ABOUT LEADING EDGE

Founded in 2014, Leading Edge seeks to influence, inspire, and enable dramatic change in attracting, developing, and retaining top talent for Jewish organizations so that the Jewish nonprofit sector may thrive.

www.leadingedge.org

ABOUT CULTURE AMP

Culture Amp helps organizations make their company a better place to work. By making it easy to collect, understand, and act on employee feedback, Culture Amp enables HR leaders to make better decisions, demonstrate impact, and turn company culture into a competitive edge. Culture Amp’s on-demand platform is designed and supported by psychologists and data scientists to help organizations build effective employee feedback programs. Organizations that work with Culture Amp tap into the creativity and experience of over 2,500 innovative companies that put culture first.

www.cultureamp.com
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Leading Edge piloted the first Employee Experience Survey for the Jewish nonprofit sector in 2016. This survey, which gathers feedback from employees about their experiences at work, has now been taken by 234 organizations in our sector over the past four years. These organizations are using this feedback to ensure that their most valuable asset—their employees—are set up to succeed.

At the heart of the Jewish nonprofit sector is an innate desire on the part of 73,000 professionals¹ to contribute to making the world a better place. These individuals are the engines powering the programs and services that strengthen our communities and enrich society every day.

Investing in talent is essential for a successful organization because it:

- Strengthens organizational performance
- Significantly improves morale, which increases productivity
- Reduces costs associated with rapid employee turnover

At Leading Edge, we believe that an intentional investment in employees not only is “good for business,” but also is in alignment with our Jewish values of b’tzelem Elohim (seeing each person as being made in the image of G-d), kavod (respect), and v’ahavta l’reiacha kamocha (love your neighbor as yourself). Investing in our employees is therefore a powerful way to manifest our values in the world.

1. Leading Edge calculated this figure based on the following methodology: The latest research by the Bureau of Labor Statistics from 2017 indicates there are 12.48 million nonprofit jobs in the U.S. The National Center for Charitable Statistics cites 1.6 million tax-exempt organizations registered in 2016, which accounts for an average of 7.8 employees per organization. According to Paul Burststein’s 2011 study, “Jewish Nonprofit Organizations in the U.S.: A Preliminary Survey,” there are approximately 9,500 Jewish organizations in the U.S. Multiplying the number of Jewish organizations (9,500) by the average number of employees per nonprofit organization (7.7) equals approximately 74,100 employees at Jewish nonprofits in the U.S.
By participating in the survey, leaders are prioritizing their employees as key stakeholders. Through the process, leaders become vulnerable, solicit honest and confidential input, and explore with curiosity and intention the changes needed to transform their organizational culture. Taking the survey is just the first step in what we hope will be an ongoing process of exploration and improvement.

This year alone, Leading Edge surveyed over **11,400 employees at 182 organizations**.

The survey sample included an incredible breadth of individuals—federation employees, advocacy professionals, summer camp counselors, nighttime janitorial staff, foundation professionals, aquatics instructors, home care aides, classroom teachers, and people working with youth group movements and college students, to name a few. It includes newer members of the workforce and senior leaders with decades of experience under their belts. There are Jews of different Jewish denominations, as well as atheists, Muslims, Christians, and other religions.

The common denominator is that these thousands of individuals work at mission-driven Jewish nonprofit organizations, and their leaders are recognizing the importance of opening up a dialogue that places culture and talent on their agendas.

Leading Edge is honored to support the missions of these organizations by championing their efforts to create great places to work where employees can deliver excellence and thrive for years to come.
Given our interest in supporting a robust pipeline of future leaders for our sector, in 2019, Leading Edge continued to track significant differences in responses between those who wanted to leave their organization in the next year and those who were committed to staying for five or more years. Employees’ decisions to stay or leave were predicated on:

- How much they felt enabled and motivated to do their best work
- How they experienced leadership
- Whether there were opportunities for learning and advancement
- Whether they felt a sense of well-being

Our sector has much to be proud of. The vast majority of employees at Jewish nonprofits express tremendous pride in their work and know how their work directly contributes to their organizational mission. Employees have confidence in their immediate managers, and feel cared for and respected by them.

Our sector also has growing edges or areas to improve. Managers can do more to support their teams to do their best work—fundamental management practices are weak in Jewish organizations. And when it comes to how employees feel about their organization’s top leaders, open and honest two-way communication is critical, and yet it is almost always a pain point for organizations, especially larger ones.
Trends from Returning Organizations

Leading Edge cannot make broad generalizations about changes in the sector over the past four years due to a number of variables. The mix of organizations that has opted into the survey each year has shifted. Our sample size has increased dramatically, with new organizations opting in since 2016, and other organizations pausing from the survey to implement changes related to what they learned. Still, there are a few general observations Leading Edge can confidently make:

- As a group, organizations that have taken the survey more than once (i.e., “returning organizations”) are scoring better in almost every category.
- The more times an organization takes the survey, the better its results.
- Of the 95 organizations taking the survey either for the second, third, or fourth time in 2019, 43 improved significantly (5% increase or more) on the items that directly measure employee engagement.

Overall, the organizations that have taken the Leading Edge Employee Experience Survey more than once are integrating the findings into their day-to-day operations, and the results are measurably positive. Some leaders tell us that participating in the survey has helped ensure that they always keep workplace culture and talent development top of mind when making decisions. We believe that for employees at returning organizations, the process of taking the survey and seeing the data meaningfully unpacked and acted on by their leaders helps them understand that they are respected and valued—that their organization cares about their well-being and views them as key stakeholders.

Overall, returning organizations committed to this work are making progress slowly and steadily. Similar to getting into shape, lasting success is best achieved through incremental changes, practicing consistent new behaviors, and building new muscles along the way.
Are Jewish Organizations Great Places to Work?

Rationale
Why Culture Matters

At a time when the North American Jewish community is rapidly changing, it is critical that Jewish organizations function at their highest level. For many organizations, this means adjusting the way they operate to adapt to today’s workplace realities.

A great workplace culture:

- Attracts talented professionals
- Develops their technical and leadership skills
- Enables them to do their best work and achieve the best results
- Ensures they understand the impact they are having through their work

Culture Starts at the Top and Belongs to Everyone

In order for organizations to foster a positive culture and create conditions that enable their professionals to do their best work, senior leaders must set the tone and lead the way. The data are clear that senior leaders are in effect the “chief culture officers” of their organizations—and yet, no matter where one sits at an organization, everyone has a direct impact on workplace culture, and everyone is directly impacted by workplace culture. Therefore, it behooves each and every one of us to take an active role in shaping the policies, practices, systems, and dynamics of our organizations.
What is a Leading Place to Work?

Since 2014, Leading Edge has been conducting a broad literature and field review across industries, disciplines, and sectors to identify the core factors of great workplace culture. These include:

| TRUSTED LEADERS | Becoming a leading place to work requires buy-in, commitment, and focus from top leaders to model behaviors and to create policies, practices, and procedures that empower all employees to thrive. |
| COMMON PURPOSE  | Leading places to work have clear missions, visions, and core values that are regularly communicated, both internally to staff and externally to the communities they serve. Leaders inspire their employees by finding ways to reconnect them to the greater purpose of their work and helping them understand how their work is pivotal to the organization’s overall mission. |
| RESPECTED EMPLOYEES | Leading places to work ensure that all employees feel valued and valuable, and empowered to fully participate. Employees trust that they won’t be punished or criticized for making a mistake or speaking their minds. This dynamic begins during the hiring process, continues through onboarding and training, and is woven throughout daily interactions between management and staff. |
| TALENT DEVELOPMENT | Leading places to work recognize that employees crave opportunities to advance their knowledge, skill sets, and abilities. Employees want to feel that their employer invests in them and cares about their future; that there is a plan for their growth and development; and that their advancement is truly important to the organization. |
| CLEAR SALARY AND BENEFITS | Leading places to work understand that salary and benefits are foundational elements of an employee's experience at work. They have and communicate clear compensation philosophies and strategies that are applied fairly throughout the organization. Nonprofit organizations often feel constrained in this area due to tight budgets. Though salary is not one of the top factors that influence whether an employee stays or leaves their organization, leading places to work find ways to equitably, flexibly, and creatively compensate their employees. |
| DIVERSITY, EQUITY, INCLUSION, AND JUSTICE | Leading places to work fully integrate the principles of diversity, equity, inclusion, and justice into day-to-day operations and develop solutions to address systemic barriers within the organization. They are focused on developing teams that reflect the communities they serve. They fully understand the potential for organizations to perpetuate systems and behaviors that reinforce injustice. They ensure staff members are on the same page and speaking the same language when it comes to issues of exclusion. And they work to be culturally responsive and more deeply understanding of constituencies they serve. |
Are Jewish Organizations Great Places to Work?

Survey

Methodology
Survey Design and Administration

In May 2019, Leading Edge offered its fourth annual Employee Experience Survey to Jewish nonprofit organizations across North America. Our primary goal in offering the survey is to provide a relevant and meaningful tool that helps participating organizations assess and improve their workplace culture and create even better places to work. After all, for our sector to do its most impactful work, we need talented and committed employees willing to grow along with the organizations they serve, and emerging leaders ready to carry organizational missions into the future. As a secondary goal, Leading Edge is interested in learning more about trends in workplace culture at North American Jewish nonprofit organizations in order to find ways to support the field overall.

In 2019, Leading Edge once again partnered with Culture Amp, an employee feedback platform with 2 million participants in its system. Organizations were invited to participate in the survey through an open application process and through individual outreach. Leading Edge invited all organizations that had previously participated in the survey and those that had expressed interest. The survey was administered electronically through unique survey links sent to every employee and submitted to Leading Edge by their organization.

The Leading Edge survey focused on the overall employee experience. Most of the questions were asked on a five-point Likert scale from “strongly agree” to “strongly disagree.”

Every year, Leading Edge updates approximately 10% of the questions to reflect what we are learning in the field and ensure the survey is relevant and highly applicable. Like the organizations that take the survey, Leading Edge strives to grow and advance in our approach to our work. Any modifications we make are based on insights from previous surveys and from working closely with partners and organizational behavior experts.

In some cases, we tweaked language to make a question clearer for respondents. For example, this year, wherever possible, we removed the term “senior leaders” from the survey. Because the survey is offered to people at different types of organizations, understanding of this term has varied and created confusion in interpreting results. Leading Edge also added new questions to reflect emerging research in the sector and issues that are top of mind for organizations and employees. This year, one of the primary areas for new exploration was employee well-being.

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2. The sample of organizations participating in the 2019 survey was chosen as follows: (1) organizations that participated in any past survey year were invited to participate again; (2) additional organizations were invited to apply through an open call for applications; and (3) umbrella organizations helped connect Leading Edge with eligible organizations in their networks. To qualify, Jewish organizations were required to have on staff at least six full-time employees.
Helping Organizations Use the Data

In encouraging organizations to take a deep look at their cultures, our role at Leading Edge is to provide guidance and support as organizations hold up a mirror and learn what is working and what requires more focus and attention. We do not provide the answers about what interventions will work at a specific organization. We believe organizations themselves hold the keys to their success—we simply provide the tools and partnership on the journey as they explore areas for potential growth.

Choosing to participate in the survey is an important first step, but what an organization does with the results will make or break its ability to become an even better place to work. Fully unpacking and understanding the data, communicating the results to the entire staff, and taking concrete actions to address some of the emerging issues are vital steps in using the survey to benefit an organization. Ensuring the survey is a truly impactful intervention for an organization requires an ongoing process of exploration and improvement from its leadership.

In order to support organizations in accessing and understanding their data, Leading Edge invited each organization to participate in a webinar that demonstrated how to make sense of and work with its data on the Culture Amp platform. Leading Edge also provided access to a how-to guide for viewing and interpreting results. Each organization was offered a private, one-hour consultation with an organizational development expert to review its results, identify key themes, and discuss ways to communicate its results and take actions. This year, 85% of organizations participated in a consultation.
Are Jewish Organizations Great Places to Work?

Demographics

Organizations

Over the last four years, Leading Edge has surveyed 234 unique organizations and over 20,000 unique professionals working at Jewish institutions. That is over 20% of the workforce of the American Jewish nonprofit sector.

From 2018 to 2019, the number of organizations participating in the survey increased from 105 to 182. One reason for the significant increase was the growing number of groups that repeated the survey. Of the 182 organizations participating in 2019, 95 were past participants while 87 were first-time users.

Among the 87 new organizations, several were referrals, and many came to us through national umbrella organizations that encouraged their affiliates to participate — JFNA (Jewish Federations of North America), Prizmah (Center For Jewish Day Schools), and NJHSA (Network of Jewish Human Service Agencies).

This year, the survey had a 69% overall response rate, with 92 organizations surpassing a 90% participation rate and 49 of those achieving a 100% participation rate.

3. One participating organization represents over 200 professionally staffed Hillel campuses across the globe.
Participating organizations have a diverse mix of missions, budget sizes, staff sizes, and geographic locations.

