selected Organizational Characteristics

	Number of fundraising policies and procedures in place in the organization:			Total
	Three or Less	Four or Five	Six or Seven	
	Percentage of respondents[1]			
Foundation Status				
Foundation	22.6	31.0	46.4	100.0
Not Foundation	31.7	30.0	38.3	100.0
Number of Employees at this Location				
Less than 10	33.1	30.0	36.9	100.0
10-24	27.9	30.4	41.7	100.0
25-49	26.2	31.1	42.7	100.0
50 or more	25.1	30.7	44.2	100.0
Funds Generated in Last Fiscal Year				
Less than $250,000	46.0	30.1	23.9	100.0
$250 million -$1 million	34.8	30.8	34.4	100.0
$1 million -$4 million	23.0	29.0	48.1	100.0
Greater than $4 million	19.2	31.0	49.7	100.0
Number of Years the Organization Has Been Involved in Fundraising				
Less than 10	37.4	30.7	31.9	100.0
10 to 24 years	29.4	30.9	39.7	100.0
25 years or more	22.5	30.1	47.5	100.0

[1] Excludes consultants.

7.5 Conclusion

A picture is emerging of a field that encompasses two quite different groups. On the one hand, there is the mature end of the spectrum, consisting of respondents who have many years of experience in the field, working for organizations that have been involved in fundraising for some time, often having been established expressly for the purpose of fundraising for another institution such as a hospital or a university. Board members understand their role and the role that fundraising plays in the organization, and formal policies and procedures to guide the fundraising function are in place.

At the other end of the spectrum lie organizations for which fundraising is a relatively new requirement. Many of these are small in terms of the value of revenues raised, and fundraising staff tend to be new entrants to the field. The evidence presented here suggests that boards of directors of organizations that have more recently embarked on fundraising initiatives are more likely to have unrealistic expectations of fundraising activities and to be unsure of how to provide support to fundraising staff. It is also more

likely to be the case that the boards of many non-profit organizations have not necessarily been recruited with their skills as fundraisers in mind. In that case, board members are likely to be further down the learning curve with respect to fundraising. It might also be expected that such organizations would have further to go in integrating fundraising with the primary mission of the organization. Fundraising education for board members would be helpful in this context.

8. Job Satisfaction, Job Tenure and Job Turnover Intentions

Recruitment and retention are important issues for many organizations. Retention is critical for keeping employees with special skills and experience within an organization. Of course, some turnover is good and necessary for recruitment of people with new ideas who, with increasing experience, are essential for succession planning. However, excessive turnover leads to high recruitment costs and lack of depth in knowledge of an organization's history, policies and procedures. Stability in employment relationships is especially important in the field of fundraising because much of the work of a fundraiser consists of the cultivation of relationships that develop over a period of time.

A recent Towers Perrin Talent Report (2003) identifies key drivers of employee engagement and performance as consisting of pay, benefits, opportunities for learning and development, and characteristics of the work environment. Job satisfaction is a key factor for the development of stability in employment relationships. It is also multi-faceted in nature, consisting of perceptions of a range of both intrinsic and extrinsic aspects of a job. Previous research shows that workers do make a distinction between intrinsic and extrinsic rewards associated with their jobs.[19] In the case of the non-profit sector, older workers, especially, reported being happy with their jobs overall, but unhappy with their pay and benefits (see McMullen and Schellenberg, 2003).

In this section, we report on a range of job-satisfaction indicators and examine how job satisfaction is related to turnover among respondents to the *AFP/CPRN Survey of Fundraisers 2002*.

8.1 Commitment to the Organization and to the Job

Respondents were asked if they agreed or disagreed with a series of statements that probed their attitudes toward of number of aspects of their workplaces. Attitudes to and commitment to the organization were high, with 90 percent or more of respondents agreeing that they cared about the fate of the organization, were proud of it, and were committed to it and to their job (Table 8.1). The biggest concern is with the statement that '*The chances for career advancement in this organization are good*' – over 40 percent of respondents disagreed with this statement. And close to one-third of respondents agreed that '*Morale in this workplace is low.*' We return to the issue of career prospects later in this chapter.

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[19] See, for example, Lowe and Schellenberg (2001). Also see Towers Perrin (2003) for a good discussion of the "key drivers of (employee) engagement' which include both intrinsic and extrinsic reward components.

Table 8.1 Perceptions of Intrinsic and Extrinsic Aspects of the Job, All Respondents

	Strongly Disagree/ Disagree	Neither Agree/ Disagree	Agree/ Strongly Agree
		Percentage	
I really care about the fate of this organization	--	--	94.2
I feel very committed to this organization	2.2	7.4	90.3
My values and my organization's values are similar	6.2	11.0	82.8
I am proud to work for this organization	2.0	7.9	90.1
Morale in this workplace is low	46.6	20.7	32.6
I feel very committed to the kind of work I do in my job	2.6	7.9	89.5
My chances for career advancement in this organization are good	41.4	29.6	29.0
My job security is good	16.9	20.9	62.2
The pay is good	24.6	20.8	54.6
The benefits are good	19.4	17.0	63.6
On an average day, I look forward to doing my work	5.8	14.5	79.7

Men and women were similar in their responses to the questions on organizational and job commitment (though we note that the percentages of women agreeing with these statements tended to be somewhat lower than for men) (Table 8.2). A larger gender gap is apparent with respect to the statement that '*Morale in this workplace is low*.' There was also somewhat of a gap between men and women with respect to the statement that '*On an average day, I look forward to doing my work*.' Men and women both scored low (at about 29 percent) on the statement that '*My chances for career advancement in this organization are good*.'

Table 8.2 Perceptions of Intrinsic and Extrinsic Aspects of the Job, by Gender and Years of Experience

	Gender		Years Experience as Fundraiser			
	Men	Women	LT 5 yrs	5-9 yrs	10-15 yrs	16+ yrs
I really care about the fate of org	94.7	94.0	92.1	95.7	94.9	94.4
I feel very committed to this org	93.6	88.9	87.1	90.5	92.7	93.2
My values and orgs values similar	87.1	81.2	80.4	84.6	82.8	85.5
I am proud to work for this org	93.5	88.8	88.5	91.6	91.8	87.2
Morale in this workplace is low	25.9	35.2	36.2	35.1	29.2	26.6
I feel very committed to the kind of work I do in my job	94.0	87.7	85.3	89.9	92.1	92.8
My chances for career advancement in this org are good	29.0	29.0	30.6	28.6	29.2	27.7
My job security is good	63.0	62.1	57.8	62.9	64.3	66.9
The pay is good	58.5	53.1	41.3	54.6	65.4	61.0
The benefits are good	62.1	65.1	61.3	62.9	66.9	63.6
On an average day I look forward to doing my work	85.3	77.4	73.9	77.6	87.1	82.5

Scores on organizational commitment and commitment to the job were consistently high regardless of years of experience as a paid fundraiser. However, respondents with less than five years of experience and to a somewhat lesser extent, those with 5-9 years of experience, were much less likely to agree that '*The pay is good*.' They were also less likely to agree that '*My job security is good*' or that '*On an average day, I look forward to doing my work*.' Those with less experience in the field were also more likely to say that '*Morale in this workplace is low*.'

Pride in and commitment to the organization were very high regardless of the size of the organization. However, some differences are apparent when respondents employed by small organizations are compared to those who work for large organizations (Table 8.3). The biggest differences are with respect to job security, pay and benefits, and chances for career advancement. In fact, the percentage of respondents in the largest organizations who agreed that their chances for career advancement within the organization were good was close to two-and-a-half times that of respondents working in organizations that had raised less than $250,000 in the previous year. Clearly, the ability of small organizations to meet the employment and career needs of employees is a major issue.

Table 8.3 Perceptions of Intrinsic and Extrinsic Aspects of the Job, by Size of Organization and Status as a Foundation/Not a Foundation

	Funds Generated Last Year				Organization Type	
	LT $250K	$250-$1M	$1M-$4M	GT $4M	Foundation	Not a Foundation
I really care about the fate of org	94.2	94.5	95.9	94.9	94.8	93.9
I feel very committed to this org	90.1	89.4	92.1	91.9	90.0	90.3
My values and orgs values similar	83.8	80.3	83.9	83.6	82.5	82.6
I am proud to work for this org	86.9	87.0	91.3	94.6	90.4	89.9
Morale in this workplace is low	35.3	35.2	33.8	31.3	32.6	33.0
I feel very committed to the kind of work I do in my job	88.0	86.9	93.2	89.7	89.9	89.3
My chances for career advancement in this org are good	16.1	15.1	29.2	38.4	31.3	27.4
My job security is good	48.7	58.3	69.2	67.5	64.1	61.0
The pay is good	40.3	45.9	56.6	64.6	63.4	49.8
The benefits are good	42.8	67.5	64.2	78.5	72.9	58.6
On an average day I look forward to doing my work	71.8	79.2	84.5	80.8	83.3	77.6

8.2 Job Satisfaction

Respondents to the *AFP/CPRN Survey of Fundraisers 2002* were asked to report on a number of dimensions relating to job satisfaction. The three highest-ranking dimensions were satisfaction with the job in general, with the working schedule, and with job tasks, with about three-quarters of respondents reporting that they were satisfied/very satisfied with these aspects of their jobs (Table 8.4). The lowest-ranking dimension was workload, with only about half of respondents reporting that they were satisfied/very satisfied with this aspect. The data also suggest that issues arise with respect to pay; in the case of both

workload and pay, about one-quarter of respondents reported that they were dissatisfied/very dissatisfied.

Table 8.4 Respondents' Ratings of Job Satisfaction, Selected Dimensions

	Very Dissatisfied/ Dissatisfied	Neutral	Satisfied/ Very Satisfied	Total
	Percentage of respondents			
Job in general	9.6	12.2	78.2	100.0
Pay	25.1	17.2	57.7	100.0
Benefits	18.0	18.6	63.4	100.0
Number of hours	16.8	21.1	62.1	100.0
Schedule	8.5	17.0	74.6	100.0
Workload	27.8	22.9	49.3	100.0
Job tasks	12.1	14.5	73.4	100.0
Ability to balance work and personal life	19.2	21.5	59.3	100.0
Training opportunities	19.8	21.3	58.9	100.0
Ability to meet career goals	19.0	22.2	58.8	100.0
Job Security	17.0	21.9	61.2	100.0

Satisfaction with the job in general, with pay, workload, training opportunities, and ability to meet career goals tended to be higher for men than for women (Table 8.5). In fact, though the differences tended to be small, men scored higher than women on all dimensions of job satisfaction.

Table 8.5 Percentage of Respondents Who Reported Being Satisfied/Very Satisfied with Various Aspects of Their Jobs, by Size of Employer and Organization Type

	Gender		Years Experience as Fundraiser			
	Men	Women	LT 5 yrs	5-9 yrs	10-15 yrs	16+ yrs
	Percentage of Respondents					
Job in general	82.8	76.3	72.5	76.7	83.6	82.8
Pay	64.2	55.0	46.0	56.8	66.5	65.6
Benefits	63.4	64.2	60.8	62.6	67.2	63.3
Number of hours	61.0	62.7	66.6	57.1	60.7	65.4
Schedule	76.4	74.0	78.6	71.7	73.1	75.5
Workload	56.4	46.2	50.5	44.0	50.4	57.0
Job tasks	75.7	72.7	69.2	71.0	78.1	78.8
Ability to balance work and personal life	63.7	57.6	65.5	54.5	57.3	59.5
Training opportunities	67.1	55.3	53.8	57.5	64.7	61.4
Ability to meet career goals	64.8	56.1	52.1	58.4	64.7	62.8
Job Security	63.3	60.8	58.3	61.6	62.1	65.6

Perhaps not surprisingly, the percentages of respondents reporting that they were satisfied/very satisfied with their job in general, with job tasks, and with ability to meet

career goals tended to increase with years of experience as a paid fundraiser. It is likely that this partly reflects an element of self-selection since individuals who have stayed in the field for an extended period must enjoy what they are doing at work and are likely to have had opportunities to progress in the field. Respondents with less than five years of experience as a paid fundraiser were more likely than others to be least satisfied with pay (46 percent satisfied/very satisfied), job tasks (50.5 percent), ability to meet career goals, and training opportunities.

Size of organization as measured by revenues generated through fundraising in the previous year plays a role. Satisfaction with a number of job dimensions tended to increase with organizational size. This was the case for the job in general, pay and benefits, access to training, the ability to meet career goals, and job security (Table 8.6). No consistent pattern was evident for satisfaction with number of hours worked, work schedule or job tasks. However, regardless of organization size, only about half of respondents reported that they were satisfied/very satisfied with their workload.

Table 8.6 Percentage of Respondents Who Reported Being Satisfied/Very Satisfied with Various Aspects of Their Jobs, by Size of Employer and Organization Type

	Funds Generated Last Year				Organization Type	
	LT $250K	$250-$1M	$1M-$4M	GT $4M	Foundation	Not a Foundation
	Percentage of Respondents					
Job in general	69.7	76.0	82.5	80.2	79.2	77.5
Pay	44.8	47.4	59.7	66.7	65.0	54.0
Benefits	44.1	63.6	65.0	79.5	73.8	57.5
Number of hours	66.0	59.6	58.5	65.5	62.9	62.0
Schedule	78.6	73.4	72.0	75.2	74.4	74.9
Workload	50.0	45.2	52.2	51.0	53.2	47.3
Job tasks	71.6	71.9	73.0	75.5	75.1	72.4
Ability to balance work and personal life	65.5	55.5	61.7	56.9	56.9	60.5
Training opportunities	40.8	54.7	60.1	70.2	63.7	56.4
Ability to meet career goals	49.2	53.5	63.1	64.4	61.9	57.1
Job Security	47.7	57.4	68.6	68.5	63.6	59.9

On most dimensions, only small differences are apparent when respondents who worked for a foundation were compared to those who worked for other types of organization. The most notable difference was with respect to pay and benefits, with respondents employed by foundations being much more likely to report being satisfied/very satisfied than respondents who worked for other types of organization.

8.3 Satisfaction with Work-life Balance

Overall, satisfaction with the ability to balance work and personal lives tends to be lower for managers and professionals than for the labour force as a whole. And it was lower still for respondents to the *AFP/CPRN Survey of Fundraisers 2002*.

