

More

Driving impact. **Joining More Partnership**
as a member of the **Project Support team.**

More Partnership

March 2018

Verane Castelau

+44 (0) 7947 828 759

vcastelau@morepartnership.com

Marc Whitmore

+44 (0) 7751 495 779

mwhitmore@morepartnership.com

Dear Candidate

Thank you for considering joining More Partnership.

Purpose is a key word in our vocabulary. More's purpose is to *advance great ambitions*, and in pursuit of that the Project Support team exists to drive the impact of the work we each do. As such, members of the team support consulting colleagues to:

- Be as **effective** as they can be
- **Learn** constantly, building on the insights and experience of others
- Deliver the highest **quality** work we can, consistently.

We believe that this will best equip us to make a difference, help us each to be fulfilled in the work we do, and draw to us both clients and colleagues who themselves are pursuing great ambitions.

The Project Support team was first created in 2016 and has had a decisive impact on our work.

We now wish to expand the function and will recruit an additional member to the team.

The following pages include more information about us, about the role, and about the application process in general. We hope that this will help you to make an informed decision about your application and will start to give you a sense of what it would be like to work with us. If you have further questions, please contact me or my colleague V erane.

We hope that the enclosed information will encourage you to consider joining us and we look forward to receiving your application.

Yours faithfully,



Marc Whitmore
Partner



V erane Castelnau
Partner

About More Partnership

Our purpose, values, offer and what people say about us.

At More Partnership, we advance great ambitions

More Partnership is a fundraising consultancy – and more. We support organisations, large and small, on five continents, in the education, arts, health and charitable sectors. Our purpose is to advance great ambitions by helping these organisations to understand their opportunity, fundraise more effectively and achieve impact.

We are a values-driven group of 23 Partners working as a virtual company from across the UK, France, the USA and Uganda, with four persons of our Business Coordination team based in Dundee, Scotland.

Over the past three decades, the partnership has gone from strength to strength and in 2016-17 we enjoyed our most successful year ever, supporting more than 130 clients and turning over in excess of £2.2M.

In April 2018, the Partnership will become entirely employee-owned and will be moving to a system of self-management.



Our values guide everything we do

Challenge ourselves

We are courageous in embracing new people and opportunities. We keep learning to remain relevant in a changing environment. Challenge in our work and relationships is integral to our approach.

Keep it real

We believe honesty builds trust in relationships. Our work is effective and firmly rooted in reality. We know that evidence and pragmatism are essential to doing great work.

Bring the joy

We are energised and motivated by our relationships. We believe that great partnerships lead to better work. And we relish the experience of working together.

Go beyond

We see every interaction as an opportunity to learn and grow. We enjoy stretching ourselves to deliver better work and deepen relationships. When it really matters, we go out on a limb.

What makes More a great company to join?

We believe there are 5 top reasons why you should want to join More Partnership:

- 1. The calibre and impact of our clients.** We are currently advancing the ambitions of organisations across the UK and the world, that include: the University of Oxford, Great Ormond Street Hospital, the Natural History Museum, Cancer Research UK, École Normale Supérieure (France), the University of Helsinki (Finland), and the Australian National University (Australia).
- 2. The span of our work.** More Partnership is a fundraising consultancy – and more. We support not-for-profit organisations at every stage of their philanthropic journey, whether they're setting their direction, training their teams, getting on with projects, or evaluating their performance.
- 3. The attitude of our people.** We are a group of people with a very strong sense of ethos, of commitment and shared values. We listen to and respect each other deeply, constantly learning from each other and genuinely seeking to always become better at what we do.
- 4. Our flexible way of working.** As an international virtual consultancy firm our workday doesn't always fit neatly between 9am-5pm and we organise our time to best serve our clients. We are therefore smart about how we work and benefit from the flexibility this creates for other opportunities: mid-morning dog walks, work outs, lunchtime German lessons and childcare flexibility.
- 5. Our company structure.** We will soon become an employee-owned company and self-management is a hall-mark of how we each work. This freedom fosters in each of us and collectively a very deep sense of personal responsibility as the stewards of a successful company with a nearly two-decade history.

