

# Employment level profiles for fundraising in the voluntary sector

© Nederlands Genootschap van Fondsenwervers, Amsterdam 2004

Users of the employment level profiles are requested to send their responses and experiences to the training committee of the NGF (*het Nederlands Genootschap van Fondsenwervers*) at [www.ngf.nu](http://www.ngf.nu).

In order to compile the employment level profiles for fundraising, the Training Committee of the NGF has been allowed to make use of the outline CommPas® from Van der Hilst Communications (Amersfort) and the employment level profiles for communication management compiled by the BvC (*Beroepsvereniging voor communicatie*)<sup>2</sup> in the Hague.

The contents of this document (*Employment level profiles for fund-raisers*) is the property of the NGF. It may be used and reproduced freely, provided that clear and explicit reference is made to the year and/or the version used, followed by © (or 'copyright') *Nederlands Genootschap van Fondsenwervers*.

Changes of any kind to this document are not permitted.

Disclaimer: No rights of any kind can be derived from this document. Anyone who uses it does so at his/her own risk. Neither the NGF, the management of the NGF, nor members or ex-members of the Training Committee of the NGF can be held responsible in any way for any consequences of the use of this document in whatever form.

## **Training Committee**

Nederlands Genootschap van Fondsenwervers  
Amsterdam, June 2004

## **Version 2004 / 01**

---

<sup>2</sup> See Appendix

# Contents

<b>CONTENTS</b>	<b>2</b>
<b>FOREWORD</b>	<b>4</b>
<b>INTRODUCTION</b>	<b>5</b>
<b>Employment level profiles as a dynamic process</b>	<b>5</b>
<b>A useful tool</b>	<b>5</b>
<b>Qualifications</b>	<b>5</b>
<b>Professional foundation for the voluntary sector</b>	<b>6</b>
<b>CommPas®</b>	<b>6</b>
<b>MANAGEMENT SUMMARY</b>	<b>7</b>
<b>Profiles as tools</b>	<b>7</b>
<b>Basic structure</b>	<b>7</b>
<b>Employment levels</b>	<b>7</b>
Specialists and generalists	8
<b>READING GUIDE TO COMMPAS® AND THE EMPLOYMENT LEVEL PROFILES</b>	<b>9</b>
<b>EMPLOYMENT LEVEL B – FUND-RAISER</b>	<b>10</b>
<b>(HBO-Level)</b>	<b>10</b>
Characteristic: Fundraising knowledge	10
Characteristics: Knowledge of marketing and communication in relation to fundraising	11
Characteristics: fundraising: policy application	12
Context: Relevant knowledge of related fields	12
Context: Internal and external environment	13
Skills: Interpersonal skills	13
Skills: Practical skills	14
Implementation: Instrumental implementation and co-ordination	15
Execution: Procedural support and direction	15
Responsibilities and position	16
<b>EMPLOYMENT LEVEL PROFILE C - SENIOR FUND-RAISER</b>	<b>17</b>
<b>(University Level)</b>	<b>17</b>
Characteristics: Knowledge of fundraising	17
Characteristics: Knowledge of communication and marketing in relation to fundraising	18
Characteristics: fundraising policy development	19
Context: Relevant knowledge of related fields	20
Context: Internal and external environment	21
Skills: Interpersonal skills	22

Skills: Practical Skills	23
Implementation: Instrumental implementation and co-ordination	23
Implementation: Procedural support and direction	24
Duties, responsibilities, competencies	24

**APPENDIX: EXPLANATORY NOTES** **26**

# Foreword

In the results of the survey 'Geven in Nederland' (Giving in Holland) conducted every second year, the huge economic importance of the voluntary sector has come up again and again, with hundreds of millions of Euros circulating in this sector each year. People have a picture in their minds of the cause to which they are giving, and the fund-raiser has the task of, as far as possible, raising and spending money in accordance with that picture. This places specific demands on the norms and values according to which a fund-raiser must act. These norms and values are continuously under discussion, and basic premises in this regard are described in the NGF's code of conduct. In the opinion of those working in the sector, this requires greater professionalisation of the sector. From the study 'Bij elk vak hoort een diploma' ('A diploma for every vocation'), commissioned by the NGF in 2001, it appears that there is a need for structures in the sector within which high quality vocational training can be offered. The researchers advised the NGF not to offer training courses itself, but rather to create a framework in which these can be offered. Employment level profiles provide just such a framework, and can contribute to the development of sound training.

In the light of the study report, NGF management decided to ask its training committee to develop employment level profiles (ELPs) for the profession of 'fund-raiser'. This document lays out a draft version of the first two employment level profiles.

NGF management is particularly pleased with what has been produced. It forms a new step on a long road to a more professionalised voluntary sector with an increasing economic and social significance.

Management hopes that all the work that the Training Committee has done will be able to further help the sector, and that these first two employment level profiles will be useful to many within the sector.

Marc Wortmann  
NGF Chairman

# Introduction

## Employment level profiles as a dynamic process

The employment level profiles were compiled by the Training Committee of the Dutch Association of Fund-raisers (the NGF) in service of the whole sector. These are tools that can be used by anyone working or wanting to work in the sector. Because the sector and duties within the sector are undergoing dynamic development, these ELPs will have to be revised regularly. The Training Committee of the NGF is thus charged with monitoring the use of ELPs and revising them where necessary. In order to be able to do this effectively, the Committee would appreciate comments from within the sector, and comments can be shared with the committee via the NGF's website ([www.ngf.nu](http://www.ngf.nu)).

Within society, there are a large number of organisations actively involved in the generation of funds in order to achieve certain aims. Charity organisations, 'good causes', philanthropic institutions and civil society together form the voluntary or 'charity' sector. In the compiling of ELPs, the focus fell on that part of the sector involved in the generation of funds on whatever scale (local, regional, provincial, international), particularly amongst individuals and companies. This does not mean that others within this particular sector, like for instance those administering capital funds<sup>1</sup> cannot use the ELPs. Should they wish to use them, though, they should bear in mind the limited context for which they were intended. Thus at the moment, the ELPs will prove inadequate when applied to a number of functions within capital funds.

The compilers hope that this first version of employment level profiles for fund-raisers will lead to a next step in the process of professionalisation, reinforcing it and to increasing its applications.

