

Fashion Revolution USA: Final Report

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Table of Contents

PART 1: ORGANIZATION DETAILS 2

 ORGANIZATIONAL CONTEXT 2

 COMMUNICATION CONTEXT 3

 SITUATIONAL ANALYSIS 3

PART 2: PROJECT DETAILS 4

 PROJECT SCOPE AND SUMMARY 4

 PROJECT GOALS 4

 PROJECT OBJECTIVES 4

 STAKEHOLDER REGISTRAR 5

 STAKEHOLDER ANALYSIS 6

 SWOT ANALYSIS 7

 BASELINE 7

Project Milestones 7

Project Budget 8

PART 3: RESEARCH 8

Fundraising Role 8

 Volunteer V. Paid Role 9

 Pay Details 9

Alternate Recruiting Resources 9

PART 5: RECOMMENDATIONS 10

REFERENCES 13

APPENDIX A 14

APPENDIX B 17

APPENDIX C 19

Part 1: Organization Details

Organizational Context

The Rana Plaza factory disaster took place in Dhaka, Bangladesh; where 1,134 people were killed and over 2,500 were injured. This catastrophe occurred because the factory continued to have the workers in a building that wasn't up to necessary codes. In addition to this, they put a lot of pressure to get clothing sewn in an extremely fast amount of time without allowing the workers to leave. The combination of a bad building and not allowing the workers to leave ended in the building collapsing around them. Due to this, Fashion Revolution was founded.

Fashion Revolution is a non-profit organization that was founded on 24 April 2013 by Carry Somers (Global Operation Director) and Orsola de Castro (Global Creative Director). This company is mainly a female-empowered revolution, that prides themselves on working as a democracy and not as a hierarchy. With a mission of, “we believe in fashion – an industry which values people, the environment, creativity, and profits in equal measure, and its everyone’s responsibility to ensure that this happens” (Grevers, K., 2023), this sets them apart from any other clothing company. In adding to this, their website, fashionrevolution.org, paints a picture of what the organization wants to achieve in the world. In their list of aims, they mention that they want to end human and environmental exploitation in the global fashion industry (Knight, H., n.d.).

The worldwide global revenue of apparel (AKA the fashion industry) is an estimated \$1.55 Trillion. With the USA as the largest apparel market contributor in the world with an estimated annual revenue of more than \$300 Billion (Smith, P., 2022). The largest share of this revenue comes from retailers like TJ Maxx and Macy’s, which can each bring in over \$20 Billion on their own. This can be more than some small countries manage in totality. Competition in the USA is fierce and the drive for profits has seen a lot of manufacturing outsourced to other countries where labor is cheaper such as China or Indonesia.

‘Fast Fashion’ is a term which has become a buzz word recently. “Fast fashion is a design, manufacturing, and marketing method focused on rapidly producing high volumes of clothing. Fast fashion garment production leverages trend replication and low-quality materials (like synthetic fabrics) to bring inexpensive styles to the end consumer” (Stanton, 2023). This enables large brands like Zara to assess recent trends and have clothing designed, created, and shipped all in a matter of days to take advantage of whatever latest trend is viral on social media. In turn, the product may only be worn once or twice before it is discarded causing an environmental crisis.

To focus on minimizing exploitation of fast fashion workers such as those from TJ Maxx, Macy’s, etc., Fashion Revolution had three key objectives that focus on putting human needs ahead of profits. This is demonstrated below:

1. Policy Change

“To champion changes to laws and legislation and improve the rights of people that work in the fashion industry” (Knight, H., n.d.).

2. **Industry Change**

“Highlighting the shortcomings of some of the largest brands and drum up support for more ethical practices” (Knight, H., n.d.).

3. **Cultural Change**

“Educate people through campaigns to think differently about how people buy, sell and make clothes” (Knight, H., n.d.).

Fashion Revolution is sincerely paving the way for a more fair, safe, and cleaner fashion industry.

