

EXECUTIVE SUMMARY

Are Jewish Organizations Great Places to Work?

RESULTS FROM
PILOT EMPLOYEE
ENGAGEMENT
SURVEY

SEPTEMBER 2016

LEADING  EDGE

 KORN FERRY™ | HayGroup

Within the next five to seven years, 75 to 90% of Jewish nonprofit organizations will be faced with the daunting challenge of replacing their retiring CEOs and executive directors. This may prove difficult as organizations are struggling to attract and retain talent.

It is time, therefore, for the Jewish nonprofit sector to heed the message long understood by the business community: A great organizational culture attracts talented professionals, develops their skills, and enables them to do their best work.

In February 2016, Leading Edge partnered with Korn Ferry Hay Group to pilot a groundbreaking employee engagement survey.

A total of **3,422** employees across **55** Jewish organizations responded to questions about their workplace culture, the critical factors that drive their levels of engagement at work, and what motivates the likelihood that they will stay with or leave their organization.

While it is uncertain that these pilot survey findings perfectly mirror the sector as a whole, they do offer an important baseline reference point for identifying levers that can help Jewish organizations create better workplaces.

Survey Background

The survey is based on Korn Ferry Hay Group's Employee Effectiveness Framework, which includes 12 areas that lead to engaged and enabled employees, ensuring that they feel effective in their work and, in turn, deliver desired organizational results.

Engagement: the extent to which employees are committed to their organization

Enablement: the extent to which employees feel supported in reaching their full potential

Based on responses, employees were grouped into four profiles:

EFFECTIVE: highly engaged; highly enabled

DETACHED: highly enabled; not fully engaged

FRUSTRATED: highly engaged; not enabled

INEFFECTIVE: unengaged; not enabled

Survey Findings

After comparing survey results from the Leading Edge pilot organizations to the General Industry Benchmark, which includes data collected from 6.4 million employees in 390 companies from around the world and a variety of industries in the private sector, the following high-level findings emerged:

STRENGTHS

Leading Edge pilot organizations scored higher than the General Industry Benchmark on the following statements:

- Employees are motivated by the mission of their organization and understand how their specific job contributes to it. (↑13%)
- Employees feel they are treated respectfully. (↑10%)
- Employees are challenged by their work. (↑9%)

WEAKNESSES

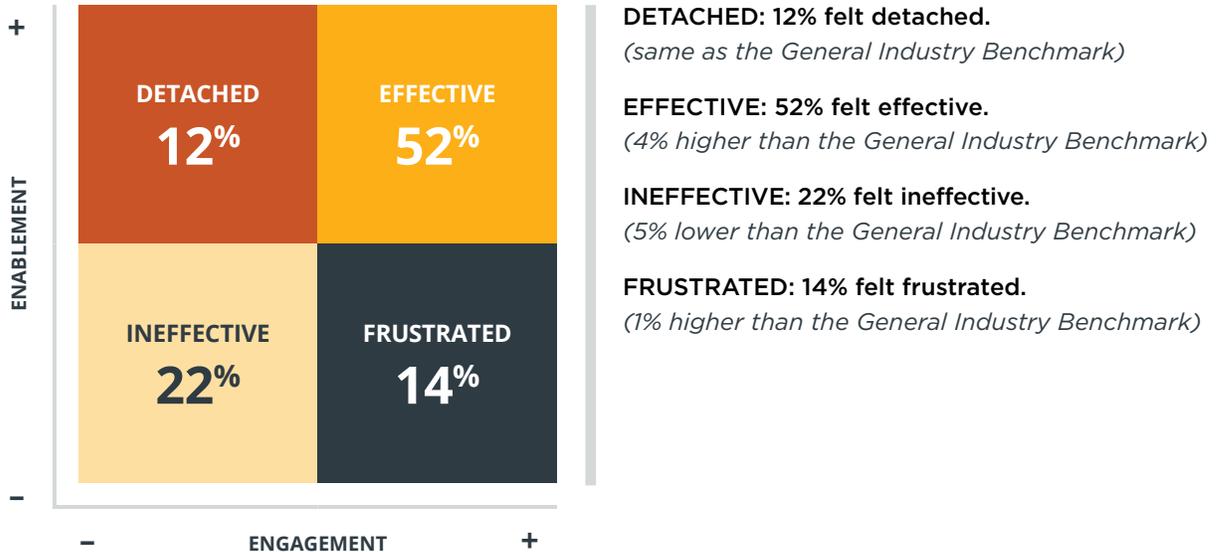
Leading Edge pilot organizations scored lower than the General Industry Benchmark on the following statements:

- Poorly performing employees are held accountable. (↓16%)
- Employees feel they are being compensated well enough. (↓6%)
- Employees feel there are enough people to get the work done. (↓11%)
- Employees feel they have adequate opportunities to advance their careers. (↓9%)
- Employees plan to stay with the organization for at least the next five years. (↓20%)



The Korn Ferry Hay Group Employee Effectiveness Matrix for the 55 Leading Edge pilot organizations showed the following:

Korn Ferry Hay Group Effectiveness Matrix



Once organizations have an understanding of where employees fall on the effectiveness matrix, they can develop interventions to lead them into the effective quadrant.

A few examples of areas to focus on in order to shift detached and ineffective employees into feeling more effective include:

- Ensuring employees feel valued, respected, and recognized for their work;
- Emphasizing career development;
- Making training a priority;
- Encouraging give and take in the workplace; and
- Focusing on quality.

Conclusion

Following this pilot survey, Leading Edge will continue its work to help Jewish organizations improve their cultures. It will curate resources and best practices, provide trainings, and offer opportunities for organizations to connect with regarding their progress in these areas. It will also repeat and expand the employee engagement survey so that additional organizations have access to this tool.

As organizations focus on addressing barriers such as a shortage of people resources, inadequate performance standards, lack of accountability, and the absence of clarity regarding career paths, the Jewish nonprofit sector will move toward a more effective workplace culture to better attract, retain, and develop talent—our most precious resource.