The *2000 CPRN-Ekos Changing Employment Relationships Survey* found that among all employed Canadians, three quarters agreed/strongly agreed that their jobs allowed them to balance their work with their family or personal lives; among managers and professionals this figure was 71 percent (Chart 8.1). In contrast, 59 percent of respondents to the *AFP/CPRN Survey of Fundraisers 2002* agreed/strongly agreed that their jobs allowed them to balance their work with their family or personal lives.

Chart 8.1 Satisfaction with Ability to Balance Work and Personal Lives
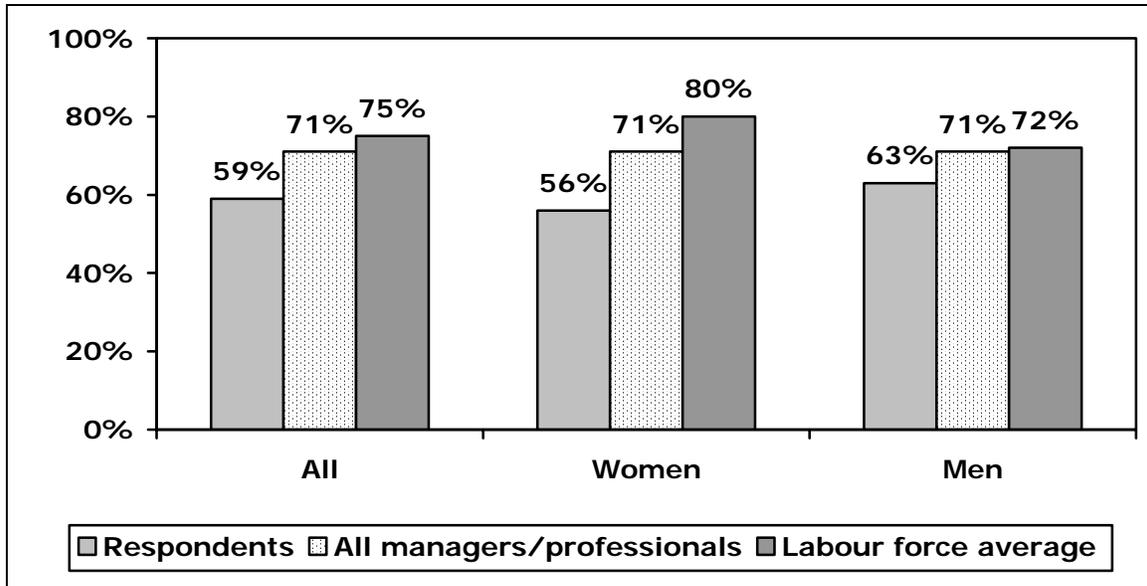
Source: Estimates for survey respondents are from the *AFP/CPRN Survey of Fundraisers 2002*. Estimates for managers and professionals and for all employed Canadians are from the *2000 CPRN-Ekos Changing Employment Relationship Survey*.

In fact, about one in five respondents reported being dissatisfied/very dissatisfied with their ability to balance work and family, with women being slightly more likely than men to say this is the case (Table 8.7). Dissatisfaction with work-life balance is most prevalent among fundraisers in senior positions and among women with young children (at 25 percent).

Table 8.7 Satisfaction with Ability to Balance Work and Personal Lives, by Selected Characteristics

	Percentage of respondents who are …			
	Dissatisfied/ Very Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied/ Very Satisfied	Total
Total	**19.2**	**21.5**	**59.3**	**100.0**
Men	16.4	19.9	63.7	100.0
Women	20.5	21.9	57.6	100.0
Position				
CEO	27.6	19.9	52.6	100.0
Director of Development	22.7	23.4	53.9	100.0
Assistant/Program Director	15.2	21.7	63.1	100.0
Other staff	12.4	17.6	69.9	100.0
Consultant	18.4	20.6	61.0	100.0
Women with children 12 years old or younger	25.0	21.5	53.5	100.0
Women with children more than 12 years old	16.3	24.1	59.6	100.0
Women, with no children at home	19.8	21.4	58.8	100.0
Organization Type				
Foundation	18.8	24.3	56.9	100.0
Not a foundation	19.6	19.9	60.5	100.0
Revenue Generated in Last Fiscal Year				
Less than $250,000	17.8	16.8	65.5	100.0
$250,000 - $1 million	20.1	24.4	55.5	100.0
$1 million - $4million	16.9	21.4	61.7	100.0
Greater than $4 million	20.8	22.3	56.9	100.0
Sub-sector				
Arts, culture and humanities	22.8	26.6	50.6	100.0
Health	16.5	22.9	60.5	100.0
Social services	22.0	19.4	58.6	100.0
Education	21.4	19.1	59.5	100.0
Religion	--	--	63.4	100.0
Consulting	18.4	20.6	61.0	100.0
Other	19.5	24.6	55.9	100.0

"—" figures too small to report.

8.4 Perceptions of Career Prospects

Respondents were asked a series of questions probing their views on their career prospects as a fundraiser in the longer term as well as their thoughts on whether formal professional certification would be needed in the future and on whether government regulation of fundraising would be likely to increase.   The results are presented in Table 8.8.

Respondents' thoughts regarding their longer-term employment prospects with their current employer are very instructive – only about one-quarter of respondents reported that they were fairly/very certain they would be working for the same employer in five years time. In fact, close to half (47 percent) were fairly/very uncertain they would have a job with the same employer in the longer term – a reflection in part of the instability that characterizes the non-profit and voluntary sector as a whole. And while respondents had confidence in their job skills, 46 percent of them were either uncertain they would be working as a fundraiser in five years or they were neither certain nor uncertain.

These results point to challenges not only with respect to retention at the organization level, but perhaps even within the profession itself. Close to 30 percent were either uncertain or neutral on the questions of whether fundraising would be an attractive career option for young people in the future.

Over half of respondents felt that professional certification would be needed in future for individuals in senior fundraising positions and 75 percent of them were fairly/very certain that government regulation of fundraising would be tighter.

Table 8.8 Respondents' Views Regarding Career Prospects, All Respondents

	Very/Fairly Uncertain	**Neither Certain/Uncertain**	**Fairly/Very Certain**
In five years time, I am certain …	Percentage of respondents		
I will be working for my current employer	47.0	27.3	25.7
I will be working as a fundraiser	24.0	21.9	54.0
My job skills will be of use and value	3.8	7.3	89.0
Fundraising will be an attractive career option for young people	8.2	23.3	68.5
A completed designation will be required for senior position	19.1	27.2	53.7
There will be tighter government regulations regarding fundraising	5.0	20.6	74.5
Consultants will play a more important role in fundraising than they do now	15.8	48.5	35.7

Generally male and female respondents shared similar views regarding their longer-term job and career prospects and the likelihood of increasing regulation of the industry (Table 8.9).

Larger differences are apparent with respect to years of experience as a paid fundraiser. Less than half of those with less than five years of experience were fairly or very certain they would still be working as a fundraiser in five years. Somewhat surprisingly, the percentage reporting they were fairly/very certain they would be working for the same employer in five years did not vary much with years of experience – while only 22.5 percent of those with less than five years of experience thought they would still be working for the same employer, that rose to only 29 percent of those with 16 or more years of experience.

Table 8.9 Respondents' Views Regarding Career Prospects, by Gender and Years of Experience as a Fundraiser

	Gender		Years Experience as Fundraiser			
	Men	Women	Less than 5 years	5-9 years	10-15 years	16+ years
In five years time, I am certain …	Percentage certain/very certain					
I will be working for current employer	28.7	24.0	22.5	24.3	28.5	29.1
I will be working as a fundraiser	52.0	55.1	45.0	54.2	59.8	61.1
My job skills will be of use and value	88.4	89.4	87.3	88.5	91.7	87.9
Fundraising will be attractive career option for young people	71.3	67.6	58.7	68.3	74.8	76.9
A completed designation will be require for senior positions	50.6	55.1	50.7	54.3	55.3	55.7
There will be tighter government regulations Regarding fundraising	71.1	75.9	70.8	75.5	76.9	75.5
Consultants will play a more important role in fundraising than they do now	36.2	34.8	39.4	36.8	30.3	34.2

Respondents with longer experience were more certain than those with less experience that fundraising would be an attractive career option for young people. Again, that is likely to reflect some self-selection bias in that individuals with long experience in the field clearly must find they enjoy the work. Only 59 percent of respondents with less than five years of experience as a paid fundraiser thought that the field would be attractive to young people.

Regardless of years of experience, respondents shared similar views on whether there would be tighter regulation of fundraising in five years time and on the need for a professional certification in order for an individual to move into a senior position.

Differences in respondents' views regarding longer-term career prospects are apparent across organization size (Table 8.10). Though the percentages of respondents who were certain/very certain they would be working for the same employer in five years was not especially high for any group, it was particularly low (16 percent) for respondents employed by organizations in the smallest size group. Respondents working in small organizations were also less likely to be certain they would still be working as a fundraiser in five years and they were less likely to think that fundraising would be an attractive career for young people to follow. Only small differences are evident regarding

views on the need for professional certification and on the likelihood that government regulation of the profession would increase when respondents working in small organizations were compared to those employed by large organizations.

Table 8.10 Respondents' Views Regarding Career Prospects, by Size of Organization and Organization Type

	Funds Generated Last Year				Organization Type	
	LT $250K	$250-$1M	$1M-$4M	GT $4M	Foundation	Not a Foundation
In five years time, I am certain …	Percentage certain/very certain					
I will be working for current employer	16.3	20.8	27.6	26.0	25.3	25.1
I will be working as a fundraiser	41.8	47.8	60.2	59.6	56.4	53.0
My job skills will be of use and value.	82.7	88.2	90.8	90.6	89.5	88.5
Fundraising will be an attractive career option for young people	56.1	61.0	72.3	77.4	72.6	65.8
A completed designation will be required for senior positions	53.8	61.2	55.4	46.1	52.8	54.2
There will be tighter government regulations Regarding fundraising.	71.1	76.7	76.4	71.3	75.3	74.1
Consultants will play a more important role in fundraising than they do now	41.6	34.5	32.0	27.3	30.8	38.3

The views of those working in foundations were generally not very different from those of respondents working in other types of organization. However, employees of foundations had a somewhat more positive view of the attractiveness to young people of fundraising as a career option.

8.5 Job Tenure

As shown in Table 8.11, 26 percent of survey respondents reported having been employed by their current employer for one year or less in 2002 and 42 percent reported having been with their current employer for two years or less. In part, this reflects the fact that many people are new to the field and hence, new to their jobs. But even among respondents with five or more years of fundraising experience, over one-third (36 percent) reported job tenure of two years or less (data not shown).

Placed in a larger context, data from the 2000 *Ekos-CPRN Changing Employment Relationship Survey* shows that 21 percent of all managers across the Canadian workforce had been in their jobs for two years or less, as had 28 percent of all professionals. Compared to these figures, the incidence of short job tenure (2 years or less) among respondents to the *AFP/CPRN Survey of Fundraisers 2002* is high**.**

Individuals in more senior positions were more likely to report longer tenure with their current employer. Thus we find that over half of CEOs reported having been with their current employer for five years or more.

Table 8.11 Tenure with Current Employer, by Selected Characteristics

| | How long have you worked for your current employer? | | | | |
	1 year or less	2 years	3 to 4 Years	5 years or more	Total
	Percentage of respondents				
Men	24.0	16.8	16.8	42.5	100.0
Women	26.5	16.4	21.9	35.2	100.0
All respondents	**25.7**	**16.5**	**20.2**	**37.5**	**100.0**
Position					
CEO	14.6	13.3	17.7	54.4	100.0
Director of Development	24.9	16.2	21.7	37.2	100.0
Assistant/Program Director	29.3	18.6	18.1	34.0	100.0
Other Staff	37.3	20.3	19.6	22.9	100.0
Consultant	17.7	10.6	25.5	46.1	100.0
Sub-sector					
Arts, Culture and Humanities	39.7	12.8	24.4	23.1	100.0
Health	27.3	17.7	20.3	34.7	100.0
Social Services	24.6	21.9	18.7	34.8	100.0
Education	27.3	14.1	18.6	39.9	100.0
Religion	17.1	19.5	14.6	48.8	100.0
Consulting	17.7	10.6	25.5	46.1	100.0
Other	21.0	16.0	19.3	43.7	100.0
Organization Type					
Foundation	25.1	17.7	20.2	37.0	100.0
Not a foundation	26.0	15.9	20.8	37.4	100.0
Funds Raised in Last Year					
Less than $250,000	29.8	19.7	22.2	28.3	100.0
$250,000 to $1 million	23.2	18.1	18.9	39.8	100.0
$1 million to $4 million	25.8	15.4	20.1	38.8	100.0
$4 million or more	25.4	16.7	20.6	37.3	100.0

Longer tenure was highest for respondents employed by organizations in religion (48.8 percent) and in consulting (46.1 percent) (Table 8.11). The education sector occupied a middle ground, with about 40 percent of respondents reporting tenure with their current employer of five years or more, followed by those employed by organizations in social services and in health. The most striking difference is with respect to respondents employed by organizations in the arts, culture and humanities sector. Fewer than one-quarter reported tenure of five years or more with their current employer, while 40 percent reported tenure of one year or less. These variations may reflect relatively recent entry into fundraising on the parts of some organizations; alternatively, they might reflect higher rates of employee turnover.

Again, no real differences are apparent in tenure with the current employer when respondents employed by foundations are compared to those employed by other types or organization. However, there is a somewhat greater tendency for those employed in smaller organizations (less than $250,000 in fundraising revenues) to report tenure with their employer of one year or less (30 percent) compared to organizations that generated larger revenues through fundraising activities. Similarly, smaller percentages of respondents in smaller organizations reported tenure with the employer of five years or more.

8.6 Job Mobility

There is evidence of a considerable degree of job mobility among respondents to the *AFP/CPRN Survey of Fundraisers 2002*. Survey respondents were asked how many employers (not including their current employer) they had worked for in a fundraising capacity in the previous three years, including self-employment. Just over half of respondents reported that they had worked for at least one other employer in the previous three years and one-quarter had worked for at least two other employers over this period (Table 8.12).