## A useful tool

Employment level profiles can be used in many different ways. They can be a useful tool to employers putting together a staff team in the establishment of a fundraising department, in recruiting new staff, in the definition of the required level at which duties should be performed, in the compiling of job descriptions, in the compiling of advertisement texts, in the drawing up of salary scales and in salary negotiations, in evaluations and many other situations where an employer needs to establish the level at which an employee should be functioning within an organisation. For people working in fundraising in the broadest sense of the word, the ELPs can be a useful aid in planning one's own career, in determining gaps in training or in choosing between various training options, in conducting salary negotiations, or in evaluating one's own suitability for a particular function.

## Qualifications

Employment level profiles are an important aid to those involved in setting up training courses, allowing them to create courses specific to the context where they are needed. By referring to an ELP, it is possible for the educator in question to directly and clearly determine whether or to what extent a course ties in with the desired functioning level. Courses that are orientated around ELPs and in addition to this have their curricula tested and certified by the *Commissie Toetsing en Certificering* (CTC)<sup>3</sup>, can be sure to produce graduates will fulfil the requirements set by the

---

<sup>1</sup> Under the umbrella of the Vereniging van Fondsen in Nederland (FIN)

<sup>3</sup> Through the initiative of the NGF, work is being done within the voluntary sector to establish a single certification authority underscored by the whole voluntary sector in the Netherlands (see also appendix).

sector, and will be able to function at a particular level. On the other hand, students who follow courses that are not orientated around ELPs, and that are not certified by the CTC run the risk of being considered less qualified than they are by the sector.

### **Professional foundation for the voluntary sector**

Employment level profiling lays the professional foundation for a sector. The economic importance of and the maturation by the voluntary sector make the development of employment level profiling very urgent. Without a standardised description of the various levels at which employees can be appointed, there is a risk that courses offering training in fundraising will mushroom in the absence of any regulation, possibly with disastrous results for the sector. It is precisely in a time of tumultuous movement in markets that are becoming more and more opaque to the man on the street that it is important for this sector to not only ensure sound and trustworthy quality control, but also to establish a sound training system with employment level profiling as its foundation.

### **CommPas<sup>®</sup>**

Both thanks to the support of Van der Hilst Communications in Amersfoort<sup>4</sup> and the Beroepsvereniging voor Communicatie (BvC)<sup>5</sup> in The Hague, knowledge and experience in the development of ELPs for communication management could be used in the development of ELPs for fund-raisers. Having studied the Van der Hilst developed CommPas<sup>®</sup>, and the BvC's four employment level profiles, the NGF training committee decided to start development on two profiles. Employment Level Profile B is intended for employees functioning on HBO<sup>6</sup> level, while Employment Level Profile C assumes a university-level qualification.

The Training Committee of the NGF will welcome comments and responses from users with interest, and hopes that the ELPs will be able to make a positive contribution to the further professionalisation of the voluntary sector.

### ***The Training Committee of the NGF***

Johan G. Hahn (Hersenstichting Nederland/Netherlands Brain Foundation)  
Conny Groot (Stichting Natuur en Milieu/Foundation for Nature and the Environment)  
Karin Vlug (Medisch Comité Nederland-Vietnam/Dutch-Vietnamese Medical Committee)  
Jan Durk de Jong (SBI Training & Advies)<sup>7</sup>

---

<sup>4</sup> [www.hilst.nl](http://www.hilst.nl) With special thanks to Tjalling Damming (Van der Hilst Communication, BvC) and to Frank Regtvoort (Novis, BvC) for their valuable advice in the creation of the ELPs.

<sup>5</sup> [www.communication.com](http://www.communication.com). With thanks to the management of the BvC, who gave permission for the use of the ELPs developed in conjunction with them.

<sup>6</sup> See appendix.

<sup>7</sup> In an earlier phase of the work on the ELPs, contributions were also made by Anneke Oosterhuis (Hivos) and Antoon Claassen (Stichting Vluchteling).

# Management summary

## Profiles as tools

Employment level profiles are tools intended for employers and employees. They give a standardised description of the requirements of an employee working at a particular level in an organisation. ELPs are not job descriptions, but, if well-formulated, they can act as a basis for job descriptions. They are generalised descriptions of that which can be required of an employee at a particular level of employment. They can thus have no say on the specific contents of a particular job, but they can tell us something about the *kind* of contents appropriate to a certain level of employment. This clearly implies that no single employee within an organisation could (or should, for that matter) fulfil *all* the requirements set out in the employment level profile. Specialists within an organisation may work on the basis of very different job descriptions, but yet because they are appointed at the same level, their jobs can be described by the same ELP. The ELP says nothing about the concrete day-to-day tasks of a given employee as described in his/her job description, but is rather a standardised description of the level at which an employee is appointed.

## Basic structure

The ELPs for fundraising, as described here, were compiled according to a strict scheme taken from CommPas<sup>®</sup>. Because CommPas<sup>®</sup> was developed for the communication sector, the Training Committee, with the permission of Van der Hilst Communications, Amersfoort, amended the model to suit the needs of the fundraising profession. This produced the following basic structure, on which both the profiles are based:

- Characteristics
  - Fundraising knowledge
  - Communication, marketing and fund generation expertise
  - Fundraising policy
- Context
  - Knowledge of related fields
  - Internal and external environment
- Skills
  - Interpersonal skills
  - Practical skills
- Implementation
  - Instrumental implementation and co-ordination of tasks
  - Procedural support and direction
- Duties, responsibilities, competencies

## Employment levels

The committee has provisionally distinguished four levels of employment, namely: **Employment Level A:** intended as a general 'entrance level'. After some time during which the category will be in use, this level will have to be worked out in more detail as introduction to the voluntary sector can take place in many different ways.

For now we shall let it refer to a general level, in which acquaintance is made with the sector without any specific training requirements being made.

**Employment Level B:** intended for those who, on the basis of a general, non-specific HBO education do work requiring an HBO level of thinking and work.

**Employment level C** is intended for those employed in positions requiring a university education. This presupposes a specialised university training in the generation of funds (something that currently doesn't exist in the Netherlands!) or who has extensive work experience on Level B, supplemented with the relevant courses.

**Employment Level D** is intended for those who are employed in management within the sector, on the basis of post-graduate training. The post-graduate course in Philanthropic Studies at the Vrije Universiteit Amsterdam currently produces people suitable for employment in Level D.

### **Specialists and generalists**

Employment levels B and C are distinguished from one another by the various tasks and responsibilities that each involves. The profile description of each provides insight into the kind of job description that would suit a specialist in a large organisation, but also that of a generalist in a smaller organisation. The spider diagrams allow one to see at a glance where the emphasis on practical skills and policy-making lies, but also on essential personal skills and knowledge about the organisation.

