Are Jewish Organizations Great Places To Work?

Results From the Fifth Annual Employee Experience Survey

Fall 2021
# About Leading Edge
Leading Edge influences, inspires, and enables Jewish organizations to continuously improve performance through culture and leadership. Our flagship program areas focus on supporting and developing CEOs, strengthening partnerships between lay leaders and professionals, and helping to create leading places to work. Learn more at leadingedge.org.

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Executive Summary

Jewish organizations demonstrated remarkable resilience in their workplace cultures during the COVID-19 pandemic. Some aspects of team culture, like collaboration within departments, remained surprisingly stable. Others, such as support and open communication within organizations, even improved. 1 39% of participating organizations reported that they conducted furloughs or layoffs. 2

1. For more details on these findings, see “Collaboration” under “Results by Factor.”
2. For more on this finding, see “Furloughs and Layoffs.”

About the Survey

This report shares findings from the 2021 Employee Experience Survey, conducted annually by Leading Edge. The Employee Experience Survey is a people analytics tool that gives employees in Jewish nonprofits the opportunity to provide feedback about their experience at work and share those insights with organizational leaders. This information supports leaders in identifying organizational strengths as well as growth areas that can be addressed to improve workplace culture.

This year 11,613 employees from 221 organizations took the survey. To learn more about who the people are, see “Demographics.” To learn more about the participating organizations, see “Results at the Organizational Level” and “Appendix A: Participating Organizations.”

Why People Stay or Leave

In 2021, employees’ intentions to stay or leave their organizations in the future were correlated most strongly with:

- Whether people would recommend their organization to others
- The extent to which people feel a sense of belonging at their workplace
- Whether people perceive that they are making daily progress with their work
- Whether people’s organizations prioritize well-being
- How motivated people feel to do their best work

To learn more about why people stay at or leave organizations, see “Stayers’ and ‘Leavers’.”

3. Due to complications brought on by COVID-19, no Employee Experience Survey was conducted in 2020.
Common Strength Areas
The following are survey items for which participating organizations have the highest aggregate favorability scores. (Percentages shown below represent the percentage of respondents who selected “Strongly agree” or “Agree” in response to the statement.)

<table>
<thead>
<tr>
<th>Survey Item</th>
<th>Favorable Response</th>
</tr>
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<tbody>
<tr>
<td>I know how my work contributes to my organization’s mission, strategy, and goals</td>
<td>91%</td>
</tr>
<tr>
<td>I feel proud to work for my organization</td>
<td>90%</td>
</tr>
<tr>
<td>My manager treats me with respect</td>
<td>90%</td>
</tr>
<tr>
<td>My organization provides high-quality programs and services to our constituents</td>
<td>90%</td>
</tr>
</tbody>
</table>

Common Growth Areas
The following are survey items for which participating organizations have the lowest aggregate favorability scores:

<table>
<thead>
<tr>
<th>Survey Item</th>
<th>Favorable Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>I believe my salary is fair relative to similar roles at my organization</td>
<td>42%</td>
</tr>
<tr>
<td>There are enough people to do the work we need to do</td>
<td>42%</td>
</tr>
<tr>
<td>I have opportunities for advancement at my organization</td>
<td>38%</td>
</tr>
<tr>
<td>I understand how salaries and raises are determined at my organization</td>
<td>37%</td>
</tr>
</tbody>
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Engagement Drivers
The following survey items are the ones most strongly correlated with employee engagement.

- My organization demonstrates care and concern for its employees.
- I feel like I belong at my organization.
- I believe employee well-being is a priority at my organization.
- I have confidence in our leaders to lead the organization effectively.
- At my organization there is open and honest two-way communication.

Improving how employees feel relative to these important areas will improve employee engagement (which, in turn, will improve productivity, quality, retention, morale, and more).

To learn more about engagement drivers, see “Engagement Drivers.”

...Go Study
These, on one foot, are some highlights and headlines from the results of the 2021 Employee Experience Survey. There is much more to learn and explore in the pages that follow; so go study!

