Innovative Approaches to Career Path Planning

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Career Development—An Employee Retention Strategy

- Build Employee Engagement
- Less Expensive to Grow Existing Employee than Recruit New Employee
- Increases Organization Knowledge
- Higher/Quicker/Faster Reaction to Change
Why do employees leave?

- Study by Right Management found that top reasons employees leave organizations
  - Lack of opportunities
  - Not feeling appreciated
  - Work/Life conflicts
Perfect Storm for Turnover

• Technology
  Work anywhere/anytime
  Blurred lines between personal and business life
  Constant connectedness

• Changing Demographics
  Gen X want to move in/out of workforce to accommodate family and personal interests
  Gen Y want to do something meaningful and have high expectations for personal growth
Career Development as a Strategy

• Focuses on the future
• Supports different/individual needs
• Allows employees to plan career and personal life in tandem
• Can/should be flexible
Career Paths and other Detours

• Traditional Career Paths

A Career ladder or hierarch of jobs consisting of a series of more complex duties and responsibilities within a general occupational area.
New Career Paths

- Career Lattice

A Career Lattice provides opportunities to learn about different areas, duties, responsibilities by taking lateral positions, being coached or mentored by others, taking on team assignments, or taking focused training or education in an area and applying those skills through a special project or assignment.
Career Ladder vs Career Lattice

- One upward path
- Move up or stay
- Lateral moves or steps back viewed negatively
- Work hard—long hours only way up
- One occupational group no changing (viewed as disloyal)

- Multiple paths
- Lateral moves within same organization (rather than changing employers)
- Objective based
- Continuous Development great for Gen Y
- Flexible great for Gen X
Development for Development

- Mentoring – cross institutions
- Special Projects
- Cross Colleges within same institution
- Teaching each other
- CASE
Recruitment: Talent Identification and Acquisition
“…nonprofits are hungry for donations. Many are hiring fundraisers—and there are not enough applicants to fill the open slots.”

*Forbes, Sept. 18, 2009*
The Outside Looking In

- Shortages in fundraising professionals demand creativity in hiring
- Identifying promising candidates outside of fundraising
What to Look for in a Fundraiser

Qualities of a Successful Fundraiser

- People oriented
- Energized by new ideas
- Passionate about your institution
- Goal oriented
- Highly motivated
- A self-starter
Recruiting from Outside of Fundraising

- Seeking out people in careers with applicability to fundraising
- Careers like banking, sales, education, customer relations
- Emphasis on candidates who have experience interacting with the public
Recruiting from Outside of Fundraising

- Candidates with a record of volunteer activity
- Service on local boards
- Extensive engagement with community organizations
Recruiting from Outside Fundraising

- Promising candidates from other areas of your institution
- Candidates with a strong institutional commitment
- Candidates with a deep sense of institutional history
Retention: Talent Management
“Not a day goes by that talent management doesn’t come up with my clients in one way or another. I have regular conversations with leaders who don’t have enough people, or they have the wrong people, or their people are doing the wrong things.”

_Bruce Flessner, Principal, Bentz Whaley Flessner_
Cost of Replacing Fundraisers

- $127,650 in direct and indirect costs
- High turnover in fundraisers results in significant expenses to nonprofits
- Points to the importance of retention
Making New Hires Part of Your Culture

- Defined orientation process
- Bringing new fundraisers into the development culture
- Initial portfolio assignments
- Introduces new fundraisers to:
  - Departmental policies and procedures
  - Key personnel
  - Institutional facts
  - Fundraising priorities
Talent Management: Training

• Opportunity to attend conferences (CASE, AFP) for new hires

• Particularly valuable for development officers new to fundraising
Talent Management: Mentorship

• Pairing new hires with senior fundraisers
• Opportunity to shadow on donor calls
• Role playing sessions in advance of new donor visits, major solicitations, etc.
Talent Management: Recognition
Talent Management: Recognition
Questions?