A high degree of job mobility is evident across most positions and sectors. For example, 53 percent of Directors of Development had worked for at least one other employer in the previous three years, while 25 percent had worked for at least two other employers.

Consistent with the results reported above regarding job tenure, job mobility was highest among respondents employed in the arts, culture and humanities sub-sector where close to two-thirds of respondents reported having had one or more different employers in the previous three years. This was also the case for more than half of respondents employed by organizations in social services, in health and in consulting.

No real differences are apparent for respondents employed by foundations compared to other respondents or by size of organization as measured by value of fundraising revenues generated in the previous year.

Table 8.12 Number of Other Employers in the Previous Three Years, by Selected Characteristics

	Number of other employers in previous three years			Total
	None	**One**	**Two or more**	
	Percentage of respondents			
Men	52.2	22.8	24.9	100.0
Women	47.1	28.7	24.3	100.0
All respondents	**48.5**	**27.0**	**24.4**	**100.0**
Position				
CEO	58.3	25.2	16.5	100.0
Director of Development	46.9	28.2	24.9	100.0
Assistant/Program Director	44.8	28.0	27.2	100.0
Other Staff	55.2	25.5	19.3	100.0
Consultant	47.4	24.1	28.5	100.0
Sub-sector				
Arts, Culture and Humanities	35.2	35.2	29.6	100.0
Health	47.7	30.7	21.6	100.0
Social Services	44.8	25.4	29.8	100.0
Education	53.2	25.1	21.7	100.0
Religion	55.3	--	--	100.0
Consulting	47.4	24.1	28.5	100.0
Other	55.9	18.0	26.1	100.0
Organization Type				
Foundation	49.9	27.8	22.3	100.0
Not a foundation	48.2	26.6	25.2	100.0
Funds Raised in Last Year				
Less than $250,000	44.9	27.6	27.6	100.0
$250,000 to $1 million	53.2	23.8	23.0	100.0
$1 million to $4 million	51.2	26.0	22.8	100.0
$4 million or more	46.0	30.6	23.4	100.0

'—' Figures too small to report.

8.7 Job Turnover Intentions

In any organization, a certain degree of staff turnover can be beneficial. New employees bring new skills, new contacts and new personalities into the workplace. But too much turnover can be detrimental. Recruiting new employees can be time consuming and expensive and organizational planning is difficult when there is uncertainty about staffing. Unfilled vacancies also mean that key tasks either do not get done or must be taken on by other employees over and above their regular job duties. In addition to these challenges, organizations involved in fundraising must also consider the impacts of staff

turnover on fundraising activities. Strong relationships with donors often take months or even years to cultivate and may be jeopardized if there is a lack of continuity among senior fundraising staff.

Survey respondents were asked two questions regarding their job turnover intentions: "*In the past 12 months, have you: Looked for a job with another employer? Made plans to become self-employed?*" These same questions were asked of respondents to the *2000 CPRN-Ekos Changing Employment Relationships Survey.*

A comparison of the results of the two surveys suggests that respondents to the *AFP/CPRN Survey of Fundraisers 2002* were somewhat more likely than other Canadian workers to be considering a job change; overall, 42 percent of survey respondents reported that they had looked for a job with another employer in the previous year and/or had made plans to become self-employed (Chart 8.1). That compares to 35 percent of respondents to the *Changing Employment Relationships Survey.*

Chart 8.1   Job Turnover Intentions
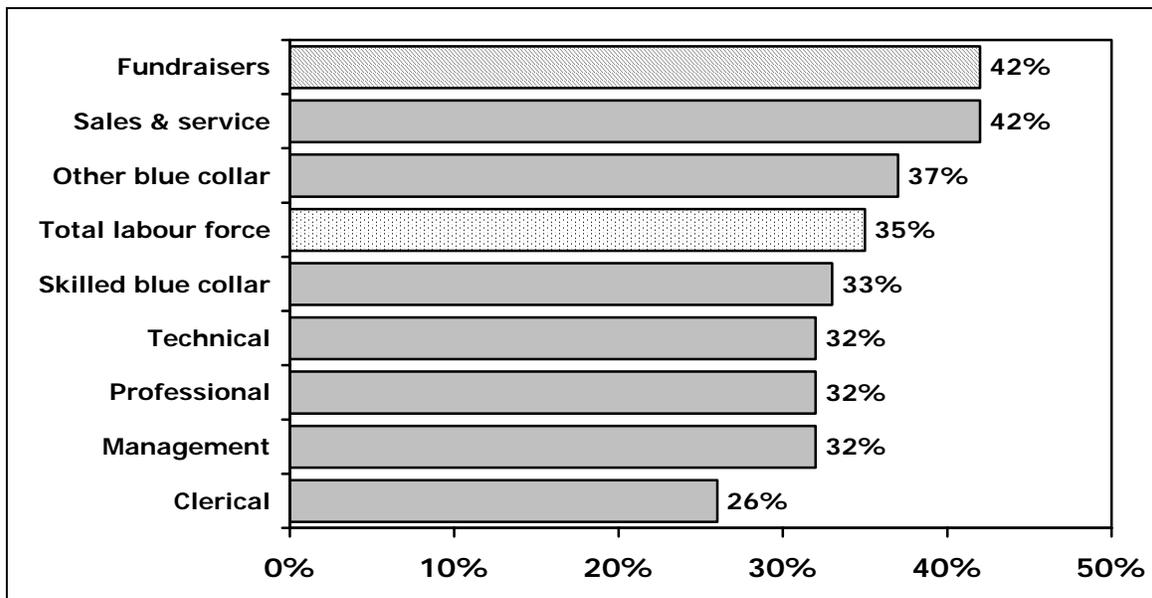
At 37 percent, turnover intentions were lower among CEOs compared to individuals in other fundraising positions (Table 8.13). Over 40 percent of Directors of Development and Assistant/Program Directors had made plans to change jobs, with this figure rising to 54 percent of respondents in staff positions.

Differences are apparent across sub-sectors. Close to 50 percent of respondents employed in the arts, culture and humanities sub-sector, in social services, and in the 'other' category reported having made plans in the previous year to change jobs. Intent to turnover was lowest for respondents in the education sector, for consultants, and for those in religion. The percentage of respondents who were fairly or very uncertain about

whether they would be working for their current employer in five years, at 70 percent, was especially high in the arts, culture and humanities sub-sector.

Table 8.13 Job Turnover Intentions, by Gender, Position, and Sector

	Made plans in the past year to change jobs	I am Fairly/Very Uncertain I will be working for the same employer five years from now
	Percentage of respondents	
Men	38.6	42.9
Women	43.4	49.0
All respondents	**41.9**	**47.0**
Position		
CEO	36.8	42.9
Director of Development	42.0	53.5
Assistant/Program Director	43.8	46.0
Other Staff	53.9	50.7
Consultant	28.9	32.4
Sub-sector		
Arts, culture and humanities	48.7	69.6
Health	45.0	50.6
Social services	48.4	47.3
Education	36.8	43.0
Religion	--	--
Consulting	28.9	32.4
Other	47.0	50.0
Organization Type		
Foundation	41.1	46.1
Not a foundation	42.5	48.0
Funds Raised in Last Year		
Less than $250,000	54.3	62.2
$250,000 to $1 million	43.0	52.9
$1 million to $4 million	42.9	46.0
$4 million or more	37.7	41.6

'—'Figures too small to report.

There were no differences between respondents employed by foundations and other respondents in this respect. However, the data do suggest that intent to turnover and uncertainty about longer-term employment with the current employer both were higher for respondents employed in smaller organizations as measured by value of revenues raised through fundraising in the previous year.

8.8 Reasons for Job Turnover Intentions

Evidence from the *AFP/CPRN Survey of Fundraisers 2002* suggests that there are at least three broad factors associated with job-turnover intentions. First, when asked why they had been planning a job change, close to two-thirds of respondents reported that it was to earn a higher salary (Chart 8.2). Second, the survey results suggest that job-turnover intentions are related to prospects for career advancement. Almost half of respondents who had been planning a job change cited a desire to find more interesting or challenging work, and 40 percent said that it was because they see better opportunities for advancement elsewhere. Third, the results suggest that the quality of the work environment also plays an important role. Of those respondents who had been planning a job change, 46 percent cited frustrations with the work environment, 36 percent cited a lack of recognition, and almost 30 percent said that it was because they face unrealistic expectations or their workplace was unsupportive.

Chart 8.2 Reasons Cited for Looking for a Job with Another Employer

The results shown in Table 8.14 reinforce these findings. Monetary considerations certainly play a role – turnover intentions were most prevalent among respondents with lower annual salaries and among those who did not agree that their 'pay is good.' The data also suggest that turnover intentions were higher for respondents who disagreed (or were neutral) that benefits are good.

Job-turnover intentions were also more prevalent among respondents who had not received a promotion within their current organization and among those who perceived their prospects for career advancement within their organization to be poor. This suggests that, for some respondents at least, it may be necessary to change employers in order to advance their careers.

Table 8.14 Percentage of Respondents Who Had Looked for a Job with Another Organization in the Previous Year, by Salary and Perceptions Regarding Career Prospects

	Percentage of respondents who had looked for a job with another organization in the previous year
PAY AND BENEFITS	
Annual Salary	
Less than $40,000	55.4
$40,000 to $49,999	48.2
$50,000 to $59,999	42.1
$60,000 to $79,999	35.6
$80,000 to $99,999	34.0
$100,000 or more	31.3
The pay is good	
Disagree/Strongly disagree	61.8
Neutral	39.7
Agree/Strongly agree	34.2
The benefits are good	
Disagree/Strongly disagree	49.8
Neutral	49.3
Agree/Strongly agree	37.9
CAREER ADVANCEMENT	
Number of promotions received	
None	45.3
One	41.7
Two or more	36.6
Chances for career advancement in this organization are good	
Disagree/Strongly disagree	57.7
Neutral	32.5
Agree/Strongly agree	30.4

Other factors associated with higher turnover intentions include not receiving the information, guidelines, training, and other resources needed to do the job effectively and not having a good relationship with one's supervisor (Table 8.15).

Table 8.15 Percentage of Respondents Who Had Looked for a Job with Another Organization in the Previous Year, by Perceptions Regarding Access to Resources Needed to Do the Job Well

	Percentage of respondents who have looked for job with another organization in the past year
WORK ENVIRONMENT	
I have access to the information I need to do my job well	
Disagree/Strongly disagree	69.9
Neutral	49.3
Agree/Strongly agree	36.0
I have clear guidelines about what is required of me in my job	
Disagree/Strongly disagree	64.2
Neutral	50.9
Agree/Strongly agree	33.9
I get the training I need to do my job effectively	
Disagree/Strongly disagree	64.3
Neutral	48.9
Agree/Strongly agree	33.4
I have a good relationship with my supervisor	
Disagree/Strongly disagree	77.1
Neutral	56.8
Agree/Strongly agree	36.8
Over past year, how often have you lacked the tools, equipment or other resources needed to do your job well?	
Often / Always	59.6
Sometimes	43.5
Never / Rarely	28.8

8.9 Conclusion

In the introduction to this section, we noted that workers derive both intrinsic and extrinsic rewards from work. Survey respondents score very highly on the intrinsic side of the equation. They have pride in and are very committed to the organizations for which they work, they are committed to their work, and find a good match between their own values and those of their employers. Respondents score highly on such intrinsic rewards regardless of whether they are male or female, size of organization or years of experience as a fundraiser.

However, a less consistent pattern emerges when extrinsic rewards are considered. Despite the prevalence of evening and weekend work, the majority of respondents

reported that they were satisfied with the schedule of work. Workload is an issue, however, with only half of respondents reporting that they were satisfied with this aspect of their jobs.

The largest contrast is with respect to satisfaction with pay, benefits, job security, access to training, and ability to meet career goals. Respondents in small organizations were much less likely than those in larger organizations to be satisfied with these aspects of their jobs. These lower levels of satisfaction are reflected in much less certainty regarding the likelihood that they would be working for the same employer in five years time or even whether they would still be working as a fundraiser. Intent to turnover was also higher for respondents in small organizations, with the most important motivators for changing employers being to earn a higher salary and to improve one's chances for career development.

In other words, and perhaps not surprisingly, respondents working for small organizations, measured in terms of revenues generated through fundraising in the previous year, found that to move ahead, they had to change employers.

9. Views on Selected Policy Issues

Associations of fundraising professionals play a key role in providing their members with the tools they need to be effective professionals in their field. The Association of Fundraising Professionals, for example, is an international association that represents 26,000 members in 170 chapters, including many in Canada. Its mission is to "advance philanthropy through advocacy, research, education, and certification programs." Among the services it provides are establishing a code of ethics and professional practices, providing training opportunities for fundraising professionals, providing a certification program for fundraising professionals, and undertaking research relevant to the work of fundraising professionals.

In order to continue to serve the needs of fundraising professionals well, professional associations in the field need to understand what their members perceive the issues to be, and what information and tools they need to be effective fundraisers working to the highest standards of the profession. To that end, the *AFP/CPRN Survey of Fundraisers 2002* asked respondents to provide their views on a number of policy issues relevant to the profession. We note that many of the questions asked were very broad in nature. More research and discussion is needed to provide specific detail on what steps could be taken to continue to meet the needs of fundraising professionals.

9.1 Selected Policy Issues

Table 9.1 summarizes respondents' views on selected policy issues.

There was widespread agreement on two sets of issues: 85 percent of respondents agreed that there is a need to establish standard rules for calculating and reporting costs of fundraising and 78 percent agreed that they are concerned with the ethics of some fundraising practices. The wording of the question on ethics is very general, so it is difficult to determine the precise nature of the concern. We know, for example, that the AFP has established a code of ethics and professional practices and requires that members adhere to a professional code of ethical standards and practices. It may be the case then that respondents are expressing concern with respect to individuals working in the field who are not members of professional associations rather than to association members. In the first instance, an appropriate response would be to intensify outreach measures that would inform individuals working as fundraisers about the information and support available through associations of fundraising professionals. The second instance might concern ways in which to ensure compliance with existing codes of conduct among association members. This is a case where more research is needed to determine the exact nature of the issue and to identify the appropriate responses.