4. To learn more about the importance of employee engagement, see “Employee Engagement.”
5. A reference to the Talmud Bavli, Shabbat 31a, in which a potential convert to Judaism asks Hillel the Elder to teach him the entire Torah while he is standing on one foot. Hillel says, “That which is hateful to you do not do to another; that is the entire Torah, and the rest is its interpretation. Go study.”
Introduction

The Jewish Nonprofit Sector Matters
All around the world, Jewish organizations and their partners work to solve the most urgent and pressing humanitarian problems. All around North America, Jewish human service agencies provide vital support to people struggling with poverty, isolation, unemployment, physical and mental health needs, abuse, and other issues. Throughout the cycles of weeks, holidays, years, and lifetimes, synagogues, JCCs, and Jewish arts and cultural organizations bring deep religious and cultural meaning into people's lives, connecting people together and linking the present to the past and future. Every day, early childhood centers, Jewish schools, camps, social engagement organizations, and campus institutions enrich the lives of children and adults, and pass on the full richness of Jewish life from generation to generation. And all the time, Jewish federations, foundations, national umbrella organizations, and many other Jewish institutions work tirelessly behind the scenes to help this ecosystem of organizations, and the community it serves, to grow and thrive.

The Jewish communal field makes a difference in countless lives. Therefore, the degree to which Jewish organizations are successful at fulfilling their missions matters a great deal—for Jewish communities and for the world.

People Matter
Organizations are made of people. The people who constitute the institutions in the Jewish nonprofit sector are the heart, the brain, and the lifeblood of the work. Recruiting, developing, and retaining talented people with diverse identities and backgrounds is the most important driver of organizational success. The surest way to maximize the effectiveness of the Jewish communal field is to prioritize people—recruit talented people, develop the untapped potential in people already working in the field, and ensure that the talented people have what they need to do their best work and remain committed to working in our sector.
This principle—that organizational success is all about people—is at the heart of Leading Edge’s purpose and work. Leading Edge was founded in 2014 to address what many Jewish leaders and funders saw as a leadership pipeline problem. As we began to study and address that problem, we determined that the issue was larger than who will sit in the corner office, how they get there, and what kinds of support and preparation they will receive. These issues related to top professional leaders are real and important, but as we have learned over the past seven years, they are but one segment of a larger need to change, dramatically, the way Jewish organizations conceive of workplace culture and talent. For too long, organizations have not sufficiently invested in their employees. The best way to fill the pipeline with amazing future leaders is to make our sector a place where incredible and diverse people want to work, and where the people who work there are motivated, engaged, and empowered to do their best work and develop their skills and talents to the utmost degree.

**Employee Experience Matters**

Full-time employees spend the majority of waking hours at work—in some cases, spending more time with co-workers than with families or friends. Work is a significant part of part-time employees’ lives as well. For any employee, the question of how they experience work is enormously important.

For organizations, it may be tempting to think that employee experience isn’t, in itself, mission-critical. What matters to the social impact or the financial bottom line, after all, is whether the work is getting done when it needs to be done, with excellence and efficiency. However, **employee experience is vital to achieving any organization’s mission.**

Both Jewish and broader humanitarian values support a stance of caring for the experience of employees because people deserve to be treated with respect and dignity. Additionally, significant amounts of research in business and academia have demonstrated, as have five years of our own Employee Experience Survey results, that many aspects of employees’ experience strongly contribute to their overall levels of engagement. “Engagement,” which is remarkably important for organizational success, means a combination of pride to work for the organization, feeling motivated to do great work, recommending the organization as a great place to work, and wanting to stay with the organization in the future. Simply put, employees with positive work experiences become engaged employees who do their best work.

**Leading for Culture and Experience**

**Leading cultures start at the top.** In order for organizations to foster a positive culture and create conditions that enhance employee experience, senior leaders must set the tone and lead the way. The data is clear that senior leaders are, in effect, “chief culture officers” of their organizations.

**But leadership doesn’t end at the top.** Just as everyone is impacted by workplace culture, everyone has opportunities to make a direct impact on workplace culture. Nobody can “manage” a culture, but everyone can either manage or influence behaviors that create a culture. Employees at all levels can contribute to creating a positive work culture. Every employee has some degree of influence, and every role contains some ability to help nurture the kinds of dynamics, practices, and systems that can make our organizations leading places to work.
About the Employee Experience Survey

Empowering organizations to improve
To support organizations in creating even better places to work, Leading Edge conducts the Employee Experience Survey, a people analytics tool that gives employees in Jewish nonprofits the opportunity to provide feedback about their experience at work and share those insights with organizational leaders. This information supports leaders in identifying organizational strengths as well as growth areas that can be addressed to improve workplace culture.

By participating in the Employee Experience Survey, leaders demonstrate their commitment to employees as key stakeholders. Through the process, leaders 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 an ongoing process of exploration and improvement. Leading Edge presents organizations with their survey results in an in-depth, interactive format. We also engage with organizations one-on-one to help them interpret their results and identify interventions to help improve their employees’ experience at work.