What makes More a great company to join?

We asked some of our colleagues what they thought made More a great company to join

*“We are a company where people want to **learn**, to improve, to enquire, to develop and to share: it is the (not so) secret ingredient that helps to set us apart.”*

*“You’ll have to be **comfortable with the continuous discomfort** of striving for excellence: of asking ‘how can we do this better?’”*

*“It isn't for everyone: we have chosen not to organise ourselves with a CEO or a Managing Partner. Perhaps that sounds simple, but it's worth pointing out that **we no longer have one boss, but 22 colleagues and co-owners to whom we are each responsible** for the success of the Partnership we share.”*

*“Because we are small, we can be **agile** and flexible, we react quickly and empower each other to take decisions.”*

*“You'll need to be responsible for yourself; to be **independent; self-aware and proactive.**”*

*“One risk of working in a virtual firm is that it can sometimes feel a bit lonely. While we don't have a watercooler, we celebrate each others' successes, and **invest time in each other.** Our Slack channels are filled with pictures: of Rebecca with Hope the blue whale at the opening of the Natural History Museum's Hintze Hall; of Siôn and Marc in Åarhus, of Liam in Uganda with his disturbing beetle bite.”*

*“We also see each other through a **regular cycle of company meetings**, through client work and on an ad hoc basis not to mention that once a year, we take ourselves away for a 3.5 days as a company to wrestle with big thorny issues.”*

*“We are very **evidence-based**: we collect it, sift it, synthesise it and analyse it; we are purpose and outcome driven.”*

What we do

Our work falls within four distinct but linked stages of our clients philanthropic journey.

We help our clients **plan** their fundraising to give them clear direction, a compelling story and better engaged stakeholders.

We **equip** their teams with the knowledge, skills, tools and confidence to take their work further, for example so they can manage their data more effectively or better understand their audiences.

We help them **do** more and get to work, right now, by providing specialist leadership skills, experienced hands-on support or additional fundraising capacity.

And we help them **evaluate** their performance to understand their opportunity, and most importantly, their future potential.



What our clients say about us

"Honesty and respect shows up in everything More Partnership does." **Moorfields Eye Hospital**

"While other consultancies came in with very set ideas, Simon and his team listened. Their experience and professionalism also made them credible with our senior management. I was also bowled over by Patricia in the More Partnership head office. Her tenaciousness in organising 45 interviews in just a few months contributed to the extraordinary speed of this huge project." **Cancer Research UK**

"Ian and Liam have remained my 'wise men', whom I can call on for independent advice and inspiration at any critical moment." **Royal Botanic Gardens, Kew**

The practical benefits of More Partnership's benchmarking have been immense. In fact, it's hard to imagine life without this data." **University of Oxford**

Sleeves rolled-up
Intelligent
Empathic
Approachable
Fun
Experts
Critical friends
Client-focused
Reliable
Good listeners
Authentic
Straight-talking

Some of the words our clients used to describe us in our 2016 independent client feedback study

