



# **Develop Your Development Department Appendix**

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## **Additional Resources**

1. **Growing Giver's Hearts** by Thomas H. Jeavons and Rebekah Burch Basinger. Excellent overview of spiritual foundation for fundraising as ministry.
2. **Coach Your Champions** by Eric Foley. Parable of practical application of Transformational Giving concepts into the life of a small Christian nonprofit.
3. **Ethics policies on not paying development staff on commission basis:**
  - a. Evangelical Council for Financial Accountability (ECFA):  
<http://www.ecfa.org/Content/Comment77>
  - b. Association of Fundraising Professionals (AFP):  
<http://www.afpnet.org/Ethics/EthicsArticleDetail.cfm?itemnumber=734>
4. **Compensation Resources, Inc.** – An excellent resource for evaluating pay scales and compensation packages for nonprofit staff.  
<http://www.compensationresources.com/industries/not-for-profit-compensation.php>

## **Reflection Questions**

1. Read Ephesians 4:11-13 and II Corinthians 8: 1-15.

We suggested that a Transformational Giving (TG) focused development department is one in which there is an obligation to do more than raise funds. What is the role of spiritual leader according to these passages?

2. How do these passages reflect a concern for achieving a harvest *in* the giver, and what do they suggest ought to be the purpose of a TG development department?

3. Read John 15:4-6.

Understanding how to manage development hires is critical to long-term success, and a common dilemma is determining what to measure—activities, results, or both. What is the key command in this passage?

4. To what is the “branch” held accountable?

5. How does this passage instruct us on what our expectations ought to be from our development staff hires?

6. Read Hebrews 12:1-13.

Setting out to create a TG focused development department can be a daunting and difficult task. What instruction and encouragement can you take from this passage in Hebrews?



*A higher standard.  
A higher purpose.*

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## **Sample Nondiscrimination Policy**

### **XYZ Ministry**

It is the policy of XYZ Ministry not to discriminate on the basis of race, color, national origin, sex, age or disability in admission and access to, or treatment or employment in its program or activities, as required by section 504 of the Rehabilitation Act of 1973, as amended, the American with Disabilities Act, as amended (to the extent applicable to the Ministry), Title IX of the Educational Amendments of 1972, as amended, Title VII of the Civil Rights Act of 1964, as amended, and the Age Discrimination Act of 1975, as amended, and their implementing regulations.

As a religious institution, XYZ Ministry is permitted and reserves the right to prefer employees or prospective employees on the basis of religion.

### **Background on Religious Discrimination in Hiring**

Title VII of the Civil Rights Act of 1964 prohibits employers with 15 or more employees from discriminating against employees or job applicants on the basis of race, color, sex, religion, or national origin. Title VII covers hiring, firing, promotion, compensation, benefits, training opportunities, and any other term, condition, or privilege of employment. The exact definition of 15 or more employees means 15 or more people on the payroll for 20 or more weeks in the current or calendar year.

Title VII allows churches and religious organizations to discriminate on the basis of religion. Title VII states that it does not apply to ". . . a religious corporation, association, educational institution, or society with respect to the employment of individuals of a particular religion to perform work connected with the carrying on by such corporation, association, educational institution, or society of its activities."

Under Title VII, religion is defined as all aspects of religious observance, practice, and belief. Churches and religious organizations can discriminate on the basis of religion for all jobs. This includes and is not limited to secretaries, accountants, and janitors. The basis for permissible religious discrimination is the First Amendment's guarantee of religious freedom. The Supreme Court upheld the constitutionality of this in *Corporation of the Presiding Bishop of the Church of Jesus Christ of Latter-Day Saints v. Amos*, 483 U.S. 327 (1987).

While Title VII allows religious organizations to discriminate based on religion, it is important that consistent hiring practices be established. All religious organizations should have a written policy about whether or not they will discriminate on the basis of religion. The organization should make this clear to all applicants and not accept applications from those who do not fit the religious requirements. The intention to hire only Christians and any specific hiring policies should be stated on employment applications and employee handbooks. Along these same lines, ministries that expect employees to adhere to certain codes of ethics should detail these expectations clearly.