The management of the Training Commission will here present two EPLs: one for employees on HBO and one for employees on university level. These are the result of close co-operation with various organisations and stakeholders from within the sector. We hope that the profiles will contribute to the positive development of the voluntary sector as a whole.

# Reading guide to CommPas<sup>®</sup> and the employment level profiles

There are four subdivisions fundamental to the employment level profiles, and these run from *assistant fund-raiser* (Level A) to *fund-raiser* (Level B), *senior fund-raiser* (Level C) and *fundraising manager* (Level D). The Training Committee has chosen to first lay out employment levels B and C. The profiles for assistant fund-raiser and fundraising manager will be worked out at a later stage, including experience gained from the two existing ELPs.

The ELPs are built up based on a star-shaped structure. In the star, the aspects 'Characteristics', 'Skills', 'Context' and 'Implementation' form the four axes. Thus we have the *Basic Fundraising Outline* (p. 11). Each of these aspects is then further worked out in the form of eight clusters with more specific definitions. This produces the outline *Application to fundraising* (p. 12). These specifications together form a detailed description of the many aspects that characterise the broad field in which the fund-raiser operates. An employment level is described in the light of the degree to which various components of these aspects are relevant to that level of employment. Thus for instance, practical skills would be more relevant to Level B than to Level C. An employee at Level B would naturally be more involved in implementation than, for instance, in policy-making, an aspect that would be more relevant to Level C. Each employment level can be described in this much detail, also in relation to each of the other levels.

An employment level is thus characterised by the 'degree' to which each of the aspects in the employment level description occur. This description can be specified and detailed in the light of the various clusters. Thus each employment level contains a range of building blocks that make it possible to compile various specialist and generalist job descriptions for jobs that fall within the wider category of fundraising. With the help of the descriptions in the ELPs, it can become clear what the differences and similarities are between employment levels and between the many varied jobs in which fund-raisers may find themselves.

The difference between employment levels B and C is for instance clearly indicated in the diagram *Employment level profiles for fundraising* (p. 13). Here it becomes clear that there are large differences between the two employment levels, as each profile has very specific characteristics (the 'scores' on each axis), within the context of common points of departure (the axes as such).

Employment Level Profiles B and C are worked out in detail in the descriptions following the diagrams from page 14.

# Employment Level B – Fund-raiser (HBO-Level)

## Characteristic: Fundraising knowledge

- Concept of fundraising
  - Knows the concept of fundraising as done by an organisation, and knows what this involves.
- Fundraising theories
  - Has a basic knowledge of the classic and modern scientific theories on fundraising, fund-generating effects and philanthropy;
  - Knows the components of fundraising procedure, specifically in the context of own organisation;
  - Knows the relevant fundraising terms;
  - Knows organisation models for the fundraising function within the organisation.
- Fundraising procedures.
  - Knows what is understood by fundraising procedures;
  - Knows the various policy and fundraising procedures in an organisation, as well as their relationship to one another;
  - Knows what role fundraising is expected to play in the organisation;
  - Knows own role in fundraising procedures.
- Fundraising domains
  - Knows the characteristics of sub-domains like marketing and communication, direct marketing, database marketing, e-marketing, sponsoring etc. such that these can be applied to own work;
  - Knows own role and tasks and responsibilities in relation to these subdomains.
- Areas of application
  - Knows the areas of application for fundraising to social sectors, organisational functions, (sub-)target groups and specialisms;
  - Knows the characteristics of each area of application;
  - Has a basic knowledge of and insight into the fundamentals of the relevant areas of application.
- Fundraising tools
  - Knows the characteristics of the various media of communication with relation to fundraising activities;
  - Knows something about production, design and distribution, and the contribution of media ('communication carriers') with regards to their relevance to fundraising;
  - Has basic knowledge of the characteristics and application possibilities of (interactive) media inasmuch as it is relevant to fundraising;
  - Knows roughly what tools can be used for each separate area of application.
- Studies on fundraising
  - Knows basic methods and techniques used in both quantitative and qualitative studies in the field of fundraising.
- Trends and developments in the field of fundraising.
  - Knows something of current trends and developments in the field.
- Fundraising sector
  - Knows the sector (including special interest organisations) and the distinctions between the various specialisms;

- Knows how the sector is structured and organised.

### **Characteristics: Knowledge of marketing and communication in relation to fundraising**

- Familiar with the concept of integrated communication and marketing
  - Knows what the concept implies;
  - Knows the theory underpinning the functional application areas concerning communication, internal communication and marketing communication (for government and non-profit organisations as well as business)
- Communication and marketing theories
  - Has a basic knowledge of the subjects communication and marketing and the theory behind them;
  - Knows organisation models for communication and marketing within the organisation.
- Communication procedures
  - Knows the various policy and communication procedures in an organisation, as well as their relationship to one another;
  - Knows own duties/roles in communication procedures.
- Communication domains
  - Has a basic knowledge of the contents, range and internal coherence of the sub-domains of company communication, internal communication, marketing communication, direct marketing, e-marketing, direct dialogue, sales etc.;
  - Knows own role, duties and responsibilities in relation to these sub-domains.
- Areas of application
  - Knows areas of application of communication and marketing to social sectors, organisation functions, (sub-)target groups and specialisms as they relate to fundraising;
  - Has a basic knowledge of the characteristics of each area of application;
  - Has knowledge of and insight into the foundational principles of relevant areas of application.
- Communication and marketing tools
  - Knows the characteristics of the four Ps: Product, Price, Place, Promotion;
  - Knows the structure of the national, regional and local media;
  - Knows what tools can be used in each separate area of application;
  - Has a thorough knowledge of the procedures followed with regard to production, design and distribution/contribution of communication carriers.
- Trends and developments in communication and marketing
  - Knows something of current trends and developments in the field and understands what their influence is on the role and position of a fundraising professional.
- Communication and marketing sector
  - Knows the sectors (including special interest organisations) and the various specialisms;
  - Knows when which specialist can be called in, how, at which point and under which special conditions;
  - Knows how the sectors are structured and organised.

## **Characteristics: fundraising: policy application**

- Analysing and evaluating (interpreting and adapting)
  - Can, on the basis of specific questions, collect data relevant to fundraising, order it and interpret it;
  - Can retrieve relevant information from simple research reports;
  - Can carry out (or order) simple pretests and evaluations.
- Research into fundraising
  - Knows types, methods and techniques, possibilities and limitations;
  - Knows how to use electronic resources for processing study results;
  - Has enough (basic) knowledge to be able to interpret study outcomes.
- Compiling of implementation plans
  - Can, by means of specific questions and instructions, make a contribution to a fundraising plan: the formulation of problems and aims, the identification and description of target groups, the establishment of tactics on the basis of an already established strategy, the formulation of the plan of action, the evaluation of the procedure and activities and the drawing up of a budget.

