



Introduction and market overview	3
Fundraising salaries	4
Fundraising market trends	5
Marketing, PR & Digital salaries	6
Policy, Advocacy & Campaigns salaries	6
Marketing, PR & Digital market trends	7
Business Services salaries	8
Human Resources salaries	8
Projects & Programmes salaries	8
Business Services market trends	9
Finance salaries and trends	10
Temporary & Interim	11
Chief Executives & Directors	12
When two become one: rise of the Frankenjob	14

How we compile the survey

We start by sorting through the salaries of every role we've worked on within the past financial year (1 April 2023 to 31 March 2024), in each specialist area.

Role by role, our experienced specialists review the data for highly unrepresentative or mistitled jobs that may distort the picture, applying their extensive insight and market knowledge to ensure figures accurately reflect current salaries across the sector.

Smaller charities/larger charities

Working as Head of Fundraising for a £100m+ revenue charity is very different from doing so for a local hospice, with very different remuneration. The range is too wide for a useful benchmark, so we look at each role within larger and smaller organisations.

These categories aren't perfectly correlated with revenue or headcount, any more than salaries are, but can be broadly taken as indicative of rates in a major, household-name charity, relative to a <50-person local organisation.

Job titles

For the purposes of this survey, 'Manager' refers to those managing people, as opposed to (for example) account managers with no reports. 'Officer/Executive' also covers titles such as Coordinator or Advisor where they are of a similar level: senior to assistants/entry-level staff, but more junior than managers.

Locations

According to NCVO data, 80% of UK charities are based in England, of which 51% (rising to 69% of those with £1m+ income) are based in London and the South. This means that a majority of the charity jobs we work on are too, which will influence our figures. Salaries elsewhere are typically a little lower, reflecting slightly lower living costs.

How to find out more

You'll find our relevant specialists listed with each set of salaries: click a name to email or call the numbers shown for advice on salaries or any other recruitment queries.

introduction and market overview

Welcome to the 2024 edition of the Harris Hill Salary Survey, your annual guide to salaries in the UK charity and not for profit sectors.

It's drawn from the salaries of charity and not for profit jobs in the year to 31 March 2024, which tell a very different story from those of the year before, an exceptionally favourable period for candidates when their scarcity met high vacancy numbers to power above-average increases in many areas.

It wasn't to last, however, as organisations have faced an increasingly challenging environment over the last 12 months, with costs and demand for services rising faster than funds can keep up, leaving 12% of charities (including some of the very biggest) forced to cut staff, and only 40% feeling confident they won't have to in the year ahead.

That's meant fewer vacancies, more available candidates, and pay rises from 'very modest' to 'almost imperceptible'. Which rather makes the many official assurances in recent months that 'wage growth is outstripping inflation' seem bafflingly at odds with charity sector experience. So what's really going on?

Let's look at the numbers.

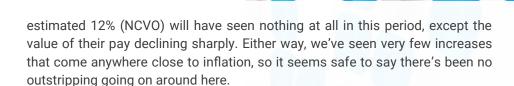
To have kept pace with inflation since it took flight in early 2022, here's how your salary would need to have increased*:

MARCH 2022	£30,000	£40,000	£50,000
MARCH 2024	£35,511	£47,348	£59,185

^{*}Source: Office for National Statistics data, via Hargreaves Lansdown

In annual terms that's a rise of around 9.7%, followed by another of 7.9%, much more than we've seen in the sector without a new job or promotion.

Our figures align more with **CharityJob's** recent estimate of a 4% average rise (based on advertised rates) in the past year, though it's worth noting that while annual pay reviews are a given for the vast majority of the sector, an



That's not to suggest that charities are short-changing staff, to be clear. Meeting higher costs from limited funding, many are spending a higher proportion than ever on pay, particularly since the recent minimum wage rise.

It does mean, however, that the gap between salaries in the charity sector and elsewhere – currently estimated at 7% – is growing, becoming a bigger obstacle to hiring and a greater risk to retention the more it does so.