**ORGANIZATIONAL TYPE**

<table>
<thead>
<tr>
<th>Type</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Federation</td>
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</tr>
<tr>
<td>Day School</td>
<td>23</td>
</tr>
<tr>
<td>Educational</td>
<td>22</td>
</tr>
<tr>
<td>JCC</td>
<td>22</td>
</tr>
<tr>
<td>Other*</td>
<td>14</td>
</tr>
<tr>
<td>Social Justice</td>
<td>12</td>
</tr>
<tr>
<td>Social Service / Human Service</td>
<td>12</td>
</tr>
<tr>
<td>Religious</td>
<td>09</td>
</tr>
<tr>
<td>Foundation</td>
<td>07</td>
</tr>
<tr>
<td>National</td>
<td>06</td>
</tr>
<tr>
<td>Camp</td>
<td>04</td>
</tr>
<tr>
<td>Youth &amp; Student Engagement</td>
<td>04</td>
</tr>
<tr>
<td>Community Relations</td>
<td>03</td>
</tr>
<tr>
<td>Integrated Community</td>
<td>03</td>
</tr>
</tbody>
</table>

*This category included organizations such as AJWS, Hazon, Mayyim Hayyim, and UpStart.

**BUDGET SIZE**

<table>
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<th>Count</th>
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</tr>
<tr>
<td>$1M to $2M</td>
<td>24</td>
</tr>
<tr>
<td>$2M to $5M</td>
<td>38</td>
</tr>
<tr>
<td>$5M to $10M</td>
<td>41</td>
</tr>
<tr>
<td>$10M to $20M</td>
<td>26</td>
</tr>
<tr>
<td>$20M to $30M</td>
<td>9</td>
</tr>
<tr>
<td>$30M to $60M</td>
<td>16</td>
</tr>
<tr>
<td>$60M+</td>
<td>4</td>
</tr>
<tr>
<td>Unknown</td>
<td>10</td>
</tr>
</tbody>
</table>

**TEAM SIZE**

- 10 or less: 20
- 11 – 50: 77
- 51 – 100: 29
- 101 – 200: 28
- More than 200: 28
Participants

The 2019 survey asked a number of new demographic questions to better understand the makeup of our sector’s workforce.

Respondents are not required to answer any of the questions on the survey and some choose not to disclose aspects of their personal information. This year, an average of 12% of participating professionals chose not to respond to specific demographic questions. Notably, people who choose not to respond to demographic questions tend to hold the least positive feelings about their workplaces. Their nonresponses often highlight a skepticism regarding the anonymity of the survey and a fear of being connected in any way to their answers.

The Jewish nonprofit sector is not comprised of only Jewish employees. Far from it. Of the 10,085 people who chose to disclose their religious identity, 3,429 (34%) identified as agnostic, atheist, Christian, Muslim, Hindu, or other. 4% of respondents identified as more than one religion.

“Culture is key because it drives employee engagement and performance... Leaders create the explicit and implicit rules of interaction for organizational members, and these rules affect morale and productivity levels.”

—Tomas Chamorro-Premuzic
AUTHOR AND PROFESSOR OF BUSINESS PSYCHOLOGY
Inadequate Representation of the Jewish Community

The workforce of the Jewish nonprofit community does not yet adequately represent the makeup of the Jewish community in North America overall:

- Sixty-four percent (64%) of respondents identify as female while 20% identify as male (15% chose not to respond to the question, and approximately 1% identified as nonbinary). Yet when it comes to the top leadership of the Jewish nonprofit sector, men are overrepresented—57% of senior executives are male and 43% are female.

- Russian-speaking Jews comprise approximately 15% of American Jewry, according to the latest statistics from the Council of Jewish Émigré Community Organizations. In comparison, only 4% of respondents identify themselves as having been born in the former Soviet Union or having at least one parent born in the former Soviet Union.

Our representation problem extends even more glaringly to Jews of color:

- Today, it is estimated that Jews of color represent 12-15% of the American Jewish population. That means just over 1 million of the 7.2 million Jews in the United States are Jews of color, and some demographers feel that is likely an undercount. Among American Jewish millennials, 19% identify as Jews of color.4

- Among the 2019 survey respondents, 13% identified with an ethnicity other than Caucasian/white.

- Within the 13% of people who identified as a race other than white, only 288 people, or 0.025% of total respondents, identified as Jewish (seven people identified as Jewish and African American, and 52 people identified as Jewish and multi-race).

- More than one in four respondents chose not to self-identify their ethnicity, highlighting a likely concern for their perceived anonymity and ability to provide feedback without being identified, especially given that many people may be one of the only persons of color or Jews of color at their organization.

- Although it is likely that some of the people responding to the survey who were unwilling to identify their race may identify as a Jew of color, the numbers reflect a miniscule number of Jews of color represented in the Jewish nonprofit sector—far less than the 12-15% of the overall American Jewish population.

We know organizations are focused on diversifying their workforce to better represent the communities they serve AND to enhance the results of their work. Prioritizing this work in meaningful ways will enable organizations to develop diverse boards and leadership teams, recruit and retain diverse staff, and better serve populations with diverse needs and backgrounds. This is no easy fix; it requires serious, ongoing commitment. But by improving our cultural competencies, creating welcoming environments, building bridges to underrepresented Jews, and making our institutions attractive value propositions for all, we will see the shift needed to develop a truly representative workforce.

“...So if our day school, shul, yeshiva, or Jewish nonprofit is filled with almost exclusively white colleagues, students, and leaders, and, as we now know, at a minimum one in every minyan should be a Jew of color, there is a clear lack of alignment between who is engaged in our Jewish organizations and the true racial diversity of the Jewish community.”

—Ilana Kaufman
DIRECTOR OF THE JEWS OF COLOR FIELD BUILDING INITIATIVE, AND ARI KELMAN, PH.D., THE JIM JOSEPH PROFESSOR OF EDUCATION AND JEWISH STUDIES IN THE GRADUATE SCHOOL OF EDUCATION AT STANFORD UNIVERSITY
AGE

- Under 20: 1%
- 20-29: 19%
- 30-39: 22%
- 40-49: 17%
- 50-59: 13%
- 60-65: 6%
- Over 65: 3%
- Not specified*: 19%

GENDER

- Female: 64.5%
- Male: 20%
- Nonbinary: 0.5%
- Not specified*: 15%

RELIGION

- Jewish: 55%
- Other: 10%
- Christian: 18%
- Not specified*: 17%

JEWISH ETHNICITY

- Ashkenazi: 81%
- Sephardi: 5%
- Combination of Ashkenazi, Mizrahi, and/or Sephardi: 8%
- Mizrahi: 1%
- Not specified*: 5%

ETHNICITY

- Caucasian/White: 67.3%
- Latinx/Hispanic: 4.3%
- African American: 3%
- Middle Eastern: 1.5%
- Mixed-race/Multiracial: 1.5%
- Asian: 1.4%
- Black/African: 0.7%
- Native American/Alaska Native: 0.1%
- Pacific Islander/Native Hawaiian: 0.1%
- Not specified*/Prefer not to answer: 20.1%

*Some respondents chose not to self-identify their demographic information; they are denoted as “Not specified” in the charts.
Are Jewish Organizations Great Places to Work?

Themes
The 82 survey questions collected information on a range of issues that impact an employee’s experience at work:

**MISSION**
This is the sector’s greatest strength and the reason why people show up and work hard.

**LEADERSHIP**
The experiences staff have with organizational leaders—both professional and lay—deeply impact employee engagement and retention.

**MANAGEMENT**
People are confident in their managers and feel respected by them, but managers are not always supporting employees to do their best work.

**INTERNAL COMMUNICATION**
Communication from the top down and bottom up is an ongoing challenge for most organizations.

**WORKLOAD**
Nonprofit professionals usually feel stretched, but resentment arises when people feel that workloads are uneven, and that systems and processes hinder rather than support their work.

**TEAM AND CROSS-ORGANIZATIONAL COLLABORATION**
People tend to have a more positive experience with their immediate team than they do with other departments.

**HARASSMENT IN THE WORKPLACE**
Awareness of sexual harassment policies has increased significantly year over year, but our sector has work to do to ensure that organizations are both preventing harassment and effectively addressing it when it emerges.

**COMPENSATION**
Setting compensation and communicating effectively about it is a common pain point for managers. Male employees have a clearer understanding of how their compensation is set, and they are receiving greater compensation than female employees.

**TRUST, RESPECT, AND PSYCHOLOGICAL SAFETY**
Overall, women feel less psychologically safe—less comfortable expressing themselves and being themselves—than men.

**WELL-BEING**
People define well-being differently, but it is one of the top drivers of employee engagement. Women are less likely than men to feel that their organization prioritizes well-being.

**OPPORTUNITIES FOR ADVANCEMENT**
There is a gap between employees who want to advance and actual opportunities to advance, especially for women.

*Sections marked with an asterisk have a noticeable difference between genders, which is presented in these sections.*
A Focus on Employee Engagement

The Leading Edge survey considers many aspects of the workplace experience. Employee engagement is a primary focus within the survey, as it is the crucial factor in determining whether employees will stay with their organization or search for new opportunities (for a complete list of factors, please see APPENDIX A). The survey included four statements that directly measure employee engagement; they address the levels of enthusiasm, pride, motivation, and commitment to stay that people feel for their place of work.

Other questions on the survey help determine the primary drivers of employee engagement in order to identify the areas that matter most to employees. This allows organizations to focus specifically on the most impactful areas that will drive employee engagement.
Employee engagement is measured by the following statements:

The percent score shows the overall favorability score for each statement, which is the percentage of people who answered Agree or Strongly Agree.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Favorable Response</th>
<th>U.S. Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>I feel proud to work for my organization.</td>
<td>85%</td>
<td></td>
</tr>
<tr>
<td>My organization helps me stay motivated to do my best work almost every day.</td>
<td>62%</td>
<td>7% below</td>
</tr>
<tr>
<td>I would recommend my organization as a great place to work.</td>
<td>73%</td>
<td>11% below</td>
</tr>
<tr>
<td>Given your choice, how long would you plan to continue working for your organization?</td>
<td>75%</td>
<td></td>
</tr>
</tbody>
</table>

Understanding Culture Amp’s “U.S. Benchmark”

Throughout the report, comparisons may give more meaning to the data. Some of the survey questions are typical employee survey questions; therefore, they can be compared to Culture Amp’s U.S. Benchmark, which is the average of all respondents in Culture Amp’s database (over 2 million respondents). Other questions were designed specifically for the Jewish nonprofit sector and therefore have no broader comparison beyond the group of organizations that took the Leading Edge survey. Comparisons are included for questions where a comparison exists and is valuable. To determine whether a deviation from a comparison is significant, Leading Edge generally uses the rule of 5%. Any comparison that is less than a 5% difference (+/- 5%) is not often considered significant, though in some cases where we feel there may be trends at play, we may include it for informational purposes.

Unfortunately, we do not have a benchmark for Canada, but with a few exceptions, the data from Canada and the United States are relatively comparable to the Leading Edge results.

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5. The “I would recommend my organization as a great place to work” statement has implications related to recruitment, the organization’s reputation, and even fundraising potential, all based on the way employees discuss their experience at work.
The Stark Differences Between “Stayers” and “Leavers”

In this report, Leading Edge identified significant differences in responses between those who wanted to LEAVE their organization in the next year and those who were committed to STAY for five or more years. Employees’ decisions to stay or leave were predicated on:

- How engaged they were at work overall
- How they experienced leadership
- How much they felt enabled and motivated to do their best work
- Whether there were opportunities for learning and advancement
- Whether they felt a sense of well-being

Notably, salary was not one of the factors that had a high influence on whether an employee wanted to stay or leave.

People leave organizations for many reasons—sometimes it has nothing to do with their experience at work. But more often than not, there is a connection. Organizational management experts agree that it is critical for organizations to treat employees like stakeholders: Listen to them, learn from them, and engage them as partners in creating a dynamic, healthy workplace culture where everyone can thrive while working together toward a shared mission.

**Figure A**
Gap analysis of people who intend to stay (4,351) vs. people who intend to leave (739)

<table>
<thead>
<tr>
<th>EMPLOYEE ENGAGEMENT</th>
<th>STAYERS</th>
<th>GAP</th>
<th>LEAVERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>I would recommend my organization as a great place to work.</td>
<td>88%</td>
<td>52%</td>
<td>36%</td>
</tr>
<tr>
<td>My organization helps me stay motivated to do my best work almost every day.</td>
<td>78%</td>
<td>51%</td>
<td>27%</td>
</tr>
<tr>
<td>I feel proud to work for my organization.</td>
<td>95%</td>
<td>44%</td>
<td>51%</td>
</tr>
</tbody>
</table>

NOTE: The full gap analysis between people who want to STAY vs. people who want to LEAVE can be found in APPENDIX D.
Repeat Organizations Tend to Have More Engaged Employees

Respondents at organizations that have participated in the survey in the past are 3.5% more likely than respondents at organizations taking the survey for the first time to say (1) they are proud to work for their organization; (2) their organization motivates them to do their best work; and (3) they would recommend their organization as a great place to work.

The work is paying off for organizations that are treating their employees like an important stakeholder group, getting their input, sharing their results, and taking action to address critical areas.

For more employee engagement trends, please see Appendix F.