On other issues, the results are more variable. While slightly more than half agreed that there is a need for greater regulation of fundraising practices, for a government ombudsman/woman to receive and investigate public complaints about fundraising activities, and that individuals entering the profession should be required to complete a

core set of fundraising courses, relatively large shares were neutral on these issues. About one-third disagreed that fundraising is hampered by too much government regulation and red tape, while another 42 percent were neutral on this issue.

We also note that about 46 percent disagreed that mandatory certification should be required for all persons employed as fundraisers

About two-thirds of respondents reported that it is easy to find clear information about government legislation and regulation affecting fundraising. However, 44 percent reported that they did not know where to find help when they were faced with an ethical question or dilemma.

Table 9.1 Respondents' Views on Selected Policy Issues

	Strongly Disagree/ Disagree	Neither Agree/ Disagree	Agree/ Strongly Agree
	Percentage of respondents		
There is a need to establish standard rules for calculating and reporting fundraising costs	3.1	11.7	85.1
Fundraising is hampered by too much government Regulation and 'red tape'	33.9	41.7	24.4
There is a need for greater regulation of fundraising Practices	15.4	32.3	52.2
I am concerned about the ethics of some fundraising Practices	5.7	15.9	78.4
A government ombudsman/ombudswoman is needed to receive and investigate public complaints about fundraising activities	12.8	34.0	53.2
Individuals entering the fundraising profession should be required to complete a core set of fundraising courses	22.6	24.2	53.2
Governments should pay more attention to auditing the fundraising practices used by organizations	15.6	36.2	48.2
Mandatory certification for all persons employed as fundraisers should be phased in over the next five years	46.1	33.4	20.6
It is easy to find clear information about government legislation and regulations affecting fundraising	17.4	15.6	67.0
If faced with ethical question or dilemma, I know where to I can go for help to solve the situation	44.0	29.7	26.3

There were only small variations on views of most policy issues by organization size (Table 9.2). However, larger differences are apparent for two policy issues in particular. First, respondents working for the largest organizations in terms of revenues generated through fundraising were more likely to agree that there is a need to establish standard rules for calculating and reporting fundraising costs. Second, only 56 percent of those working for the smallest organizations reported that they knew where to go for guidance if faced with an ethical question or dilemma; this compares to 69 percent of those who worked for the largest organizations.

Table 9.2 Respondents' Views on Policy Issues, by Size and Organization Type

	Organization Type		Revenues Generated Last Year			
	Foundation	Not a Foundation	LT $250K	$250 - $1M	$1M - $4M	GT $4M
There is a need to establish standard rules for calculating and reporting fundraising costs	87.2	84.0	77.2	85.4	85.8	87.6
Fundraising is hampered by too much government regulation and 'red tape'	27.3	23.0	25.5	28.2	26.8	19.8
There is a need for greater regulation of fundraising practices	54.9	51.6	45.9	56.0	54.6	52.7
I am concerned about the ethics of some fundraising practices	77.1	79.4	76.1	81.7	79.3	76.1
A government ombudsman/ombudswoman is needed to receive and investigate public complaints about fundraising activities	53.2	54.2	56.1	54.4	51.2	54.1
Individuals entering the fundraising profession should be required to complete a core set of fundraising courses	54.2	52.9	52.8	53.0	54.9	50.4
Governments should pay more attention to auditing the fundraising practices used by organizations	48.9	48.1	41.8	48.6	52.2	45.9
Mandatory certification for all persons employed as fundraisers should be phased in over the next five years	25.9	26.8	32.7	29.1	26.5	21.0
It is easy to find clear information about government legislation and regulations affecting fundraising	20.0	21.0	22.8	25.5	20.7	16.6
If faced with ethical question or dilemma, I know where to I can go for help to solve the situation	63.6	68.7	55.6	65.9	69.7	69.3

Much larger differences are apparent on views on policy issues when respondents with less than five years of experience as a paid fundraiser are compared to those with more experience (Table 9.3). The contrast is especially evident with respect to four key issues. First, 89 percent of those with 16 or more years of experience as a paid fundraiser agreed/strongly agreed that they were concerned about the ethics of some fundraising practices; this compares to 72 percent of respondents with less than five years of experience in the field. Second, whereas 77 percent of those with the most experience knew where to go for guidance when faced with an ethical question or dilemma, this was the case for only 61 percent of new entrants to the field.   Third, those with more experience were also much more likely to agree that individuals entering the profession should be required to take a core set of courses on fundraising and fourth, that governments should pay more attention to auditing the fundraising practices used by organizations.

Table 9.3 Respondents' Views on Policy Issues, by Years of Experience as a Paid Fundraiser

	Years of Experience as a Paid Fundraiser				
	Less than 5 years	5-9 years	10-15 years	16 or more years	All respondents
	Percentage who agree/strongly agree				
There is a need to establish standard rules for calculating and reporting fundraising costs	83.8	85.3	87.4	83.2	85.1
Fundraising is hampered by too much government regulation and 'red tape'	26.8	25.5	22.1	22.7	24.5
There is a need for greater regulation of fundraising practices	48.2	53.7	53.9	53.0	52.0
I am concerned about the ethics of some fundraising practices	72.0	80.7	77.1	88.6	78.3
A government ombudsman/ ombudswoman is needed to receive and investigate public complaints about fundraising activities	49.0	54.6	54.9	55.7	53.2
Individuals entering the fundraising profession should be required to complete a core set of fundraising courses	45.7	51.8	58.7	59.5	53.0
Governments should pay more attention to auditing the fundraising practices used by organizations	43.5	51.9	47.1	50.8	48.0
Mandatory certification for all persons employed as fundraisers should be phased in over the next five years	24.5	26.6	28.3	25.4	26.3
It is easy to find clear information about government legislation and regulations affecting fundraising	20.2	20.8	19.5	23.4	20.6
If faced with ethical question or dilemma, I know where to I can go for help to solve the situation	61.3	64.5	71.1	76.6	67.0

9.2 Views on Compulsory Professional Training and Adoption of a Code of Ethics

When probed further on the question of mandatory training for new entrants to the field, the balance of opinion (58 percent) was that individuals entering the profession should be encouraged, but not required, to take a course on fundraising (Table 9.4). Nevertheless, a significant share of respondents felt that more stringent requirements were necessary, with 38 percent agreeing that new entrants to the field should be required to take a course, but that the profession itself rather than government should approve the content.

Table 9.4 Views on Compulsory Professional Training, All Respondents

Individuals entering the profession should be ...	Percentage of respondents
Encouraged but not required to take a course on fundraising	58.3
Required to complete a compulsory course on fundraising Approved by an association of professional fundraisers	37.9
Required to complete a compulsory course on fundraising Approved by a government agency or department	3.8

Respondents with more years of experience in the field were somewhat more likely than those with less than five years of experience to be supportive of the need for compulsory rather than voluntary participation in professional training for new entrants (Table 9.5). Nevertheless, even among those with less than five years of experience, one-third agreed that new entrants should be required to take a professional training developed by an association of fundraising professionals.

Table 9.5 Views on Compulsory Professional Training, by Years of Experience

Individuals entering the profession should be ...	Years of Experience as a Paid Fundraiser				
	Less than 5 years	5-9 years	10-15 years	16 or more years	All respondents
	Percentage who agree/strongly agree				
Encouraged but not required to take a course on fundraising	62.6	59.2	53.2	58.2	58.3
Required to complete a compulsory course on fundraising approved by an association of professional fundraisers	33.2	35.3	44.5	39.7	37.9
Required to complete a compulsory course on fundraising approved by a government agency or department	--	--	--	--	3.8

Respondents held stronger views on the need for requiring that individuals working as fundraisers abide by an ethical code of conduct (Table 9.6). In fact, almost three quarters of respondents felt that individuals should be required to register and abide by a code of ethics established by a professional association. Only 17 percent of respondents felt that voluntary compliance with a code of ethics was sufficient and only about 10 percent felt that a code of ethics should be developed and enforced by government rather than by the profession itself.

Table 9.6 Views on the Need for an Ethical Code of Conduct

Individuals employed as fundraisers …	Percentage of respondents
Should be encouraged, but not required to register and abide by an ethical code of conduct	16.8
Should be required to register and abide by an ethical code of conduct established by an association of professional fundraisers	73.0
Should be required to register and abide by an ethical code of conduct established by a government agency or department	10.2

There was widespread agreement among respondents, regardless of years of experience in the field, that that individuals working as paid fundraisers should be required to register and abide by an ethical code of conduct established by an association of fundraising professionals (Table 9.7).

Table 9.7   Views on the Need for an Ethical Code of Conduct

	Years of Experience as a Paid Fundraiser				
	Less than 5 years	5-9 years	10-15 years	16 or more years	All respondents
Individuals employed as fundraisers …	Percentage who agree/strongly agree				
Should be encouraged, but not required to register and abide by an ethical code of conduct	17.3	16.4	16.3	17.6	16.8
Should be required to register and abide by an ethical code of conduct established by an association of professional fundraisers	68.6	72.2	77.4	74.7	73.0
Should be required to register and abide by an ethical code of conduct established by a government agency or department	14.1	11.4	--	--	10.2

9.3 Conclusion

The fundraising profession has experienced a great deal of growth in the past decade as the non-profit sector has grappled with reductions in core funding from governments and a requirement to become financially self sufficient. On the one hand, growth in the profession has been evident in the mature parts of the sector where organizations have increased the number of fundraisers they have on staff. On the other hand, it has also been evident in the increase in the number of organizations that have become actively involved in fundraising only fairly recently and the entry into the field of many individuals new to the profession.

The evidence presented in this chapter suggests that experienced fundraising professionals have some concerns with ethical issues concerning fundraising, but more

research is needed to determine the specific nature of these concerns. They may reflect the rapid growth of the profession and the relative inexperience with fundraising in parts of the non-profit sector. In fact there is widespread agreement on the need for the provision of professional training in fundraising for new entrants and for closer monitoring of the ethics of some fundraising practices. The results also show that new entrants to the field need to be made aware of where they can get advice and guidance. We return to these issues in the final chapter of this report.

10. A Focus on Small Shops

A picture is emerging from the results of the *AFP/CPRN Survey of Fundraisers 2002*. That picture is one of a field that consists of two segments. On the one hand, there is a part of the profession for which reliance on, and cultivation of, philanthropic gift giving has been long established. Often, respondents employed at this end of the spectrum work for organizations in the health and education sub-sectors. For many, in addition to the satisfaction they derive from the commitment they have to the organization and to the cause it serves, earnings, benefits, training opportunities and prospects for career advancement all are sources of job satisfaction. At the other end of the spectrum are respondents employed by organizations for which entry into fundraising is relatively recent and part of the new imperative imposed by changes in government funding mechanisms and requirements. Many such organizations are small, at least as measured by the value of revenues raised through fundraising, and often individuals working as fundraising professionals in these organizations work alone or with one other colleague at most. They face constraints in terms of pay and benefit levels, and prospects for career advancement within the organization are very limited, or non-existent. Respondents report that, to advance in terms of careers and earnings levels, they must change employers. This duality reflects the structure and the changing dynamics of the non-profit sector as a whole.

In this section, we explore this duality in more detail by taking a different perspective. To this point, size has been measured in organizational terms, based on revenues raised through fundraising. But size can also be measured from the perspective of employees and the number of professional colleagues with whom they work. The size of fundraising shop can be important for a number of reasons. First, given the specialized nature of the job tasks and skills required of a fundraiser, having colleagues with whom to share ideas and develop strategies can be a useful aid to job performance. Second, for individuals who are new to the field, working with more experienced colleagues can be an essential source of information and training. Third, larger fundraising shops will offer greater opportunities for professional advancement within the organization.

In the discussion that follows, respondents are divided into two groups – those working in organizations where there are one or two paid employees working in a fundraising capacity (small shops) and those working in organizations where there are three or more employees working as fundraisers (large shops). Given the specialized nature of the work performed by foundations, these are excluded from this analysis. Respondents working as fundraising consultants and those in the religion sub-sector were also excluded from the analysis on the basis that the nature of their employment relationship sets them apart from paid employees in an organization. Thus the focus here is on respondents working as paid employees in organizations for which fundraising is essential, but not the primary mission of the organization.

Overall, about 36 percent of respondents who were not employed by a foundation, as a consultant, or in religion worked in organizations defined as small shops (that is, where there were one or two individuals working as fundraisers).

10.1 Organizational Characteristics of Small Shops

Table 10.1 shows the mix between small and large shops by organization size and by sub-sector. Not surprisingly, there is a strong relationship between shop size and organizational revenues. Nevertheless, it is still important to note that about 80 percent of respondents working in organizations that had raised less than $250,000 in the previous year worked with, at most, one other colleague. In contrast, virtually all respondents who worked for organizations that had raised more than $4 million in the previous year worked in shops where there were three or more fundraising professionals. The split between large and small shops was roughly even for organizations in the $250,000-$1 million range.

Table 10.1 Percentage of Respondents Working in Small Shops, by Revenues Raised and Sub-sector

	Number of People Working as a Fundraiser in your Organization		
	One or two	**Three or More**	**Total**
	Percent		
Funds Raised in Last Year			
Less than $250,000	79.5	20.5	100.0
$250,000 to $1 million	53.2	46.8	100.0
$1 million to $4 million	21.9	78.1	100.0
$4 million or more	--	98.5	100.0
Sub-sector			
Arts, culture and humanities	52.2	47.8	100.0
Health	34.0	66.0	100.0
Social services	44.4	55.6	100.0
Education	24.7	75.3	100.0
Other	32.0	68.0	100.0

Differences in the distribution of small shops are apparent across sub-sectors, though the contrasts are not as large as in the case of organization size. The largest share of small shops was found in the arts, culture and humanities sub-sector, at 52 percent. This was followed by the social services sub-sector, at 44 percent. In contrast, three-quarters of respondents working in the education sub-sector reported that they worked with two other colleagues or more. Larger shops were also relatively common in the health sub-sector (at 66 percent of respondents) and in the 'other' category (68 percent).

Finally, we look at the distribution of respondents who work in large and small shops in relation to years of organizational experience with fundraising. Here we find that almost 40 percent of respondents who worked in small shops were employed by organizations that had less than 10 years of experience with fundraising (Table 10.2). In contrast, only

10 percent of those working in large shops worked for organizations that had only entered into fundraising fairly recently, 63 percent of them worked for organizations that had long experience with fundraising.