## **Context: Relevant knowledge of related fields**

- Sponsoring
  - Is capable of carrying out sponsor plans;
  - Is capable of keeping executive contact with sponsors;
  - Can make a contribution to the maintenance of a business relationship with sponsors.
- Subsidy distribution
  - Is capable of requesting subsidies of limited size and complexity and then to manage these internally;
  - Is capable of tracing relevant sources of subsidies on the basis of (ready-made) analyses of subsidy demand and supply.
- Organisational, business and management skills
  - Knows something of the most common theories, models and concepts;
  - Knows the distinguishing features of business, non-profit organisations and governmental organisation;
  - Knows, within the context of own organisation, common theories in the area of management and administration.
- Economics and management
  - Is familiar with the most common economic terminology in the various sub-fields (macro-, micro- and commercial economics);
  - Recognises the relevance of economic factors to the solution of problems of a social, political and/or business economics nature.
- Law
  - Knows the structure of the national, regional and local media inasmuch as it is relevant to fundraising; has a basic knowledge of the current laws and regulations, including the rules concerning fundraising via the media; knows about the advertising pages that are most important to the field and the procedures followed by those representing these pages;
  - Knows relevant sections of the (Dutch) law relating to own actions as a fund-raiser and the given fundraising situation;
  - Knows the legal context in which own organisation works.
- ICT and database management
  - Knows something of ICT terminology and ICT applications;
  - Can clearly formulate functional requirements (users' and own requests);

- Knows something of the aspects of database management as well as data base marketing, data warehousing and data mining;
  - Knows something of the specific requirements for fundraising on the level of editing, design and distribution.
- Social sciences
  - Knows something of the relevant basic concepts and has a basic knowledge of the general theories of relevant subdivisions from the general social sciences (psychology, sociology, cultural anthropology, etc.)
- HRM
  - Perceives the relationship between the internal aspects of fundraising, the work of the employees council and the situation in relevant parts of the labour market.
- Financial management and administration
  - Knows something of the relevant terms and subdivisions, specifically in relation to annual financial reports.

### **Context: Internal and external environment**

- Knowledge of own organisation
  - Knows something of the structure of the organisation;
  - Knows how duties, authority and responsibility are distributed within the organisation;
  - Knows something of spheres of influence and networking;
  - Has insight into specific cultural issues;
  - Knows something of the strategic policy of the organisation;
  - Has a basic knowledge of contents of policy;
  - Knows policy-making procedure;
  - Knows the way in which policy is implemented;
  - Knows something of services and products.
- Knowledge of sector
  - Knows something of the sector in which the organisation operates and is active within his/her field;
  - Knows the strengths and weaknesses of own organisation in relation to similar organisations within the sector.
- Knowledge of relevant environment
  - Knows which factors and agents (can) influence own organisation;
  - Knows something of the social sphere of influence of the organisation;
  - Knows the relevant internal and external public groups, their desires, opinions, attitudes and expectations with regard to the organisation.
- Monitoring
  - Has a thorough knowledge of news and actuality;
  - Can indicate what the implications of important developments in current affairs will be for own organisation;
- Trends and issues in the workplace at the organisation
  - Knows which issues play out in the field in which the organisation is active.

### **Skills: Interpersonal skills**

- Communication, interaction
  - Can, within a given context and with sensitivity to the relationships, atmosphere and position, listen, reflect, empathise, interpret, co-operate, consider, present, network and, with an attitude open to learning,

contribute to the professionalisation of self and colleagues within the organisation.

- Analytical abilities;
- Leadership skills;
  - Can, on an operational level, provide leadership to those involved in the execution of a project.
- Advising
  - Can identify him-/herself with the needs and interests of the client, and takes the interests and positions of others into account;
  - Is aware of own norms and values, and can put these in context;
  - Given certain preconditions, can provide advice in response to certain simple questions;
  - Can communicate and argue own opinions and expectations to others clearly.

### **Skills: Practical skills**

- Writing
  - Writes faultless Dutch;
  - Can write in a recipient-, purpose- and medium-orientated manner;
  - Masters various styles and can write creatively.
- Language command
  - Knows something of creative language use, both in vocabulary and in style;
  - Has a good knowledge of Dutch and, as far as is needed, of one or more foreign languages.
- Language knowledge
  - Can express self competently (orally and in writing) in at least one foreign language;
  - Can write simple texts in English.
- Editing
  - Can correct and edit ready-written texts on style, content and tone;
  - Can give author instructions.
- Speech-writing
  - Can write in the style of spoken language;
  - Can put him-/herself in the place of the speaker and in the context within the speaker will be featuring;
  - Can provide building blocks for speeches with potentially (publicity-) sensitive contents.
- Organisation and planning
  - Can do away with unnecessary doubling of duties;
  - Supervises activities and monitors progress;
  - Introduces structure to own work.
- Presentation, representation
  - Can present a listener-orientated, engaging presentation to a small group of people, in Dutch;
  - Can represent the organisation within his/her field.
- Informing (in oral, written or digital format)
  - Expresses his-/herself well, both orally and in writing;
  - Tests whether information has come across, and whether the recipient has understood it well.
- Providing media contact

- Can employ the right means at the right time to generate editorial interest in own organisation.
- Compiling recommendations
  - Can identify him-/herself well with the question and the expectations of the employee, and, on the basis of this, can make good recommendations.

### **Implementation: Instrumental implementation and co-ordination**

- Collection and dissemination of information.
  - Supplies oral and written information (requested and unrequested);
  - Collects and classifies complaints and other reactions from the public;
  - Organises, analyses and interprets data.
- Systematic implementation of means
  - Writes plans of action (including budgeting);
  - Cares for production planning and production co-ordination of fundraising methods;
  - Requests simple tenders and evaluates these.
- Representation
  - Represents the organisation to peers;
  - Takes care of written and oral press statements in which facts and figures need to be explained;
  - Makes small scale presentations to the public.
- Implementation of sponsor and donation policy
  - Writes texts for a variety of fundraising purposes.
- Monitoring
  - Monitors the planning of executive matters, and monitors related budgets;
  - Monitors the production process of written, audio(visual) and electronic fundraising methods.
- Supporting
  - Assists in the provision of information relating to activities directed at co-operation, dialogue and broad-based support;
  - Assists senior fundraising colleague(s) in the execution of fundraising projects.
- Advising
  - Provides advice on the initiation, execution and production of fundraising means and activities (solicited or unsolicited; written or oral).