Age and Generational Divides

Employees at organizations who are taking the survey for the first time this year are more likely to respond that they plan to stay at their current organization. This is likely because the pool of returning organizations includes a large number of younger employees who are, simply based on their age and early entrée into the workforce, less likely to commit to staying with their place of employment for more than two years. Employees who are younger than 29 are the least likely age group to express a commitment to stay at their organization beyond two years.

Recent data show that 21% of millennial workers (those born between 1980 and 2000) had left their jobs in the past year to do something else, a number that is more than three times higher than that of nonmillennials who report doing the same.

The youngest respondents (under 29 years old) were the least likely to respond favorably to the statement, “I would recommend my organization as a great place to work.” The statement has implications related to recruitment, the organization’s reputation, and even fundraising potential because we can extrapolate from this response how employees discuss their experience at work. The age differential is, however, predictable considering the under 29 demographic has expectations about what workplaces should be that do not necessarily align with the reality they now face as members of the workforce. That said, even without this age group, results for this question would still be 10% below the U.S. Benchmark.

Like in the overall economy, millennials make up a large proportion of our workforce. They place a greater emphasis on opportunities to learn and grow and opportunities for advancement than older generations—pain points for many organizations. There is much that we can learn from our newest cadre of employees and their expectations around balance, professional development, and connection to purpose that can inform our sector for the better.
Factors that Drive Employee Engagement

Leading Edge used Culture Amp’s statistical algorithm to identify the most important drivers of employee engagement. Although the survey asks about a number of topics, the statements in FIGURE B had the greatest impact on employee engagement. When leaders want to improve employee engagement overall, the learnings from these statements provide the most important road map for interventions.

How Important is Salary for Engagement?

Notably, questions related to salary and benefits were not included on the list of drivers of engagement. Because salary involves tangible, quantifiable factors, it’s natural that many talent managers are tempted to connect employee engagement to compensation or hypothesize that lower salaries caused low employee engagement and turnover. While salary and benefits are important, their impact on the employee experience is often less significant than other factors. Paychecks hit the bank a couple of times a month, and bills are paid on average once a month. But employees interact with their colleagues, managers, and leadership daily.

That said, the importance of having an equitable and transparent compensation philosophy cannot be overstated. How to fairly establish salaries and benefits continues to be a pain point for many organizations. Still, in the budgetary world of the nonprofit sector, it will often be difficult to pay people as much as we believe they are worth. That is why it is even more important for people to feel fully respected, engaged, and enabled in the workplace.

6. Visit https://academy.cultureamp.com/hc/en-us/articles/208026545-Impact-Driver-Analysis-FAQs for more information about how these “highest impact” questions were determined.
The leaders here set a good example for employee well-being.

FAVORABLE RESPONSE: 67%  
4% BELOW U.S. BENCHMARK

My organization demonstrates care and concern for its employees.

I have confidence in the professionals who lead this organization.

FAVORABLE RESPONSE: 70%  
4% BELOW U.S. BENCHMARK

I believe employee well-being is a priority at my organization.

At my organization there is open and honest two-way communication.

FAVORABLE RESPONSE: 60%  
NEW 2019 QUESTION

FAVORABLE RESPONSE: 54%  
11% BELOW U.S. BENCHMARK

The leaders here set a good example for employee well-being.

The mission of my organization makes me feel like I am making a difference through my work.

FAVORABLE RESPONSE: 58%  
NEW 2019 QUESTION

FAVORABLE RESPONSE: 81%  
6% ABOVE U.S. BENCHMARK

My opinion is valued at my organization.

The senior leadership team’s actions are consistent with my organization’s values.

FAVORABLE RESPONSE: 70%

FAVORABLE RESPONSE: 69%
Are Jewish Organizations Great Places to Work?

Results
Mission

Everyone is very mission-driven and wants to excel. I wake up knowing that the work we do every day is making a difference.”
—Survey respondent

One of the most popular career guidance and career development books of all time, written in the 1970s, is entitled “If You Don’t Know Where You’re Going, You’ll Probably End Up Someplace Else.” An organization’s mission answers the questions: Who are we? What do we value? Where are we going? And if employees aren’t connected to the mission, it’s likely they will indeed end up someplace else!

<table>
<thead>
<tr>
<th>Statement</th>
<th>Favorable Response</th>
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<tbody>
<tr>
<td>I know how my work contributes to my organization’s mission, strategy, and goals.</td>
<td>88%</td>
</tr>
<tr>
<td>I have a good understanding of my organization’s mission, strategy, and goals.</td>
<td>84%</td>
</tr>
<tr>
<td>The mission of my organization makes me feel like I am making a difference through my work.</td>
<td>81%</td>
</tr>
<tr>
<td>My organization is generally successful in the pursuit of its mission.</td>
<td>80%</td>
</tr>
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</table>
Organizations that embody their mission and show employees how their roles contribute to the mission and goals are more likely to have staff who feel like they are making a difference in the world. This, in turn, drives creativity and improves engagement. According to research by LinkedIn and Imperative, mission-driven workers are 54% more likely to stay for five years at a company and 30% more likely to grow into high performers than those whose only motivator is their paycheck.7

Fortunately, an overwhelming majority of employees at Jewish nonprofits—regardless of role, level, age, religious identity, or seniority—know how their work directly contributes to their organizational mission.

Connecting employees to mission alone cannot compensate for other workplace challenges, but it is an excellent starting point for organizations that care about enabling their staff to do their best work.

Connection to Mission Yields Higher Expectations

Employees in our sector truly believe in what they are doing; this connection to the mission is one critical factor that keeps them coming back to work each day. But a deep passion for a purpose-driven workplace that makes a positive impact on the world can also create high expectations for how an organization should optimally function.

Employees who are deeply invested in an organization’s core values are sometimes more frustrated when they experience the structural challenges or leadership issues that cause a workplace to fall short of meeting its mission. Simply put, the more connected to the mission an employee is, the more that employee cares. This may be one reason why scores for our sector are in certain areas lower than the Culture Amp U.S. Benchmark, which includes mostly for-profits and some government agencies.

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When people are financially invested, they want a return. When people are emotionally invested, they want to contribute.”

—Simon Sinek
AUTHOR, MOTIVATIONAL SPEAKER, AND ORGANIZATIONAL CONSULTANT

Quick Tips

PUT A FACE ON THE MISSION
Infuse staff meetings with stories about real people who are affected by the organization’s work and encourage staff to discuss real interactions they have had that impacted them. One organization invites a panel of constituents to be a part of its all-team meetings on a regular basis. Each constituent explains how using its service/program has positively impacted them. An employee moderates a Q&A session between the constituent panel and attendees. Managers can also invite a panel of constituents to be a part of their team meetings.

HIGHLIGHT ORGANIZATIONAL VALUES
At one organization’s quarterly hands-on meeting, every leader shares a story about an employee who is living the organization’s values. This gives leaders a chance to demonstrate that they see how people contribute to the success of the organization. It also reinforces the core values of the organization as well as leaders’ deep understanding of and alignment with the values. Team leaders could share similar stories at team meetings.

CONNECT ROLES TO MISSION
Clarify how individual roles contribute to the larger organizational mission. If managers and leaders go out of their way to explain how each individual contributor advances the larger overarching goals of the organization, employees will be more motivated to continue working toward their individual goals and more satisfied with their job overall. This can be done through feedback conversation that focuses on employee development as well as through part of the onboarding process by making it clear to new hires how their role contributes to the organizational mission.
Leadership

I have confidence in each specific leader’s subject matter expertise; I do not always have confidence in their leadership or management abilities.”

—Survey respondent

When doing a gap analysis of those who said they would leave in a year (Leavers) and those who said they would stay for 5+ years (Stayers), leadership emerged as a key gap.

I have confidence in the professionals who lead this organization.

FAVORABLE RESPONSE:

<table>
<thead>
<tr>
<th></th>
<th>LEAVERS</th>
<th>GAP</th>
<th>STAYERS</th>
</tr>
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<tbody>
<tr>
<td>FAVORABLE RESPONSE</td>
<td>70%</td>
<td>4% BELOW U.S. BENCHMARK</td>
<td>82%</td>
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</table>

The leaders here set a good example for employee well-being.

FAVORABLE RESPONSE:

<table>
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<th></th>
<th>LEAVERS</th>
<th>GAP</th>
<th>STAYERS</th>
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<tbody>
<tr>
<td>FAVORABLE RESPONSE</td>
<td>58%</td>
<td>42%</td>
<td>72%</td>
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</table>

My organization demonstrates care and concern for its employees.

FAVORABLE RESPONSE:

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<th></th>
<th>LEAVERS</th>
<th>GAP</th>
<th>STAYERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>FAVORABLE RESPONSE</td>
<td>67%</td>
<td>4% BELOW U.S. BENCHMARK</td>
<td>78%</td>
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</tbody>
</table>

The senior leadership team’s actions are consistent with my organization’s values.

FAVORABLE RESPONSE:

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<th></th>
<th>LEAVERS</th>
<th>GAP</th>
<th>STAYERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>FAVORABLE RESPONSE</td>
<td>69%</td>
<td>36%</td>
<td>79%</td>
</tr>
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</table>
Trusted Leadership is the Guiding Light

Leadership is one of the most important factors influencing employee engagement. People who reported feeling confident in their organization’s senior professional leaders were significantly more likely to express a longer-term commitment to their organization.

Leaders do not just set the strategy and course for the organization. They also create the culture of an organization through their actions, behaviors, and values. There is real science behind why we emulate leaders. When a leader repeatedly shows up late, looks at their phone during meetings, or sends a slew of emails after hours, they establish unproductive and potentially toxic cultural norms through their example. Leaders who guide staff through integrity, inspiration, introspection, and encouragement—and model work-life balance—set the tone of a great place to work.

Men and women are all going into high-powered jobs. The question is what happens to them down the road, and that’s a messy story. People say they’re opting out, they want work-life balance, but we know from a lot of research that it’s not as simple as that. They’re not given opportunities.”

—Robin Ely, PH.D.
ECONOMIST, PROFESSOR AT HARVARD BUSINESS SCHOOL, AND CHAIRWOMAN OF ITS GENDER INITIATIVE
Volunteer/Lay Leaders Less Likely to Impact Engagement

An employee’s experience with volunteer/lay leaders had less of an impact on their overall engagement than their experience with professional leaders with whom they interact more regularly. In the survey, there were many neutral responses to questions related to volunteer/lay leaders, which is likely due to the limited interactions many employees have with board members and volunteer/lay leaders.

The actions of our board members are consistent with my organization’s values.

I feel respected as a professional by the volunteer/lay leaders in my organization.

My organization’s culture fosters healthy relations between professional leaders and volunteer/lay leaders.

The overall favorability score for each statement is the percentage of people who answered Agree or Strongly Agree. When demographic breakdowns are presented, their average may not be equal to the overall favorability score due to the omission of those who choose not to self-identify their demographic information.

**Favorable Response:**

- **59%**
  - Executive Team: 79%
  - Managers: 60%
  - Individual Contributors: 59%

- **70%**
  - Executive Team: 86%
  - Managers: 72%
  - Individual Contributors: 68%

- **65%**
  - Executive Team: 78%
  - Managers: 64%
  - Individual Contributors: 64%

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8. The manager category includes people who are managers of individual contributors and also managers of managers.
Among respondents, executive team leaders were most impacted by volunteer/lay leadership. They serve as translators for the board regarding the work of the staff and translators for the staff regarding the strategic direction envisioned by the board. Just as middle managers serve as the go-between for upper management and staff, so too are senior leaders responsible for fostering positive feelings between the board and the staff.

In some instances, upper management may feel more like middle managers when boards play a particularly active, hands-on role. It’s critical that volunteer/lay leaders and professionals have clear and reasonable expectations regarding each other’s roles within the organization and that healthy communications flow up to the board and down to the staff.

QuickTips

**ELEVATE STORYTELLING**
Help leaders communicate their organization’s vision and goals, and their own decisions, using storytelling. One organization provides coaching and skill-building opportunities for all new leaders to help them translate their vision and ideas into compelling stories. This allows them to shape conversations and inspire action. Most coaching exercises include both writing and telling stories.

**PROMOTE VISIONS OF THE FUTURE**
To frame the long-term vision and provide a coherent view for all employees to support, each member of the executive team at one organization crafts a statement about the specific vision their team is pursuing. It addresses the future goals of their team and how those fit into the mission of the entire organization. This is not meant to address current business metrics or projects, but rather how the organization will have a sectorwide impact in three years’ time.

**EXTEND BOARD GRATITUDE**
Twice a year, ask board members to appreciate members of the staff. It could be in the form of a handwritten note, an in-person thank you, or a phone call. Board members can pick one or two employees each or they can be assigned by the board chair or CEO.

**OFFER A LAY-PRO MENTORSHIP PROGRAM**
Ask lay leaders to volunteer to serve as mentors to high-potential professionals. Taking time to invest in professionals in this way builds deeper connections and expands skills and knowledge for both the lay leader and the professional. Make sure expectations are clear (e.g., meet once a quarter with the goal of building awareness of each other’s job). Consider whether a formal application process for participation is appropriate.
Management

My boss is extremely supportive of me in my position and my personal well-being. I’ve never had a supervisor who has been so caring about me as an individual, not just as my work. It’s extremely motivating, and the number one reason why I will choose to stay in this position for another year instead of seeking a job with higher pay.”