Table 10.2 Percentage of Respondents Working in Small Shops, by Number of Years the Organization Has Been Involved in Fundraising

Number of Years the Organization has been Involved in Fundraising	Number of People Working as a Fundraiser in your Organization		
	One or two	Three or More	All
	Percent		
Less than 10	38.6	10.3	20.4
10 to 24 years	31.8	27.7	29.1
25 years or more	29.6	62.1	50.5
Total	100.0	100.0	100.0

10.2   Characteristics of Respondents Who Worked in Small Shops

There are also differences between small and large shops in terms of respondent characteristics. Women were more likely to be found in small shops than were men – 38 percent of female respondents worked in shops where they had at most, one colleague working as a fundraiser; this compares to only 29 percent of male respondents.

Small shops were more likely than large ones to consist of respondents who were relatively recent entrants to the field. As shown in Table 10.3, about 43.5 percent of those working in small shops had less than five years as a paid fundraiser. In fact, there is a close association between respondents' years of experience and shop size, with those having more experience in the field more likely to be working in a large shop.

Table 10.3 Respondents Who Worked in Small Shops, by Years of Experience and Status with Respect to Professional Certification

Years of Experience as a Paid Fundraiser	Number of People Working as a Fundraiser in your Organization		
	Two or less	Three or More	All
	Percent		
Less than five years	43.5	25.9	32.2
5-9 years	26.7	31.4	29.7
10-15 years	21.1	28.5	25.9
16 or more years	--	14.1	12.2
Total	100.0	100.0	100.0

10.3   Perceptions of Intrinsic and Extrinsic Aspects of Their Jobs

As was noted earlier in this report, workers derive both intrinsic and extrinsic rewards from the work they do and both are key factors in recruiting and retaining key talent. The attitudes and perceptions of respondents working in small shops are compared to those working in large shops in Table 10.4.

In terms of intrinsic rewards, there are only small differences between respondents in small shops compared to those in large shops. In both cases, the vast majority of respondents care about the fate of the organization, are proud of it, and are committed to it and to their jobs.

Larger differences are apparent, however, on the extrinsic aspects of the job. Respondents working in small shops were less likely to agree and more likely to disagree that their pay, benefits or job security were good. They were especially likely to disagree that their chances for career advancement in the organization were good.

Table 10.4 Perceptions of Intrinsic and Extrinsic Aspects of Their Jobs, Respondents Working in Small Shops Compared to Those Working in Large Shops

| | Number of People Working as a Fundraiser in your Organization | | | |
| | Two or Less | | Three or More | |
	Disagree/Strongly Disagree	Agree/Strongly Agree	Disagree/Strongly Disagree	Agree/Strongly Agree
	Percentage			
I really care about the fate of this organization	--	92.2	--	96.2
I feel very committed to this organization	--	88.4	--	92.6
My values and my organization's values are similar	--	81.0	5.0	83.7
I am proud to work for this organization	--	87.9	--	93.0
Morale in this workplace is low	43.9	39.1	46.7	32.3
I feel very committed to the kind of work I do in my job	--	86.0	--	90.3
My chances for career advancement in this organization are good	59.4	14.4	42.0	30.3
My job security is good	22.6	55.2	15.4	67.2
The pay is good	39.4	37.2	26.1	55.2
The benefits are good	28.9	48.0	13.6	73.1
On an average day, I look forward to doing my work	--	74.1	5.5	78.2

Table 10.5 presents comparative data on a range of other indicators of job satisfaction. Respondents in small and large shops were similar in their rating of their satisfaction with the job in general (74 and 78.5 percent, respectively), with the schedule of work (73 and 73.5 percent, respectively), with the job tasks (70 and 71 percent, respectively), and with the number of hours (62 and 61 percent, respectively). However, those in small shops were much less likely to report being satisfied with the pay, benefits, training opportunities, job security, and ability to meet career goals. They were somewhat more likely than respondents working in large shops to report being satisfied with their ability to balance their work and personal lives, however. And both those working in small and in large shops were equally likely to report being dissatisfied with the workload, both at about one-third of respondents.

Table 10.5 Job Satisfaction, by Shop Size

| | Number of People Working as a Fundraiser in your Organization | | | |
| | Two or Less | | Three or More | |
	Dissatisfied/ Very Dissatisfied	Satisfied/ Very Satisfied	Dissatisfied/ Very Dissatisfied	Satisfied/ Very Satisfied
	Percent			
Job in general	12.9	73.7	8.6	78.5
Pay	37.2	39.0	25.6	57.7
Benefits	27.3	50.2	13.1	71.4
Number of hours	16.8	61.6	20.3	60.8
Schedule	10.3	72.8	9.3	73.5
Workload	32.2	43.9	33.3	45.8
Job tasks	17.7	70.1	10.7	71.1
Ability to balance work and personal life	15.9	65.1	23.0	57.2
Training opportunities	26.4	44.2	19.1	63.2
Ability to meet career goals	27.7	46.8	18.4	61.2
Job Security	23.7	51.3	15.0	68.5

Details on the specifics of the work environment are presented in Table 10.6. First we note that on the dimensions of trust and commitment, there were few differences between those working in small and in large shops – both groups agreed that the work they do is interesting, that they have good relationships with their supervisors, and that their jobs give them a sense of accomplishment. Just over two thirds of both groups agreed that they trust their employer to treat them fairly and just over 60 percent agreed that their employers were committed to them.

Where the differences are larger are with respect to the guidance and tools employees need to do their jobs well. While the majority of respondents in both groups agreed that they have access to the information they need, respondents in small shops were less likely to agree that they have the training they need to do the job effectively, that they receive mentoring/coaching from their supervisors, that they have clear guidelines about what is required of them in the job, or that there are clear goals and objectives for their jobs. They were also more likely to disagree that there is adequate staff to do the job.

Table 10.6 Perceptions of the Work Environment

	Number of People Working as a Fundraiser in your Organization			
	Two or Less		Three or More	
	Disagree/Strongly Disagree	Agree/Strongly Agree	Disagree/Strongly Disagree	Agree/Strongly Agree
	Percentage			
I have access to the information I need to do my job well.	15.2	70.6	13.3	78.6
I know exactly what is expected of me in my job.	17.4	67.0	10.5	75.1
There are clear goals and objectives for my job.	22.2	60.9	12.0	71.3
I get the training I need to do my job effectively.	18.8	53.7	16.6	64.1
There is adequate staff to handle the workload.	66.1	15.2	58.1	26.0
I trust my employer to keep me informed about matters affecting my future.	24.0	54.6	22.0	60.1
I have clear guidelines about what is required of me in my job.	28.6	51.9	16.0	63.1
My job gives me a feeling of accomplishment.	--	82.2	6.4	85.0
My employer has a strong commitment to me.	12.1	61.0	11.9	63.6
I have a good relationship with my supervisor.	--	77.3	5.8	83.2
The work I do is interesting.	--	89.1	--	93.8
I trust my employer to treat me fairly.	--	67.2	11.2	68.6
I receive mentoring/ coaching from my supervisor.	35.1	36.0	27.9	49.0

10.4 Perceptions of Career Prospects

Finally, we compare the perceptions of longer-term career prospects for respondents working in small and large shops (Table 10.7). The majority (62 percent) of respondents working in one- or two-person fundraising units were uncertain whether they would be working for their current employer in five years time and close to one-third were uncertain as to whether they would still be working as a fundraiser. Only about 57 percent of them were certain that fundraising would be an attractive career option for young people in the

future. Respondents working in larger units tended to be much more positive regarding their longer-term employment prospects, both with their current employer and in the fundraising profession. And 71 percent of them were certain that fundraising would be attractive for young people in the future.

Table 10.7 Perceptions of Career Prospects

How certain are you that five years from now …	Number of People Working as a Fundraiser in your Organization		
	Two or Less	Three or More	All
	Percent		
You will be working for your current employer			
Uncertain/very uncertain	61.6	46.5	51.9
Certain/very certain	16.8	23.5	21.1
You will be working as a fundraiser			
Uncertain/very uncertain	31.7	21.0	24.8
Certain/very certain	45.2	57.7	53.3
Fundraising will be an attractive career option for young people			
Uncertain/very uncertain	12.9	--	8.9
Certain/very certain	56.9	71.1	66.0

10.5 Conclusion

Segmentation is evident in the labour market for fundraising professionals in Canada. At one end of the spectrum are highly experienced professionals, many of whom work for organizations that have a long history of participating in fundraising activities, well-developed fundraising units, and boards of directors who are well-versed in the role of fundraising in their organization and the role they should play in support of that function. Levels of satisfaction with pay, working conditions, and training opportunities tend to generally be relatively high for this group.

At the other end of the spectrum are individuals working for small organizations, often on their own or with one colleague at most. Many of these individuals and the organizations they work for are new to fundraising and so there is little opportunity to learn from more experienced colleagues. Levels of satisfaction with pay, working conditions, opportunities for training, and job security are low. Often, individuals working in this segment of the fundraiser labour market lack the training to know how to be effective in their jobs, do not have clear guidelines as to what is expected of them, and do not know where to go for advice and guidance.

Last, given their size, small organizations have very limited ability to offer their employees opportunities for career advancement. Therefore, as new entrants gain experience and are ready to progress in their careers, they must look outside of their current employer for new opportunities. Thus, it is likely that over time, more

experienced employees will migrate to the more mature part of the non-profit sector, while smaller employers once again recruit new entrants.

11. Conclusions and Recommendations

The *AFP/CPRN Survey of Fundraisers 2002* is the first survey of its kind in Canada. It provides a broad overview of the fundraising profession – the characteristics of those working in the field, the organizations for which they work, and their work environments. This research is the beginning of improving our understanding of this growing profession and makes an important contribution to the expanding body of knowledge about the non-profit sector in Canada. It is only a beginning in the sense that the sample population for the survey consisted of members of professional associations of fundraisers. Further work is needed to identify and further understand the population as a whole, including those working as paid fundraisers but who do not belong to a professional association.

Philanthropic giving and support of organizations in the non-profit sector has long been a feature of Canadian society. Historically, many organizations in the non-profit sector also relied on core funding from governments. Significant changes took place through the 1990s to the present in governments' perceptions of what should be funded directly by government, due in part to a re-thinking of the role of government and partly to concern with budget deficits. The result was a shift in the balance from core funding to project-based funding and to an expectation that non-profits should be financially self-sufficient. In consequence, many organizations turned to fundraising either for the first time or on much larger scale than previously. And that, in turn, led to an increase in demand for fundraising professionals throughout the non-profit sector

Overview of Key Findings

Survey respondents share many of the characteristics of paid employees in the non-profit sector as a whole – they are predominantly highly educated women, many of whom are 40 years of age or more. However, men are disproportionately represented in the most senior positions (CEOs). About 70 percent of respondents to the survey have a university degree, well above the Canadian average, and close to half have professional certification, are working toward certification, or plan to begin in the next year.

The nature of fundraising is such that it involves a non-standard work schedule, with respondents reporting frequent evening and weekend work. But, beyond that, there is evidence that workload is an issue, with many respondents reporting long weekly hours because of workload and insufficient staff. Indeed, achieving work-life balance is an issue for many survey respondents. This can be a serious recruitment and retention issue for many employers.

As would be expected, annual salaries reflect age and years of experience as a paid fundraiser. Respondents working for a foundation tended to report higher salaries – partly because respondents with the most experience tended to work for a foundation. Salaries increased with establishment size; small organizations with less ability to pay tended to employ relatively new entrants to the field for whom average salaries were

lower. As individuals gain experience and aspire to advance in their careers, they find they must change employers and it is likely that those small organizations replace those individuals again by relatively recent entrants to the field.

Recent entry into fundraising is most evident for organizations in the social services and arts, culture and humanities sub-sectors. Respondents working for organizations in those sub-sectors tended to report lower fundraising revenues, lower salary levels and benefits, and larger shares of new entrants to the field. Small fundraising shops (only one or two paid employees working in a fundraising capacity) are also relatively more common in those two sub-sectors.

These findings describe a segmented labour market in the field of fundraising. One segment consists of the mature part of the profession, comprising highly experienced individuals working for organizations that have been engaged in fundraising activities for many years. Many of these organizations are foundations that exist solely for the purpose of raising and dispersing funds. The other segment consists of organizations for which the need to engage in fundraising is relatively new; often those organizations and the people they employ as fundraisers lack experience in the field. Large contrasts are evident between these two segments on a number of dimensions – pay and benefit levels, chances for career advancement, and having clear guidelines and goals for the job. Contrasts are evident as well with respect to how well boards of directors understand fundraising as a job and see it as a key part of organizational strategy. On other dimensions, there are few differences between the two segments – both cite workload and having adequate staff to do the job as key issues.

In the concluding sections of this report, we highlight the key issues identified in the survey results and make recommendations regarding what the profession, employers and governments can do to address these issues. In some cases, professional associations have already begun to address the issues, and the recommendation is aimed at intensifying initiatives that are already in place. In other cases, suggestions on new approaches are put forward for consideration and discussion.

Training and Professional Development

Participation in courses on leadership, teambuilding or communication was more common than participation in courses on ethics or government regulations or legislation. Respondents also report a range of other professional development activities, the vast majority of which consisted of informal training.

Respondents with less than 10 years of experience in the field were less likely than those with more experience to report that they get the training they need to do their jobs effectively. Often, these individuals worked in small organizations where there was, at most, one other person working as a fundraiser. In such situations, opportunities for mentoring and learning from more experienced colleagues are extremely limited. Often, members of the boards of directors in such organizations also have little experience with

fundraising and so are not in a position to offer much guidance, advice, or active support of fundraising efforts. It is important to recognize that training is cumulative and so, those with more experience are more likely to have received more training, leading to greater satisfaction with the amount of training they have received over the years. But it could also point to a problem in that those most in need of training – those new to the profession – are least likely to feel they are getting all the training they need to do their jobs effectively. This sense of not being adequately prepared to do the job can affect job performance, with financial implications for the organization and with implications for job satisfaction and intent to turnover on the part of the individual in the fundraiser position.