So how to stop pay falling too far behind without extra funds? There's certainly one way that seems to be a growing trend...

When two become one

Unless you've recently arrived from Mars – in which case you *might* have one or two other questions first – you'll be familiar with hybrid working, meaning just about any blend of time in the workplace and working from home. (Also, if anyone named Musk calls, just hang up, trust us).

But right now, the big trend our specialists are seeing across the board is for what you might call the **hybrid job**: part one thing, part another, a bit of this, a bit of that, Director of Finance and Resources, Head of Events and PR, a double job combo, the Cockapoo of careers, employment's answer to the reversible duvet, a hastily bodged-together Frankenjob, think of it as you will.

It's not a new idea, nor unique to the charity sector, but it's most certainly on the rise, so we've explored in more depth at the end of the survey. For more, see p14: 'When two become one: rise of the Frankenjob'.

In the meantime, for the latest salaries in your line of work, read on...

fundraising



Hannah Laking 020 7820 7331 Dagmara Wolosiuk de Paula 020 7820 7315 Dominic Gilchrist 020 7820 7332 Hayley Wilson 020 7820 7306

general	smaller charities	larger charities
Assistant	£23,000 - £26,000	£24,000 - £28,000
Officer/Exec	£27,000 - £35,000	£29,000 - £37,000
Manager	£36,000 - £50,000	£38,000 - £55,000
Head of	£45,000 - £60,000	£55,000 - £75,000
Director	£50,000 - £80,000	£75,000 - £120,000

major donor	smaller charities	larger charities
Officer/Exec	£28,000 - £33,000	£29,000 - £36,000
Manager	£36,000 - £45,000	£39,000 - £53,000
Head of	£45,000 - £55,000	£55,000 - £70,000

individual giving	smaller charities	larger charities
Assistant	£23,000 - £28,000	£25,000 - £30,000
Officer/Exec	£28,000 - £35,000	£30,000 - £39,000
Manager	£32,000 - £46,000	£35,000 - £50,000
Head of	£40,000 - £55,000	£50,000 - £65,000

events	smaller charities	larger charities
Assistant	£25,000 - £26,000	£26,000 - £27,000
Officer/Exec	£27,000 - £33,000	£30,000 - £35,000
Manager	£37,000 - £42,000	£40,000 - £45,000
Head of	£44,000 - £50,000	£49,000 - £57,000

corporate	smaller charities	larger charities
Assistant	£25,000 - £28,000	£25,000 - £29,000
Officer/Exec	£27,000 - £33,000	£29,000 - £36,000
Manager	£37,000 - £50,000	£38,000 - £50,000
Head of	£45,000 - £55,000	£55,000 - £65,000

community	smaller charities	larger charities
Assistant	£25,000 - £26,000	£26,000 - £27,000
Officer/Exec	£27,000 - £33,000	£30,000 - £35,000
Manager	£35,000 - £38,000	£37,000 - £45,000
Head of	£42,000 - £48,000	£47,000 - £57,000

legacy	smaller charities	larger charities
Assistant	£23,000 - £27,000	£24,000 - £29,000
Officer/Exec	£27,000 - £33,000	£28,000 - £35,000
Manager	£34,000 - £43,000	£36,000 - £50,000
Head of	£42,000 - £55,000	£50,000 - £60,000

trusts & statutory	smaller charities	larger charities
Assistant	£25,000 - £28,000	£25,000 - £28,000
Officer/Exec	£30,000 - £35,000	£30,000 - £38,000
Manager	£38,000 - £45,000	£42,000 - £50,000
Head of	£48,000 - £55,000	£50,000 - £65,000

market trends: fundraising

Even here in fundraising, land of the eternal candidate shortage, organisations have eased off the salary accelerator this year, wage growth slowing to a crawl as activity has slackened across the sector.

That's not to say there's no movement at all, however, most of it occurring at officer/executive level – those above entry level but not yet managers – because it's here that positions are proving the most challenging to fill.