Communication Context

Fashion Revolution USA has a communication context that is virtual, other than those that are volunteering to create the clothing. Consequently, meetings, interviews, most interactions, etc. are done so through technology. The positive of this is that communication can be done anywhere and/or anytime. The negative is that there can be a miss in relationship development.

For this project, our sole communication context is completely virtual. We met bi-weekly on Mondays with Kathleen, the Director of Education, to ensure we, as the consultants, are evolving the project to benefit Fashion Revolution USA’s needs. As we began finishing up the project, we agreed that meetings could be few and far between. On top of this, Kathleen assured us that email communication is the best fit overall and welcomed us to email with any questions, concerns, and feedback in order to make the project a success.

For additional information regarding communication with Fashion Revolution USA, please refer to Appendix A.

Situational Analysis

Fashion Revolution has a presence all over the world, however, for this particular project we have been asked to focus on the United States region. Fashion Revolution USA is the main support unit and provider of resources to many of the other locations; some of these include Africa, Europe, Central America, and the Caribbean.

Over the last four years, Fashion Revolution USA has been focusing on restructuring the organization; the current leading players are the Director of Operations, Director of Strategic Planning, Director of Communications, Director of Policy, and the Director of Education. They are working on this restructure because they want to move away from a hierarchy system into a more democratic system. With this more democratic approach, each director has a say of how things are run within the company. For example, regarding the current onboarding process, a candidate applies either through Instagram or LinkedIn. Once the prospects have been identified, they meet with the directors for interviews. From there, the directors make a collective decision on who they want to move forward with.

In meeting with Kathleen, we were advised that in addition to this restructure, the Director of Strategic Planning position would close out to make room for the development of the Director of Fundraising position. By adding the fundraising position, the goal would be to create more funding opportunities for Fashion Revolution USA. This way, they can continue to do the good work that they do and eventually get to the point where they can pay a commission to some of their volunteer workers.

Part 2: Project Details

Project Scope and Summary

Throughout our discussions with Kathleen, she focused on the importance of the work that Fashion Revolution USA does, why they think a Director of Fundraising role would be beneficial to them, and what they are looking for in a candidate. Kathleen let us know that Fashion Revolution USA has never had a designated person that solely focused on the typical duties that a fundraiser would do, which consists of coordinating fundraising events, managing financial processes, grant writing, and overseeing donation efforts.

Knowing this, the scope of the project is to recommend recruiting and onboarding initiatives for Fashion Revolution USA to profile the correct person for the newly developing fundraising role. We intend to help in these efforts by researching legalities, skill development, and matrixes of the role. This will then allow us to make recommendations on the details of the role and what the role could look like for the company. Since Fashion Revolution USA is a non-profit, mostly comprised of volunteers, we know that we will need to offer information that allows the company to make the best decision to ensure they reach their fundraising visibility and diversity so that funds are continuously coming in.

Project Goals

Currently, Fashion Revolution USA does not have a human resources team. As mentioned above, most of the recruitment processes happen through social media campaigning and a democratic approach to candidate selection. For the fundraising role, we believe that these initiatives will not be enough when scouting the potential candidate that Fashion Revolution USA needs for the fundraising role because they have never had a designated person that solely focused on typical duties that a fundraiser would do. This means that they will need to look at hiring someone who has older resources, strong communication/writing skills, experience across all generations, and someone who aligns with the company's strong values.

Project Objectives

We know the importance of this role for the overall health of the company. We hope to contribute the following:

- Provide research on what a fundraising role is, the contributions it could have for Fashion Revolution USA, and the skills needed to fulfill the role effectively.
- Offer recruitment suggestions to ensure Fashion Revolution USA has identified the appropriate candidate. Including, but not limited to:

- Creation of the job description.
 - This would consist of coordinating fundraising events, managing financial processes, grant writing, and overseeing donation efforts.
- Creation of recruiting advertisement.
 - Keeping in mind that Fashion Revolution USA is looking for someone who has grant writing experience, communication skills, and believes in their mission.
- Provide details on alternate sources to locate potential candidates.
- Emphasize the fundraising role job duties, which include the coordination of fundraising events, managing financial processes, grant writing, and overseeing donation efforts.