### **Execution: Procedural support and direction<sup>8</sup>**

- Mediation;
- Facilitation and support;
- Delegation and empowerment;
- Promoting dialogue;
- Creating a support base;
- Interdisciplinary co-operation;
- Networking;
- Co-ordination and supervision;
- Managing of issues;
- Managing of customer relations;
- Coaching;

---

<sup>8</sup> Because this aspect of the implementation of employment Level B is hardly relevant here, these subdivisions are not expanded on.

- Providing leadership.

## **Responsibilities and position**

The following responsibilities and positions of authority fall within the framework of Employment Level B:

- Responsibilities
  - Responsible for the execution of small-scale fundraising projects under the supervision of direct superior;
  - Carries out these fundraising projects individually or in a team context, in the area of campaigns, house style, events, fundraising means.
  - Pays careful attention to the formulation of assignment, the final goal projected as a result, the production procedure based on the aim, the timeframe, any intermediate steps, reporting to the client, working relationships, the division of responsibilities, the necessary personal input and the budget.
- Competencies
  - Represents the organisation to peers and to small groups;
  - Provides requested and unrequested information on fundraising activities;
  - Independently brings simple fundraising projects to completion.

# Employment level profile C - Senior Fund-raiser

(University Level)

## Characteristics: Knowledge of fundraising

- Concept of fundraising
  - Knows the concept of fundraising as done by an organisation and knows what this implies;
  - Knows the theoretical underpinning of the functional areas of application in fundraising.
- Fundraising theories
  - Knows the classic and modern scientific theories on fundraising, fundraising effects and philanthropy;
  - Knows the components of fundraising procedure, specifically in the context of own organisation;
  - Knows the relevant fundraising terminology;
  - Knows organisational models for the purpose of fundraising within the organisation.
- Fundraising procedures
  - Knows what is understood under fundraising procedures;
  - Knows the various policy and fundraising procedures in an organisation, as well as their relationship to one another;
  - Knows what role fundraising is expected to play in the organisation;
  - Knows own role/duties in fundraising procedures.
- Fundraising domains
  - Knows the characteristics of the sub-domains as well as marketing communication, direct marketing, database marketing, e-marketing, sponsoring, etc.
  - Knows own role and duties and responsibilities, and those of others in relation to these sub-domains.
- Areas of application
  - Knows the areas of application of fundraising to social sectors, organisational functions, (sub) target groups and specialisms;
  - Knows the characteristics of each area of application;
  - Has knowledge of and insight into the fundamentals of the relevant areas of application.
- Fundraising tools
  - Knows the properties of communication media in relation to fundraising;
  - Knows the structure of national, regional and local media as is relevant to fundraising;
  - Knows about the most important advertising pages to the field, and the procedures followed by the representatives of these pages;
  - Knows something of production, design and distribution, as well as the contribution of information carriers insofar as it is relevant to fundraising;
  - Knows the properties and application possibilities of (interactive) media in as much as it is relevant to the field of fundraising;
    - Knows roughly what tools can be used for each separate area of application.
- Studies on fundraising
  - Knows the methods and techniques for both quantitative and qualitative studies on the subject of fundraising.

- Trends and developments in fundraising
  - Knows about current trends and developments in the field and understands what their influence is on the role and position of the fundraising professional.
- Fundraising sector
  - Knows the sector (including special interest organisations) and the various specialisms;
  - Knows how the sector is structured and organised;
  - Knows when which specialist should be called in, how, at which point and under which preconditions;
  - Knows how to personally exert influence within the fundraising sector.
- Trends and developments in fundraising
  - Has been introduced to the status of the profession of fund-raiser in the Netherlands, including the applicable views on the field and the tasks, functions and competencies of people practising the profession, and the various contexts in which or from which fundraising takes place at the level of policy;
  - Is in touch with current discussions/'discourse' in the field;
  - Makes a contribution to the professionalisation of the field.
- Marketing sector
  - Knows the sector (including special interest organisations) and the various specialisms;
  - Knows when which specialist should be called in, how, at which point and under which preconditions;
  - Knows how this sector is structured and organised.

### **Characteristics: Knowledge of communication and marketing in relation to fundraising**

- Concept of integrated communication and marketing
  - Knows the theoretical underpinning in the functional areas of application of company communication, internal communication, marketing communication, the marketing of services in non-profit organisations and knows how these concepts can be implemented in the given frameworks;
  - Knows the various environments in which or from which integrated communication on policy level takes place, in the context of the office (organisation and product communication) and the client (government, business and non-profit organisations);
  - Can also develop policy framework to this end, and knows how to give direction and leadership in practice within a predetermined fundraising policy framework.
- Communication and marketing theories
  - Knows the classic and modern scientific theories on communication and marketing and the effects of communication and marketing, as well as the history of these fields and their development;
  - Has the expertise to translate the most common theories into practice in own work as fund-raiser;
  - Has insight into the application of communication and marketing theories in a variety of fundraising situations and contexts, including the media;
  - Knows models for the organisation of communication and marketing as they relate to fundraising, both in simple and complex organisations.
- Communication and marketing procedures
  - Knows about current developments and what the consequences of these are (in terms of organisation and management) for the communication and marketing procedures of the organisation;