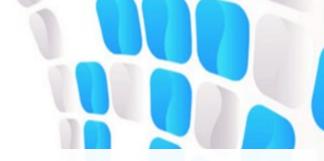
Ideal for those with around 2-3 years' experience, the trouble is that two or three years ago, entry level opportunities were no more plentiful than they are today, with the foreseeable-from-space consequence that such people are rarer than functioning bits of the public sector now.

Even if you're lucky enough to land one of these elusive creatures, don't expect to hold on to them for long: that same scarcity-driven demand means that opportunities to climb the ladder come quickly, although notably this year, they're frequently coming from within the organisation, with internal promotions unexpectedly outnumbering external moves.

Salary vs flexibility

To state the bewilderingly obvious: salaries play a big part in attracting candidates, but these days they're in a sequin-strewn catfight with flexibility (why I picture them as *Dynasty* characters is unclear) over who gets to wear the 'Number One Factor' sash.

Remote roles are enormously popular with candidates, who are often prepared to compromise on salary to get one, presenting cash-strapped charities with one possible route forward.



On the whole however, employers seem keen to engineer a gradual move towards more time on site, specifying a minimum of two or three days in the office, where one or two may have previously sufficed.

This doesn't apply to all organisations equally: those directly providing services, education or care, such as hospices, typically need a bigger onsite staff presence than some of the more commercially-focused charities.

The big squeeze

On the subject of working schedules, we've also seen a notable rise in fundraisers seeking to compress their hours into fewer days – cramming five days' hours into four, for example, or ten days into nine. But is there any effect on salaries?

Back at the dawn of this new flexible working world, we half-expected to see a two-tier system developing by now, led by employers offering lower rates for remote workers in light of their savings on travel.

In practice, it seems more likely to be driven by employees themselves, as along with those who will compromise on salary for a remote role, an increasing number of those required to commute are seeking (and often getting) additional payment to cover the costs of doing so.

That being said, perhaps the year's clearest trend is the growing number of hybrid jobs, as discussed on page 14, and in fundraising it's primarily those at manager level who are taking on two or more people's jobs in return for their decidedly one-person salary.



marketing, pr and digital

Hannah Whittington 020 7820 7302

marketing	smaller charities	larger charities
Assistant	£20,000 - £25,500	£21,000 - £27,000
Officer/Exec	£24,000 - £37,500	£25,000 - £37,000
Manager	£33,000 - £45,000	£38,000 - £48,000
Head of	£42,000 - £55,000	£45,000 - £65,000
Director	£50,000 - £60,000	£55,000 - £85,000

communications	smaller charities	larger charities
Assistant	£20,000 - £25,000	£22,000 - £25,500
Officer/Exec	£23,000 - £30,000	£25,000 - £35,000
Manager	£35,000 - £47,000	£38,000 - £47,000
Head of	£42,000 - £60,000	£47,000 - £65,000
Director	£50,000 - £70,000	£60,000 - £90,000

pr	smaller charities	larger charities
Officer/Exec	£22,000 - £34,000	£26,000 - £35,000
Manager	£34,000 - £44,000	£38,000 - £46,000
Head of	£40,000 - £50,000	£45,000 - £62,000

digital	smaller charities	larger charities
Assistant	£21,000 - £26,000	£25,000 - £29,000
Officer/Exec	£28,000 - £30,000	£29,000 - £35,000
Senior Officer	£30,000 - £34,000	£33,500 - £41,000
Manager	£35,000 - £44,000	£42,000 - £48,000
Head of	£46,000 - £55,000	£47,000 - £70,000
Director	£52,000 - £65,000	£62,000 - £80,000

policy, advocacy & campaigns



Hayley Wilson 020 7820 7306

policy, advocacy & campaigns	smaller charities	larger charities
Assistant	£23,000 - £26,000	£24,000 - £27,000
Officer/Exec	£28,000 - £37,000	£30,000 - £42,000
Manager	£38,000 - £50,000	£40,000 - £50,000
Head of	£45,000 - £60,000	£55,000 - £65,000
Director	£52,000 - £65,000	£66,000 - £85,000

market trends: marketing, pr & digital

It's a case of spot-the-salary-increase this year in marketing ('When is it ever not?' wonder weary marketers), with many of this year's figures looking suspiciously like last year's copied and pasted into place.