Stakeholder Registrar

Stakeholder	Internal/ External	Attributes	Stakeholder Expectations	Stakeholder Concerns	Preferred Communication Method
Director of Education – Kathleen Grevers	Internal	Oversees our progress for the project and provides information to ensure we are successful for ourselves and the company.	To be able to answer the question “what does the position look like for the company”/.	Being able to find someone who has a happy medium of older resources and experience with someone who is new wave.	Email and Zoom
Board of Directors	Internal	Most of the board is currently being onboarded, so they will be new-ish to the company. We do not know what their level of intel is until later in the project.	Since the board is new, currently, this is unknown.	Since the board is new, currently, this is unknown.	Email
The UK headquarters that the US is contracted with	Internal	The UK headquarters is the global base that the US is contracted with. Other than specific US laws, they adhere to the policies and procedures set forth by the UK team. This would be a team we would want to gather additional information for when it gets closer to providing resources for grants.	That this position is filled with an ethical person who shares the same mission and values of the company.	The efforts that will go into the development of this project.	No Contact
Potential candidates for the fundraising role	External	Coordination of fundraising events, managing financial process, grant writing, and overseeing donation efforts	No known expectations currently.	Volunteer opportunity only with no ability to obtain financial security.	Email and Zoom
The company's social media following	External	Fashion Revolution relies heavily on this stakeholder. They believe that this is the gateway to get their message out in the most efficient and effective way.	That Fashion Revolution stay current and relevant to anyone who follows.	No known concerns currently.	Dm'ing, Email, and Zoom

Stakeholder Analysis

The stakeholder registrar was developed with the fundraising role project in mind. Fashion Revolution USA has a need regarding support around practices and policies that may influence hiring a fundraiser into the newly developing position. Stakeholder identification took place through our first meeting with Kathleen, Director of Education, as well as, through brainstorming efforts within our consulting team. This approach was best for the overall group due to time constraints, time zone differences, and this being our consulting teams first time working on a project of this stature. By conclusion, this is our basis as of now.

Once we decided the route we wanted to take with the stakeholders and the information we felt would be the most useful to provide in the chart listed above, we began analysing each column to ensure that we include appropriate and helpful information for the process of the project. The list that was both provided and from our brainstorming efforts contained individuals, groups, and organizations, both internal and external, that have an interest related to the project. From there, we determined what the attributes were by assessing what we know of each stakeholder. This was helpful so that we can continue to learn and evolve with the stakeholders. In addition, this information will be helpful for Fashion Revolution USA to refer to in a future date when they begin implementing the creation and evolution of this role. Next, we evaluated the main expectations and concerns that each stakeholder has based on the information we currently know. This is important in determining expectations and ultimately ending with a successful project.

Finally, we would like to notate that the list is not static, we have the assumption that this list will evolve as the project progresses after we release to Fashion Revolution USA. We reviewed the registrar and updated as necessary throughout the project up until this point. We assume that Fashion Revolution USA will do the same throughout the aftereffects of the project.

SWOT Analysis

- **Strengths:**
 - The culture of philanthropy
 - The role will generate funds, which will help with transparency
 - They have people that believe in their overall mission and goals
- **Weaknesses:**
 - The new role is untested which increases the risk of being unsuccessful
 - Since ramp up time of the role is unknown, there might be a delay in fundraising initiatives
 - Having strictly voluntary bases without a salary may hurt the amount of capable candidates
- **Opportunities:**
 - Ability to provide guidelines, templates, research, and procedures to help evolve their department and set them up for success as they navigate this new role and their future endeavors
 - Gen Z are a target audience
- **Threats:**
 - They do not have an HR department, or structure, therefore they do not have proper guidelines in place to hire
 - If they continue to focus on hiring within a certain age range so they can appeal to said age range, they have the potential to be bumping against laws that prohibit these exact issues and excluding people who could be a better fit.