Comparisons with other data on barriers to training identify two differences that set respondents to the *AFP/CPRN Survey of Fundraisers 2002* apart from other working Canadians – very high percentages of respondents cited course costs as a barrier to training and they were more likely to report that they were too busy at work to take a training course. This suggests that one very positive step would be for the profession to develop more affordable courses – especially to fill needs of individuals working in smaller organizations.

Recommendation:

That associations of fundraising professionals develop or expand their outreach programs to reach individuals working as paid fundraisers in small organizations in particular. Association members should make special efforts to identify such individuals, offering them mentoring assistance and introducing them to the range of information provided by professional associations. Mentoring takes time and effort and should be acknowledged through, for example, conferring special awards and distinctions on individuals who are effective mentors.

Recommendation:

That associations of fundraising professionals work to develop training courses and programs of study created especially for the needs of new entrants to the field. Such training must be available at a cost that recognizes the financial constraints of both small organizations and of new entrants. Special attention should be given to develop training opportunities that are available locally. Consideration could be given as well to waiving membership and conference fees for individuals working as fundraisers in very small organizations.

Boards of Directors

Perceptions of the roles played by members of the boards of directors with respect to fundraising varied considerably by a number of organizational characteristics. Generally, respondents who worked for foundations had much more positive views of their boards compared to respondents who worked for other organizations. Views were less

favourable for small organizations and for organizations with less than 10 years of experience in fundraising. This was especially the case with respect to the extent to which board members' expectations of fundraising are realistic, the extent to which they play an active role in fundraising, provide support, and understand the ethical issues involved in fundraising. Somewhat surprisingly, however, respondents' views were similar with respect to the extent to which they felt fundraising was integrated with other functional areas in the organization.

These results suggest that lack of experience with fundraising is also reflected in boards of directors. It is likely that organizations with less experience in fundraising also have boards of directors selected not for their experience in fundraising, but for reasons more closely aligned with the main mission of the organization. Larger organizations and those with longer experience with fundraising are more likely to have boards that include some members with fundraising skills or experience. This is likely to be the case for example for foundations.

Recommendation:

That special outreach and education programs be developed especially for boards of directors. These might consist of weekend or evening workshops that provide members of boards of directors with information about the role of fundraising in the organization, an overview of the nature of fundraising tasks and strategies, and information on how they, as members of the board, can play an active role in supporting fundraising efforts. Board members can be encouraged to identify individuals with fundraising skills and experience to serve as members of the board.

Recommendation:

Members of professional associations should be encouraged to seek out opportunities where they can themselves sit as members of the boards of organizations that have little experience with fundraising. This presents another opportunity for fundraising professionals to actively offer their services as mentors.

Job Satisfaction

Levels of commitment both to the organization and to the job are high among survey respondents and the vast majority report that they are satisfied with the job in general. However, four issues stand out as sources of discontent for significant shares of respondents – pay, workload, training opportunities, and ability to meet career goals. Despite the non-standard hours required, the great majority of respondents were happy with the schedule of work. But while close to 60 percent reported that they were happy with their work-family balance, this percentage was markedly lower than for managers and professionals throughout the labour force. About a third of respondents reported that morale in their workplace was very poor.

Dissatisfaction with pay, workload, training opportunities and ability to meet career goals was especially high for respondents working for small organizations. There were few differences between those working for foundations versus other types of organization, suggesting that organization size is the dominant factor. Respondents working in small organizations were also likely to report that their chances for career advancement were very poor.

Less than half of recent entrants to the field thought they would still be working as a fundraiser in five years time and they tended to be less certain than respondents with many years of experience that fundraising would be an attractive career option for young people. To a certain extent, this would reflect a certain amount of selection bias, with individuals who enjoy the job more likely to make it their career. But it also points to a potential problem in that a significant proportion of those entering the field find that the working conditions are such that they are unlikely to make fundraising a career.

In fact, the field is characterized by relatively short job tenure and high turnover for many respondents. This is especially the case for respondents working for organizations in the arts, culture and humanities sub-sector. Organization size and status as a foundation/not a foundation play smaller roles. Job turnover intentions tended to be higher for respondents in staff positions. Not surprisingly, job turnover intentions were highest for those with low salaries, who disagreed that the pay is good and who saw few chances for career advancement with their current employer. They were also highest for those who felt they lacked the information, guidelines, training and resources they needed to do their jobs well. In other words, job-turnover intentions were highest for those in poor job situations. In these cases, respondents see that the only way to improve their pay and career advancement goals was to seek employment elsewhere – or leave fundraising altogether.

These results speak to two separate, though related, issues. One of these concerns sector-wide retention issues and the capacity of the sector to attract and retain skilled professionals. The other concerns employer-specific retention issues and the ability of smaller organizations, especially, to provide skilled employees with attractive working conditions. On the one hand, the high level of mobility among survey respondents may be indicative of a labour market that is functioning well, providing opportunities for career advancement. On the other hand, some organizations may simply not be in a position to attract skilled professionals, with implications for their effectiveness and viability in the longer run.

This again speaks to the struggles some organizations in the non-profit sector are having with respect to developing a funding base to support the work they do. Smaller organizations and those in sub-sectors that have entered into fundraising relatively recently tend to have more difficulty in offering attractive working conditions. These kinds of problems are characteristic of many organizations in the non-profit sector – salaries tend to be lower than they are in government or in the for-profit sector and many non-profits are small, so the potential for career advancement within the organization is limited.

Recommendation:

While recognizing that many organizations in the non-profit sector face financial constraints, it is also important that they understand the career context of fundraising professionals. Employers should undertake periodic salary reviews to ensure that the salary and benefits they offer are competitive with those of other organizations with similar characteristics.

Recommendation:

Pay and benefits are only one set of factors that employees take into account when assessing their job satisfaction. Flexible working conditions, being treated with fairness and respect, open communications, good working relationships, and opportunities to participate in formal professional training are other aspects of a job that most employees value highly. Employers have a critical role to play in creating a work environment that incorporates these intrinsic job dimensions.

A Human Resource Sector Council for the Non-profit Sector

The non-profit sector as a whole faces a number of challenging human resource issues. Average educational levels are high, but large parts of the sector find it difficult to offer employees salaries and benefits that reflect the education and skill levels of their employees. Skill requirements are changing, as reflected in the increase in the need for employees with specialized skills such as fundraising, proposal writing, and contract management. Professionals and organizations in the sector are in need of accessible, affordable and relevant training.

Given the common challenges faced by organizations in the non-profit sector, it would seem that there is a need for a mechanism that would allow the sector to address these challenges collectively. There is strong interest in the non-profit sector in working toward this goal. The survey results presented in this report provide further support for such an endeavour.

Recommendation:

That a human resource sector council be established for the non-profit sector. The role of the sector council would be to work with organizations in the sector to analyze the human resource needs and challenges faced by the sector, identify skill requirements, develop affordable training targeted at sub-groups within the sector, and identify and package information useful to those working in the sector.

At the same time, there already exist key professional associations dedicated to providing information, guidance, including a code of ethics, and training to individuals working in the field of fundraising. Associations of fundraising professionals have developed a

wealth of information useful to their members and strive for the highest standards of ethical and professional conduct among practitioners.

There is a role to play both for professional groups that focus on a particular occupation – in this case, fundraising – and a sector-wide body that focuses on issues that cut across occupational boundaries. Employers and practitioners alike need to have a clearer understanding of the specific skill and competencies needed by individuals working as fundraising professionals, what training is needed, and how best to deliver that training in a way that is accessible and affordable.

Recommendation:

That when establishing a non-profit sector human resource council, the vital contribution that professional bodies, such as associations of fundraising professionals, make to the profession and to the sector be recognized. Such professional associations will be a key source of information and advice to the sector council and should be recognized as partners in the design and implementation of a human resource council for the non-profit sector.

Future Research Needs

The *AFP/CPRN Survey of Fundraisers 2002* marks a major step forward in improving our understanding of human resource issues faced by fundraising professionals, who are a critical component of the non-profit sector labour force. More research is needed, both to further advance our understanding of the fundraising profession and to add to the base of knowledge about other occupational groups working in the sector.

In particular, qualitative studies of selected organizations could provide more detailed understanding of the human resource challenges being faced by non-profit sector organizations. More focused survey research could also address specific issues. These might include more detailed research and analysis of boards of directors of non-profit organizations and their information and training needs respecting best practices regarding fundraising and their roles in supporting that function. Work needs to be done as well to identify the characteristics, work experiences and training needs of individuals working as fundraisers but who are not affiliated with a professional association. Finally, further analysis of the *AFP/CPRN Survey of Fundraisers* would be useful for identifying the key factors that determine job satisfaction and turnover. Both of these are essential to understanding patterns and trends with respect to recruitment and retention, with implications for the longer-run stability of the non-profit sector.

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APPENDIX 1

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APPENDIX 2

AFP/CPRN Survey of Fundraising Professionals 2002 – Questionnaire

This questionnaire is being sent to you by Canadian Policy Research Networks (CPRN), a non-profit research organization. CPRN's mission is to create knowledge and lead public debate on social and economic issues important to the well-being of Canadians. Our goal is to help make Canada a more just, prosperous and caring society.

CPRN is working in collaboration with the Association of Fundraising Professionals and eight other membership organizations to complete the first-ever comprehensive study of fundraisers in Canada. The study will provide useful information that fundraisers, their employers, their associations and policy-makers can use to develop effective human resource strategies, training initiatives, and policy options.

We need your participation to make this work. The study can only provide a full and complete picture of the experiences and perspectives of fundraisers if everyone who receives a questionnaire responds.

It will take approximately 30 minutes to complete this questionnaire. Using a multiple choice format, you will be asked to describe your job, your working environment and your views on pertinent issues. There are no right or wrong answers. **Try to answer ALL the questions.** Each contributes significantly to the overall picture.

DO NOT put your name anywhere on the questionnaire or return envelope. While aggregate results of the survey will be published, no individual responses will be shared. **All of your responses will be held in the strictest confidence.**

> **Please complete this questionnaire and return it in the self-addressed stamped envelope by**
> **November 15, 2002 to:**
> **Canadian Policy Research Networks**
> **Survey of Fundraisers**
> **Suite 600 – 250 Albert Street**
> **Ottawa, ON K1P 6M1**

Participation is completely voluntary and anonymous. You are free to withdraw at any time and may refuse to participate or to answer certain questions. There is no direct individual benefit from answering the questionnaire.

Si vous préférez recevoir une copie de ce questionnaire en français, veuillez communiquer avec Gisèle Lacelle par téléphone au (613) 567-7503 ou par courriel à l'adresse : glacelle@cprn.org

For questions about the study, you may contact the Principal Investigator, Grant Schellenberg at CPRN at (613) 567-7476 or at gschellenberg@cprn.org. Completed questionnaires will be considered informed consent.

Thank you for your participation in this important study.

To begin, we would like to ask you about your current employment situation. Please fill in the most appropriate answer for each question.

1) Do you presently have at least one job for which you are paid, including self-employment?
   - ○ Yes
   - ○ No → If you are not currently employed, please **DO NOT** complete the rest of this questionnaire. Instead, return the uncompleted questionnaire to CPRN using the Postage Paid return envelope. Thank you for your time.

2) Which of the following fundraising activities are part of your job duties or responsibilities? **Please circle all that apply.**

1	Annual Fund	8	Donor Relations/Member Relations/Alumni Relations
2	Capital Campaign	9	Client Services/Client Relations
3	Direct Response (direct mail, telephone or web solicitation)	10	Corporate/Foundation Relations
		11	Government Relations
4	Planned Giving	12	Merchandising
5	Special Events	13	Prospect Research
6	Major Gifts	14	Other – Please specify _____
7	Public Affairs/Communications	15	None of the above

None of the above → NOTE: If you responded "None of the above" to question #2, please **DO NOT** complete the rest of this questionnaire. Instead, return the uncompleted questionnaire to CPRN using the Postage Paid return envelope.
Thank you for your time.

3) What is your current position? **Please fill in the one choice that best describes your responsibilities**, even if it is not your exact job title. If you have more than one paid job in fundraising, refer to the one in which you work the greatest number of hours.

- ○ Agency CEO/President with fundraising and other responsibilities

- ○ Chief Development Officer, Vice President or Director of Development/Fundraising or Institutional Relations (Top paid position with responsibility for managing fundraising)

- ○ Deputy Director/Associate Director or equivalent (number 2 person with responsibility for managing fundraising)

- ○ Program Director/Manager (responsible for managing a particular program(s), e.g. annual fund)

- ○ Other staff position (e.g. coordinator, assistant, researcher, writer)

- ○ Consultant – Principal/Senior Staff member/Campaign Director in Full Service Firm

- ○ Consultant – Other Position in Full Service Firm

- ○ Consultant – Specialist (e.g. direct mail, planned giving, corporate giving, special events)

4) In your job, are you …
- ○ Self-employed
- ○ An employee working for someone else
  - ↳ 4a) If you are a paid employee, is your job permanent, that is, has no specified end-date, or is it temporary?
    - ○ Permanent
    - ○ Temporary

5) How many total years of experience do you have as a paid fundraiser?
(Round to nearest full year. If less than one year, specify number of months.)

_____years
_____months

6) How long have you worked for your current employer (or in your current business if you are self-employed)?
(Round to nearest full year. If less than one year, specify number of months.)

_____years
_____months

7) Not counting your current employer or business, how many other employers have you worked for in a fundraising capacity in the past three years, including self-employment? (If you are a consultant or self-employed, count the number of past employers or businesses, not the past number of assignments or contracts)

_____employers
and/or businesses

8) In your current job, are you a member of a union or covered by a collective bargaining agreement?   ○ Yes   ○ No   ○ Not Applicable (self-employed)

9) Have you ever been promoted while working for this employer? (By promotion we mean a change in duties/responsibilities that lead to both an increase in pay and the complexity or responsibility of the job)   ○ Yes   ○ No   ○ Not Applicable (self-employed)

9a) If yes, how many promotions have you received?   _____promotions

SECTION 2: ORGANIZATIONAL INFORMATION

This section includes questions about the organization in which you work. If you are an employee in a consulting firm, provide information on the consulting firm, not the client firm(s) in which you are on assignment.

1) Is this organization a foundation associated with a hospital, university or other institution?   ○ Yes   ○ No
If no, go to Question 2. If yes, go to Question 1a).