Salaries are ultimately driven by supply and demand, and marketers have simply never been scarce enough to command significant increases, not least because in contrast with fundraising, candidates from outside the sector are not just welcomed, but often actively sought, giving charity marketers a run for their limited money.

That's particularly true of marketing and digital roles, where commercial experience is usually considered a plus, if not a must, although slightly less so in communications and PR roles, where charity sector contacts and know-how may be the higher priority.

A proliferation of applications

Making the market even more competitive this year has been the conclusion of many short term contracts, coupled with significant restructuring both within and outside the sector that has reduced marketing teams and left large numbers looking for the much smaller number of jobs available.

To quantify that, we're typically receiving around six times as many applications per job as even just a couple of years ago.

With numbers like these, charities can afford to be choosy, and most favour waiting for someone with exactly the right experience over compromising on the job requirements or salary.

Well, this is awkward...

Things get particularly tricky when it comes to manager roles around the £38-42k mark, where candidates looking to step up from more junior positions find themselves competing with managers who already had, but are now having to go backwards to find work at all.

The latter's broader experience will often swing the vote in their favour, although no-one should be overly surprised if their tenure lasts only until the first opportunity to return to their previous level comes up. The best hope for more junior candidates lies with relatively young hiring managers, who are often a little wary of managing someone more experienced than themselves.

Meanwhile the most challenging positions to fill tend to be very technical digital roles and those in paid marketing and search, where those with the necessary skills are almost exclusively outside the sector, earning far more than charities can offer and reluctant to give that up.

Extra points for braving the bus

As in fundraising, we're seeing a gradual increase in the time on site required by employers, with many of those obliged to commute receiving some form of supplementary payment for doing so. For this reason, fully remote candidates are sometimes favoured, given the lower total cost.

And as elsewhere, the big trend is for rolling two or more roles into one, with employers expecting more for their money. However that's a particularly bold ask in marketing, where that money has barely increased in a decade, even as living costs have recently soared, leaving marketers substantially worse off in real terms by the year.

business services

Lizzy Clark 020 7820 7333 Emma Stone 020 7820 7304

admin & support	smaller charities	larger charities
Assistant	£23,000 - £26,000	£23,000 - £28,000
Officer/Exec	£24,000 - £29,000	£25,000 - £30,000
EA/PA	£28,000 - £38,000	£35,000 - £45,000
Office/Admin Manager	£32,000 - £38,000	£40,000 - £45,000
Head of	£38,000 - £45,000	£45,000 - £55,000

data management	smaller charities	larger charities
Assistant/Coordinator	£24,000 - £28,000	£26,000 - £30,000
Officer/Exec	£28,000 - £33,000	£30,000 - £37,000
Data Protection Officer	£29,000 - £35,000	£31,000 - £37,000
Analysts/SQL Specialists	£34,000 - £41,000	£42,000 - £52,000
Manager	£37,000 - £45,000	£42,000 - £52,000
Compliance Manager	£40,000 - £52,000	£45,000 - £60,000
Head of	£50,000 - £55,000	£57,000 - £65,000

operations	smaller charities	larger charities
Assistant	£24,000 - £28,000	£25,000 - £28,000
Officer/Exec	£26,000 - £33,000	£30,000 - £35,000
Manager	£38,000 - £48,000	£42,000 - £55,000
Head of	£40,000 - £50,000	£52,000 - £65,000
Director	£48,000 - £67,000	£60,000 - £85,000