Our clients in 2017

Aarhus University	Denville Hall	Livingston Ripley Waterfowl Conservancy	Queen's University Belfast	The American Trust for the British Library	Ulster University
Aberartay University	Directory of Social Change	London Academy of Music & Dramatic Art	Radley College	The Aurora Project	UNIS Hanoi
Aberystwyth University	Downing College, Cambridge	London School of Economics	River & Rowing Museum	The Australian National University	Università Bocconi
Aiglon College	Emmanuel College, Cambridge	London South Bank University	Rory & Elizabeth Brooks Foundation	The Beacon	University College London
Alzheimer's Research UK	Farms for City Children	Loretto School	Rosehill Theatre	University of Birmingham	University of Bradford
American Associates of the National Theatre	Festival City Theatres Trust	Macquarie University	Royal Academy of Music	University of Bristol	University of East Anglia
American Associates of the Old Vic	École Normale Supérieure	Magdalen College School	Royal Botanic Garden Edinburgh	University of Exeter	University of Hertfordshire
American Friends of the London Garden Bridge	Fondazione Giorgio Cini	Malaghan Institute of Medical Research	Royal Botanic Gardens, Kew	University of Leeds	University of Leicester
American Friends of Winchester College	Francis Holland Schools Trust	Mercy Ships	Royal College of Art	University of New South Wales	University of Oxford
Ampleforth Abbey and College	Future Skills College Dundee	Merton College, Oxford	Royal College of Physicians	University of Southampton	University of Stirling
Anglia Ruskin University	Genesis Research Trust	MINES ParisTech	Royal College of Surgeons in Ireland	University of Strathclyde	University of Sussex
Aston University	Higher Education Policy Institute	Mission 2020	Royal Grammar School Newcastle	University of Wollongong	University of Wolverhampton
Bath Spa University	Highgate School	Moorfields Eye Charity	Royal Northern College of Music	Villiers Park Educational Trust	Wadham College, Oxford
Benenden School	Homerton College, Cambridge	Museum of London	Royal Russell School	War Child UK	WaterAid
Birkbeck, University of London	Horizons Trust UK	National Library of Scotland	Royal Shakespeare Company	Westminster Abbey	Westminster Abbey Foundation
Birmingham Repertory Theatre	Imperial College London	National Trust for Scotland Foundation USA	Salisbury Cathedral	Winchester College	Woldingham School
Bletchley Park Trust	Imperial War Museum	National Youth Choirs of Great Britain	Scaling Up Nutrition School 21	Wimbledon College	Zimbabwe: A National Emergency
Borders Forest Trust	Institut des Hautes Études Scientifiques	Natural History Museum	Scottish Ballet		
Brighton Dome & Festival Ltd	Institute of Fundraising	Newcastle University	Shelterbox USA		
British Library	International Committee of the Red Cross	Nottingham Trent University	SOAS, University of London		
Cancer Research UK	Ipswich School	NZUK Link Foundation	St Albans High School for Girls		
CASE	Jesus College, Oxford	Observatory for Sport in Scotland	St Catharine's College, Cambridge		
Churchill College, Cambridge	King's College London	Orange Tree Theatre	St John's School, Leatherhead		
City, University of London	Lady Margaret Hall	Pembroke College, Cambridge	St Mungo's		
Clare College, Cambridge	Latymer Upper School	Perkins School for the Blind	St-Martin-in-the-Fields		
Community Foundation for Tyne & Wear and Northumberland	Leaders Quest	Pitlochry Festival Theatre			
	Les Petits Frères des Pauvres	Quebec-Labrador Foundation			
	Liverpool Everyman				
	Liver Institute and Foundation for Education and Research				

And our global reach over the past three years



- A Ireland:** Royal College of Surgeons in Ireland, Trinity College Dublin
- B Benelux:** Vlerick Business School, The British School of Brussels, European Association of Urology
- C France:** Institut de Hautes Etudes Scientifiques, Fondation ARC, Sciences Po, Toulouse School of Economics, The British School of Paris
- D Switzerland:** Aiglon College
- E Italy:** Distretto Veneziano, Università Bocconi, Venice in Peril
- F Finland:** University of Helsinki
- G USA:** CASE, Mission 2020, Providence College, Climate Central
- H South America:** Scaling up Nutrition network
- I Africa:** East, Central & Southern Africa College of Physicians, Scaling up Nutrition network
- J Middle East:** King Abdullah University of Science & Technology, The Palestinian Museum
- K South East Asia:** SMU, United World College of South East Asia
- L Australia:** Australian National University, Macquarie University, University of Melbourne, University of Western Australia, University of Wollongong.
- M Denmark:** Aarhus Business School.

The role, the team and what we are looking for.

Background and purpose

Two years ago we recruited the first member of our Project Support team. The purpose was to increase the impact of the work we each do and to help us individually and collectively to:

- Be as **effective** as we can be
- **Learn** constantly, building on the insights and experience of others
- Deliver the highest **quality** work we can, consistently.