Baseline

In this section, we describe our project baseline. Our project baseline will underline the milestones, the budget if any, and the expected project outcomes/deliverables.

Project Milestones

Milestone	Approximate Completion Date
Approval of the project scope, deliverables and timeline with Fashion Revolution USA	February 11, 2023
Finalization of the project report by the consulting team	March 5, 2023
Submission of the final report draft to the sponsor for comments, suggestions, and feedback	March 10, 2023
Presentation of the Final report	March 12, 2023
Submission and presentation of the final report to the Fashion Revolution USA.	March 24, 2023

Project Budget

There is not an allocated budget for this project from Fashion Revolution USA. By outsourcing their needs to Northeastern's Human Resource Master program, they are able to obtain consulting services for free.

Part 3: Research

Currently, Fashion Revolution USA does not have a human resources team. All their recruitment initiatives take place through social media campaigning with a democratic approach to candidate selection. For the fundraising role, we believe that these initiatives will not be enough when scouting the potential candidate that Fashion Revolution USA needs.

Fashion Revolution USA aims to hire someone who has older resources, strong communication/writing skills, experience across all generations of people, and who aligns with the company's strong values. In addition to this, they would prefer someone who has grant writing experience so that this new role can take off quickly. This information was the basis of our research and spearheaded our recommendations.

Fundraising Role

Fundraising roles could be different depending on the organization. However, generally, someone who holds a fundraising position is someone who works at a non-profit organization. Within the role, this person would be responsible for raising money in support of the organization's efforts and ensuring that all needs are met (*Fundraising manager: UAB Online Marketing.*, 2021). This will be done by the development and implementation of fundraising strategies, planning and overseeing fundraising campaigns, and carrying out duties that show the progress of the initiatives for the organization. Raising money is a big responsibility for any organization, it is important that whoever fills this role be well-versed and reliable.

Further research on the ins and outs of a fundraising position, our biggest takeaway was the importance of the rules and regulations that are present in the US regarding fundraising. "The most basic rule of fundraising is that the donors must give away funds. They cannot receive goods and services in return for their gifts, nor can they obtain dividends on their investment. Donors can receive recognition and small tokens of appreciation, but if they receive a monetary return for the donation, they will lose their tax deduction, and the nonprofit organization could lose its tax exemption" (Schmidt, 2020).

Included with the above, we found that The Fair Labor Standards Act (FLSA) applies to "businesses with annual gross volume of sales made or business done of at least \$500,000. Non-profit charitable organizations are not covered enterprises under the FLSA unless they engage in ordinary commercial activities that result in sales made or business done, such as operating a gift shop or providing veterinary services for a fee" (*Whd Fact Sheets.* DOL.. 2012). This means that the person that is hired needs to have knowledge of the FLSA to ensure that they follow the rules that are in place. There are also implications for any paid workers – "paid employees of a non-

profit organization cannot volunteer to provide the same type of services to their non-profit organization that they are employed to provide...” (*Whd Fact Sheets*. DOL., 2012).

In our meetings, Kathleen mentioned that Fashion Revolution USA would prefer the fundraising role be a volunteer role. However, she does understand that this role is going to be very important to the development of Fashion Revolution USA and is open to payment for services. This means that the above research will pose as valuable information so that they do not lose their non-profit tax exemptions.

Volunteer V. Paid Role

Throughout research, we wanted to figure out the real difference between a volunteer and a paid role. We felt as if this information was important in further determining what this role could look like for Fashion Revolution USA. “At first glance, the simple difference between these two types of workers is that employees get paid and volunteers don’t” (Lockwood Herman, M., 2018). With this being said, there are non-profit organizations that can offer some monetary benefits to their volunteers, which typically consist of stipends and reimbursements. If further payment is involved, it is up to the organization to determine whether this payment is taxable income or not. Once it is deemed as taxable income, non-profit organizations run into the issues of losing funding.