Learning about organizational culture in the Jewish nonprofit sector
While the primary purpose of the Employee Experience Survey is to empower organizations to improve their culture, its secondary purpose is to learn about issues, trends, and insights affecting the Jewish nonprofit sector as a whole.

This report is a distillation of these findings, gleaned from the 2021 survey and five years of Employee Experience Survey data.
Elements of a “Leading Place to Work”

The range of issues that affect employee experience are vast. Since our founding in 2014, Leading Edge has developed and continually refined a working understanding of seven of the core elements that help organizations become “Leading Places to Work.” This understanding derives from extensive engagement with the latest academic and professional research, our partnership with Culture Amp (whose platform we use to conduct this survey), aggregate data from five years of Employee Experience Survey data, and annual consultations with organizations striving to improve their workplace culture.

These elements are not the only things that matter for workplace culture or employee experience. However, they are the areas for which Leading Edge has assembled the most comprehensive data and the areas on which the Employee Experience Survey focuses. The core elements are:

- **Common Purpose**: Leading places to work have clear missions, visions, and core values. They regularly communicate them, both internally to staff and externally to the communities they serve. Leaders inspire their employees by keeping them connected to the greater purpose of their work and helping them understand how their work furthers the organization’s mission.

- **Respected Employees**: Leading places to work ensure that all employees feel valued, valuable, and empowered to participate fully. Employees trust that they won’t be punished or criticized for making a mistake or speaking their minds. This dynamic of respect, trust, and psychological safety begins during the hiring process, continues through onboarding and training, and is woven throughout daily interactions between management and staff.

- **Trusted Leaders**: Leading places to work have senior team members who prioritize organizational culture. They model behaviors and create policies and practices that allow all employees, regardless of identity or position, to thrive.

- **Diversity, Equity, and Inclusion**: Leading places to work fully integrate the principles of diversity, equity, and inclusion into how they do their work. They understand the potential for organizations to perpetuate systems and behaviors that reinforce injustice, and they devote time, effort, and resources to prevent and mitigate these harms. They develop teams that reflect the communities they serve and strive to be culturally responsive and deeply understanding of their employees and constituencies.

- **Talent Development**: Leading places to work recognize that employees value opportunities to advance their knowledge, skills, and abilities. Employees at these organizations know and feel that their employer invests in them and cares about their future, there is a plan for their growth and development, and 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. While nonprofit organizations often feel constrained in this area due to tight budgets, leading places to work find ways to equitably, flexibly, and creatively compensate their employees.
History of the Survey

The first Employee Experience Survey was administered in 2016 to 55 pilot organizations. Since then, 316 organizations and over 35,000 employees have taken the survey. This represents a significant percentage—perhaps as much as half—of the Jewish nonprofit field, which we estimate to include roughly 73,000 people.

We have administered the survey annually from 2016 to 2021, with the exception of 2020, when we concluded that the onset of the COVID-19 pandemic made the survey not suitable to the needs and priorities of organizations dealing with the crisis. (To serve organizations during that difficult year, and to create a more frequent and customizable supplement to the Employee Experience Survey, we created the Leading Edge Pulse Survey, which remains available continuously.)

In 2021, 221 organizations took the Employee Experience Survey. It was available to more than 17,000 employees and received responses from 11,613—a 68% response rate. The organizations included JCCs (Jewish community centers); Hillels, federations; foundations; human service agencies; social justice organizations; advocacy groups; synagogues; day schools; camps; youth groups; and national umbrella organizations such as religious denominations; Jewish Federations of North America; JCC Association; and more. The individuals surveyed include a broad range of people in every kind of organizational role and from every background and demographic. (See the “Demographics” section for details.)

The common denominator is that these thousands of people work for Jewish nonprofits that are committed to improving their workplace cultures and, as a result, producing more work at higher quality, making the world a better place. Leading Edge is honored to support these organizations with this survey process, and to support the field at large by helping leaders within and beyond our sector to learn how their organizations can help their employees thrive and do their best and proudest work.

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6. One of these units represents 200+ professionally staffed Hillel campuses across the globe, which are treated as one unit for survey administration purposes. If each of these were counted individually, the figure for all years combined would be more than 500.