human resources



Faye Marshall 020 7820 7303 Emma Stone 020 7820 7304

human resources	smaller charities	larger charities
Assistant	£23,000 - £30,000	£25,000 - £33,000
Officer	£25,000 - £33,000	£33,000 - £42,000
Advisor/Coordinator	£30,000 - £38,000	£33,000 - £39,000
Manager	£35,000 - £50,000	£38,000 - £52,000
L&D Manager/Business Partner	£37,000 - £40,000	£40,000 - £46,000
HR Business Partner	£37,000 - £47,000	£40,000 - £55,000
Head of	£45,000 - £55,000	£58,000 - £70,000
Director	£55,000 - £68,000	£65,000 - £75,000

projects & programmes





Lizzy Clark 020 7820 7333

projects & programmes	smaller charities	larger charities
Assistant	£25,000 - £28,000	£26,000 - £30,000
Officer/Exec	£26,000 - £36,000	£30,000 - £38,000
Manager	£36,000 - £42,000	£40,000 - £50,000
Head of	£42,000 - £52,000	£48,000 - £59,000

market trends: business services

Although the areas we bundle under 'Business Services' are fairly diverse, encompassing most of those who deliver an organisation's work or provide essential support, there are plenty of commonalities around salary increases, which have slowed down across the board.

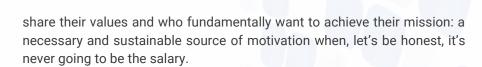
Relative to other areas, we haven't seen organisations combining roles in quite the same numbers (although it certainly happens), but perhaps because many of these roles already have a broad range of responsibilities that require what you might call 'a very particular set of skills', before remembering why you don't do impressions.

That's why filling these positions requires a proactive approach rather than waiting in vain for applications, so we've been delighted to see many organisations raising their candidate-attraction game with things like better-written job descriptions and more helpful information packs, containing fewer arcane organisational details and more of what candidates actually want to know.

Compatibility matters

Increasingly, that's also extending to providing interview questions ahead of time, a more inclusive approach that lets employers hear candidates' considered responses (not what they blurt out on the spot under interview pressure), which tend to give a better indication of what to expect from them day to day.

As we see it, this applicant-friendly approach largely stems from a desire to better understand potential candidates, to hire people who genuinely



The future of flexibility

As elsewhere, employers seem to be broadly in favour (though not overbearingly so) of more time on site, but feelings vary between groups.

Those in EA or governance roles remain very keen to stay remote, while others in operations or projects often want and need to be more hands-on.

It's almost as if grown adults can work out for themselves where they're most productive, and indeed, it's become clear that what candidates really want from flexible working isn't x days on site or at home: it's the flexibility to decide for themselves where they can best complete their tasks on any given day.

Offer that, and watch a queue of top talent forming outside the office. Or more likely, smartly dressed from the waist up, waiting to join your Zoom call from the tidier side of their kitchen. Ladies, gentlemen and others: the 2020s...



Smaller or larger charity?

See page 2 for information on these categories.



finance

Simon Bascombe 020 7820 7311 <u>Joshua Liveras</u> 020 7820 7319

finance	smaller charities	larger charities
Assistant	£26,500 - £30,000	£26,500-£30,000
Officer	£30,000 - £35,000	£30,000 - £42,000
Financial/Mgmt Accountant	£34,000 - £44,000	£40,000 - £50,000
Manager	£40,000 - £52,000	£45,000 - £55,000
Finance Business Partner	£43,000 - £50,000	£45,000 - £58,000
Controller	£45,000 - £55,000	£53,000 - £60,000
Head of	£48,000 - £60,000	£58,000 - £72,000
Director	£60,000 - £72,000	£68,000 - £90,000



Smaller or larger charity?

See page 2 for information on these categories.



Wage growth might be outstripping inflation somewhere, but it's not in the world of charity finance, where last year's healthy increases have largely fizzled out. That's more to do with weaker demand than a plentiful supply of candidates, although numbers are expected to creep up in the wake of numerous closures, restructuring and general weakness in the market.

Market conditions certainly seem to have emboldened employers to be more particular about what they want, and to hold out until they get it. Where a choice of six strong candidates once sufficed, they may now have more than a dozen, but still be prepared to keep looking if none tick every last box.