It is important for Fashion Revolution USA to ensure that when marketing this role, they are clear about whether this role is volunteer, paid, or has the opportunity to transition from a volunteer to a paid role. With this, they would also need to ensure that the person who obtains this role understands the monetary and duty boundaries so that Fashion Revolution USA can be consistently helpful in determining any level of liability and protections in the even there is an accident.

Pay Details

As mentioned above, volunteer roles are mostly unpaid positions. Nevertheless, there is potential for this role to transition into a salaried role. At this time, a Director of Fundraising role is averaging out to a yearly salary of 89,000\$ (*Salary: Fundraising director., 2023*). It is projected that this will go up in the coming years. Fashion Revolution USA should continue to monitor this median in case they choose to move forward with a salaried role in the future.

Alternate Recruiting Resources

As previously mentioned, Fashion Revolution USA’s primary resources for its recruiting endeavors are social media outlets like LinkedIn and Instagram. Although these could be great resources for lower-level hiring, we do feel that it is important for Fashion Revolution USA to utilize other recruiting resources out there to ensure they are finding the best person who could fill such an important role for a non-profit organization. As it stands, Fashion Revolution USA does not have the financial resources to put into the development of this role, so this means that our research needed to include that of free web sources for recruiting.

During our research, we landed on Forbes as a reliable resource for various recruiting website comparisons. Forbes Advisor compared several different online recruiting websites that are either completely free or free for a limited amount of time. This was a great place to be able to evaluate the websites in one location on various topics. The website offers comparison information on 10 different recruiting websites', these include Indeed, Ladders, Handshake, Learn4Good, SimplyHired, Guru, LinkedIn, AngelList, PostJobFree, and Hubstaff Talent. In addition to this information, the website also offers a comparison of the starting price, the number of free job postings you can use, and whether the website has tracking capabilities or not (Baluch, A., & Main, K., 2023).

Upon diving in further, there were three that stood out to us the most. These are Indeed, Handshake, and Hubstaff Talent. We feel as if these would closely align with the resource availability that Fashion Revolution USA currently has as well as offers the below:

- Indeed
 - Indeed allows you to post jobs for free with the capabilities of setting up assessments for those applying. This is beneficial to Fashion Revolution USA, as they would be able to assess on a preliminary basis communication skills of their applicants. This will allow the process to go by quicker with a higher chance of finding the best applicants for the interview processes.
 - Indeed, also, offers unlimited job postings for certain jobs and has applicant tracking capabilities.
- Handshake
 - Handshake is great for recruiting those fresh out of college or currently in college. One of Fashion Revolution USA's hopes were to find someone who could appeal to a Gen Z demographic. By posting here, we believe that they could potentially find someone who is looking for volunteer work to ramp up their rapport and resume. Although not keeping someone long term wouldn't be ideal for Fashion Revolution USA, this would be beneficial to have someone come in to shape the new fundraising role as they move from a volunteer opportunity into a potential salaried one.
 - Handshake, also, offers unlimited job postings and has applicant tracking capabilities.
- Hubstaff Talent
 - Hubstaff Talent is a viable recruiting resource when looking for someone remote. Since Fashion Revolution USA does not have stipulations on having someone "in house", this could pose as an opportunity to expand to the country as a whole instead of a particular region.
 - Hubstaff Talent is completely free to utilize with the options of purchased add-ons. In addition to this, they also offer unlimited job postings and applicant tracking.

Part 5: Recommendations

For us to deem this project successful, we would want to see that Fashion Revolution USA is equipped to implement the new fundraising position and has the necessary recruiting

materials to ensure they meet their desired outcome of obtaining additional funding for their organization. To that end, our project was to deliver the following:

- Provide research on what a fundraising role is, the contributions it could have for Fashion Revolution USA, and the skills needed to fulfill the role effectively.
- Offer recruitment suggestions to ensure Fashion Revolution USA has identified the appropriate candidate.
 - Including, but not limited to:
 - Creation of the job description.
 - Creation of recruiting advertisement.
 - Keeping in mind that Fashion Revolution USA is looking for someone who has grant writing experience, communication skills, and believes in their mission.
 - Provide details on alternate sources to locate potential candidates.
- Provide feedback on their current onboarding process as it relates to the new fundraising role.
- Include suggestions on what the role will look like for the company
 - Emphasize the fundraising role job duties, which include the coordination of fundraising events, managing financial processes, grant writing, and overseeing donation efforts.