Christian organizations with 15 or more employees are required by Title VII to put up posters in conspicuous place informing employees of their rights, using the standard language approved by the Equal Employment Opportunity Commission (EEOC). The EEOC language is not to be altered regarding religious discrimination. Therefore, a Christian organization should explain to all employees the organization's exemption from prohibited religious discrimination.

## **Sample TG Job Description**

### **Director of Transformational Giving**

#### **Position Description**

**Job Summary:** The Director of Transformational Giving serves on the Executive team to design the donor development and fundraising plans and strategies of the organization, to successfully execute and measure the plans' effectiveness, and to lead the team in raising the champions and funds needed to accomplish our vision and goals.

- **Reports to:** President - Work directly with the president to accomplish the donor development and fundraising goals of the organization.

#### **Essential Duties and Responsibilities:**

- Provide leadership to the organization in all development planning, management, reporting, interaction with donors and fundraising staff at the national, regional and local office level.
- Develop and manage an annual income/expense budget for the development department.
- Create compelling development tools and practices to be used by development staff and volunteers.
- Engages and coaches key volunteers in working successfully with major donors, grant writing, newsletters, and special events.
- Recruit, supervise, mentor, disciple and evaluate development staff.
- Prepare monthly and quarterly reports on department performance and donor discipleship.

#### **Other Duties:**

- Other responsibilities as assigned.
- Travel expected 3-4 days per month to meet with potential staff, volunteers and donors.

#### **Desired Minimum Qualifications:**

##### Education and Experience

- BA/MA in public relations, business management, marketing, or closely related field, and;
- Five (5) years of a successful development track record.
- Familiar with Microsoft Office and related software.

#### **Necessary Knowledge, Skills and Abilities:**

This person must be a mature follower of Jesus Christ, actively involved in an evangelical church. He or she must also be a student and personal practitioner of Transformational Giving and embrace Biblical values of giving.

- Commitment to evangelism and serving the needy.
- Experience in raising funds from major donors in the Christian community.
- Demonstrated ability to create strong, positive relationships with church leaders, donors, volunteers and non-profit agencies.

- Able to communicate effectively both in writing and verbally. Excellent oral presentation skills required.
- Must be a team player, a detail oriented, highly organized individual who can work independently with minimal supervision.
- Demonstrated experience in hiring, evaluating and supervising fund-raising staff.
- Effective team leader able to communicate vision and directives to other staff.
- Transparent, open, empowering management style.
- Willing and able to travel in the U.S. and overseas.
- Strong analytical skills.

**Measurable Performance Standards:**

- The creation and implementation of a master development plan for the entire organization and local offices.
- Accomplish the predefined goals as outlined each year by the Executive Team.
- Secure funds needed to diversify the funding base of the organization and to help it grow into new areas.
- Effective management of the development staff.

## **Sample TG Job Description**

**Job Description: Director of Development**

**Reports To: Executive Director**

### **Key Responsibilities**

- Fosters a culture of donor discipleship, participation, engagement, and philanthropy within the organization.
- Assures that the organization's corporate culture, systems and procedures support donor development.
- Leads staff and volunteers to institutionalize philanthropy, donor development and fund development as foundational to the organization's revenue base.
- Plans, coordinates, and assures implementation of strategies to develop donors and contributions to support the organization.
- Assures development and maintenance of appropriate systems to fund development, including but not limited to volunteer and donor management, research and cultivation, gift processing, and recognition.
- Maintains accountability and compliance standards for donors and funding sources.

