

# *crawfordconnect*

strengthening nonprofit leadership teams

recruiting ► retention ► succession



*Recruiting excellence for the nonprofit sector*



## Strengthening your Team is what We Do Best

In today's competitive marketplace, charities and nonprofits must be able to attract and retain skilled leaders, managers and fundraisers who can quickly and capably deliver results.

Ambitious fundraising targets and the public's escalating demand for transparency and accountability are fuelling a push for a higher calibre of professionalism and skills in the voluntary and nonprofit sector.

At the same time, competition for well-qualified professionals is intensifying. Potential recruits are increasingly calling the shots: where they're willing to work, their salary and status expectations.

So how does a nonprofit with limited time and resources acquire - and keep - these increasingly essential human resources?

By working with *crawfordconnect*.

**Our vision is to be  
the most trusted resource  
of Canada's nonprofits  
to meet your needs for  
leadership recruiting,  
retention and  
succession planning**



## Our Track Record Supports your Success

With a holistic approach to management team development, *crawfordconnect* addresses not only recruiting requirements but also leadership planning and retention. Our support extends from meeting immediate needs to creating strategies for the long term.

Our mission at *crawfordconnect* is to strengthen Canadian charities and nonprofits by connecting you to the executives, managers and fundraisers you need to succeed.

Our track record attests to our ability to accomplish this.

- We have been serving Canada's charities and nonprofit – exclusively – since 1996. We know this sector, its culture, its challenges, its priorities.
- *crawfordconnect* has placed hundreds of successful candidates with dozens of organizations encompassing healthcare, social services, education, arts and culture, and associations. We bring this diverse experience to every client we work with.
- Our candidate retention rate is impressive: our candidates remain with the same employer for years. We get it right the first time.

We have long-term relationships with many of our clients, providing them with advice, strategies, tools and human capital on an ongoing basis to meet their evolving needs.



## The *crawfordconnect* Difference

At *crawfordconnect*, we believe that every client is special and deserves special value. We never deliver what is expected. We deliver what is exceptional.

Here's why we are your best choice for recruiting, retention and succession support.

- Expertise gained through decades of nonprofit search and consulting experience with hundreds of organizations
- Direct experience with all aspects of nonprofit leadership sustainability
- Access to our extensive connections in the nonprofit marketplace
- Deep insight into the recruitment landscape, including knowledge of the sector's top performers and those who may be receptive to new opportunities
- Strategic advice regarding the best ways to position and fill your vacancy
- Access to our database of carefully selected qualified nonprofit professionals
- Understanding of how to attract and keep the right candidate for the long term
- Knowledge of competitive compensation packages
- Expertise to compete effectively for the best candidates
- Greater probability of long-term retention of new hires

All of this delivered with unfailingly responsive client service.

## What You Can Expect When You Work With Us

***Our core values are integrated into everything we do. These are what we stand for, what we promise and what we do.***

### **Excellence**

We only accept assignments where we believe we can be successful. For every assignment we undertake, we strive to exceed our clients' expectations with consistent professionalism and quality.

### **Collaboration**

We work closely with our clients and our candidates to build shared understanding and a unified commitment to achieving goals.

### **Respect**

We treat everyone we work with - client, candidate, referrals - with respect.

### **Confidentiality**

We strictly adhere to all privacy laws and our own rigorous policies to ensure complete discretion in all of our interactions with clients and candidates. For example, we conduct candidate references only with the candidate's permission.

### **Integrity**

We operate to high ethical and professional standards in everything we do and always communicate openly and honestly.

### **Partnership**

We build enduring relationships with our clients and candidates by providing advice, support and service focused on your success.

## Services Targeted to Meeting your Needs

***We offer a selection of services to meet the varying needs and budgets of Canada's diverse charities and nonprofits.***

### **Full Executive Search**

Customized to meet each client's particular requirements, our comprehensive executive search process consistently produces the right employer-employee fit.

- Conduct a comprehensive assessment of organization's needs and position requirements
- Prepare a clear, detailed job description and profile of ideal candidate
- Craft an appealing value proposition for the position
- Build a qualified candidate pool using our database and strategic research, networking and promotion
- Thoroughly screen prospective candidates
- Guide you with briefings, interview questions and scoring criteria
- Assist with candidate interviews and evaluations
- Investigate candidate references and provide detailed findings and evaluation of strengths and weaknesses
- Notify and provide constructive feedback to unsuccessful candidates
- Provide compensation counsel, present offer and negotiate salary as required
- Onboard the successful candidate
- Assess your satisfaction

## Partial Executive Search

For clients who prefer to assume responsibility for portions of the search process, we offer a flexible and cost-effective package of options.

**Candidate sourcing:** Our consultants are actively involved in many nonprofit professional associations. We know the best people in the sector and who may be receptive to a job change. We efficiently source candidates from our database and network, screen them to ensure both quality and fit and provide a short list of qualified candidates for you to interview.

**Candidate assessment:** We bring objectivity and 25 years of experience working with nonprofits to our candidate evaluations. We screen, interview and qualify through resume reviews, telephone discussions, personal interviews and skills assessments.

**Reference checking:** To provide a true picture of a candidate's potential to succeed, we offer 360-degree reference checks. These reviews validate the information a candidate provides and to confirm the fit with your organization. We speak with peers, subordinates and superiors to acquire multiple perspectives of a candidate's qualifications and performance.