- Knows the various marketing and communication procedures in an organisation, as well as how they relate to one another;
- Knows and has insight into diverse marketing techniques, including in relation to external partners (corporate branding, product branding, product marketing, action marketing, event marketing etc.);
- Knows what initiating, facilitating and advisory role the fundraising professional can fulfil in relation to policy and communication procedures;
- Knows methods of intervention and influencing in relation to policy, marketing and communication procedures.
- Communication and marketing domains
  - Knows the contents, range and internal coherence of subdomains like company communication, internal communication and marketing communication, direct marketing, direct dialogue, direct mail, sales etc. and knows in which ways content can be given to the initiating, facilitating and advisory role of fundraising as it applies to these subdomains.
- Areas of application
  - Knows the application areas of communication and marketing to social sectors, organisational functions, (sub)target groups, specialisms etc.;
  - Knows the relevant characteristics of each application area;
  - Has knowledge of and insight into the basic principles of the relevant application areas.
- Communication and marketing tools
  - Is thoroughly aware of the current state of affairs with regard to production, design and distribution/contribution of communication media, for marketing and communication messages;
  - Knows the properties and application areas of the various P's: product, price, place, promotion, people, planet, profit, etc.;
  - Has knowledge of and insight into characteristics and application possibilities of new, and specifically interactive, media;
  - Has relevant practical knowledge of the structure and procedures followed by international, national, regional and local media as well as the relevant legislation as it applies to international, national, regional and local media;
- Communication and marketing studies
  - Knows current methods and techniques of both quantitative as qualitative studies, and can evaluate these based on applicability to given questions and problems;
  - Can independently formulate relevant research questions and compile an executable plan for getting answers to these questions.
- Trends and developments in communication
  - Is aware of current trends and developments in the field, and understands what the role and influence of these are on the fundraising professional.
- Communication sector
  - Knows the sector (including stakeholder organisations) and the various specialisms;
  - Knows when which specialist should be called in, how, at which point and under which preconditions;
  - Knows how the sector is structured and organised.

### **Characteristics: fundraising policy development**

- Analysing and evaluating (interpreting and adapting)
  - Can interpret and manage the relevant data for fundraising on an organisational level;
  - Can conduct studies relevant to fundraising;

- Can retrieve relevant information from study reports;
- Can develop (or order) pretests and evaluations.
- Research into fundraising
  - Knows types, methods and techniques, possibilities and limitations;
  - Knows when a problem should become the subject of a study;
  - Knows when and why a study should be conducted under own supervision, and when this should be out-sourced;
  - Knows which aspects of a research proposal must be given attention (amongst other things for an adequate briefing, supervision and evaluation);
  - Knows how to use electronic resources for processing study results;
  - Knows according to which evaluation criteria the results of a study should be measured;
  - Has enough (basic) knowledge to be able to interpret study results;
  - Has the insight to be able to treat study results as input to policy adjustments on the level of strategic planning of integrated communication.
- Strategic development
  - Is capable of developing a strategic policy framework on the terrains of sponsoring, donor recruitment and retention, relationship management, testamentary dispositions and legacies, etc.; on the basis of which third parties can work out matters of distribution.
- Compiling of implementation plans
  - Can create a fundraising plan for a complex fundraising problem (from analysis to implementation), including in particular the formulation of problem(s) and aim(s), the drawing up of a budget that balances on the basis of thorough prognoses, the identification and description of target groups and sub-groups, the establishment of strategy and tactics, the formulation of the plan of action, the management and supervision of the procedures and the evaluation of procedure and activities.

### **Context: Relevant knowledge of related fields**

- Sponsoring
  - Has relevant knowledge of the various types of businesses (large, medium and small businesses);
  - Has relevant knowledge of and insight into various business strategies, amongst others in relation to conducting business in a socially responsible manner, also from the point of view of the business owner;
  - Is capable of building up relationships and maintaining them with (potential) sponsors, and is capable of building up a relevant network in this context, and maintaining it;
  - Knows something of social sponsoring.
- Subsidy generation
  - Is capable of putting in complex requests for subsidies, and of following up these applications;
  - Is capable of supervising large subsidy applications;
  - Knows something of the 'subsidy landscape', and can match up subsidy requests with subsidy offers.
- Organisational, business and management skills
  - Is capable of competently handling models of organisation, industry and management and of applying them to the context of own organisation;
  - Knows the distinguishing characteristics of business and non-profit and governmental organisations in relation to fundraising and sponsoring;

- Is capable of applying current theories on management within the context of own organisation;
- Knows something of procedures for change, and is capable of supervising and directing these procedures;
- Knows something of management procedures and is capable of managing these.
- Economics and management
  - Is familiar with the most common economic terminology in the various sub-areas (general, business and commercial economics);
  - Sees the relationships between these sub-areas, fundraising and other (organisational) disciplines;
  - Recognises the relevance of economic factors to the solving of problems of a social, political and/or business economical nature.
- Law
  - Is familiar with current laws and regulations, including regulations governing fundraising via the media;
  - Is familiar with the sections in Dutch law relevant to fundraising work and the given fundraising situation;
  - Knows the legal context in which own organisation operates;
  - Sees to the observation of the relevant laws and regulations, like the Law on the Protection of Personal Information, the Law on the Rights of Succession, tax legislation, etc.
- ICT and database management
  - Knows something of the specific communication requirements on the level of information and communication technology, specifically also in relation to clients;
  - Can advise third parties (both internal and external) in the areas of database marketing, database management, data warehousing, data mining etc.
- Social sciences
  - Is capable of applying current and useful theories from the social sciences, and, to this end, has the necessary knowledge and experience of general and specific theories from fields within the general social sciences (psychology, sociology, cultural anthropology, etc.).
- HRM
  - Perceives the relationship between the internal aspects of fundraising, the work of the employees council and the situation in relevant sectors of the labour market;
  - Is capable of evaluating employees under his/her supervision;
  - Is capable of competently conducting discussions on function;
  - Is capable of both selecting and training up new employees;
  - Is capable of supervising student interns.
- Financial management
  - Is capable of compiling and reading financial reports;
  - Is capable of drawing up budgets, reading them and keeping up to date with the results contained in them;
  - Is capable of taking part in discussions with colleagues about the financial aspects of fundraising in relation to the financial status of the organisation;
  - Is capable of supervising accountants on the basis of specific questions, and of compiling financial reports for the benefit of external evaluators.

### **Context: Internal and external environment**

- Knowledge of own organisation
  - Knows the structure of the organisation;

- Is capable of competently capitalising on the internal organisation duties, positions and responsibilities;
- Knows how to competently handle spheres of influence and networks;
- Contributes visibly to the development of the internal culture;
- Contributes to the development of the organisation's strategic policy;
- Also determines subdivisions of policy, and knows where to give guidance to the policy-making process and contribute to the implementation of policy;
- Knows about services and products, also of other divisions in the organisation.
- Knowledge of sector
  - Is active within the sector in which the organisation operates;
  - Knows the strengths and weakness of own organisation in relation to similar organisations within the sector.
- Knowledge of relevant environment
  - Knows how to competently capitalise on the factors and agents that (can) influence own organisation;
  - Actively participates in the organisation's sphere of influence on social matters;
  - Knows the relevant internal and external public groups, their desires, opinions, attitudes and expectations with regard to the organisation.
- Monitoring
  - Has a thorough knowledge of news and actuality;
  - Can indicate what the implications of important developments in current affairs will be for own organisation.
- Trends and issues in the organisation's field
  - Knows in which ways a contribution can be made to the perception of trends and the identification of issues;
  - Knows what the issues are in the field in which the organisation works.