After careful research and consideration, we feel as if our recommendations meet the requested deliverables and objectives. Our recommendations are as follows:

- Since we have suggested that we do not think that utilizing various medias are a viable resource for Fashion Revolution USA's recruiting initiatives, we recommend that Fashion Revolution USA work outside of these barriers by obtaining a candidate through HubStaff Talent. Above, we compare a couple of different options that could be used for recruiting; however, we believe that HubStaff Talent closely aligns with the needs that Fashion Revolution USA presents.
- We recommend that the fundraising position be a volunteer position with the intent of converting to a salaried role. In addition to this recommendation, we suggest that Fashion Revolution aim to hire either someone looking for volunteer experience in college or someone who has retired and can put a lot of effort and time into the building of this role.
- In Appendix B, we have included a job description template. Although this is currently tailored to the fundraising position, we believe this can be used for future endeavor's by Fashion Revolution USA.
- In Appendix C, we have included an advertisement template. Although this is currently tailored to the fundraising position, we believe this can be used for future endeavor's by Fashion Revolution USA.
- Our final recommendation is that Fashion Revolution USA implement a candidate showing their body of work to get through one of the stages of their onboarding process. For the fundraising role in particular, the candidate should be able to

show previous grants they have written or be able to prove their higher-level communication skills. We believe that this will help Fashion Revolution USA in choosing the appropriate candidate with the desirable experience.

In conclusion, Fashion Revolution USA has an organization that is like no other. They aim to put people and the environment first. We believe that with our recommendations Fashion Revolution USA can choose the right candidate for their organization. We, also, believe that they have the capabilities to create and grow the fundraising position in such a way that is beneficial to all.

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Appendix A

Meeting Questions and Notes

Questions	Meeting Notes (in short-hand)
<p>Tell us about Fashion Revolution.</p> <ul style="list-style-type: none"> ⇒ How many employees? ⇒ Do you have any volunteers? ⇒ What are the goals? ⇒ What are some key values of the company? ⇒ How is the culture? ⇒ What is the management style of the company? 	<ul style="list-style-type: none"> ⇒ Fashion Revolution started due to a garment facility collapsing The owners knew the building had integrity issues <ul style="list-style-type: none"> ○ Large clothing companies had pressure on them to sew in a fast amount of time ○ The building collapsed around the employees ○ Rana plaza ⇒ Global headquarters located in the UK ⇒ USA is where we are focusing <ul style="list-style-type: none"> ○ Any work we do should say “Fashion Revolution USA” ⇒ Mission on slide 3 <ul style="list-style-type: none"> ○ People and environment over profit ⇒ Highlights: <ul style="list-style-type: none"> ○ Fair trade ○ Living wage ○ Govt legislation ○ Gender equality ○ Business equality ○ Good working conditions ⇒ https://www.youtube.com/watch?v=cKr139ylzO8 ⇒ Organization chart on slide 7 ⇒ Website: <ul style="list-style-type: none"> ○ About ○ Find your country <ul style="list-style-type: none"> ▪ Each place listed has a fashion revolution office ⇒ Director of Strategic Planning getting changed to the Fundraising Role > NYC ⇒ Triangle Shirtwaist Factory <ul style="list-style-type: none"> ○ 146 people died ⇒ Big issue with the fashion industry having zero regard to worker safety and environment ⇒ USA > why have manufacturing jobs left the US? <ul style="list-style-type: none"> ○ Work is government focused ○ Want to go after grant funding ○ Everyone is a volunteer and not one person is paid <ul style="list-style-type: none"> ▪ Downside: if the mission is about transparency, it makes it questionable why workers aren’t being paid ▪ Internal HR is meeting external transparency ⇒ Asks brands to hire sustainability experts ⇒ Major campaign: <ul style="list-style-type: none"> ○ Who made your clothes ○ I made your clothes ⇒ Every year on April 24th > Fashion Revolution Week