—Survey respondent

<table>
<thead>
<tr>
<th>Statement</th>
<th>Favorable Response</th>
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<tbody>
<tr>
<td>I am treated with respect by my immediate manager.</td>
<td>87%</td>
</tr>
<tr>
<td>My immediate manager genuinely cares about my well-being.</td>
<td>84%</td>
</tr>
<tr>
<td>I have confidence in my immediate manager.</td>
<td>80%</td>
</tr>
<tr>
<td>My immediate manager keeps me informed.</td>
<td>74%</td>
</tr>
<tr>
<td>I am included in decisions that affect my work.</td>
<td>66%</td>
</tr>
<tr>
<td>I regularly receive meaningful feedback on how I am performing.</td>
<td>59%</td>
</tr>
</tbody>
</table>

16% below U.S. benchmark
7% higher for returning organizations
Managers are Appreciated, but Management Practices are Lacking

We often hear that people don’t leave jobs—they leave their bosses. According to Gallup research of the business community, managers account for over 70% of the variance in employee engagement.9 Performance fluctuates widely in most companies, in no small part from the lack of consistency in how people are managed.

Overall, Leading Edge survey respondents expressed very positive experiences with their managers: **Staff have general confidence in their immediate managers and feel cared for and respected by them.** Yet, staff do not feel respected to the same degree by the top leaders of their organization.

Despite positive feelings employees have toward their immediate managers, managers are not always supporting their teams to do their best work. For starters, employees are 8% less likely to feel that managers and organizational leaders include their input when making decisions that impact their work as opposed to keeping them generally informed.

In addition, for the fourth year in a row, Leading Edge has found that **fundamental management practices are weak in Jewish organizations, far below the U.S. Benchmark.** While people appreciate their managers, they aren’t receiving what they need from them in terms of meaningful performance reviews, ongoing feedback, division of workloads, and streamlined systems and processes.

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Our hypothesis for why our sector’s numbers fall far below the U.S. Benchmark in this area is that the for-profit sector tends to connect performance to a regular cycle of bonuses and raises. In addition, there are clearer advancement tracks and greater opportunities for advancement at for-profits, requiring more conversations around performance. Finally, for-profits are more likely to have HR departments with eyes on the development and implementation of feedback systems.

Organizations that have taken the Leading Edge survey more than once scored higher on these questions than new organizations. Many organizations find that reviewing and refining their feedback systems is a tangible, quick fix that they can take on immediately. Clearly, their work in this area is making a difference.

**Quick Tips**

**INCREASE THE CADENCE OF FEEDBACK FOR EMPLOYEES**
One organization has decided to abandon annual performance ratings in favor of a more frequent and feedback-focused performance management process. Every quarter, employees sit down with their manager to give and receive feedback and discuss goals from the prior quarter and for the upcoming quarter. They also use the opportunity to discuss career paths and development opportunities.

**CREATE ACCOUNTABILITY AROUND WORK-LIFE BALANCE**
One organization developed a training program for managers to understand how they can encourage good work-life choices among their staff. The training educates managers on current policies (e.g., send only the rarest of email outside of regular hours) and how to best encourage staff to make full use of vacation days and telecommuting options. To promote accountability, another organization has implemented a work/life balance “buddy system” where team members check in on each other to make sure they are making time for self-care and keeping off-hours work to a minimum.

**UNDERSTAND RECOGNITION PREFERENCES AND GET CREATIVE**
Learn how each employee prefers to receive recognition during their onboarding process and document these preferences for later. Consider setting up a “rewards committee” made up of employees across functions to evaluate how to best reward staff, such as donating to an employee’s selected social cause and providing paid time off so high performers may volunteer and give back to the community.
Internal Communications

While there are so many incredible aspects about working at my organization, I have been disappointed in the ways management has navigated the changes in roles, expansion, and processes. I don’t always feel that management has been upfront and/or clear about role requirements, responsibilities, and expectations.”

—Survey respondent

Internal Communication is Hard

When it comes to how employees feel about their organization’s leaders, open and honest two-way communication is critical, and yet it is almost always a pain point for organizations. Employees are more engaged when they feel adequately informed and able to freely share their perspectives. Our sector is falling short in this area.

At my organization there is open and honest two-way communication.

FAVORABLE RESPONSE: 54% 11% BELOW U.S. BENCHMARK

I am kept appropriately informed about major decisions and events affecting the future of my organization.

FAVORABLE RESPONSE: 59% 10% BELOW U.S. BENCHMARK
Unsurprisingly, the larger an organization, the greater the challenges with internal communications. Still, organizations of any size—especially those with geographically dispersed workforces—benefit from consistently refining the processes to support effective internal communications and keeping a healthy flow of information and a productive dialogue top of mind.

Employees are the Most Important Stakeholder

Comparing our sector’s numbers around internal communications to the U.S. Benchmark, we find that Jewish nonprofit leaders are not prioritizing communicating with their employees, likely because this was never modeled for them, they deprioritize it due to time constraints, or they simply do not see their employees as a key stakeholder group. Additionally, nonprofits often fall short when held up against for-profit companies, which compete for talent in a different way than we do. Employees at for-profit entities are generally less connected to mission, so the glue that binds them to their company is even more about how they are treated. (Some companies are adopting the mantra, “employees over profits.”) Larger companies often have people dedicated solely to managing leadership-staff relations and the flow of information between the two.

Growth in this area is entirely within reach. Nonprofit leaders already possess the skills to manage stakeholder groups—just picture the effective prioritization of dues-paying members and boards of directors. It is not a stretch for people to transfer those skills to managing their own teams.

When looking at ways to improve internal communications, one aspect to consider is that middle managers hold the unique challenge of communicating in two directions—to top leaders and to staff. Organizations that wish to improve in this area can think about how to conduct training and employ communications systems so that managers can be the most effective conduits possible for managing the flow of information both up and down.

Organizations that have taken the survey more than once scored higher on questions related to internal communications than new organizations.
NOTHING makes a group of people—a team—feel more valued, empowered, and confident than knowing and understanding the FULL picture of the direction our business is heading, and the importance of their contribution and accountability.”

—Melissa Reiff
CHIEF EXECUTIVE OFFICER AT THE CONTAINER STORE

QuickTips

USE A MIX OF COMMUNICATION METHODS
To improve real-time communication, managers at one organization design their own communication approaches to include both formal and informal, online and in-person meetings. Previously, managers had overly relied on email to pass along information, but this made it difficult for employees to ask questions and get answers in real time. Now, managers experiment with different media and involve team members in choosing what works best for them.

ESPRESSO YOURSELF AT A COFFEEHOUSE MEETING (HA!)
One organization has designed “coffeehouse” meetings as a forum where cross-functional teams can connect and share what they are working on. During the casual, 90-minute meeting, people explain what their teams are invested in at that moment in time and how it links to organizational objectives. With high participation among employees and the most senior leaders, it is an innovative way to promote top-down and cross-agency communication.

REACH EMPLOYEES THROUGH A MONTHLY WEBINAR
At one organization, a senior leader or manager hosts a monthly webinar on a topic relevant to their work with the organization. The webinar session is available to all employees, includes a 15-minute Q&A session, and is recorded for anyone unable to attend and to accommodate different time zones. This is an excellent way to help geographically dispersed employees feel connected to the greater whole.
Workload

There’s constantly just too much on our plates and not enough staff to get everything done at the level it should be.”

—Survey respondent

When All the Stars Burn Out, Will the Universe Go Dark?

Research shows that it’s hard for employees to be engaged if they are experiencing the potential for burnout. When balance is thrown off between work demands and available resources, employees are much more likely to consider leaving their organization. According to research at the Yale Center for Emotional Intelligence, in collaboration with the Faas Foundation, one out of five employees actually reported both high engagement and high burnout. “In order to promote engagement,” the researchers say, “it is crucial to provide employees with the resources they need to do their job well, feel good about their work, and recover from stressors experienced through work.”¹⁰

Leaders and managers can alleviate some of the pressure by setting clear priorities and striving to evenly divide workloads. It is also valuable to review the systems and processes that are in place to see if they are helping or hindering people’s ability to do their work.

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**Workloads are divided fairly within my team/department.**

**FAVORABLE RESPONSE:**

60%

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**There are enough people to do the work we need to do.**

**FAVORABLE RESPONSE:**

40%

---

**Most of the systems and processes support us in getting our work done effectively.**

**FAVORABLE RESPONSE:**

55%

7% BELOW U.S. BENCHMARK

---

Leading Edge requested specific suggestions and examples related to the above question, and more than 10% of respondents—nearly 1,500 people—offered a comment. This demonstrates that employees were invested in the survey and willing to take the time to ensure that their organizations have the necessary information to improve.

“Most of us spend too much time on what is urgent and not enough time on what is important.”
—Stephen R. Covey
AUTHOR OF “THE 7 HABITS OF HIGHLY EFFECTIVE PEOPLE”

QuickTips

**INSTITUTE A WEEKLY MEET-LESS DAY**

Many people spend most of their workdays in meetings and need uninterrupted time to do work. Provide employees with regular time blocks just to focus on execution.

**USE HACKATHONS TO IMPROVE PROCESSES**

One organization holds an annual hackathon to bring together diverse perspectives and improve organizational processes. Each department chooses its least-favorite process (large departments can choose more than one). Cross-department teams are formed and each team discusses how to improve one process, then brings its ideas back to the larger group. In addition to improving efficiency, this also leads to greater empathy with colleagues.

**CREATE ROLE NARRATIVES**

Role narratives describe expectations of each role more broadly than a list of responsibilities, which is often seen in job descriptions. A role narrative is a simple, one-page description that helps a hiring manager narrow in on and articulate the purpose of a role, as well as what success looks like in both the short and long term. A role narrative will typically include: title, mission, 12-month vision, key outcomes, and decision scope. It may also include a team mission and how the role contributes to the success of the team.
I am proud of how we invest in our team, and care about each person. We continue to develop new ways for people to feel connected despite so many working remotely; we have also restructured the field to build more teams.”

—Survey respondent

I am comfortable asking others on our team for help when I need it.

FAVORABLE RESPONSE: 89%

There is good cooperation within my team.

FAVORABLE RESPONSE: 84%

There is good cooperation between teams in my organization.

FAVORABLE RESPONSE: 65%

My team receives high-quality support from other parts of the organization.

FAVORABLE RESPONSE: 54%
Working Together Toward a Common Goal

Just like people tend to feel most comfortable in the familiarity of their own neighborhood, employees often have the greatest connection to their immediate teammates. When it comes to collaborating with other teams, challenges often emerge.

There are many reasons for the “silo effect,” including geographical distance, leadership teams that are often in conflict, excessive gatekeeping of information, and the lack of a systematic approach and accountability. Research for the Harvard Business Review has found that 75% of cross-functional teams aren’t successful, but our sector is scoring significantly lower than the U.S. Benchmark.11

Among respondents, employees that were part of “shared services” had the least favorable responses. For example, communications and development departments serve the organization as a whole and rely on other teams to provide them information to tell the organization’s stories in a compelling fashion. But if these departments are siloed, staff will experience frustration when reaching out to get what they need.

In most cases, it is important to forge employee connections to the greater organization so that everyone feels connected to something beyond their immediate line of sight. For those employees who act as organizational representatives in communities, feeling part of a collective whole is especially helpful for marketing the organization in the most inspiring way.

**The bottom line: It’s best for organizations to encourage staff to think globally, act locally.**

11. “75% of Cross-Functional Teams are Dysfunctional,” [https://hbr.org/2015/06/75-of-cross-functional-teams-are-dysfunctional](https://hbr.org/2015/06/75-of-cross-functional-teams-are-dysfunctional)
Breaking down silos can spark innovation in unexpected ways.”

—Gillian Tett
AUTHOR OF “THE SILO EFFECT: THE PERIL OF EXPERTISE AND THE PROMISE OF BREAKING DOWN BARRIERS”

QuickTips

LOOK BEYOND THE TEAM
Encourage team members to find ways of cooperating with other departments and outside agencies in order to discover new perspectives and new ways of doing things. One organization encourages team members to grab coffee with a person from another department or agency to discuss work/team challenges in a “chevruta style” (i.e., small group).

ENCourage Creative Problem Solving
Most people function under the assumption that there is only one right answer, which stifles innovation and risk-taking. When thinking through solutions, ask your team to give you 10 to 15 different approaches to the problem. To reinforce this kind of thinking, when a question is brought to your attention, don’t answer it. Instead ask, “What do you think we should do?” Once they answer, ask them “What else?” Do this a few times; you’ll be surprised by what will be unearthed.