7. Our estimate for this figure began with Paul Burstein’s article “Jewish Nonprofit Organizations in the U.S.: A Preliminary Survey” (Contemporary Jewry, July 2010), which found approximately 9,500 Jewish nonprofit organizations in the United States. In order to estimate the number of employees, Leading Edge divided an estimate of total jobs in the American nonprofit sector (12.3 million, according to the Bureau of Labor Statistics in 2016) by an estimate of total nonprofit American nonprofit organizations (1.6 million, according to The National Center for Charitable Statistics in 2016) to yield an average of about 7.5 employees per nonprofit organization. If we assume that the 9,500 Jewish organizations don’t significantly deviate from the national nonprofit average for number of employees, then we should expect them to employ roughly 73,000 people.

8. As above, this figure counts 200+ professionally staffed Hillel campuses across the globe as one unit because the survey treats them as one for administration purposes. If each of these were counted individually, the 2021 figure would be more than 420.
Work in the Time of COVID

Employee experience and organizational culture are always relevant and important. However, between the last Employee Experience Survey in 2019 and this one in 2021, people connected to their workplaces in a different way than ever before.\(^9\)

Lives and work were disrupted

In the most tragic cases, we lost people, and our people lost loved ones. Many people lost jobs or were furloughed. For those still employed, many struggled with guilt knowing that others weren’t so fortunate. Meanwhile, it took time and energy to adjust to new protocols at work, both for those who shifted abruptly to remote work and for those whose jobs required continued in-person work. For employees with caregiving responsibilities outside of work, the logistical and emotional challenges were complex and difficult.

Countless people, employed and otherwise, struggled with mental health issues or felt fear and uncertainty—whether of the pandemic’s toll on life, health, and the economy; of racialized violence and systemic inequity; of threats to democracy; of antisemitic violence; of devastating conflict in Israel and the Palestinian territories; or of other problems less present in news headlines.

People were asked to show up for work in new ways

They had to open themselves to new levels of vulnerability—whether by displaying their homes, family members, and pets to their colleagues in the background of their Zoom screens or by continuing to come to workplaces in person, putting their trust in masks and plastic barriers, and accepting risk to themselves and their loved ones. More than ever before, what happened at work didn’t stay at work.
Work was also asked to show up for people in new ways

The idea of “the workplace” was itself thrown into uncertainty, bringing both challenges and possibilities that may well become permanent. As individuals faced overwhelming amounts of news and public health guidance, their employers became a vital source of information and stability. Organizational leaders and HR departments helped their employees understand the evolving situation and how new developments would affect their lives. Work took on new emotional roles as well; many employees found that work offered direction and purpose during a time when those were hard to come by. In some cases, seeing colleagues on the screen was the only interpersonal interaction of an employee’s day. Employers and managers felt the need to offer new levels of flexibility, compassion, and personal care that might have seemed inappropriate or even intrusive at other times.

Some organizations have struggled to meet these challenges

In addition to financial problems, the pandemic crisis exacerbated many preexisting flaws within some organizations’ cultures—especially those related to psychological safety, emotional support, inclusion, and internal communication. Many organizations have risen to the occasion and even reached new heights. A crisis brings clarity about what’s really important, and countless leaders realized with a new immediacy that their people are what is really important to their organizations. In many cases, these circumstances encouraged leaders to have more conversations about workplace culture and how their employees experience work. Leaders had to be more intentional about building culture in a new and different world. Many people have risen to the occasion, constantly tweaking the ways they work together and adapting to changing circumstances. In the best cases, leaders realized that cultural factors like trust, appreciation, and inclusion are as important as the vital, but more obvious, matters of logistics and policy.

The 2021 Employee Experience Survey did not focus solely on the effects of the COVID-19 pandemic

The Pulse Survey, which was created during the pandemic, is a lighter-touch tool better suited to helping organizations “take the pulse” of their employees in a more frequent and less in-depth way. The Employee Experience Survey is designed to capture more general and universally applicable information around organizational culture and the full range of employee experiences at work so that organizations can track their progress over time. Still, COVID-19 caused the largest and most significant changes in the working lives of employees at virtually every organization, and this study of employee experience during this pandemic will certainly illuminate some of its effects, especially where levels between 2019 responses and 2021 responses significantly changed—or conspicuously didn’t change. Indeed, for the majority of metrics (though not all), there is no significant change between 2019 levels of favorable responses and 2021 levels. In the context of global upheaval, during which a collapse in favorable ratings would have been perfectly explicable, the stability of responses in many categories speaks to the resilience, strength, and creativity of the Jewish nonprofit sector.