The experiment has proven a resounding success and since 2016 the role has made a real difference.

We are now seeking to expand the team which currently comprises one 0.8 FTE member of staff (Verane Castelnau) with the support and guidance of a consulting partner (Marc Whitmore).

The Project Support function is one of three Business Co-ordination Team units:

1. **Finance and Operations (F&O)**, whose role is to drive prosperity in the firm by creating a thriving, profitable and flourishing company. F&O responsibilities include: people, infrastructure, processes
2. **Communications and Marketing (C&M)**, whose role is to drive demand and grow our community. Responsibilities include brand and profile, development of new markets and stewardship.
3. **Project Support**, whose role is to drive the impact of the work we each do with a focus on effectiveness, learning, quality and consistency.

Project support exists to drive three areas of our work

Effectiveness

Support consultants to be able to make best use of their skills and expertise. Specific work streams include:

- **Supporting complex teams** to co-ordinate work effectively and identifying areas where Project Support can make a difference
- **Adding value through the *ad hoc* research, analysis and synthesis of information**
- **Managing and encouraging the use of the library of documents, tools, techniques, framework, methodologies to increase quality and facilitate the tailoring of approaches to client issues.**

Learning

Provide the infrastructure to help each of us to be responsible for our own development and facilitating reflection on, and sharing of, what we know and discover. Led by the Learning and Quality group, examples of work streams include:

- Developing a **library of frameworks and methodologies**
- Identifying areas of common challenge where **new approaches can be developed**
- Supporting the implementation of recommendations from our **client feedback exercise**
- Supporting colleagues in convening **learning opportunities.**

Quality

Ensure we deliver on our commitments to a high standard and implement our practice and products in a consistent way. Specific work streams include:

- Ensuring complex teams deliver a **high level of project management** (project plans, budget monitoring, project updates)
- Ensuring a **high standard of presentation and uniformity of approach** and look/feel across all our client work: key tasks, charts; pitches, presentations and reports
- Supporting the delivery of our **client feedback exercise**
- Supporting the **peer review process**

Role description

The main responsibilities of members of the Project Support team are to :

1. Support partners and others to plan and execute individual projects effectively and productively
2. Drive learning and support the delivery of quality work across the firm
3. Undertake internal and external research and analysis
4. Support the wider work of the company

Importantly, each member of the firm has responsibility for the success of the company as a whole. Given this, your willingness to be part of an employee-owned firm where collaboration and participation towards the flourishing of the firm, its community of partners and clients is critical.

We anticipate that the successful individual will have the scope, energy, drive and initiative to shape this role further, in consultation with other members of the team and the wider partnership as a whole.

Person specification

We are open-minded about the career that the successful candidate has had to date. What we do know, is that they must have

- Drive, initiative, resourcefulness and resilience: critical qualities in a self-managed, employee-owned firm
- Experience working to multiple deadlines, delivering complex long-term projects on time and to budget, drawing in the skills and talents of a wide range of individuals; a background in project management would be desirable, though not essential
- Strong analytic abilities, with the capacity to sift and synthesize a wide range of qualitative and quantitative information effectively
- An interest in fundraising across a range of sectors: the arts, education, health etc.

- Exemplary interpersonal skills, empathy and the ability to see the world from a range of different perspectives – both Partners and Clients – developing appropriate ways to overcome challenges as a result
- A high degree of IT literacy, especially in respect of Excel and PowerPoint
- The attitude and aptitude to learn, with a demonstrable history of continuous professional development

In addition, s/he is likely to be

- Organised and methodical
- An effective communicator both orally and in writing
- Flexible, adaptable and comfortable with both order and ambiguity

Benefits, terms and conditions

Job Title

Team Member, Project Support

Location

currently home-based, possibly with some national and international travel

Works closely with

members of the Business Coordination team, Consulting Partners and Associates

Type of position

Permanent

Benefits

- The salary for the role is expected to be £30-59k, dependent on experience
- Partners receive 28 days holiday per year
- Participation in the statutory company pension scheme (2% employer contribution)
- Participation in profit-share and bonus scheme
- Contribution towards office equipment up to £500 p.a; payment of work-related telephone and IT costs

Conditions

The probation period will be 12 months. Following successful completion, you will be proposed as a full member of the Partnership.