**Onboarding:** Providing well planned, individually tailored support to new hires is critical to enable them to immediately add value to an organization. We offer a specialized 100-day onboarding process that quickly assimilates new executives and fundraisers into an organization's culture. This includes one-on-one orientation coaching and regular facilitated discussions between management and the new hire.



## Interim Management

A period of transition or uncertainty, a special project, the unexpected departure of a key member of the team - these can all be challenging periods. The support of an experienced executive or professional who can temporarily fill a gap and immediately integrate into your operations can be a practical, cost-effective solution.

Our extensive network of experienced contract managers and professionals can provide a variety of expertise on a temporary basis. They contribute specialized knowledge and skills and tangible results – until the issue has been resolved, a full-time executive is in place or the project is complete.

## Leadership Sustainability/Succession Planning

A leadership sustainability (succession) plan can help you to attract the people you need to be successful, challenge and engage them and also ensure you can carry out your organization's mission regardless of changes in key positions.

Encompassing emergency replacement, talent management, leadership development and succession, *crawfordconnect* can help you craft a leadership sustainability framework that will support the success of your organization into the distant future.

## Leadership Coaching

Optimizing the potential of your human capital is essential to support collaboration and innovation in today's competitive, fast-changing environment.

Our experienced coaches help individuals and teams accelerate performance by providing support on multiple levels.

- Reinforcing leadership competencies that are crucial to your organization's culture
- Leveraging strengths
- Addressing weaknesses
- Promoting positive behaviour change
- Building synergies within teams

We provide the tools, methodology and support to help your people gain capability and confidence.

## Outplacement Support

When you have to transition a manager or professional, providing outplacement services shows that you care about their future and protects your reputation as a caring employer. Our outplacement services give terminated employees information and tools to help them move quickly onto other employment.

**Day-of onsite termination support:** We provide an experienced coach to be present during and/or after a termination meeting to preserve the individual's dignity, reduce organizational risks and minimize the negative impact on remaining employees. We focus the individual's attention on the future and extend an offer of coaching support.

**Career transition coaching:** We provide emotional support and practical assistance with job search strategies for a two-month period. Customized to the individual's needs, coaching may include refining priorities, preparing a resume, presentation skill development and mastering networking and interviewing.



## What Our Clients Say



*"crawfordconnect did a great job for CNIB. The candidates were of very high calibre which made making the final decision difficult. I would absolutely use them again."*

**Steve Lutz**  
**Vice President, Business Development and Corporate Partnerships – CNIB**



**NYOC** NATIONAL YOUTH ORCHESTRA CANADA  
**ONJC** ORCHESTRE NATIONAL DES JEUNES CANADA

*"crawfordconnect could not have done a better job. I so appreciated how communicative they were and available at all hours. It was a very positive experience from start to finish."*

**Barbara Smith**  
**Executive Director – Orchestra of Canada**



*"crawfordconnect was very helpful - sensitive to the requirements of the Board, provided great advice and guidance, acted with diligence and professionalism throughout."*

**Don Smith**  
**Chair, Search Committee – Community Living Cambridge**



*"I was so impressed with the thoroughness and sophistication of their process. We made the right decision hiring crawfordconnect."*

**Michael Nightingale**

**Board Chair – Guelph Community Health Centre**



*"We were very happy with the crawfordconnect service and outcome."*

**David Judge**

**Past Chair – BOMA (Building Owners & Managers Association) Canada**



makes you think

*"I was very happy with the process of the search conducted by crawfordconnect. Ours was a challenging position to fill and I appreciated the involvement and guidance provided."*

**Rob Crocker**

**Former Chief Financial Officer and Vice President,  
Business Development – TVO**

## The *crawfordconnect* Team



**Deborah Legrove, BA, CFRE**

Led by Deborah Legrove, President of *crawfordconnect*, our experienced team of senior consultants, research associates and project coordinators is committed to providing every client with unparalleled expertise and uncompromising commitment to success.

These professionals have decades of nonprofit and business experience in varied disciplines: executive management, fundraising, human resources planning, and leadership recruiting and development.

As the President of *crawfordconnect*, Deborah's goal is to help Canada's nonprofit organizations make positive changes to our world.

Since 1999 she has been connecting Canada's charities and nonprofits with executives, managers and fundraisers who have the experience, skills and confidence that enable these organizations to achieve their objectives.

To each valued client relationship, Deborah brings more than 25 years of experience with numerous nonprofits as a manager, executive, fundraiser, consultant and volunteer. She has served as Chief Executive Officer of a healthcare foundation and advised senior leadership in multiple complex capital campaigns in both Canada and the USA. Her past positions have included: Director, Marketing, Communications & Advancement, Canadian MedicAlert Foundation; Vice President, Inspire, a DVA Navion company; Director, Annual Giving, Toronto East General Hospital; and Vice President, Client Services, IDC Canada.

An active volunteer in the nonprofit sector, Deborah holds board positions with the Association of Fundraising Professionals Greater Toronto Chapter, The Dorothy Ley Hospice, the Association of Fundraising Professionals Golden Horseshoe Chapter, Georgian College National Advisory Committee, and AFP Foundation of Philanthropy Canada.

Deborah is a popular speaker and writer, frequently called upon by nonprofit associations and groups to share her insights regarding leadership search, retention and sustainability.





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*Recruiting excellence for the nonprofit sector*

It is our privilege to work with Canada's charities and nonprofits.

It is our hope that *crawfordconnect* can work with you to meet your leadership recruiting, retention and succession needs.

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