CROSS-POLLINATE OUTSIDE OF WORK
Provide opportunities for people to meet outside of work. If employees have broken the ice and established a rapport, this makes it much easier for them to work together across teams on a project or for one to help the other with a challenge. Work-sponsored meals, team-building activities, or any type of informal gathering will give people the chance to build relationships that will be useful down the line.
Compensation

“All I know is that we each have a meeting with the executive director to learn how much we will be making the next year, but I don’t know how they reach the conclusions of how much it will be.”
—Survey respondent

It’s a Problem That We’re Not Talking About Money

Though salary is not one of the top factors that influence whether an employee stays or leaves their organization, leading places to work find ways to equitably, flexibly, and creatively compensate their employees. Furthermore, transparency and accountability around issues of salary and benefits are essential elements of healthy organizations, and a key factor in closing wage gaps.

I believe my total compensation (salary + benefits) is fair relative to similar roles at MY organization.

FAVORABLE RESPONSE: 43%

| WOMEN | 42% |
| GAP   | 13% |
| MEN   | 55% |

I believe my total compensation (salary + benefits) is fair relative to similar roles at OTHER organizations.

FAVORABLE RESPONSE: 35%

| WOMEN | 35% |
| GAP   | 10% |
| MEN   | 45% |

I understand how salary decisions and raises happen at my organization.

FAVORABLE RESPONSE: 38%

| WOMEN | 38% |
| GAP   | 10% |
| MEN   | 48% |
Leading Edge posed questions on our survey around employee perceptions of pay equity across their organization and compared to other organizations, as well as transparency in how compensation is determined. These three questions were predictably the lowest-scoring questions on the survey for all respondents.

The greatest difference among all areas studied between male and female respondents is related to compensation. Specifically, men were 10% more likely than women to understand how compensation, salary, and raises are set at their organization—likely due in part to men occupying leadership roles in Jewish organizations more often than women.

Creating a Compensation Philosophy

Jewish organizations overall need to prioritize how they determine and communicate compensation to make our sector more equitable. One key way to ensure equity and transparency around pay is setting and communicating a compensation philosophy, which is a major pain point in our sector.

Every organization should have a clearly articulated document that explains the “why” behind salary, benefits, raises, and other incentives. This can go a long way in promoting a culture of trust and ensuring that staff experience compensation decisions as transparent, objective, and equitable.

A common approach is to compare the salaries of comparable positions at similarly situated organizations (in terms of operating budgets, size, geographic market and reach, and complexity) and determine what to pay versus the market rate. One study to consider using is http://www.prmconsulting.com/shop.

With larger organizations, it is also common to benchmark against similar jobs in the field while creating salary bands, or ranges, for the types of jobs that exist within the organization. It’s also important not to design a compensation philosophy based on current financial position, but rather to think about what is needed to attract and retain the best talent.
The Gender Pay Gap

With the caveat that the Leading Edge survey was not designed as a formal salary survey, our data found that men were being paid more than women at each level—from top managers to individual contributors.  

The trends in the Jewish nonprofit sector are consistent with what we see in the broader world. According to the American Association of University Women, “No matter how you analyze it, the gender pay gap is real, persistent, and harmful to women’s economic security... [it] is the result of many factors, including occupational segregation, bias against working mothers, and direct pay discrimination.”

The pay gap has remained relatively stable over the past 15 years. In 2018, women earned 85% of what men earned, according to a Pew Research Center analysis of median hourly earnings for full-time and part-time workers. The Institute for Women’s Policy Research found in 2017 that women of all major racial and ethnic groups earn less than men of the same group, and also earn less than white men.

“The wage gap also exerts impact on the leadership gap,” write Shifra Bronznick and Emma Bronznick Goldberg in their piece, “Rewriting the Rules and Breaking the Wage Gap Silence.” “Women who earn less than their male counterparts are being told, essentially, that they offer less value to their workplaces and communities. When we underpay women, we do not see them as leaders.”

Read more about pay equity in Jewish communities here: www.ccarnet.org/the-reform-jewish-quarterly-fall-2018/.

12. Unlike a traditional salary survey, respondents were able to self-report salary using broad salary ranges. Many people chose not to self-report their salary, and they may possibly have done so because they were paid at the highest range overall.
CASE STUDY

Hillel International

For the Schusterman International Center of Hillel International, the 2018 survey results revealed a staggeringly low statistic—only 19% of employees knew how compensation was determined. With the organization's rapid growth, leaders realized they hadn't paused to explain their compensation holistically and its impact on hiring and retention. So they took action. The HR team sought to learn as much as they could about compensation processes and saw their work crystalize around three themes: compensation philosophy, salary bands, and promotion and merit-based increases. With a desire to be data informed, market competitive, and equitable across the organization, they conducted hours of research using peer organizations, human resource sites, webinar offerings, and comparable studies. They used the PNP Staffing Salary Band report to understand compensation benchmarks of Washington, D.C. nonprofits.

Because promoting open and honest, two-way communication was another important focus emerging from their survey, the HR team knew asking for input from the full organization prior to unveiling their new compensation philosophy was imperative to the process. They were in constant conversations with their leadership team and held multiple focus groups with the staff to solicit feedback and ensure what they created was transparent and met the needs of both the organization and its employees.

As a result of this work, they created and passed new salary bands that make the organization competitive in the Washington, D.C. nonprofit sector, and adjusted everyone who was currently paid below the band, into them. Additionally, they created a tiered cost-of-living adjustment and crafted a formal process for merit-based raises and promotions.

Quick Tips

PROMOTE TRANSPARENCY
Compensation philosophies don't do any good sitting on a shelf. At one organization, during the performance review process, each employee is given a packet with their feedback and details on their merit increase and bonus; it explains the precise formula for how their bonus and merit raise was calculated and applied. Because the formula is the same for everyone, it increases the perceived fairness of companywide compensation.

CONDUCT A FAIRNESS AUDIT
Make sure to look at current salaries under a gender, diversity, and inclusion lens at least once a year. Make sure there are no trends around salaries that indicate favoritism based on employee demographics. If any differences exist, work immediately to level the playing field.
Trust, Respect, and Psychological Safety

I don’t think different opinions are valued. We pretend that they are, but we always go with whatever management says.”
—Survey respondent

I’m comfortable sharing potentially unpopular opinions at my organization.

FAVORABLE RESPONSE:

52%

WOMEN 53%

GAP 10%

MEN 63%

My opinion is valued at my organization.

FAVORABLE RESPONSE:

70%

WOMEN 72%

GAP 6%

MEN 78%

I feel comfortable speaking up if my values are being compromised.

FAVORABLE RESPONSE:

67%

WOMEN 68%

GAP 8%

MEN 76%

I am comfortable providing job-related feedback to my colleagues.

FAVORABLE RESPONSE:

77%

WOMEN 77%

GAP 7%

MEN 84%
If we want people to fully show up, to bring their whole selves including their unarmored, whole hearts — so that we can innovate, solve problems, and serve people — we have to be vigilant about creating a culture in which people feel safe, seen, heard, and respected.”

—Brené Brown, PH.D.
BESTSELLING AUTHOR AND RENOWNED RESEARCHER

In order for people to do their jobs in an environment that feels safe, where they can offer their best insights and bring their whole selves to work, they need to feel trusted, respected, and psychologically safe. Psychological safety is a belief that one will not be punished or humiliated for raising issues in the workplace or for making mistakes.

The Leading Edge survey assessed psychological safety by posing questions about people’s comfort level when speaking up, providing feedback to others, and sharing opinions.
Across sectors, including the Jewish nonprofit sector, when it comes to attitudes around psychological safety, research shows that, in general, women are less comfortable speaking up in the workplace. Women often worry about how they will be perceived, while men tend to be more secure in revealing what is on their minds. This disparity shapes our organizational cultures in profound ways and indicates that there is still much work to be done to promote greater psychological safety in our workplaces.

Unsurprisingly, those who felt the least psychologically safe in their workplace did not respond to demographic questions related to their gender (or age), as they were likely concerned about protecting their identity and did not trust the confidentiality of the survey.

**Quick Tips**

**ENCOURAGE PARTICIPATION FROM ALL**

In meetings, make a point to purposefully give a chance for every person to speak at least once. If an employee does not want to talk, they can pass, but explicitly ask each employee for input so they have the space and permission to offer their thoughts.

**BUILD A FOUNDATION FOR UNDERSTANDING**

Hosting unconscious bias, LGBTQ, and gender inclusion workshops is a great starting point to get the whole team on the same page. Workshops and training sessions are only as powerful as the messaging and commitment behind them. When deciding to take this step, prioritize workshop trainings that have hands-on exercises. Take the time to communicate the goals of this process to the team and map out a realistic strategy beyond the workshop itself.

**MAKE SPACE FOR DIVERSE COHORTS**

Establish employee resource groups (for cohorts such as LGBTQ, people of color, and women) to show employees that they are valued, and provide them the space to support one another and discuss considerations unique to their constituency. Create budgets specifically for the groups to bond over meals and other types of events and experiences. Encourage the groups to occasionally invite others to meetings to build active ally-ship and promote conversation and learning. Consider creating mentorship programs within the resource groups.
Harassment in the Workplace

One of the most common and damaging forms of harassment is sexual harassment. Sexual harassment is behavior of a sexual nature that is unwelcome and offensive to the person or persons it is targeted toward.

A recent review of public discourse and survivor experiences from the Safety, Respect, Equity (SRE) Coalition16 details that:

- Survivors believe that there is a lack of safety and respect across Jewish workplaces and communal spaces. They report an absence of both physical and psychological safety and respect, which manifests in a range of harassing and abusive behaviors, from sexist name-calling and jokes with innuendo to sexual assault and rape.
- Most survivors are women and most perpetrators are men.
- Victimization happens across power levels and is perpetrated by individuals of varying roles within the Jewish community.
- Numerous risk factors to victimization and discrimination are at play including power imbalances, the structure of Jewish institutions, and Jewish views and treatments of gender.
- Victimization itself has negatively impacted survivors and the Jewish professional world. This includes disempowering and destabilizing survivors, driving survivors to leave the Jewish professional world, creating ongoing trauma to survivors, and causing a loss of faith among survivors.
- There is a strong fear of reporting among victims, driven by personal factors (e.g., feelings of fear, shock, shame, and self-blame) as well as external issues (e.g., lack of knowledge about or access to legal, financial, or organizational resources).

The Burden of Preventing Sexual Harassment Rests on the Employer

When it comes to harassment prevention, the best place to start is to ensure that employees are aware of sexual harassment policies, know what to do if concerns arise, and understand the investigatory process.

In our survey, data showed a sharp increase over the past two years of awareness of sexual harassment policies at Jewish nonprofit organizations. However, in past years, we queried respondents about their knowledge of sexual harassment policies and whistleblower policies, while in 2019, we only asked about awareness of sexual harassment policies.

Some of the 37% increase we saw is likely related to employees having been made aware of sexual harassment policies but not whistleblower policies. But we also presume there has been a notable increase in overall awareness related to sexual harassment issues as our community confronted high-profile cases in the news, and as organizations recognized this is a very simple way of addressing something related to the survey while also minimizing legal liability.

In the United States, courts have held that an employer who responds quickly and effectively to a complaint by taking steps to remedy the situation and prevent future harassment will not be liable to the same extent, if at all, as an employer who fails to adopt such steps. Providing education and awareness to staff on a regular basis is, therefore, a must-have for any organization that cares about legality and, most importantly, addressing something that is just plain wrong.

According to the SRE report, “As the #MeToo movement has grown, it has laid bare an inescapable truth: The Jewish community is subject to the same kinds of issues, inequities, and power dynamics that exist in other communities.”
Policies are Not Enough

The SRE research details that efforts toward preventing discrimination and harassment have sometimes negatively impacted the ability of women to succeed in their positions and careers. Victims report that the majority of responses to their disclosures have been harmful—often causing secondary victimization or trauma. Harmful responses to disclosures were especially common when the perpetrator was a donor or lay leader. In addition, the “bystander phenomenon,” or the lack of action by bystanders even when others around them are suffering, was reported as being a quality of Jewish organizational life.

It is critical for organizations to clearly communicate that there will be no retaliation if anyone comes forward to report an incident. In addition, managers must be effectively trained in both harassment prevention and effective responses that will ensure there is no secondary victimization.

Workplace culture has the greatest impact on allowing harassment to flourish, or conversely, in preventing harassment.”

—EEOC
“SELECT TASK FORCE ON THE STUDY OF HARASSMENT IN THE WORKPLACE,” 2016

Quick Tips

THINK BEYOND JUST SEXUAL HARASSMENT

Sexual harassment is just one form of unlawful harassment in the workplace context. Harassment can be based on disability, race and color, religion, sexual orientation, gender identity, age, national origin, or genetic information. It can take place through electronic means or in person. Make sure policies and practices account for all forms of harassment.

CONDUCT THE RIGHT TRAINING (HINT: NOT TRADITIONAL HARASSMENT TRAINING)

According to the EEOC “Select Task Force on the Study of Harassment in the Workplace,” workplace harassment is a persistent problem that often goes unreported, and the fear of reporting harassment is well-founded. As a starting point, the task force recommends effective compliance training that uses a live, interactive trainer; provides specific examples tailored to the workplace; explains unacceptable conduct, not illegal conduct; provides information to change behaviors, not attitudes; explains easy steps to report unwelcome conduct; and teaches managers how to respond to unacceptable conduct, including in difficult situations. In addition to compliance training, the EEOC also recommends that organizations explore workplace civility training and bystander training.
Hold Leaders Accountable

The EEOC task force provides a checklist for leadership and accountability, reprinted here for your consideration:

The first step to creating a holistic harassment prevention program is for the leadership of an organization to establish a culture of respect in which harassment is not tolerated. Check the box if the leadership of your organization has taken the following steps:

- Leadership has allocated sufficient resources for a harassment prevention effort.
- Leadership has allocated sufficient staff time for a harassment prevention effort.
- Leadership has assessed harassment risk factors and has taken steps to minimize those risks.