	<ul style="list-style-type: none"> ○ Show your label > what country is the clothing from
<p>What is the scope of the project?</p> <ul style="list-style-type: none"> ⇒ How does this project fit into the organizations overall Human Resources strategy? ⇒ How would success be measured for this project? ⇒ Who are the key stakeholders within the company (i.e. who is directly involved in this project and who has the authority to make the decisions)? 	<ul style="list-style-type: none"> ⇒ There isn't an HR department, therefore the HR strategy is in development ⇒ Key deliverables: <ul style="list-style-type: none"> ○ Level of research is most important ○ Need to be able to use the project <ul style="list-style-type: none"> ▪ Templates ⇒ Stakeholders <ul style="list-style-type: none"> ○ Board of directors ○ Contract with the UK ○ Top 5 people ○ Demographic 18-25 <ul style="list-style-type: none"> ▪ Most experienced-on fundraising <ul style="list-style-type: none"> • Leverage ▪ Private funding ▪ Someone who has a happy medium of older resources and experience with someone who is new wave
<ul style="list-style-type: none"> ⇒ What does your current Human Resources planning process look like? ⇒ Any changes or improvements that you are looking to make? 	<ul style="list-style-type: none"> ⇒ No HR team ⇒ Everything is done through social media ⇒ Get a copy of the hiring rubric <ul style="list-style-type: none"> ○ Decision is made as a team ⇒ Everything is a democratic approach
<p>Are there any developed thoughts on the recruitment process?</p>	<p>This question was not answered, we made assumptions to this based on the other information that has been provided</p>
<p>How does the onboarding process look?</p>	<ul style="list-style-type: none"> ⇒ Onboarding process <ul style="list-style-type: none"> ○ Goes through everything Fashion Revolution ⇒ What does this position look like for the company – this is the main question to answer <ul style="list-style-type: none"> ○ Make the position sound engaging and interesting
<p>What does the communication plan look like for both the recruiting and onboarding processes?</p>	<p>Everything is completed through virtually through their social media following</p>
<p>Is the job title you are still wanting labeled as “fundraiser”? Or is there another title?</p> <ul style="list-style-type: none"> ⇒ What are the changes that are taking place in the company to require this new role? ⇒ What location will the role be in? <ul style="list-style-type: none"> ○ Are you looking to hire in that specific location or are you offering relocation benefits? ⇒ What is compensation type (i.e. salary, hourly, commission based) and what is the pay range for this role? ⇒ Has a job description been created for this role? Or would this be a requirement as well? ⇒ What would your ideal employee be and what skills would they possess? <ul style="list-style-type: none"> ○ Is it more important to hire someone with shared values of the company, or is it more important for them to bring the required skills? 	<ul style="list-style-type: none"> ⇒ Skills: <ul style="list-style-type: none"> ○ Non-profit and for-profit ○ Someone who could write grants ○ Not entry-level ⇒ Worker would be fully remote ⇒ No job description has been created
<p>Are there any laws that have been considered in the process so far for hiring and working?</p>	<ul style="list-style-type: none"> ⇒ 501C3