What will success look like, 6 months in?

After six months in the role, you will have:

- Demonstrated the value of your contribution to the partners and teams with whom you have worked, and made a tangible difference to the impact that we have been able to deliver for clients
- Developed and agreed your work-plan and success metrics for the year (across effectiveness, learning, quality and consistency), having identified key priorities both with team colleagues and across the wider Partnership
- Earned the respect of colleagues, integrated yourself into the wider work of the Business Co-ordination Team, and built an effective network of relationships across the firm

About the application process

What we'd like to see from you, how to apply and our anticipated timeline.

The application process

Background

We are a thriving small company whose growth has come from recruiting highly talented individuals and helping them to become the best they can be – both individually and as part of our team.

As a result, recruitment is critically important to our future success and we take it very seriously.

We are particularly keen to ensure that the individuals we recruit to More Partnership:

1. Are really good at what they do
2. Share our purpose and values and are willing to live by the principles that shape our community
3. Can thrive in an environment where they have a high degree of responsibility and autonomy
4. Are likely to want to remain part of the company for the long term.

As a result, our application process is designed to help you and us understand what drives you, what interests you, what you value, what you've achieved, and what your potential contribution to the longer-term success of the firm is likely to be.

The application process

An overview

Stage 1

Please submit

- A CV (no more than 2 pages)
- A covering note (no more than 2 pages)
- Contact details of two referees

By 5pm on Monday 9th April 2018 to jobs@morepartnership.com with the subject line “Project Support”

Stage 2

Selection day

This will take place 10am – 1.30pm on Wednesday 18th April 2018 in London.

Stage 3

Interviews

Interviews will take place in London on Tuesday 24th April 2018.

If we feel it would be helpful we may invite some candidates for second interviews

Stage 4

Offer

We expect to make a formal offer during the week of 30th April 2018

Stage 1

CV and covering note

Please submit

- A CV (no more than 2 pages)
- A covering note (no more than 2 pages)
- Contact details of two referees

By 5pm on Monday 9th April 2018 to jobs@morepartnership.com with the subject line “Project Support”

Your CV

will be a starting point to help us understand how the knowledge, skills and experience you have acquired during your career so far are likely to enable you to fulfil the requirements of the job.

Your covering note

should help us begin to understand three things:

1. Your interest in More Partnership and our work and the role
2. How you believe you meet the person specification for the work
3. How your values might align with ours

We have also asked that you provide the contact details (name, job title, telephone, email and postal address) of three individuals who have direct experience of line managing you or of working alongside you in a project group over a sustained period of time (9 months or more).

If you are invited to participate in the selection day, then we will wish to speak with one of your two referees.

We will not do so before informing you.

Stage 2

Selection day

The selection day will take place from 10am – 1.30pm on Wednesday 18th April 2018 in London.

The **selection day** will be structured to help you and us learn more about how you approach tasks at work. We will want to understand more about how you work with other people, how you tackle challenges, how you handle different types of information and how you prioritise and plan your work.

The day will consist of two parts:

1. The first will focus on group and individual tasks
2. The second will be a brief meeting with a Partner to discuss our values and the way in which these values have been evidenced in your own career to date.

Stage 3

Interviews

Interviews will take place in London on Tuesday 24th April 2018.

If you demonstrate the approach we are looking for and it feels like we're likely to be a good fit for one another, then we will invite you for interview.

During the interview stage you will meet with both consulting partners and members of the wider Business Services Group.

We will ask you to prepare a presentation in advance of your interview.

We will also share the principles that guide our work together with you, and discuss these with you in further detail, to understand what they might mean to you.

Stage 4 - making you an offer

Offer

We will make a formal offer during the week of 30th April 2018

Having completed the previous stages, we hope to be in a position to make a formal offer to the successful candidate.

We will take up references before doing so and will confirm with you when we propose to do so.