Recent experience suggests they'll eventually find someone who does, which they'd sooner do than raise the salary, so we're seeing considerably longer campaigns, often taking up to six months or more for positions that were formerly filled in two.

The law of unintended consequences strikes again

Finance departments appear to be particularly fertile ground for the growth of hybrid jobs, bolting finance roles together with operations, IT, HR and more. However there's a particular reason it may be a mixed blessing here.

Thanks to highly transferable skills, finance roles have long been a viable route into the sector for external candidates. However the non-finance half of a hybrid role often requires charity sector experience, cutting off that valuable source of talent.

The bigger picture

It's not all about salary, however: candidates increasingly want to know more about pensions and benefits, weighing up the whole package, and offering good schemes in these areas can at least partly compensate for lower pay.

Charities can be sure of getting who they want by moving more quickly – many an ideal candidate is lost during the long wait for a decision.

Meanwhile for their part, some senior candidates (although by no means all) could help their own cause by doing more to tailor CVs and research organisations ahead of interview. Perhaps understandably, having landed good jobs with little effort in the past, some see no need to start trying now, but are losing out on some great opportunities as a result.

temporary & interim



Ryan Elmer 020 7820 7313 **Sekai Lindsay** 020 7820 7307 **Hannah Gibson** 020 7820 7328

Temporary rates in 2024

Temp rates derive directly from the permanent equivalent, so rise in tandem with annual salaries. For comparison, our table shows the hourly, weekly and day rates that equate to a range of salaries, and vice versa.

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pay rate per			annual
hour	day	35-hr week	equivalent
£11.44*	£80.08	£400.40	£20,820
£12.00**	£84.00	£420.00	£21,840
£13.15***	£92.05	£460.25	£23,933
£15.00	£105.00	£525.00	£27,300
£17.50	£122.50	£612.50	£31,850
£20.00	£140.00	£700.00	£36,400
£22.50	£157.50	£787.50	£40,950
£25.00	£175.00	£875.00	£45,500
£30.00	£210.00	£1,050.00	£54,600

For 37.5 hrs, multiply week and annual figures by 1.0714

While recruitment activity is down across the board this year, demand for temporary staff has held up better than most, partly due to the uncertain outlook that makes temporary hires easier to justify than permanent additions to headcount.

Activity has also been buoyed by significant restructuring, creating temporary gaps while charities evaluate their long-term needs, and – albeit in the least desirable way – boosting the number of experienced professionals available for temporary work.

That's made it marginally easier to find temps in areas like **business services**, but not (of course) in **fundraising**, where most are whisked off the market the moment they arrive, and temps are often covering permanent posts that the organisation is unable to fill.

Meanwhile **marketing** temps are increasingly seeing employers asking twice as much of them, failing to offer a penny more in return, and wondering why they're not interested; candidates preferring to hold out for somewhere that values the extra work, skills and experience being requested at slightly more than zero.

Easier at the top

Perhaps unexpectedly, candidates for more senior positions are currently proving easier to find than their junior counterparts, but roles at any level below £35,000 (or equivalent) struggle to drum up interest, as do roles requiring more than two days a week on site.

Both problems can be solved by raising the salary, but if that option is out of stock, some are happy with extra flexibility as a substitute.

Temp, contract or freelance?

In the past year we've seen contracts starting to overtake traditional temp roles, making up more than 50% of our placements. Employed directly for an agreed term rather than week to week through an agency, it tends to be slightly cheaper for the organisation and gives everyone a little more security.

However, if an extra contract on the books isn't ideal, charities can also turn to the highly skilled and increasingly available army of consultants and freelancers working as sole traders. This route requires a little care to stay on the right side of IR35 regulations, but is no more expensive and can lead to a valuable trove of talented available candidates.

Ask us if you'd like to know more!