### **Skills: Interpersonal skills**

- Communication, interaction;
- Can, in a given context, with sensitivity to relationships, atmosphere and positions:
  - Observe, listen, reflect, empathise, interpret, co-operate, consider, enthuse, present, build up and maintain networks and, with an attitude open to learning, contribute to a greater professionalisation of self and colleagues within the organisation.
- Analytical capabilities;
- Negotiation skills/ drawing up of agreements;
- Leadership
  - Can a lead a loosely assembled project team and give instructions in such a way that these are converted, in line with policy, into appropriate and purposeful activities;
  - Is capable of leading a fundraising team competently and effectively.
- Advising
  - Can identify him-/herself with the needs and interests of the client, takes the interests and positions of others into account;
  - Is aware of own norms and values, and knows how to put these into context;
  - Can provide advice on simple questions, given certain preconditions;
  - Can communicate and argue own opinions and expectations to others clearly;
  - Advises management with regard to relevant subjects.

## **Skills: Practical Skills**

- Writing
  - Writes flawless Dutch;
  - Can evaluate texts.
- Language command
  - Has some knowledge of creative language use in vocabulary and style;
  - Is able to correct texts and to read corrections;
  - Can make good use of relevant subject literature in languages other than Dutch.
- Language knowledge
  - Can express him-/herself competently in at least one foreign language (preferably two).
- Editing
  - Can evaluate already existing texts on style, contents and tone, and correct them where necessary;
  - Can provide instructions to author.
- Speech-writing
  - Can provide building blocks for speeches with a potentially (publicity-) sensitive contents;
  - Can empathise with the speaker and the context within which the speaker will be presenting the speech;
  - Can write in the style of spoken language;
  - Can write speeches for top management and management of the organisation.
- Organising and planning
  - Can do away with unnecessary doubling of duties;
  - Supervises work and monitors progress;
  - Introduces structure to own and others' work.
- Presenting, representing
  - Can make a listener-orientated, engaging presentation to groups in Dutch and in English (or another foreign language);
  - Can represent the organisation in various contexts.
- Informing (in oral, written or digital format)
  - Expresses him-/herself well both orally and in writing;
  - Verifies whether information has come over as intended, and whether the receiver has understood it;
  - Can lay a framework and make connections.
- Media contacts
  - Can – correctly, timeously and unequivocally – respond orally, in writing or digitally to requests from media representatives;
  - Can build up contacts with media representatives relevant to the organisation;
  - Can employ the right means at the right time to generate editorial interest in own organisation.
- Compiling recommendations
  - Can identify closely with the question and expectations of management, and can on this basis provide effective strategic recommendations.

## **Implementation: Instrumental implementation and co-ordination**

- The collection and issuing of information
  - Requesting the ordering, analysis and interpretation of data;
  - The provision of oral and written information (requested and unrequested);

- Is responsible for collection and classification of complaints and other reactions from the public;
- Writes texts with a variety of purposes relating to fundraising.
- Advising
  - Providing advice on the induction, the implementation and the production of fundraising means and activities (requested or unrequested; written or oral)
- Planning
  - The writing of complex implementation plans (including budgeting);
  - Surveys the compilation of briefings for specialists and suppliers;
  - Requests simple tenders and evaluates these.
- Representation
  - Represents the organisation on middle-management level;
  - Is (as the need arises) responsible for written and oral contact with the press in which facts and figures must be explained;
  - Compiles presentations for a large public.
- Management
  - Provides leadership in sponsor and donation policy;
  - Ensures an adequate supervision of planning, and ensures the supervision of the associated budgets;
  - Ensures the supervision of the production process of written, audio(visual) and electronic means of communication, and ensures that these of a sufficiently high quality;
  - Provides guidance to colleagues in the execution of fundraising projects;
  - Provides guidance on the provision of information relating to activities directed at co-operation, dialogue and broad-based support.

### **Implementation: Procedural support and direction<sup>9</sup>**

- Mediation;
- Facilitation and support;
- Delegation and empowerment;
- Promoting dialogue;
- Creating a support base;
- Interdisciplinary co-operation;
- Networking;
- Co-ordinating and monitoring
- Managing issues
- Managing customer relations
- Coaching
- Providing leadership

### **Duties, responsibilities, competencies**

The following responsibilities and competencies fall within the framework of employment level C:

- Responsibilities

---

<sup>9</sup> Because this aspect of implementation is only partially relevant to Employment Level C, these subdivisions are not yet expanded upon fully.

- Co-ordinates complex fundraising projects, including aspects such as campaigning, event planning, development of communication media, surveying of house style;
  - In this, supervises matters like the formulation of assignments, the required outcome in terms of results, the production procedure on the basis of the formulation of aims, the expected timeframe, the interim steps, reporting back to the client, co-operation relationships, the distribution of responsibilities, the necessary input from staff and the budget;
  - Is responsible for production planning and production co-ordination of communication means.
- Competencies
    - Represents the organisation on all levels;
    - Provides requested and unrequested information on complex fundraising activities;
    - Makes recommendations on fundraising in relation to other areas of activity within the organisation;
    - Independently brings complex fundraising projects to completion.

## Appendix: explanatory notes

**HBO** (“Hogere Beroepsonderwijs”/higher vocational training) implies non-university higher education in applied arts and sciences, and is comparable to undergraduate courses at many American colleges. It can also be compared to the GNVQ qualifications in the UK.

**The NGF** (Nederlands Genootschap van Fondsenwervers) is an umbrella body for organisations working in aid/charity work, and is comparable to the NCVO (National Council for Voluntary Organisations) in the UK.

**The CTC**, or **Commissie Toetsing en Certificering** is the certification and qualifications board in the Netherlands.