Based on the commitment of leadership, check the box if your organization has the following components in place:

- A harassment prevention policy that is easy-to-understand and that is regularly communicated to all employees
- A harassment reporting system that employees know about and is fully resourced and that accepts reports of harassment both experienced and observed

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<td></td>
<td>Imposition of discipline that is prompt, consistent, and proportionate to the severity of the harassment, if harassment is determined to have occurred</td>
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<td>Accountability for mid-level managers and front-line supervisors to prevent and/or respond to workplace harassment</td>
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<td></td>
<td>Regular compliance trainings for all employees so they can recognize prohibited forms of conduct and know how to use the reporting system</td>
</tr>
<tr>
<td></td>
<td>Regular compliance trainings for mid-level managers and front-line supervisors so they know how to prevent and/or respond to workplace harassment</td>
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**Bonus points if you can check these boxes:**

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<td></td>
<td>The organization conducts climate surveys on a regular basis to assess the extent to which harassment is experienced as a problem in the workplace.</td>
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<td></td>
<td>The organization has implemented metrics for harassment response and prevention in supervisory employees’ performance reviews.</td>
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<tr>
<td></td>
<td>The organization conducts workplace civility training and bystander intervention training.</td>
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<td></td>
<td>The organization has partnered with researchers to evaluate the organization’s holistic workplace harassment prevention effort.</td>
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Well-being

Well-being is a Critical Factor in Employee Engagement

Now more than ever, companies and organizations are closely examining workplace well-being. There is growing evidence that well-being at work is part of a bigger picture of better-functioning individuals, organizations, and societies. Many studies even show a direct link between productivity levels and the general health and well-being of the workforce. Organizations might invest in employee well-being for many reasons, including to increase staff morale; reduce stress, illness, and absenteeism; lower costs; and help staff ease into transitions more easily.

I believe employee well-being is a priority at my organization.

FAVORABLE RESPONSE: 60%

| WOMEN | 61% |
| MEN   | 70% |
| GAP   | 9%  |

The leaders here set a good example for employee well-being.

FAVORABLE RESPONSE: 58%

| WOMEN | 60% |
| MEN   | 68% |
| GAP   | 8%  |

My organization demonstrates care and concern for its employees.

FAVORABLE RESPONSE: 67%

| WOMEN | 69% |
| MEN   | 75% |
| GAP   | 6%  |
| NEW ORG | 63% |
| RETURNING ORG | 70% |

We have to remember what’s important in life: friends, waffles and work. Or waffles, friends, work. But work has to come third.”

—Leslie Knope  
NBC’s PARKS & RECREATION

Despite the strong business case for well-being and the increasing awareness of the importance of workplace well-being, there is little consistency or accepted practice in how to understand and measure workplace well-being. Culture Amp defines well-being as “a state in which people are able to develop their potential, work productively and creatively, build positive relationships with others, cope with the normal stresses of life, and make a meaningful contribution.”

This year, in partnership with Culture Amp, which is pioneering work in this area, Leading Edge added questions addressing employee well-being to the survey. In the absence of an offered definition, respondents implicitly defined what well-being meant to them through their responses. For some it related to gym policies, standing desks, office temperature, lighting, or healthy food in the kitchen. For others it might have tracked with work-life balance, the ability to shut off during vacations, feelings of autonomy, and an overall sense of belonging at work.

The answers to these questions were among the most important for employee engagement. Regardless of how people define well-being, it is among the eight top drivers of employee engagement.

Organizations that have taken the survey more than once scored higher on some questions related to well-being than first-time organizations. Respondents among both returning and new organizations ranked their leadership roughly the same, 59% and 57%, respectively, when it came to their setting a good example for employee well-being.

We believe that for employees who worked at returning organizations, the process of asking employees for their feedback by taking the survey and seeing the data meaningfully unpacked and acted on in previous years was itself viewed as a sign of care and concern about employees’ well-being. This does not, however, translate to the example their leaders modeled in this area—an issue every leader should consider closely.
Women Want More Support in Managing Work Stress

Global health service company Cigna recently conducted the fifth annual survey of well-being, interviewing 13,000 people over 23 markets for its 2019 report. The authors state that more Americans than ever are stressed, particularly about physical, family, and workplace wellness; less rested; and spending less time with family and friends. According to its findings, working women report higher levels of stress (88%) than working men (80%). “Being judged for prioritizing family or spending time away from work is a source of stress for some women, with 52% of senior women executives who are mothers fearing judgement the most,” the report states. “As women climb up the corporate ladder, the pressure to perform and be present in the workplace increases.”

Despite the high incidence of stress, Cigna notes, Americans feel a profound lack of support from employers in managing this important health issue. Only 25% of Americans report any assistance or support from their employer in managing stress—a 17% decline from 2018. Slightly more than three out of five Americans (61%) reported that their employer did not provide or sponsor any form of workplace wellness programs.

In our sector, women were significantly less likely than men to feel that their organization prioritized well-being, demonstrated care or concern for employees, and had leaders that model well-being.

---

The Anti-Defamation League (ADL)

The ADL learned from the Leading Edge survey that it needed to make improvements to employees’ experiences at work. One thing it chose to do was explore data from its health carrier and Employee Assistance Program utilization reports, which detailed high utilization numbers around mental health. The ADL knew it was important to not only show employees that it cared about their well-being, but also hopefully improve their well-being, so it took a measured, holistic approach to elevating its wellness program.

The ADL included a meditation offering, a nutrition series, and physical programs like a walking challenge and in-office yoga. Since rolling out the programs, it has seen an increased enthusiasm around wellness across the agency.

Employees have proactively reached out with success stories related to weight loss, feelings of greater emotional balance, and more. The ADL believes it is important to continue to prioritize employee well-being moving forward, both for the dedicated staff and the health of the organization overall.

QuickTips

TAKE A HOLISTIC VIEW OF EMPLOYEE WELL-BEING

Increasingly, employee wellness programs incorporate more than just a gym membership or lunchtime yoga class (though a little namaste never hurt!). Organizations can provide opportunities for employees to learn and grow in the areas of personalized financial planning, mental health and counseling, volunteerism, mindfulness and gratitude practice, and social connection, to name a few.

ENCOURAGE EMPLOYEES TO STAY HOME WHEN THEY ARE SICK

Work-life balance is one of the most critical aspects of employee wellness, and it must be modeled from the top down. Employees should be encouraged to take their vacation time. Comp time plans should be structured so that workers can actually take advantage of them. And employees should know that they are not welcome at the office when they are sick, to support their own health and the health of others. Furthermore, sick time should include mental health days—after all, we all need them, though we don’t like to talk about it.
Opportunities For Advancement

I’m lucky—I can’t imagine ever having a job I’ll love as much as the one I have now. It aligns with my values, strengths, interests, and more. The thought of leaving is a sad one for me, though due to our size and my role, I know I’ll have to at some point.”

—Survey respondent

More than half of respondents—51%—would like to advance within their organization, yet only 42% see opportunities for advancement within their organization (9% gap).

In some cases, when employees did not respond favorably to the statement related to seeking advancement in the Jewish nonprofit sector, it’s because they did not view their job as a Jewish nonprofit professional. They might work on social justice issues from a Jewish communal lens, or work as a general studies youth educator at a Jewish institution. They might be an aquatics instructor at a JCC or a professional fundraiser. Continuing to work in those fields may be far more important to them than continuing from the vantage point of a Jewish nonprofit.

For some people, there is a question as to whether or not moving up within the organization or the sector overall is desirable. Employees might have reasonably asked themselves if they want the commitments, responsibility, and stress associated with advancing to a more senior position. Did they want to be like the leaders they saw? Is there someone whose work ethos they aspired to, who has modeled work-life balance?
Opportunities for Advancement

I would like to advance to a more senior role within my organization.

My immediate manager or someone in management has shown a genuine interest in my career aspirations.

FAVORABLE RESPONSE:
58% ▼ 14% BELOW U.S. BENCHMARK

- WOMEN: 54%
- GAP: 6%
- MEN: 60%

I have opportunities for advancement at my organization.

FAVORABLE RESPONSE:
42%

- WOMEN: 43%
- GAP: 4%
- MEN: 47%

I would like to advance to a more senior role within the Jewish nonprofit sector.

FAVORABLE RESPONSE:
51%

- WOMEN: 51%
- GAP: 4%
- MEN: 55%

Not all organizations have clear paths to accommodate for employees’ growth. That is not an excuse for managers to abdicate responsibility for helping their direct reports think about the future and nurture their career aspirations. Whether or not an employee can or wants to stay in their workplace or in the sector in the future, they should know that their manager cares about them and supports their career development. In turn, this will enable them to do their best work for however long they remain in their current role.
Mentorship for Women

According to the American Society for Training and Development, 75% of executives say mentoring has been critical to their career development.21 But in our sector, women more often than men feel that their managers do not take an interest in their career development.

A study in the Academy of Management Journal found that career development for women is tied more to attachment and relationships, whereas career development for men means increased autonomy and separation from others. Research suggests that men tend to network with other men. It also tells us that women are not promoted to management as quickly as male colleagues. As a result, there are fewer opportunities for women to mentor junior employees of any gender.22

In 2008, Hewlett Packard conducted research that showed that women apply for open jobs only if they think they meet 100% of the criteria listed, whereas men respond to the posting if they feel they meet 60% of the requirements. Research hints that this extends to mentorship. Women are sometimes reluctant to serve in the role of mentor because they do not believe they possess all of the expertise needed.23

If the Jewish nonprofit sector is going to successfully address gender imbalance in our upper ranks, we need to look critically at the role managers play—or don’t play—in supporting emerging female leaders in their career development and how to address the barriers to mentorship.

23. Why Women Don’t Apply for Jobs Unless They are 100% Qualified,” https://hbr.org/2014/08/why-women-dont-apply-for-jobs-unless-theyre-100-qualified
Having influential senior leaders—including men as well as women of color—serve as mentors, advisers, and role models provided emerging women managers with the tacit knowledge needed to navigate their company’s leadership structure. Mentors also advised on some of the less-talked-about necessities for staying on a desired career path: boosting resilience, coping with difficult emotions, and managing hypervisibility (the experience of feeling constantly observed because of one’s difference, or of feeling ‘on display’ as one of the few women of color in your company).”

—Cindy Pace
GLOBAL TALENT AND DIVERSITY LEADER, WRITING ABOUT HER RESEARCH ON HOW WOMEN OF COLOR REACHED SENIOR LEADERSHIP AT FORTUNE 500 COMPANIES

QuickTips

CREATE A VISUAL MAP OF CAREER OPPORTUNITIES
Because the nature of work is changing, employees—especially younger employees—are unlikely to stay in a position for longer than a “tour of duty” (i.e., a few years) before moving on to the next opportunity. A career pathing document that clearly lays out opportunities across the organization—with detailed descriptions of the requisite roles and skills—can serve as a foundation to discuss career advancement opportunities. Here is one example of a career map: https://www.shakeshack.com/job-board/#career-progression.

HOLD REGULAR CAREER-FOCUSED CONVERSATIONS
One organization has mid-year career conversations that focus solely on development and career planning. These conversations are led by the employee so that they are encouraged to take ownership of their development. They are provided with a simple template to complete as a guide for the conversation. The employees are encouraged to include a discussion of their personal and job-related goals so the manager can give recommendations for individual skills development opportunities.

PROVIDE LEARNING OPPORTUNITIES OUTSIDE CORE JOB RESPONSIBILITIES
One organization has a “university” with required content and also optional classes for employees. The optional classes include topics that are both relevant and secondary to the mission of the company.
Are Jewish Organizations Great Places to Work?

Conclusion
After four years of administering our Employee Experience Survey and interacting with an incredible breadth of Jewish nonprofit leaders across the country, Leading Edge has seen firsthand our sector’s increased focus on lifting up our most valuable resource—the dedicated people carrying out the work of organizations day in and day out.

More than anything, the Employee Experience Survey is a tool to help Jewish nonprofit organizations deliver their incredibly important missions, ensuring that their workplace cultures are not only healthy, supportive, and equitable, but also fertile ground for attracting, developing, and retaining top talent.

All of the organizations that participate in the Leading Edge survey agree to embark on a thoughtful, ongoing process of addressing the growing edges that emerge from the survey—that is the key ingredient to success.