^{*} National living wage, age 21+ (UK Government)

^{**} Real living wage, UK (Living Wage Foundation)

^{***} Real living wage, London (Living Wage Foundation)

experience & expertise

chief executives chairs trustees directors

the specialists in charity and not for profit executive recruitment

www.harrishill.co.uk/executive





chief executives and directors

CEO salaries vary enormously depending on factors such as the size of the organisation, scale of the job, whether you're managing or actively fundraising too, and whether you're keeping a well-oiled machine running smoothly or spearheading dramatic transformation, so the numbers alone mean little without the individual context.

However, aside from the very biggest charities, where CEO pay among those with incomes above £50m averaged £175,000 in 2023, the vast majority of charity CEO earnings fall somewhere in the range we've handled this year: broadly speaking, £60,000 to £120,000.



Aled Morris
020 7820 7301



Jenny Hills 020 7820 7321



Nick Shanks 07766 538575

executive market trends

Upward pressure on pay continues to be most in evidence at the lower end of the scale: salaries beginning with a '5' are all but entirely a thing of the past, while even £60,000 is only viable for those prepared to be flexible on what's required of potential candidates.

Somewhat reassuringly in this mixed-up world, salaries appear to have an entirely predictable relationship with application numbers. Offer more than £90k and take your pick from a veritable *smörgåsbord* of leadership talent; offer less and prepare to be more of a sandwich board, trying to attract the attention of passing professionals – although with patience, it should eventually do the job.

Fortune favours the brave

For their part, candidates remain consistent about what they're looking for, but what could really change the game is a more open mind on the part of organisations, in terms of who they're willing to consider.

The biggest obstacle is a general aversion to applicants from outside the sector: charities are missing out on many exceptional commercial candidates who are willing to take the salary cut to get into the sector or their first CEO role, and have bags of the business acumen that boards say they're looking for, but who are routinely rejected for reasons such as a lack of fundraising experience.

It's understandable: hiring decisions at this level are a big responsibility, one that normally rests with trustees who as a group, almost by definition, tend to be risk-averse. Few will blame them if they go for the safe option and it doesn't work out, but plenty will point the finger if they take a chance on something different and it's anything short of a triumph.

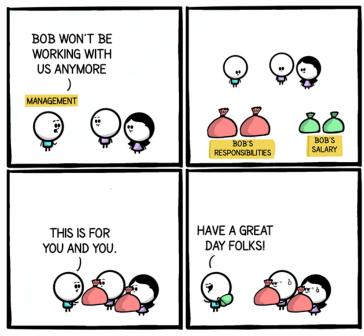
Inevitably, that tends to favour the known, charity sector quantity over an ambitious outsider, whatever their individual merits.

Rules: made to be broken

CEOs have always enjoyed a fair degree of flexibility by virtue of their position - who's going to stop them working from home if they choose to? - but it remains an important part of the package, and one that can be more flexible in itself than it first appears.

Charities will usually explain how flexible they're prepared to be at the outset, as a matter of general policy, but we very often see that once it comes down to discussing a specific individual and their requirements, there's a great deal more willingness to accommodate them, particularly if refusal runs the risk of losing an otherwise excellent candidate.

By way of scene-setting introduction, we can't possibly improve on this, courtesy of the excellent Work Chronicles:



Bob follows me on social media. You should too. search for "work chronicles" on Insta, Twitter or FB

workchronicles.com

It's a scenario that will be familiar to many in the charity sector, or indeed just about anyone who's ever had a job, and to one extent or another, most roles do expand over time.

As younger generations (and many older) know only too well, the reward for excelling at your job is no longer a promotion or pay rise, which apparently went out with the ark, free tuition, and any realistic prospect of home ownership.

No, the reward is of course more work, on top of (not instead of) your original work, and thus your responsibilities grow. Which isn't necessarily or always a bad thing, to be scrupulously fair.

However what's exploding across the sector (not literally) is a more official kind of job expansion that typically brings a new, double-barrelled name: Head of Finance and Resources, Director of IT and Operations, Head of Content and Communications.

In most cases, they're two existing roles merged together, typically indicating some kind of restructure of the relevant areas. As such, it's no surprise to see them proliferate during times of economic gloom, when the cost-cutting imperative elbows all other concerns out of the way.