1a) How long has this foundation been in existence?
- ○ Less than 5 years
- ○ 5 to 9 years
- ○ 10 to 24 years
- ○ 25 to 49 years
- ○ 50 years or more

1b) On average, about how many persons are employed by this foundation, including full-time, part-time and temporary workers? (Include paid employees only.)
- ○ Less than 5
- ○ 5 to 9
- ○ 10 to 24
- ○ 25 to 49
- ○ 50 to 99
- ○ 100 or more

1c) How long has the organization that this foundation is affiliated with (e.g. hospital or university) been in existence?
- ○ Less than 5 years
- ○ 5 to 9 years
- ○ 10 to 24 years
- ○ 25 to 49 years
- ○ 50 years or more

1d) On average, about how many persons are employed by the organization that this foundation is affiliated with (e.g. hospital or university), including full-time, part-time and temporary workers? (Include paid employees only.)
- ○ Less than 10
- ○ 10 to 24
- ○ 25 to 49
- ○ 50 to 99
- ○ 100 to 249
- ○ 250 or 499
- ○ 500 or more

1e) Approximately how much money did this foundation raise in receipted gifts from all sources in your last completed fiscal year?

- ○ Less than 100,000
- ○ $100,000 to $249,999
- ○ $250,000 to 499,999
- ○ $500,000 to $999,999
- ○ $1,000,000 to $1,999,999
- ○ $2,000,000 to $3,999,999
- ○ $4,000,000 to $9,999,999
- ○ More than $10,000,000

1f) What was this foundation's annual operating budget in your last completed fiscal year?

- ○ Less than 250,000
- ○ $250,000 to $499,999
- ○ $500,000 to $999,999
- ○ $1,000,000 to $2,999,999
- ○ $3,000,000 to $9,999,999
- ○ $10,000,000 to 24,999,999
- ○ $25,000,000 or more

↳ **After completing questions 1a through 1f, go to Question 9.**

2) Does this organization operate at more than one location? (e.g. YMCA, United Way)   ○ Yes   ○ No
(Employees who work from home <u>should not</u> be counted as separate locations.)

2a) If yes, in total about how many persons are employed by this organization AT ALL LOCATIONS, including full-time, part-time and temporary workers? (Include paid employees only.)

- ○ Less than 10
- ○ 10 to 24
- ○ 25 to 49
- ○ 50 to 99
- ○ 100 to 249
- ○ 250 to 499
- ○ 500 or more

3) In total, how many persons are employed by this organization AT THE LOCATION WHERE YOU CURRENTLY WORK, including full-time, part-time and temporary workers? (Include paid employees only.)

- ○ Less than 10
- ○ 10 to 24
- ○ 25 to 49
- ○ 50 to 99
- ○ 100 to 249
- ○ 250 or 499
- ○ 500 or more

4) AT THE LOCATION WHERE YOU CURRENTLY WORK, how many paid employees are involved in fundraising as a regular and ongoing part of their job duties and responsibilities?

- ○ 1 or 2
- ○ 3 to 5
- ○ 6 to 9
- ○ 10 to 24
- ○ 25 to 49
- ○ 50 or more

5) AT THE LOCATION WHERE YOU CURRENTLY WORK, approximately how much money did your organization raise in receipted gifts from all sources in your last completed fiscal year? (**Skip this question if you are self-employed or employed by a consulting firm.**)

- ○ Less than 100,000
- ○ $100,000 to $249,999
- ○ $250,000 to 499,999
- ○ $500,000 to $999,999
- ○ $1,000,000 to $1,999,999
- ○ $2,000,000 to $3,999,999
- ○ $4,000,000 to $9,999,999
- ○ More than $10,000,000

6) AT THE LOCATION WHERE YOU CURRENTLY WORK, what was your organization's annual operating budget in your last completed fiscal year? (**Skip this question if you are self-employed or employed by a consulting firm.**)

- ○ Less than 250,000
- ○ $250,000 to $499,999
- ○ $500,000 to $999,999
- ○ $1,000,000 to $2,999,999
- ○ $3,000,000 to $9,999,999
- ○ $10,000,000 to 24,999,999
- ○ $25,000,000 or more

7) How long has this organization been in existence?

- ○ Less than 5
- ○ 5 to 9 years
- ○ 10 to 24 years
- ○ 25 to 49 years
- ○ 50 years or more

8) How long has this organization been engaged in fundraising?

- ○ Less than 5
- ○ 5 to 9 years
- ○ 10 to 24 years
- ○ 25 to 49 years
- ○ 50 years or more

9) In what sector are you currently employed as a fundraiser? Please indicate the **ONE CHOICE** that best describes your current employment.

○ Arts, Culture, or Humanities (e.g. music, drama, historic preservation)
○ Religious or Religion-related (except educational)
○ Trade, professional or other association, political party
○ National or Regional Health (specific disease or health issue)
○ Health Services (hospital, clinic, long-term care, health authority)
○ Social Services (children, youth, women, etc.)

○ Environmental (conservation/wildlife)
○ Scientific or Research
○ Education
○ Federated Appeals (United Way)
○ Consulting Firm or Self-Employed
○ Other
   (*Specify*.)_____

SECTION 3: WORK HOURS AND SCHEDULES

We would like to know about the amount of time you spend at work and how your work hours are arranged. Please fill in the appropriate answer for each question.

1) On average, how many hours do you work each week, including paid and unpaid overtime? _____hours

2) On average, how often does your job require you to work in the evening (i.e. after 7:00 p.m.)? (This may be due to special events, meetings or overtime hours required to keep up with job demands.)

   ○ Never   (Not at all)
   ○ Rarely   (A few times in the past year)
   ○ Sometimes (Once or twice a month)
   ○ Often   (At least once a week)
   ○ Always   (Two or more evenings a week)

3) On average, how often does your job require you to work on Saturday or Sunday? (This may be due to special events, meetings or overtime hours required to keep up with job demands.)

   ○ Never   (Not at all)
   ○ Rarely   (A few times in the past year)
   ○ Sometimes (Several times in the past year)
   ○ Often   (About one weekend a month)
   ○ Always   (Two or more weeks a month)

4) Please mark the most approrpriate response for each of the following questions.

	Very Difficult		Neither Easy Nor Difficult		Very Easy
How easy or difficult is it for you to...					
Vary your work schedule (i.e. arrival and departure times)	①	②	③	④	⑤
Spend some of your regular work day(s) working at home	①	②	③	④	⑤
Interrupt your work day for personal/family reasons and then return	①	②	③	④	⑤

5) Please mark the most appropriate response for each of the following statements.

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
My work schedule often conflicts with my personal life	①	②	③	④	⑤
My job allows me to balance my work and family or personal life	①	②	③	④	⑤
I do not volunteer (more than I already do) because I do not have any extra time	①	②	③	④	⑤
My job is very stressful	①	②	③	④	⑤
My job often leaves me with little time to get things done	①	②	③	④	⑤
My job is very hectic	①	②	③	④	⑤

	Yes	No

6) In the past year, have you worked as a volunteer (e.g. help given to schools, religious organizations, community associations, sports teams, boards of directors)? (Do not include unpaid hours of overtime or volunteer hours you may have worked for your employer.) ○   ○

6a) If yes, did your employer provide you with any support to help you with your volunteer activities? (For example, approval to change your work hours so you could volunteer, approval to take time off so you could volunteer, or recognition or a letter of appreciation for your volunteer activities.) ○   ○

SECTION 4: YOUR JOB AND WORK ENVIRONMENT

These questions relate to your job and work environment. If you are an employee in a consulting firm provide information on the consulting firm, not the client firm(s) in which you are on assignment.

1) Please indicate the degree to which you agree or disagree with the following statements about your job.

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
I have access to the information I need to do my job well	①	②	③	④	⑤
I know exactly what is expected of me in my job	①	②	③	④	⑤
There are clear goals and objectives for my job	①	②	③	④	⑤
I provide mentoring/coaching to other employees	①	②	③	④	⑤
I get the training I need to do my job effectively	①	②	③	④	⑤
There is adequate staff to manage the workload	①	②	③	④	⑤
I trust my employer to keep me informed about matters affecting my future	①	②	③	④	⑤
I have clear guidelines about what is required of me in my job	①	②	③	④	⑤
My job gives me a feeling of accomplishment	①	②	③	④	⑤
My employer has a strong commitment to me	①	②	③	④	⑤
I have a good relationship with my supervisor	①	②	③	④	⑤
The work I do in my job is interesting	①	②	③	④	⑤
I trust my employer to treat me fairly	①	②	③	④	⑤
I receive mentoring/coaching from my supervisor	①	②	③	④	⑤

	Never	Rarely	Sometimes	Often	Very Often
2) Over the past year, how frequently have you…					
lacked the necessary tools, equipment or other resources needed to do your job well?	①	②	③	④	⑤
had difficulty keeping up with the workload?	①	②	③	④	⑤

3) Do you supervise the work of other employees on a day-to-day basis?   ○Yes   ○No
   3a) If yes, about how many employees do you typically supervise?   _____ employees

4) Do you supervise the work of volunteers on a regular basis?   ○Yes   ○No
   4a) If yes, about how many volunteer do you typically supervise?   _____ volunteers

If you are self-employed, go to Question 11 on page 8.

5) Is your job performance in your current position evaluated by a standard process?
   (e.g. through a written report, a private meeting with your supervisor, or a standard appraisal form)
   　　　　○Yes　　　○No

   5a) If yes, do the results of your job evaluation directly affect your level of pay or benefits?
   　　　　○Yes　　　○No

	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
6) How satisfied are you with the way, if any, that your job performance is evaluated?......... ①		②	③	④	⑤

7) The following questions ask about your job. If you are employed by a consulting firm, refer to board members, senior managers and staff in your consulting firm, not the client firm in which you are on assignment. If the questions are not applicable to your situation, indicate "not applicable" where necessary.

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	Not Applicable	Don't Know
Members of the Board of Directors of this organization have realistic expectations of fundraising activities....... ①		②	③	④	⑤	⑥	⑦
Senior managers (eg. CEO, President) in this organization have realistic expectations of fundraising activities......... ①		②	③	④	⑤	⑥	⑦
Non-fundraising staff in this organization have realistic expectations of fundraising activities............................ ①		②	③	④	⑤	⑥	⑦
Members of the Board of Directors of this organization play an active role in fundraising activities............................ ①		②	③	④	⑤	⑥	⑦
Senior managers (eg. CEO, President) in this organization play an active role in fundraising activities............................ ①		②	③	④	⑤	⑥	⑦
Non-fundraising professionals in this organization play an active role in fundraising activities................................ ①		②	③	④	⑤	⑥	⑦
My Board provides me with the support I need to do my job well.............................. ①		②	③	④	⑤	⑥	⑦
Senior managers (eg. CEO, President) in this organization provide me with the support I need to do my job well................①		②	③	④	⑤	⑥	⑦
Non-fundraising professionals in this organization provide me with the support I need to do my job well............................ ①		②	③	④	⑤	⑥	⑦

If you are employed by a consulting firm, go to Question 11.

8) How much influence do you have over:	Very Little	Little	A Moderate Amount	Much	Very Much
Organizational policies regarding fundraising practices?...	①	②	③	④	⑤
The types of fundraising activities undertaken by the organization?...	①	②	③	④	⑤
Decisions regarding the number of personnel available for fundraising?....................................	①	②	③	④	⑤
Decisions regarding the amount of supplies and equipment available for fundraising?.....................	①	②	③	④	⑤

	Very Little	Little	A Moderate Amount	Much	Very Much
9) To what extent is the fundraising work-unit in this organization integrated with work-units in other functional areas (e.g. communications, finance, service delivery, research)..	①	②	③	④	⑤

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
10) The lack of integration between fundraising and other functional areas in this organization makes it difficult for me to do my job effectively...	①	②	③	④	⑤

11) Please mark the circle which BEST describes your current annual salary.

⭘ Less than $30,000	⭘ $50,000 to $59,999	⭘ $100,000 to $124,999
⭘ $30,000 to $39,999	⭘ $60,000 to $79,999	⭘ $125,000 to $174,999
⭘ $40,000 to $49,999	⭘ $80,000 to $99,999	⭘ $175,000 or more

12) Does your job provide you with…

A pension plan (i.e. in addition to the CPP/QPP)	⭘ Yes	⭘ No
An RRSP (i.e. employer contributions)	⭘ Yes	⭘ No
Paid maternity or parental leave (above what's provided by EI)	⭘ Yes	⭘ No
A dental plan	⭘ Yes	⭘ No
Supplemental medical insurance (i.e. supplements provincial Health care plans)	⭘ Yes	⭘ No

13) The following question relates to types of initiatives that organizations may or may not undertake.

In the past two years, has your organization...

	Yes	No	Don't Know
Undertaken a type of fundraising initiative not previously used by the organization (e.g. major gift campaign)..	⭘	⭘	⭘
Implemented new computer hardware or software for fundraising purposes.............	⭘	⭘	⭘
Increased the number of paid employees involved in fundraising............................	⭘	⭘	⭘
Increased the number of volunteers involved in fundraising..................................	⭘	⭘	⭘
Hired a fundraising consultant/consulting firm...	⭘	⭘	⭘

1) Please indicate the highest level of education you have completed.
- ◯   Some high school (did not graduate)
- ◯   High school graduation
- ◯   Some college/university
- ◯   Diploma or certificate from community college, CEGEP, business college or trade school
- ◯   University Bachelor's degree
- ◯   Master's degree, Doctorate, or Professional Degree (above Bachelor's Degree)

2) What was your major field of study? If you have completed two or more post-secondary certificates, diplomas or degrees, indicate the field of study for each.
- ◯   Fine and applied arts (e.g. music, graphic arts, performing arts other applied arts)
- ◯   Education (e.g. teaching)
- ◯   Law
- ◯   Social work
- ◯   Social sciences & related (e.g. sociology, psychology, political science, geography, journalism)
- ◯   Commerce & business admin. (e.g. management, marketing, records management, clerical & secretarial)
- ◯   Specialized administration (e.g. nonprofit management, arts administration, health care administration)
- ◯   Biological sciences & technologies (e.g. agriculture, animal science, biology, veterinary medicine, botany)
- ◯   Computer science (e.g. programming, systems developer, data processing, internet technologies)
- ◯   Engineering & applied sciences (e.g. engineering, drafting, geomatics, welding, construction trades)
- ◯   Health professions & technologies (e.g. nursing, pharmacy, public health, medical diagnostic technology)
- ◯   Humanities & related (e.g. history, English or French literature, philosophy, religious studies)
- ◯   Mathematics and physical sciences (e.g. chemistry, geology, physics, math)
- ◯   Other – Please specify_____

	Employer Pays None of the Cost	Employer Pays Some of the Cost	All of the Cost	Not Applicable (Self-employed)
3) Does your employer pay for...				
Your fees or dues for individual membership in fundraising association(s)	①	②	③	④
An organizational membership in fundraising association(s)	①	②	③	④
Registration fees for conferences you attend	①	②	③	④
Travel or accommodation costs for conferences you attend	①	②	③	④

4) **In the past year**, have you participated in any of the following
   types of training activities for job-related or career reasons?
   (**Choose all that apply**)

   If yes, please indicate how useful you
   found this type of training activity.