Leading Edge is proud and privileged to partner with Jewish nonprofit organizations that are nurturing, educating, and lifting up our communities every day. We look forward to continuing the journey.
# APPENDIX A

## Factors

The survey questions were categorized into 10 factors that are key components to a great workplace culture. By categorizing the questions into factors, organizations are provided with a high-level method to digest their data. The 10 factors are:

<table>
<thead>
<tr>
<th>Factor</th>
<th>Description</th>
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<tbody>
<tr>
<td><strong>EMPLOYEE ENGAGEMENT</strong></td>
<td>How connected do employees feel to their work and organization?</td>
</tr>
<tr>
<td><strong>PROFESSIONAL LEADERSHIP</strong></td>
<td>What is the employee experience with the professional leadership?</td>
</tr>
<tr>
<td><strong>ORGANIZATIONAL ALIGNMENT</strong></td>
<td>How connected are employees to the mission of the organization?</td>
</tr>
<tr>
<td><strong>COLLABORATION</strong></td>
<td>To what extent do employees feel that they are able to work productively with others across the organization?</td>
</tr>
<tr>
<td><strong>EMPLOYEE ENABLEMENT</strong></td>
<td>To what extent do employees feel they have the resources and authority they need to perform their jobs?</td>
</tr>
<tr>
<td><strong>ACCOUNTABILITY AND FEEDBACK</strong></td>
<td>To what extent are employees given meaningful feedback on their work and held accountable for results?</td>
</tr>
<tr>
<td><strong>LEARNING AND ADVANCEMENT</strong></td>
<td>To what extent can employees access regular opportunities to learn new skills and grow professionally?</td>
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<tr>
<td><strong>DIRECT MANAGEMENT</strong></td>
<td>To what extent do employees feel their immediate manager is effective, supportive, and attentive?</td>
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<tr>
<td><strong>VOLUNTEER/LAY LEADERS</strong></td>
<td>Do employees feel their lay/volunteer leaders are committed to supporting the needs of the organization and respect their professional counterparts?</td>
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<tr>
<td><strong>SALARY AND BENEFITS</strong></td>
<td>How do employees experience salary and benefits in their organizations? To what extent do employees understand the compensation philosophy of their organization?</td>
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APPENDIX B

Participating Organizations

14th Street Y*
70 Faces Media
ADL*
American Jewish World Service
Akiba-Schechter Jewish Day School
Alpert Jewish Family & Children’s Service of Palm Beach*
Atlanta Jewish Academy
Avodah: The Jewish Service Corp***
B’nai Shalom Day School
Bader Hillel High
Baltimore Jewish Council*
Barkai Yeshivah
BBYO***
Beber and Perlman Camps**
Bend the Arc***
Bender Jewish Community Center of Greater Washington**
Bernard Zell Anshe Emet Day School*
BJBE Early Childhood Program at the Chava Center
Board of Jewish Education Early Childhood Center*
Boulder Jewish Community Center*
Buffalo Jewish Federation
Camp Tawonga*
Capital Camps & Retreat Center*
Charles E. Smith Jewish Day School
Chaya Mushka Children’s House
Congregation B’nai Jeshurun**
Dr. Chaim Cember Shaarei Chinuch Day School
Evelyn Rubenstein Jewish Community Center*
Footsteps***
Foundation for Jewish Camp**
Gan Shalom Early Childhood Education Center
Gann Academy***
Ginsburg Solomon Schechter Early Childhood Center*
Glasser Preschool of Oak Park Temple Early Childhood Center
Gray Academy of Jewish Education
Greater Miami Jewish Federation**
Greensboro Jewish Federation*
Gulf Coast Jewish Family and Community Services
Hadar**
Hamilton Jewish Federation
Harold Grinspoon Foundation
Harry & Rose Samson Family Jewish Community Center***
Hazon**
Hebrew Free Loan Society
HIAS*
Hillel International – 200+ professionally staffed Hillels on campuses across the globe***
Hillel International – Schusterman International Center***
Honeymoon Israel*
IKAR**
InterfaithFamily*
J Street*
JCC Association of North America*
JCRC of Greater Boston***
Jewish Alliance for Law and Social Action
Jewish Alliance of Greater Rhode Island*
Jewish Big Brothers Big Sisters of Greater Boston
Jewish Child & Family Services of Chicago*
Jewish Community Alliance of Jacksonville
Jewish Community Center of Asheville
Jewish Community Center of Greater Dallas**
Jewish Community Center of Greater Baltimore***
Jewish Community Center of Greater Boston
Jewish Community Center of Greater Pittsburgh**
Jewish Community Center of San Francisco*
Jewish Community Center of St. Louis
Jewish Community Centers of Chicago
Jewish Community Foundation of Southern Arizona
Jewish Community of Louisville*
Jewish Family Children’s Services of the Suncoast
Jewish Family Service of Greater Houston*
Jewish Family Service of Richmond
Jewish Family Service of San Diego*
Jewish Federation and Family Services, Orange County**
Jewish Federation and Jewish Foundation of Nashville and Middle Tennessee
Jewish Federation of Cleveland**
Jewish Federation of Delaware
Jewish Federation of Greater Ann Arbor
Jewish Federation of Greater Atlanta*
Jewish Federation of Greater Charlotte
Jewish Federation of Greater Dallas***
Jewish Federation of Greater Harrisburg
Jewish Federation of Greater Indianapolis**
Jewish Federation of Greater Kansas City*
Jewish Federation of Greater Los Angeles
Jewish Federation of Greater New Haven
Jewish Federation of Greater Philadelphia**
Jewish Federation of Greater Phoenix*
Jewish Federation of Greater Pittsburgh***
Jewish Federation of Greater Portland***
<table>
<thead>
<tr>
<th>Jewish Federation of Greater Rochester</th>
<th>Manhattan Day School</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jewish Federation of Greater Santa Barbara</td>
<td>Marlene Meyerson Jewish Community Center Manhattan</td>
</tr>
<tr>
<td>Jewish Federation of Greater Seattle</td>
<td>Mayyim Hayyim**</td>
</tr>
<tr>
<td>Jewish Federation of Greater Washington**</td>
<td>Milton Gottesman Jewish Day School of the Nation’s Capital</td>
</tr>
<tr>
<td>Jewish Federation of Metropolitan Detroit**</td>
<td>Milwaukee Jewish Federation</td>
</tr>
<tr>
<td>Jewish Federation of Northeastern New York</td>
<td>Minneapolis Jewish Federation*</td>
</tr>
<tr>
<td>Jewish Federation of Northern New Jersey</td>
<td>Mishkan Chicago**</td>
</tr>
<tr>
<td>Jewish Federation of Palm Beach County*</td>
<td>Moishe House***</td>
</tr>
<tr>
<td>Jewish Federation of San Antonio</td>
<td>Moriah Early Childhood Center*</td>
</tr>
<tr>
<td>Jewish Federation of San Diego County</td>
<td>National Council of Jewish Women New Israel Fund</td>
</tr>
<tr>
<td>Jewish Federation of San Francisco***</td>
<td>Ometz</td>
</tr>
<tr>
<td>Jewish Federation of St. Joseph Valley</td>
<td>OneTable**</td>
</tr>
<tr>
<td>Jewish Federation of the East Bay - The Jewish Community Foundation</td>
<td>Organization for the Resolution of Agunot</td>
</tr>
<tr>
<td>Jewish Federation of Winnipeg*</td>
<td>Orthodox Union – NCSY***</td>
</tr>
<tr>
<td>Jewish Kids Groups</td>
<td>Oshman Family Jewish Community Center**</td>
</tr>
<tr>
<td>Jewish Nevada*</td>
<td>Pardes Institute of Jewish Studies</td>
</tr>
<tr>
<td>Jewish Social Service Agency**</td>
<td>Pearlstone Center*</td>
</tr>
<tr>
<td>Jewish Women’s Archive</td>
<td>Peninsula Jewish Community Center</td>
</tr>
<tr>
<td>Jewish Women's Renaissance Project**</td>
<td>Perelman Jewish Day School</td>
</tr>
<tr>
<td>Jews United for Justice***</td>
<td>Portland Jewish Academy</td>
</tr>
<tr>
<td>Jim Joseph Foundation*</td>
<td>Pressman Academy</td>
</tr>
<tr>
<td>JOIN for Justice*</td>
<td>Prizmah**</td>
</tr>
<tr>
<td>JVS Human Services, Southfield</td>
<td>Reboot</td>
</tr>
<tr>
<td>KAHAL</td>
<td>Reconstructing Judaism*</td>
</tr>
<tr>
<td>Keshet: For LGBTQ equality in Jewish life***</td>
<td>Repair the World**</td>
</tr>
<tr>
<td>King David High School</td>
<td>Robert M. Beren Academy</td>
</tr>
<tr>
<td>Lawrence Family Jewish Community Center</td>
<td>Schusterman Foundation**</td>
</tr>
<tr>
<td>Leading Edge</td>
<td>Sefaria***</td>
</tr>
<tr>
<td>Leichtag Foundation*</td>
<td>Segal Centre for Performing Arts</td>
</tr>
<tr>
<td>Manhattan Day School</td>
<td>Shalom Austin**</td>
</tr>
<tr>
<td>Marlene Meyerson Jewish Community Center Manhattan</td>
<td>Shalom Bayit</td>
</tr>
<tr>
<td>Mayyim Hayyim**</td>
<td>Shalom Hartman Institute**</td>
</tr>
<tr>
<td>Milton Gottesman Jewish Day School of the Nation’s Capital</td>
<td>Siddurim the Bazaar</td>
</tr>
<tr>
<td>Milwaukee Jewish Federation</td>
<td>Sid Jacobson Jewish Community Center**</td>
</tr>
<tr>
<td>Minneapolis Jewish Federation*</td>
<td>Siegel Jewish Community Center**</td>
</tr>
<tr>
<td>Mishkan Chicago**</td>
<td>Silverlake Independent Jewish Community Center</td>
</tr>
<tr>
<td>Moishe House***</td>
<td>Sinai Preschool</td>
</tr>
<tr>
<td>Moriah Early Childhood Center*</td>
<td>Sixth &amp; I*</td>
</tr>
<tr>
<td>National Council of Jewish Women New Israel Fund</td>
<td>Solomon Schechter Day School of Metropolitan Chicago</td>
</tr>
<tr>
<td>Ometz</td>
<td>Solomon Schechter School of Westchester</td>
</tr>
<tr>
<td>OneTable**</td>
<td>Spertus Institute for Jewish Learning &amp; Leadership**</td>
</tr>
<tr>
<td>Organization for the Resolution of Agunot</td>
<td>Tamarack Camps</td>
</tr>
<tr>
<td>Orthodox Union – NCSY***</td>
<td>TAMID Group*</td>
</tr>
<tr>
<td>Oshman Family Jewish Community Center**</td>
<td>Tashbar Sephardic Yeshiva Ket</td>
</tr>
<tr>
<td>Pardes Institute of Jewish Studies</td>
<td>Temple Beth Shalom - Needham</td>
</tr>
<tr>
<td>Pearlstone Center*</td>
<td>Temple Emanu-El - Dallas</td>
</tr>
<tr>
<td>Peninsula Jewish Community Center</td>
<td>Temple Oheb Shalom - Baltimore</td>
</tr>
<tr>
<td>Perelman Jewish Day School</td>
<td>The Associated*</td>
</tr>
<tr>
<td>Portland Jewish Academy</td>
<td>The Bronfman Fellowship*</td>
</tr>
<tr>
<td>Pressman Academy</td>
<td>The Dr. Miriam and Sheldon G. Adelson Educational Campus</td>
</tr>
<tr>
<td>Prizmah**</td>
<td>The Harry and Jeanette Weinberg Foundation**</td>
</tr>
<tr>
<td>Reboot</td>
<td>The Jewish Education Project**</td>
</tr>
<tr>
<td>Reconstructing Judaism*</td>
<td>The William Davidson Foundation</td>
</tr>
<tr>
<td>Repair the World**</td>
<td>Torah Academy of Jacksonville</td>
</tr>
<tr>
<td>Robert M. Beren Academy</td>
<td>Torah Day School of Seattle</td>
</tr>
<tr>
<td>Schusterman Foundation**</td>
<td>Tucson Jewish Community Center</td>
</tr>
<tr>
<td>Sefaria***</td>
<td>UJA Federation of Greater Toronto*</td>
</tr>
<tr>
<td>Segal Centre for Performing Arts</td>
<td>UpStart**</td>
</tr>
<tr>
<td>Shalom Austin**</td>
<td>Urban Adamah*</td>
</tr>
<tr>
<td>Shalom Bayit</td>
<td>Westchester Day School</td>
</tr>
<tr>
<td>Shalom Hartman Institute**</td>
<td>Yeshiva Torat Emet</td>
</tr>
<tr>
<td>Siddurim the Bazaar</td>
<td>Yeshivat Maharat</td>
</tr>
</tbody>
</table>

*** Took the survey all four years
** Took the survey for the third time
* Took the survey for the second time

Note: One organization chose to remain anonymous
## APPENDIX C
### Additional Demographic Data

#### Professional Levels

<table>
<thead>
<tr>
<th>Level</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual contributor</td>
<td>5,341</td>
</tr>
<tr>
<td>Manager</td>
<td>1,956</td>
</tr>
<tr>
<td>Manager of managers</td>
<td>536</td>
</tr>
<tr>
<td>Executive (part of the senior leadership team)</td>
<td>857</td>
</tr>
<tr>
<td>Other</td>
<td>1,077</td>
</tr>
<tr>
<td>Not specified*</td>
<td>1,645</td>
</tr>
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</table>