Since the pandemic’s effects touch most aspects of employee experience, we did not include a separate section exploring the effects of COVID on employees’ experiences. With a crisis this all-consuming, one might almost say that all the experiences were the effects; the entire report comprises that information.
Survey Methodology

By the Numbers:

When
May 2021

What
92 questions:
61 scored
9 multiple choice
3 open ended
19 demographic

How
Online administration

Who
221 organizations
17,014 eligible employees
11,613 respondents
68% response rate
Survey Design

Leading Edge developed the 2021 Employee Experience Survey items ("items" can mean questions, statements for agreement or disagreement, or prompts) using the building blocks of previous surveys and considering current trends in workplace culture. We crafted survey items with the primary goal of allowing participating organizations to understand and improve their organizational cultures and their employees’ experiences.

The secondary goal of the survey is to help Leading Edge better understand the most common issues and challenges in the sector around organizational culture, the employee experience, and leadership. Most of the items were formatted to capture responses on a five-point Likert scale from “Strongly agree” to “Strongly disagree,” with select others formatted as free text responses, multiple choice, or single select.

In designing the annual survey, Leading Edge aims for a balance between evolution and continuity. Through our consultations with participating organizations and ongoing review of literature in the field, we learn about new issues and topics each year that can be valuable for organizations and make adjustments accordingly. Even as we embrace the necessity of change, to ensure that organizations are able to track their progress over time, approximately 75% of the questions remain the same from year to year. Some of the changes to the survey in 2021 included new items related to DEI (diversity, equity, and inclusion), well-being, and work-life boundaries.

Outreach and Eligibility

In May 2021, Leading Edge offered its fifth annual Employee Experience Survey to Jewish nonprofit organizations across North America. We invited all organizations that had previously participated in the survey to participate again. We also publicized an open call for registration. Umbrella organizations such as the JCC Association, Jewish Federations of North America, religious denominations, and others also helped us reach out to their individual member organizations.

All self-identifying Jewish nonprofit organizations located in North America that employed six or more full-time team members and indicated a commitment to acting on survey results to improve employees’ experiences were able to register as participants in the survey.

The registration process was used solely to ensure eligibility and commitment on the part of organizations; Leading Edge provides the survey to organizations at no cost to them.

Administering the Survey

We administered the survey entirely online via the Culture Amp employee feedback platform. Employees in participating organizations were sent survey links unique to each individual, and respondents completed the survey within the Culture Amp platform accessed via that link.

Helping Organizations Use the Data

In order to support organizations in accessing and understanding their data, Leading Edge created a suite of resources including a video walkthrough of the platform, a PDF guide, and more. These resources demonstrated how to view and analyze survey data on the interactive Culture Amp platform, as well as how to access ideas for concrete actions to help organizations improve regarding growth areas as indicated by survey results.

In addition to the tools available via the Culture Amp platform, Leading Edge also offered each organization two private, one-hour consultations with an organizational development expert to review its results, identify key themes, and discuss ways to communicate its results and take actions. As of this writing, about 85% of organizations participated in at least one consultation.

Each organization takes the lead in examining its results and creating an action plan to build on strengths and improve in growth areas; Leading Edge provides guidance and resources to support this work. Ultimately, how each organization responds to its results and follows through on its action plan will determine its level of success in becoming an even better place to work.
GROUPING ITEMS BY FACTOR CAN HELP LEADERS NOTICE BROAD TRENDS AND MORE QUICKLY IDENTIFY STRENGTHS AND AREAS FOR IMPROVEMENT. BELOW IS A DESCRIPTION OF EACH OF THE FACTORS.

**10.** Due to the nature of people’s roles, only 28% of respondents answered questions about the board because not all employees interact regularly with their board members.

**EMPLOYEE ENGAGEMENT**
Are employees proud to work at their organization and motivated to do their best work? Would they recommend it as a great place to work, and do they see themselves working there in two years? This factor is the most demonstrably vital for organizational success.

**ACCOUNTABILITY AND FEEDBACK**
Do employees get feedback that helps them learn and grow? Are employees comfortable providing feedback to each other? Do employees hold themselves accountable for producing high-quality work?

**COLLABORATION**
Do employees communicate openly? Is there effective collaboration both within and between teams/departments?

**DIRECT MANAGEMENT**
Do employees respect their managers and feel supported by them? Do they feel appropriately informed and involved in decisions?

**DIVERSITY, EQUITY, AND INCLUSION**
Do employees feel included at their organization? Do they feel the organization values diversity? Have they seen the organization demonstrate a commitment to DEI?