	<ul style="list-style-type: none"> ○ The US has to align with the certain standards of contract they have with global <ul style="list-style-type: none"> ▪ Sending us a copy of the contract ○ Partner with entities that need to be as ethical as possible <p>⇒ Fiscally sponsored</p> <ul style="list-style-type: none"> ○ Social good fund <ul style="list-style-type: none"> ▪ Does all the back-office needs ○ Has not gotten their full registration yet <ul style="list-style-type: none"> ▪ Do not have a back-office team <ul style="list-style-type: none"> • i.e. no financial teams/HR team/ "back of house"
<p>Wanting to confirm the three focuses:</p> <p>⇒ Refine the recruiting/onboarding process (not their HR as a whole)</p> <p>⇒ Research the Fundraising Role and what it looks like for the company</p> <p>⇒ Offer some fiscal sponsorship suggestions</p>	<p>⇒ They would like the focus to strictly be on the Fundraising Role</p> <p>⇒ If we have time, we can suggest other grant options, but this isn't the main focus</p> <p>⇒ They do not want their recruiting/onboarding process to be refined</p>
<p>What do you think about the recruiting/onboarding process? Is it well structured?</p>	<p>⇒ They believe that the democratic approach is ideal and a huge improvement from the hierarchy they previously use.</p> <ul style="list-style-type: none"> ○ They believe their onboarding process is efficient for them
<p>How long does the recruiting/onboarding process take?</p>	<p>3 months</p>
<p>Have you tried other sources for recruitment?</p>	<p>No other sources other than social media or LinkedIn</p>
<p>Do you have any feedback from the candidates? How do they feel about it?</p>	<p>⇒ Entrance interviews and exit interviews are conducted for all volunteers</p> <ul style="list-style-type: none"> ○ Kathleen didn't have the information on the details that this involved, if we feel like we need this – she is happy to see if she can get the template or matrix for us
<p>Could you send us your rubric on the current recruiting/onboarding processes?</p>	<p>Sent this to us in a separate excel spreadsheet</p>
<p>Other than grant writing and having the same values that Fashion Revolution holds, what are some other important skills you would like in the Fundraising Role?</p>	<p>Communication skills is one of the biggest skills that Fashion Revolution is looking for</p>
<p>How are current funds being allocated?</p>	<p>⇒ Kathleen provided minimal information to us for this – I think she felt like this wasn't as big of a deal</p> <p>⇒ Thinking we will have to re-visit this question in a later meeting</p>

Appendix B

Fundraising Role Job Description



Director of Fundraising

Job Overview:

The Director of Fundraising leads all revenue-generating fundraising and development activities, as well as, messaging for Fashion Revolution USA. The Director of Fundraising cultivates and maintains positive relationships with current and potential donors and serves as a liaison with management staff throughout Fashion Revolution USA. The Director of Fundraising works closely with the Director of Operations, Director of Communications, Director of Policy, and Director of Education. This position occasionally requires work outside of normal business hours.

Responsibilities and Duties:

Duties include, but are not limited to:

- Investigating and developing corporate giving opportunities
- Managing and increasing individual giving
- Grant writing
- Assisting with any administrative duties as it pertains to fundraising or other director level duties
- Assisting with any reporting or auditing
- Coordinate fundraising events
- Work with board members to create annual giving and service plans
- Manage fiscal processes
- Oversee any donation effort

Qualifications:

Qualification includes, but are not limited to:

- High School Diploma required; Bachelor's Degree preferred
- At least two years of fundraising experience in a non-profit environment, with preferably one year of senior leadership experience

- High level of communication skills with the ability to demonstrate knowledge of ethical fundraising manners and principles
- Articulate and personable
- Ability to multi-task
- Ability to demonstrate good judgement and integrity

Appendix C

Fundraising Role Recruiting Advertisement

**JOIN
OUR
TEAM**



FUNDRAISER DIRECTOR

REQUIREMENTS:

- Bachelor's degree in related field.
- Experience producing grant writer
- Ability to work independently and take initiative in a fast pace, start-up environment with multiple tasks and projects

JOB DESCRIPTION:

- Develop and implement a cohesive communications plan to support the fundraising plan
- Demonstrated ability cultivating and soliciting major and principal-gift donors
- Plan, manage, and execute all aspects of development effort to achieve Fashion Revolution's strategic plan

SEND YOUR CV TO:

education.usa@fashionrevolution.org