### **Nature and Scope of Position**

1. Participates with the Executive Director and staff to define the organization's mission and direction.
  - a. Provides vital input in short- and long-term strategic and operational planning and positioning within the organization.
  - b. Ensures that philanthropy and donor development are foundational to the organization's values, mission, vision, and plans.
  - c. Participates with the Executive Director, staff, board, and development consultant in charting the organization's course in donor development.
  - d. Evaluates the effect of internal and external forces on the organization and its donor development, recommends short- and long-range donor development plans and programs that support the organization's values, mission and general objectives.
  - e. Keeps informed of developments in philanthropy and donor development as well as the general fields of management and the not-for-profit sector; informs the Executive Director and board on current trends, issues, problems and activities in order to facilitate policy making.
  - f. Recommends policy positions concerning donor development.
  - g. Helps develop a balanced funding mix of donor sources and solicitation programs tailored to the needs of the organization that will enable it to attract, retain, involve, and motivate donors and fundraising volunteers.
  - h. Helps establish performance measures, monitors results and helps the Executive Director and board evaluate the effectiveness of the organization's donor development program.



2. Provides general oversight of all of the organization's donor development activities, manages the day-to-day operations of the development function, and monitors adequacy of activities through coordination with staff, consultant, and board.
  - a. Ensures compliance with all relevant regulations and laws, maintains accountability standards to donors, and ensures compliance with code of ethical principles and standards of professional conduct for fundraising executives.
  - b. Ensures establishment of and compliance with the organization's own donor development philanthropic principles, policies, and procedures.
  - c. Assures stability by creating a working environment that is rewarding to staff and volunteers.
  - d. Appropriately represents the institution, its board and executive director to donors, prospects, regulators, and volunteers.
  - e. Fosters a smoothly operating development function through timely and effective resolution of disruptions.
  
3. Ensures attainment of the organization's donor development activities through the selection, development, motivation, and evaluation of human resources, both professional and volunteer.
  - a. Helps the board determine accountabilities for board members and development volunteers and helps evaluate performance regularly.
  - b. Helps identify, cultivate, recruit, and develop volunteers.
  - c. Trains, places, coordinates, and supervises development volunteers.
  - d. Establishes personnel accountabilities for development staff and evaluates performance regularly.
  - e. Designs educational programs in fund development for staff and volunteers; participates as teacher and facilitator. Pursues formal and informal education for self and others.
  
4. Works with the Executive Director and board to ensure fulfillment of donor development roles and facilitate the optimum interaction between management and volunteers and donors.
  - a. Engages people in process, encourages questioning, and promotes participatory decision-making.
  - b. Informs the Executive Director and board of the condition of the organization's donor development program and on all important factors influencing it.
  - c. Gets the best development thinking and involvement of each board member and each fundraising volunteer and stimulates each one to give his/her best.
  - d. Works with the Executive Director and board to make development committee(s) and the board function effectively in donor development.
  - e. Annually, evaluates the performance of fundraising volunteers and reports to the executive director with recommendations for board candidacy.

5. Designs and assures implementation of cost-effective donor development programs, employing economy while maintaining an acceptable level of quality and solid return on investment.
  - a. Assures proper planning including goal setting, strategy identification, benchmarking, and evaluation to support donor development.
  - b. Assures sound fiscal operation of development functions including timely, accurate and comprehensive development of charitable contributions, income and expense budgets, reporting, monitoring, and implementation.
  - c. Combines donor development resources in such a way as to maximize quantity and quality to obtain a set of results.
  - d. Assures appropriate market testing to reduce risk and assure success.
  - e. Helps board members, Executive Director, other fundraising volunteers, and staff identify, cultivate, and solicit charitable gifts.
  - f. Solicits contributions on behalf of the organization, generally by accompanying volunteers.
  - g. Assures development and writing of foundation and corporate proposals and solicitation materials.
  - h. Assures design and maintenance of donor and prospect records, gift management systems, and informational reports.
  - i. Assures appropriate prospect research.
  - j. Assures design and implementation of cultivation, acknowledgment and recognition programs.

### **Primary Relationships**

This position reports to the Executive Director and serves as a part of the senior management team.

The position supervises the following positions: Within the organization, the position has primary relationships with the financial operation, senior management staff, and program staff. Outside the agency, the position coordinates with the board, the development consultant, development volunteers, donors and funding sources.

### **Performance expectations**

As a member of the senior management team, this position helps set the direction and ensures the health of the institution. The individual is expected to be a competent development technician and an excellent organizational development specialist.