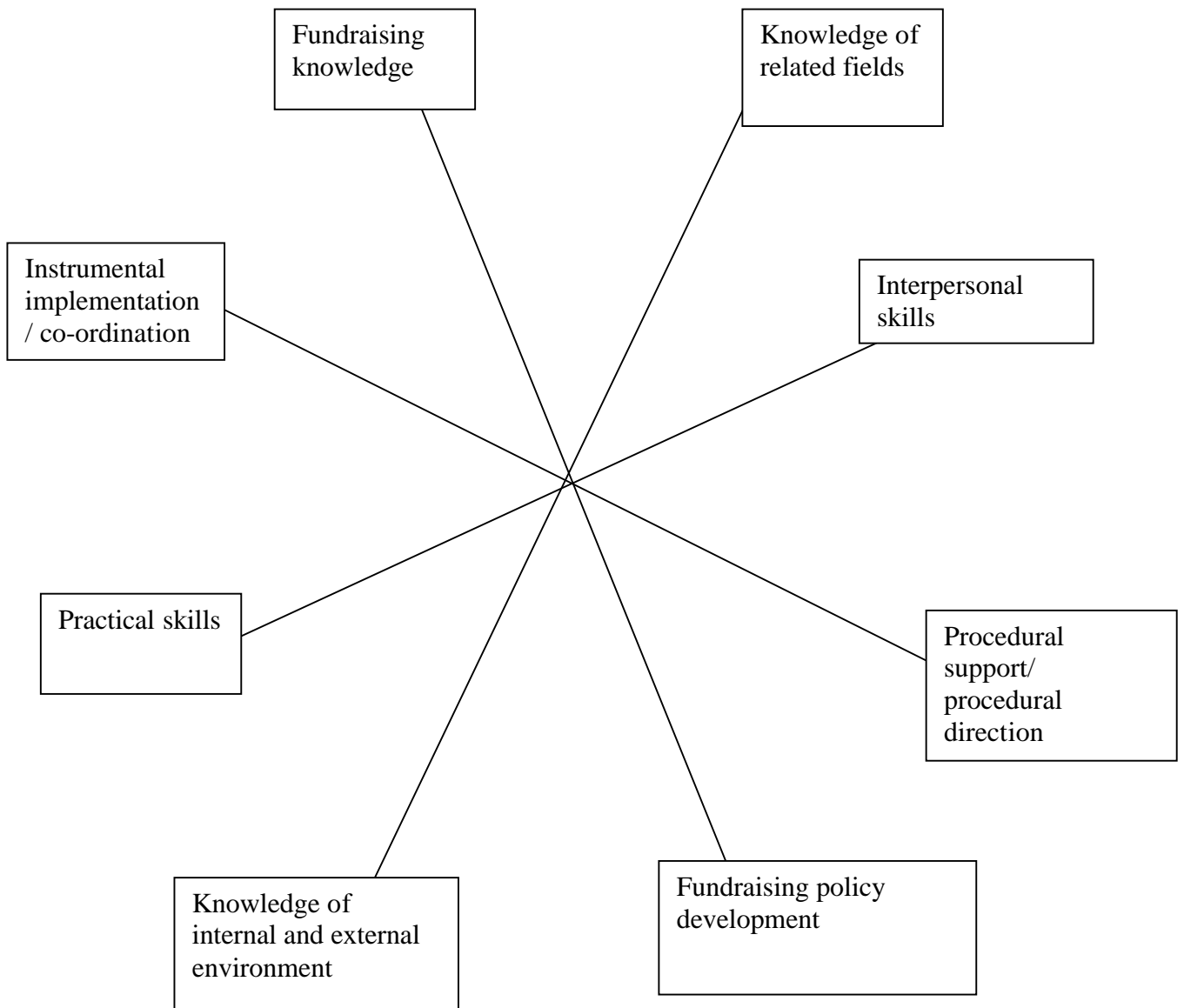
**The BvC** or **Beroepsvereniging voor Communicatie** is a professional organisation for people working in the field of communication and marketing.

## Notes

## Notes

## Notes

# Diagram #1: *Basic Fund-Raising Outline*



**Diagram #2**  
**Van der Hilst CommPas®**  
***As applied to fundraising***

**Fundraising knowledge**

*(“Fondsenwerving kennis”)*

- § Concept of fundraising
- § Fundraising theories and procedures
- § Communication theories and procedures
- § Communication and fundraising
- § Marketing theories and procedures
- § Marketing and fundraising, direct marketing, sales, direct dialogue, telemarketing, E-marketing etc.
- § Anonymous fundraising (including collecting)
- § Fundraising tools and studies
- § Trends and developments

**Knowledge of related fields**

*(“kennis van relevante vakgebieden”)*

- § Organisational, business and management skills
- § Economics and management
- § Law, ICT and HRM
- § Database management (Database marketing, data warehousing, data mining, etc.)
- § Knowledge of society
- § General social sciences (sociology/psychology etc.)
- § Language mastery
- § Financial management and administration
- § Studies in philanthropy

**Interpersonal skills**

*(“Persoonsgebonden vaardigheden”)*

- § Communicating
- § Enthusing
- § Listening
- § Interaction
- § Reflecting
- § Creating support base
- § Leading
- § Advising
- § Relationship management

**Procedural support / procedural direction**

*(“proces ondersteuning/ processturing”)*

- § Intermediating
- § Facilitating, supporting
- § Delegation and empowerment

- § Promoting of dialogue
- § Creating support base
- § Interdisciplinary co-operation
- § Networking
- § Coordination, supervision
- § Managing of issues
- § Customer relations
- § Coaching
- § Leading

### **Fundraising policy development (“Fondsenwerving beleidsontwikkeling”)**

*(“Fondsenwerving beleidsontwikkeling”)*

- § Points of departure and preconditions
- § Analysis and evaluation (interpreting and adapting)
- § Formulation of strategic points of departure and preconditions
- § Development of fundraising strategy
- § Compilation of implementation plans
- § Development of fundraising infrastructure

### **Knowledge of internal and external environment**

*(“Kennis van in- en externe omgeving”)*

- § Knowledge of own organisation
- § Knowledge of fundraising (voluntary) sector
- § Knowledge of relevant environment
- § Knowledge of the media
- § Monitoring
- § Trends and issues.

### **Practical skills**

*(“Ambachtelijke vaardigheden”)*

- § Language command
- § Writing of texts
- § Generating of digital media/print material
- § Presenting, representing
- § Maintaining media contacts
- § Compiling recommendations
- § Networking
- § Maintaining sponsor contacts

### **Instrumental implementation / co-ordination**

*(“instrumentele uitvoering/co-ordinatie”)*

- § Providing information
- § Systematic implementation of means
- § Production supervision
- § Coordinating execution of work
- § Fine-tuning of media
- § Surveillance

**Diagram #3**  
**Van der Hilst CommPas®**  
**Employment level profiling for fundraising**

Text wordt vertaald zoals in de vorige twee schema's, behalve onder aan de bladzijde:

B Fund-raiser  
C Senior fund-raiser

Bedankt!  
AW