From an employer's perspective, it's easy to see the appeal: savings need to be made, and this seems a relatively painless way of doing it.

After all, why have a plain old Director of Finance when you could have a Director of Finance and Resources, Finance and IT, Finance and HR? The world's your overstretched, underpaid oyster, and done at the right time, it's an ideal opportunity to reduce headcount without having to lay anyone off.

There are other potential positives too: in order to fill both positions at once, postholders will generally have to delegate a fair chunk of each role to their teams, giving others an opportunity to grow. In small organisations particularly, where people are used to having to wear several hats, it might also provide much-needed progression for senior talent who otherwise have nowhere to go.

And while it's generally a cost-cutting measure, amalgamating smaller roles can be a way to prevent them becoming redundant altogether, and to retain valuable – if not continuously required – skills.

However, if we've learned one thing from bingeing Netflix dramas in our – let's call it 'loungewear' – it's that there's always a price, and in this case, much of it paid by the postholder struggling with a challenging workload, more responsibilities, and often a whole new arena in which they'll be expected to know their stuff.

When two become one: rise of the Frankenjob

As a result, many report feeling overloaded, while some see it as taking advantage of their naturally giving disposition, shared by most of the sector.

It doesn't help they've rarely had much say in the matter – restructures rarely come with an 'Or, y'know, you can just stay as you are' option, so people can feel slightly pressured into it, and aren't necessarily thrilled about the change.

Nonetheless, they'll do their best to do the job as well as they always have, and there lies another hazard.

Delivering 100% in both capacities is unachievable, and while some find a level they can live with by delegating as much as they can, others will struggle to stop themselves trying to do everything, generally to the detriment of their health, wellbeing, social and family life, and more.

In some ways, it's better they can't, because if you can do two roles perfectly well, cost-cutting logic says 'why not three?' Why not four? Pretty soon we're in a world where the only options are a) no job, or b) a job where you do the work of six people. Many would argue we're well on the way there.

Still, at least staff can be sure that all this extra work and responsibility will be appropriately rewarded, right?

Well, in most cases, to a degree: no-one expects an increase to anything like the sum of the constituent salaries and that's just as well, but it will usually go at least some way to acknowledging the greater demands of the role.

Unless, of course, it's in marketing, where seemingly no increase in workload or responsibility need be recognised or reflected in pay. How about pizzas on Friday instead?

Unsurprisingly, marketers – who might be able to party like it's 1999 but would quite like to stop being paid like it – can feel rather short-changed and move on before long, be it for financial reasons or increasingly, burnout, but in that, they're far from alone.

Yet there's a sting in the tail for employers when they do. New hybrid roles are almost inevitably shaped by the particular strengths, abilities and experience of the individual doing them. Which is fine until they move on, leaving a uniquely-shaped gap in two or more teams that can be exceptionally difficult to fill.

Every extra string that's been added to their bow limits the candidate pool exponentially, and the prospects of finding someone who can simply take over in every capacity are slim. It might even be that their particular hybrid role is only viable when you start with someone who's already doing half of it.

Ultimately though, with little sign of economic clouds lifting, Frankenjobs are unlikely to be killed off any time soon, so if you find yourself face-to-face with one:

- Push for as much input as you can into how the role is defined
- Be realistic with yourself about what you will and will not be able to deliver, and establish clear boundaries for the role
- Don't attempt to do everything, or burnout beckons: learn to delegate a lot more than you probably do now

And if you're thinking of creating one:

- Listen to those who'll be doing the work and ensure they're well supported
- Have realistic expectations (individual tasks may be easily manageable, but managing them all simultaneously may be another story)
- Crucially, make sure what they're putting in is properly recognised and rewarded. Yes, it will cost a little more, but it's always significantly cheaper and less disruptive than having to replace them.

Although, as it happens, we can recommend an excellent specialist recruiter who'd be happy to help...



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Harris Hill, Studio 528, Metal Box Factory, 30 Great Guildford St, London SE1 0HS