#### Salary Ranges

<table>
<thead>
<tr>
<th>Salary Range</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than $20,000</td>
<td>991</td>
</tr>
<tr>
<td>$20,000 to $29,999</td>
<td>1,243</td>
</tr>
<tr>
<td>$30,000 to $39,999</td>
<td>1,514</td>
</tr>
<tr>
<td>$40,000 to $49,999</td>
<td>1,175</td>
</tr>
<tr>
<td>$50,000 to $59,999</td>
<td>814</td>
</tr>
<tr>
<td>$60,000 to $69,999</td>
<td>581</td>
</tr>
<tr>
<td>$70,000 to $79,999</td>
<td>413</td>
</tr>
<tr>
<td>$80,000 to $89,999</td>
<td>291</td>
</tr>
<tr>
<td>$90,000 to $99,999</td>
<td>422</td>
</tr>
<tr>
<td>$100,000 to $124,999</td>
<td>247</td>
</tr>
<tr>
<td>$125,000 to $149,999</td>
<td>220</td>
</tr>
<tr>
<td>$150,000 to $199,999</td>
<td>91</td>
</tr>
<tr>
<td>$200,000 to $249,999</td>
<td>31</td>
</tr>
<tr>
<td>$250,000 to $299,999</td>
<td>18</td>
</tr>
<tr>
<td>$300,000 to $349,999</td>
<td>26</td>
</tr>
<tr>
<td>Not specified / Prefer not to answer*</td>
<td>2,147</td>
</tr>
</tbody>
</table>
**DEPARTMENT**

- Development / Fundraising: 751
- Finance / Operations: 724
- General Admin / Support Staff (not department-specific): 689
- Grantmaking: 121
- Human Resources: 163
- Information Technology: 181
- Marketing / Communications: 481
- More than one: 1,478
- Programming / Direct Service Provider / Teacher: 3,890
- All others: 1,812
- Not specified*: 1,122

---

**TENURE**

<table>
<thead>
<tr>
<th>Tenure</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 1 year</td>
<td>2,059</td>
</tr>
<tr>
<td>1 - 2 years</td>
<td>1,516</td>
</tr>
<tr>
<td>2 - 5 years</td>
<td>2,881</td>
</tr>
<tr>
<td>5 - 7 years</td>
<td>1,106</td>
</tr>
<tr>
<td>7 - 10 years</td>
<td>850</td>
</tr>
<tr>
<td>10+ years</td>
<td>2,267</td>
</tr>
<tr>
<td>Not specified*</td>
<td>733</td>
</tr>
</tbody>
</table>

---

**GEOGRAPHICAL REACH**

<table>
<thead>
<tr>
<th>Region</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>East</td>
<td>36</td>
</tr>
<tr>
<td>International</td>
<td>30</td>
</tr>
<tr>
<td>Midwest</td>
<td>27</td>
</tr>
<tr>
<td>South</td>
<td>27</td>
</tr>
<tr>
<td>West</td>
<td>23</td>
</tr>
<tr>
<td>National</td>
<td>19</td>
</tr>
<tr>
<td>Mid-Atlantic</td>
<td>9</td>
</tr>
<tr>
<td>Canada</td>
<td>7</td>
</tr>
<tr>
<td>Northwest</td>
<td>4</td>
</tr>
</tbody>
</table>

*Some respondents chose not to self-identify their demographic information; they are denoted as "Not specified" in the charts.*
## Why Do Staff Want to Leave?

Gap Analysis by People’s Intent to Stay at Their Organization

<table>
<thead>
<tr>
<th>Category</th>
<th>Stayers (%)</th>
<th>Gap (%)</th>
<th>Leavers (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>EMPLOYEE ENGAGEMENT</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I would recommend my organization as a great place to work.</td>
<td>88%</td>
<td>52%</td>
<td>36%</td>
</tr>
<tr>
<td><strong>EMPLOYEE ENGAGEMENT</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>My organization helps me stay motivated to do my best work almost every day.</td>
<td>78%</td>
<td>51%</td>
<td>27%</td>
</tr>
<tr>
<td><strong>EMPLOYEE ENGAGEMENT</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I feel proud to work for my organization.</td>
<td>95%</td>
<td>44%</td>
<td>51%</td>
</tr>
<tr>
<td><strong>PROFESSIONAL LEADERSHIP</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I have confidence in the professionals who lead this organization.</td>
<td>82%</td>
<td>44%</td>
<td>38%</td>
</tr>
<tr>
<td><strong>PROFESSIONAL LEADERSHIP</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The leaders here set a good example for employee well-being.</td>
<td>72%</td>
<td>42%</td>
<td>30%</td>
</tr>
<tr>
<td><strong>PROFESSIONAL LEADERSHIP</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>My organization demonstrates care and concern for its employees.</td>
<td>78%</td>
<td>37%</td>
<td>41%</td>
</tr>
</tbody>
</table>
Leavers: Plan to leave their organization in the next year (N=739)
Stayers: Intend to remain for five or more years (N=4,351)

<table>
<thead>
<tr>
<th>Category</th>
<th>Stayers</th>
<th>Gap</th>
<th>Leavers</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PROFESSIONAL LEADERSHIP</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I believe something will be done at my organization as result of this survey.</td>
<td>STAYERS 59%</td>
<td>GAP 37%</td>
<td>LEAVERS 22%</td>
</tr>
<tr>
<td><strong>ORGANIZATIONAL ALIGNMENT</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The senior leadership team’s actions are consistent with my organization’s values.</td>
<td>STAYERS 79%</td>
<td>GAP 36%</td>
<td>LEAVERS 43%</td>
</tr>
<tr>
<td><strong>PROFESSIONAL LEADERSHIP</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>At my organization there is open and honest two-way communication.</td>
<td>STAYERS 65%</td>
<td>GAP 35%</td>
<td>LEAVERS 30%</td>
</tr>
<tr>
<td><strong>PROFESSIONAL LEADERSHIP</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I believe employee well-being is a priority at my organization.</td>
<td>STAYERS 71%</td>
<td>GAP 35%</td>
<td>LEAVERS 36%</td>
</tr>
<tr>
<td><strong>LEARNING AND ADVANCEMENT</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>My position provides me with the opportunity to do challenging and interesting work.</td>
<td>STAYERS 91%</td>
<td>GAP 35%</td>
<td>LEAVERS 56%</td>
</tr>
<tr>
<td><strong>PROFESSIONAL LEADERSHIP</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>My opinion is valued at my organization.</td>
<td>STAYERS 79%</td>
<td>GAP 34%</td>
<td>LEAVERS 45%</td>
</tr>
</tbody>
</table>
APPENDIX E

Building the Pipeline

PREVIOUS WORK

In the past, I worked at the following (select all that apply):

- 32% Other Nonprofit
- 29% Jewish Summer Camp
- 26% Other Jewish Nonprofit
- 18% JCC
- 10% Jewish Youth Group (e.g., BBYO, NFTY, USY, NCSY)
- 8% Hillel
- 7% Federation

PREVIOUS PARTICIPATION

I was a participant in the following (select all that apply):

- 37% Jewish Summer Camp
- 28% Jewish Youth Group (e.g., BBYO, NFTY, USY, NCSY)
- 21% Jewish Day School
- 21% Hillel
- 14% Birthright
- 6% Other

For employees under 39 years of age, Hillel participation increases to 30%.
For employees under 39 years of age, Birthright participation doubles to 28%.
## APPENDIX F

### Employee Engagement Trends

The following are employee trends for a selection of demographic groups. The graphs depict the overall engagement score based on percentages of favorable responses within these groups.

### BY AGE

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Engagement Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;20 years</td>
<td>73%</td>
</tr>
<tr>
<td>20-29 years</td>
<td>69%</td>
</tr>
<tr>
<td>30-39 years</td>
<td>75%</td>
</tr>
<tr>
<td>40-49 years</td>
<td>81%</td>
</tr>
<tr>
<td>50-59 years</td>
<td>82%</td>
</tr>
<tr>
<td>60-65 years</td>
<td>81%</td>
</tr>
<tr>
<td>&gt; 65 years</td>
<td>83%</td>
</tr>
</tbody>
</table>

### BY TENURE

<table>
<thead>
<tr>
<th>Tenure Group</th>
<th>Engagement Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 1 year</td>
<td>79%</td>
</tr>
<tr>
<td>1-2 years</td>
<td>71%</td>
</tr>
<tr>
<td>2-5 years</td>
<td>71%</td>
</tr>
<tr>
<td>5-7 years</td>
<td>72%</td>
</tr>
<tr>
<td>7-10 years</td>
<td>75%</td>
</tr>
<tr>
<td>&gt; 10 years</td>
<td>79%</td>
</tr>
</tbody>
</table>

### BY GENDER

<table>
<thead>
<tr>
<th>Gender</th>
<th>Engagement Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>76%</td>
</tr>
<tr>
<td>Male</td>
<td>78%</td>
</tr>
<tr>
<td>Not specified</td>
<td>58%</td>
</tr>
</tbody>
</table>

---

APPENDICES

ARE JEWISH ORGANIZATIONS GREAT PLACES TO WORK?
### BY PROFESSIONAL LEVEL

<table>
<thead>
<tr>
<th>Professional Level</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual contributor</td>
<td>72%</td>
</tr>
<tr>
<td>Manager with at least one direct report</td>
<td>75%</td>
</tr>
<tr>
<td>Manager of managers</td>
<td>78%</td>
</tr>
<tr>
<td>Executive/Senior leadership team</td>
<td>88%</td>
</tr>
<tr>
<td>Other</td>
<td>76%</td>
</tr>
</tbody>
</table>

### BY DEPARTMENT

<table>
<thead>
<tr>
<th>Department</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development / Fundraising</td>
<td>73%</td>
</tr>
<tr>
<td>Finance / Operations</td>
<td>80%</td>
</tr>
<tr>
<td>General Admin / Support Staff (not department-specific)</td>
<td>76%</td>
</tr>
<tr>
<td>Grantmaking</td>
<td>76%</td>
</tr>
<tr>
<td>Human Resources</td>
<td>83%</td>
</tr>
<tr>
<td>Information Technology</td>
<td>77%</td>
</tr>
<tr>
<td>Marketing / Communications</td>
<td>74%</td>
</tr>
<tr>
<td>Programming / Direct Service Provider / Teacher</td>
<td>73%</td>
</tr>
<tr>
<td>More than one</td>
<td>73%</td>
</tr>
</tbody>
</table>
LEADING EDGE BOARD OF DIRECTORS

B. Elka Abrahamson  
PRESIDENT  
The Wexner Foundation

Robert Bank  
PRESIDENT AND CEO  
The American Jewish World Service

Sandy Cardin (Chair)  
CHAIR  
Leading Edge

Phyllis Cook  
MANAGING DIRECTOR  
Helen Diller Family Foundation

Gali Cooks (Non-Voting)  
PRESIDENT AND CEO  
Leading Edge

Barry Finestone (Non-Voting)  
PRESIDENT AND CEO  
Jim Joseph Foundation

Joe Kanfer  
FOUNDING DIRECTOR  
Lippman Kanfer Foundation for Living Torah

Scott Kaufman (Vice Chair)  
CEO  
Jewish Federation of Metropolitan Detroit

Marty Linsky  
FACULTY  
Harvard Kennedy School

Daryl Messinger  
BOARD CHAIR  
Union for Reform Judaism

Rachel Garbow Monroe (Non-Voting)  
PRESIDENT AND CEO  
The Harry and Jeanette Weinberg Foundation

Kimberly Miller Rubenfeld  
VICE PRESIDENT  
Circle of Service Foundation

Julie Sandorf  
PRESIDENT  
Charles H. Revson Foundation

David Shapira  
CHAIRMAN  
David S. and Karen A. Shapira Foundation

Gabrielle Sirner-Cohen  
VP OF PEOPLE OPERATIONS  
FullStory

Jacob Solomon  
PRESIDENT AND CEO  
Greater Miami Jewish Federation

LEADING EDGE TEAM

Alena Axcelrod  
PROGRAM DIRECTOR

Amy Born  
CHIEF STRATEGY OFFICER

Gali Cooks  
PRESIDENT AND CEO

Marisa Diehl  
OPERATIONS ASSOCIATE

David Goott  
SENIOR ASSOCIATE FOR ORGANIZATIONAL DEVELOPMENT

Mordy Walfish  
CHIEF OPERATING OFFICER

LEADING EDGE SUPPORTERS

Charles and Lynn Schusterman Family Foundation  
Chasbro Investments  
The Crown Family  
Jewish Federations of North America  
Jim Joseph Foundation

Lippman Kanfer Foundation for Living Torah  
Klarman Family Foundation  
Newton and Rochelle Becker Charitable Trust/Newton D. and Rochelle F. Becker Foundation  
One8 Foundation

The Charles H. Revson Foundation  
The David S. and Karen A. Shapira Foundation  
The Harry and Jeanette Weinberg Foundation  
The Wexner Foundation