	NO	YES		Not At All Useful	A Little Useful	Somewhat Useful	Very Useful
Formal classroom training	○	○	↳	○	○	○	○
Correspondence course (written)	○	○	↳	○	○	○	○
On-line course or tutorial (web-based)	○	○	↳	○	○	○	○
Conference							
- international	○	○	↳	○	○	○	○
- national	○	○	↳	○	○	○	○
- regional	○	○	↳	○	○	○	○
- local	○	○	↳	○	○	○	○
Audio-conference	○	○	↳	○	○	○	○
Breakfast/Luncheon workshop	○	○	↳	○	○	○	○
Self-learning (books, manuals, CD-Roms)	○	○	↳	○	○	○	○
On-the-job training (co-workers, supervisors)	○	○	↳	○	○	○	○

5) **In the past three years**, have you received any training...

	Yes	No
On leadership, team building or communications?	○	○
On ethics?	○	○
On government regulations or legislation?	○	○

6) **In the past 12 months**, was there any training or education that you wanted to take for job-related or career reasons
   but did not take?

   ○ Yes   ○ No

   6a) If yes, please indicate all the reasons why you did not take the training or education. (**Check all that apply.**)
   ○ Too busy at work or job
   ○ Course or program was too expensive
   ○ Course or program was offered at an inconvenient time or location
   ○ Course or program was not offered in appropriate language
   ○ Course or program was not offered
   ○ Lack of employer support
   ○ Too many family or personal responsibilities
   ○ Lack of sufficient qualifications or prerequisites
   ○ Other reasons

7) Considering your experience, education and training, do you feel that you are overqualified for your job?
        ○Yes   ○No

8) Do you currently hold a professional fundraising designation?   ○Yes   ○No

    8a) If yes, which designation do you currently hold?   ○ CFRE   ○ ACFRE

        ↳   **Go to Question 11.**   ○ FAHP   ○ Other _____

9) Are you currently completing the requirements for a professional fundraising designation?   ○Yes   ○No

    9a) If yes, which designation are you currently working towards?   ○ CFRE   ○ ACFRE

        ↳   **Go to Question 11.**   ○ FAHP   ○ Other _____

10) In the next 12 months, do you expect to begin working towards the requirements for a professional fundraising designation?   ○Yes   ○No

    10a) If yes, which designation do you expect to begin working towards?   ○ CFRE   ○ ACFRE

          ○ FAHP   ○ Other _____

11) Excluding professional designations, have you completed any type of fundraising certificate or diploma?   ○ Yes   ○ No

    11a)   If yes, how many fundraising certificates or diplomas have you completed   _____ certificates or diplomas

    11b)   If yes, in what year did you complete your most recent certificate or diploma? ____ ____ ____ ____

    11c)   If yes, what is the name of the organization or institution that awarded your most recent certificate or diploma?   _____

12) Which of the following organizations do you belong? **(Check all that apply)**
    ○ Alberta Association of FundRaising Executives (AAFRE)
    ○ Association of Fundraising Professionals (AFP)
    ○ Association for Healthcare Philanthropy (AHP)
    ○ Canadian Association of Gift Planners (CAGP)
    ○ Canadian Council for the Advancement of Education (CCAE)
    ○ London & Region FundRaising Executives (LRFRE)
    ○ Society of Fundraising Executives (SFRE)
    ○ United Way of Canada / Centraide Canada
    ○ Waterloo Wellington FundRaising Executives (WFRE)
    ○ (APGP)
    ○ Other

13) Over the next three years, what skills, knowledge or expertise do you think are most important for you to develop or improve upon in order to be more effective in your work? **Please pick the two items you think are most important.**

    1.   _____

    2.   _____

These questions relate to your level of satisfaction with various aspects of your current work situation.

	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
1) Please indicate how satisfied you are with:					
Your job in general	①	②	③	④	⑤
The amount of pay you get	①	②	③	④	⑤
The benefits you receive (e.g. pension or dental)	①	②	③	④	⑤
The number of hours you work	①	②	③	④	⑤
The schedule of your working hours	①	②	③	④	⑤
Your current workload	①	②	③	④	⑤
The sorts of things you do on the job	①	②	③	④	⑤
Your ability to balance work with your personal and family life	①	②	③	④	⑤
The training opportunities available to you	①	②	③	④	⑤
Your ability to meet career goals and aspirations	①	②	③	④	⑤
The amount of job security you have	①	②	③	④	⑤

2) In the past 12 months, have you:

   2a) Looked for a job with another employer?   ⭘Yes   ⭘No

2b) Made plans to become self-employed?   ⭘Yes   ⭘No

   2c) If you have thought about leaving your organization in the past year, please indicate **all of the reasons** why.
- ⭘ To earn a higher salary
- ⭘ To engage in more interesting or challenging work
- ⭘ Because I lack a sense of recognition for what I do
- ⭘ Because work expectations are unrealistic
- ⭘ Because my work environment is not supportive of me as an individual
- ⭘ Because there are greater opportunities for career advancement elsewhere
- ⭘ Because I am frustrated by the work environment
- ⭘ To get more time to spend on personal/family activities
- ⭘ Because of personality conflicts with my coworker(s) or manager
- ⭘ Because my values and the organization's values are not the same
- ⭘ To move closer to family members

3) If a friend of yours told you that he/she was interested in pursuing a career in fundraising, what would you tell her/him? Would you:
- ⭘ Strongly recommend it
- ⭘ Have doubts about recommending it
- ⭘ Advise against it

4) Please indicate the degree to which you agree or disagree with the following statements about your job.

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	Not applicable (Self-employed)
I really care about the fate of this organization.....	①	②	③	④	⑤	⑥
I feel very committed to this organization.............	①	②	③	④	⑤	⑥
I find that my values and my organization's values are similar........................	①	②	③	④	⑤	⑥
I am proud to be working for this organization.....	①	②	③	④	⑤	⑥
The morale in my workplace is low......................	①	②	③	④	⑤	⑥
I feel very committed to the kind of work I do in my job..	①	②	③	④	⑤	
My chances for career advancement in this organization are good...	①	②	③	④	⑤	
My job security is good..	①	②	③	④	⑤	
The pay is good..	①	②	③	④	⑤	
The benefits are good...	①	②	③	④	⑤	
On an average day, I look forward to doing my work...	①	②	③	④	⑤	

5) In the future, some aspects of work are likely to change, while others are likely to stay the same. Here are some questions about changes.

How certain are you that five years from now…	Very Uncertain	Fairly Uncertain	Neither Certain Nor Uncertain	Fairly Certain	Very Certain
You will be working for your current employer/business?	①	②	③	④	⑤
You will be working as a fundraiser?..............................	①	②	③	④	⑤
Your job skills will be of use and value?.........................	①	②	③	④	⑤
Fundraising will be an attractive career option for young people?...	①	②	③	④	⑤
A completed designation (e.g. CFRE, FAHP, ACFRE) will be needed to be hired for a senior fundraising position?.	①	②	③	④	⑤
There will be tighter government regulations regarding fundraising?...	①	②	③	④	⑤
Consultants will play a more important role in fundraising than they do now?...	①	②	③	④	⑤

6) Please indicate the degree to which you agree or disagree with the following statements.

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
I have definite goals for my career in fundraising..................	①	②	③	④	⑤
Achieving my career goals in fundraising is very important to me...	①	②	③	④	⑤
I give a lot of thought to plans for achieving my career goals and aspirations...	①	②	③	④	⑤
I feel very committed to the sector in which I am currently employed (e.g. health services, arts & culture, consulting) ..	①	②	③	④	⑤
In order to keep working in this sector (e.g. health services, arts & culture, consulting), I am willing to work for less pay than I could receive in other sectors.............................	①	②	③	④	⑤
My chances for career advancement in this sector are good...	①	②	③	④	⑤

1) Listed below are a series of statements about fundraising issues. Please respond to each statement on a scale from one to five, where one means you 'strongly disagree' with the statement and five means you 'strongly agree' with it.

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
There is a need to establish standard rules for calculating and reporting fundraising costs...................................	①	②	③	④	⑤
Fundraising is hampered by too much government regulation and 'red tape.'...	①	②	③	④	⑤
There is a need for greater regulation of fundraising practices.	①	②	③	④	⑤
I am concerned about the ethics of some fundraising practices...	①	②	③	④	⑤
A government ombudsman/ombudswomen is needed to receive and investigate public complaints about fundraising activities..	①	②	③	④	⑤
Individuals entering the fundraising profession should be required to complete a core set of fundraising courses.............	①	②	③	④	⑤
Governments should pay more attention to auditing the fundraising practices used by organizations.............................	①	②	③	④	⑤
Mandatory certification for all persons employed as fundraisers should be phased in over the next five years..........	①	②	③	④	⑤
It is easy to find clear information about government legislation and regulations affecting fundraising..	①	②	③	④	⑤
If I am faced with an ethical question or delimma, I know where I can go for help to resolve the situation..........................	①	②	③	④	⑤

2) People have different views on whether or not individuals entering the fundraising profession should be certified by an association or government department. Which of the following responses best describes your view? **(Choose one)**
   Individuals entering the profession...
   ○ Should be encouraged, but not required, to take a course on fundraising
   ○ Should be required to complete a compulsory course on fundraising approved by an association of professional fundraisers (e.g. AFP, CAGP, AHP, AAHRE, CCAE, SFRE etc. – see page 11 for acronyms)
   ○ Should be required to complete a compulsory course on fundraising approved by a government agency or department

3) People have different views on whether or not individuals working in the fundraising profession should be required to register and abide by an ethical code of conduct. Which of the following responses best describes your view?
(**Choose one**)

Individuals employed as fundraisers…

○ Should be encouraged, but not required to register and abide by an ethical code of conduct.

○ Should be required to register and abide by an ethical code of conduct established by an association of professional fundraisers (e.g. AFP, CAGP, AHP, AAHRE, CCAE, SFRE etc. – see page 11 for acronyms).

○ Should be required to register and abide by an ethical code of conduct established by a government agency or department.

If you are self-employed or employed by a consulting firm, go to Section 8.

4) The following questions relate to policies and practices in your organization.

	Yes	No	Don't Know
Does this organization have written policies or procedures regarding fundraising activities? (e.g. regarding revenue generation, investment or donor stewardship)...	○	○	○
Has the board of this organization adopted a fundraising code of ethics or donor bill of rights?..	○	○	○
Does this organization have a clear policy regarding the use of donor lists?..	○	○	○
Does this organization have a clear policy regarding the acceptance of gifts?..	○	○	○
Does this organization have conflict of interest guidelines?..................................	○	○	○
Are fundraising activities in this organization measured against clearly stated goals?..	○	○	○
Does this organization have a process in place for receiving and responding to donor complaints that might arise?..............................	○	○	○

5) The following questions relate to policies and practices in your organization.

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	Don't Know
The development and/or review of fundraising policies is a priority in this organization......................	①	②	③	④	⑤	⑥
People in this organization are too busy to spend time developing or reviewing fundraising policies.......	①	②	③	④	⑤	⑥
Generally, members of the board of this organization understand the ethical issues involved in fundraising...	①	②	③	④	⑤	⑥
Generally, members of the board of this organization are aware of government legislation and regulations regarding fundraising....................................	①	②	③	④	⑤	⑥

This section contains general information about you and your personal circumstances. We need this information about you to help interpret the questionnaire. Please indicate the answer that best describes you. Be assured that your responses will be held in strict confidence.

1) Are you male or female?
   ○ Male   ○ Female

2) What is your age group?
   ○ Less than 30 years   ○ 30 to 39   ○ 40 to 49   ○ 50 or older

3) Please indicate the number of dependent children who reside with you on a regular basis. (Indicate the number of children, if any, in each age group.)
   ○ None   6-12 yrs _____   19 yrs or older _____
   Under 6 yrs ____   13-18 yrs _____

4) Please indicate the number of elderly relatives that you feel you have some responsibility for. (Indicate the number of elderly relatives, if any, in each category.)
   ○ None   Living nearby (short drive)_____
   Living in your home_____   Living elsewhere_____

5) Do you consider yourself to be an aboriginal person, such as a Status Indian, Non-Status Indian, Inuit or Metis?
   ○ Yes   ○ No

6) Do you consider yourself to be a member of a visible minority?
   ○ Yes   ○ No

7) In general, would you say your health is:
   ○ Excellent   ○ Very Good   ○ Good   ○ Fair   ○ Poor

8) In what province or territory is the office where you work located? (If you work in more than one location, indicate the office location where you spend the most hours.)

   ○ British Columbia   ○ Manitoba   ○ New Brunswick   ○ Newfoundland
   ○ Alberta   ○ Ontario   ○ Nova Scotia   ○ North West Territories
   ○ Saskatchewan   ○ Quebec   ○ Prince Edward Island ○ Nunavut
                                                             ○ Yukon

9) What size of community is the office where you work located?
   ○ Greater than 500,000 population   ○ 25,000 to 99,999
   ○ 100,000 to 499,999   ○ Less than 25,000

   9a)   If less than 25,000, are you within a one hour drive of an urban centre with a population of 250,000 or more?
         ○ Yes   ○ No

10) Does your organization make a priority of addressing the needs of rural or remote communities at the local level?
    ○ Yes   ○ No

Thank you!

Our Support

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