The individual is expected to:

- Translate broad goals into achievable steps.
- Help set and manage appropriate expectations.
- Handle detailed, complex concepts and problems and make rapid decisions regarding management and development issues.
- Plan and implement programs.

- Establish strong and appropriate relationships with Executive Director, development consultant, staff, board, volunteers, donors and the general community.
- Develop smooth and constructive relationships with people from all segments of the community.

The individual is also expected to:

- Plan and meet deadlines.
- Maintain a flexible work schedule to meet the demands of executive management.
- Demonstrate initiative and work as a team player.

The individual is expected to:

- Adhere to the highest ethical standards in management, governance, and donor development.
- Convey a professional and positive image and attitude regarding the organization and the not-for-profit sector.
- Demonstrate commitment to continued professional growth and donor development.

### **Qualifications**

Comprehensive management skills and experience are required including but not limited to short

and long-term planning, evaluation, directing and motivating staff, oral and written communication skills, marketing and financial management, values clarification, organizational behavior and development, and governance.

The position requires demonstrated experience in managing and implementing a comprehensive donor development program and producing charitable contributions. The individual is expected to be a highly competent enabler of volunteers and staff.

Knowledge and experience in the following areas is required:

- The nature and dimensions of philanthropy, ethics, motivations for giving and volunteering, research and cultivation practices.
- Standard donor development techniques including face-to-face solicitation, proposal writing, special events, telephone solicitation, and direct mail, and development office functions including gift processing, prospect and donor histories, and fundraising reporting.
- Demonstrated experience and confidence in asking people to contribute time and money.
- Familiarity with computer systems, particularly as regards donor management.

The amount of knowledge required would typically be acquired in a bachelor's degree and a minimum of 7 years development experience in a professional position.

## **Sample essay questions used in MIF Interviews**

1. How do you balance out God's promise to provide with a non-profit ministry's fund raising work?
2. Please go online to different ministries' websites and find three examples of a good fund raising ask/approach and three examples of a bad fund raising ask/approach. Briefly explain why each is good or bad in your opinion.
3. There's a saying that's frequently cited among Christians: "In essentials, unity; in non-essentials, liberty; in all things, charity." In your own faith, what are the top 10 essentials on which Christians must be unified? How about the top 10 most commonly occurring non-essentials which are often divisive but in your view should fall under the category of liberty?
4. MIF provides training to all evangelical Christian organizations, but when it comes to grants, its core values relative to granting are evangelism and relief ministry. Relief ministry is pretty easy to grasp, but evangelism can be a squirrely term. In your view, what does "good evangelism" look like at a personal and an organizational level? How about "bad evangelism"?

## **Sample Interview Questions from *Increasing Your Boardroom Confidence* by Bobb Biehl and Ted Engstrom\***

Specialize in the “**what if**” questions when candidates come to interview.

1. Think of the most difficult, high-pressure situation this person could possibly (yet realistically) face, and turn it into a question.
2. Ask how he/she would handle this situation.
3. Evaluate the person’s answer to determine if this is the way you would want the situation handled.

Here are examples of effective questions:

### **What would you do (and how would you do it) IF...**

- You received your monthly financial report and saw that income for the month was thirty percent less than projected in the budget?
- You received a phone call from one of your largest clients/donors/supporters who said he will end their relationship with our organization unless a certain person on the staff is fired?
- You found that your most trusted staff person has been talking negatively behind your back?
- Your most loyal staff member was not producing adequate results, and your board says to fire him/her? (How would you do it?)
- Two extremely strong members of your team took very opposing views on the direction your team should go?
- One of the board members “went around you” and instructed one of your staff to carry out a certain task in his job?
- On your first day of work in your new position here, you were told that your budget and staff must be reduced by fifty percent?
- On your first day here, you found that your team was in a depression...a deep slump?
- On your first day here, you learned that you are expected to double the size of the organization in two years?
- After an enjoyable first year in your new position here, another organization offered you a similar position with a twenty-percent higher salary?