**EMPLOYEE ENABLEMENT**
Are employees being set up for success? Are they provided with the information, resources, and autonomy that they need to do their best work? Are workloads distributed fairly and is the workload reasonable?

**LEARNING AND ADVANCEMENT**
Do employees have opportunities to learn new skills and advance into new and more challenging roles?

**ORGANIZATIONAL ALIGNMENT**
Do employees understand the mission, feel that they are making a difference, and believe the organization is doing good work?

**PROFESSIONAL LEADERSHIP**
Do employees feel that their organizations’ top leaders communicate well? Are employees confident in the organization’s leadership? Do employees believe top leaders will support the organization in making changes based on the results of this Employee Experience Survey?

**PSYCHOLOGICAL SAFETY**
Do employees feel heard and respected? Are they comfortable sharing opinions and taking risks?

**SALARY AND BENEFITS**
Do employees perceive their salaries as fair? Do they understand how pay is determined? Do benefits meet employees’ needs?

**THE BOARD**
Do employees feel respected by board members? Do board members and professionals work well together?

**WELL-BEING**
How is the overall satisfaction and health of employees? Do employees feel that the organization demonstrates care for their people, prioritizes well-being, and allows for employees to disconnect as needed?

The most significant difference between 2021 and previous Employee Experience Surveys is the separation of CEO respondents from the Employee Experience Survey and the creation of a new CEO Survey. In past years, some CEOs (with “CEOs” meaning the top professional executive, whatever their title) who took the Employee Experience Survey reported that some survey items are ill-suited to capturing the unique experience of the top professional leadership role. There is still immense value in learning about their experiences as leaders, so this year we offered a subset of CEOs a chance to respond to a pilot CEO Survey with items specifically geared toward their experience as top leaders. Because of this change, many CEOs were not invited to respond to the Employee Experience Survey this year. (Leading Edge will release a separate report to share findings from the pilot CEO Survey.)

10. Due to the nature of people’s roles, only 28% of respondents answered questions about the board because not all employees interact regularly with their board members.

11. Organizations excluded from participation were those with teams of fewer than 10 people (due to confidentiality threshold rules), day schools, synagogues, early childhood centers, and yeshivot (due to some of their unique leadership structures).
An Organization’s Journey Through the Employee Experience Survey

**Open Enrollment**
Leading Edge invites organizations to participate in the survey.

**Registration**
Organizations fill out an intake form and receive a Memorandum of Understanding that outlines eligibility and expectations.

**Administering the Survey**
Organizations submit their HR information, prepare their staff for the survey, and liaise with Leading Edge during the survey to make sure their teams have access to the survey.

**Consultation 1 (Optional)**
Leaders engage with an organizational behavior expert to gain insights into their employees’ experience and determine ways they can become even better places to work.

**Planning**
Organizations spend time internalizing the outcomes from their first consultation and prepare for their second consultation.

**Consultation 2 (Optional)**
Leaders meet with an organizational behavior expert to delve even deeper into their survey results and determine concrete action steps to implement.

**Planning**
Organizations spend time internalizing the outcomes from their second consultation and prepare to implement their action plans.

**Implementing Changes**
Organizations implement their action plans determined during their consultations and internal work.

**Viewing Results**
Organizations gain access to a robust online people analytics platform and a suite of resources to help them navigate the system, as well as an invitation to take advantage of the two complimentary consultations.

**Next Year’s Employee Experience Survey**
Organizations are invited to participate in the subsequent survey season. Some will choose to participate every other year and some participate every year.

**Pulse Survey (Optional)**
As a way to measure interim progress about the highest-priority metrics, some organizations may choose to administer one or more Pulse Surveys in between Employee Experience Surveys.
Demographics

This section lays out the demographics of respondents to the 2021 Leading Edge Employee Experience Survey.

Limitations

Since this set of organizations was not randomly selected, it is worth emphasizing that we cannot know to what degree the demographics of this sample may or may not be demographically representative of the field as a whole.

Further contributing to our uncertainty about the correspondence between this sample and the whole field is the fact that many employees may have left their jobs during the pandemic. When considering data from respondents to this survey who indicated that their caregiving responsibilities increased significantly, for example, it is worth remembering that this sample does not include those who left the workforce as a result of an intense conflict between work and caregiving. In all cases, those who exited the organizations are not represented by the results reported here.

Survey Totals

In 2021, 221 organizations took the survey. These organizations had a total of 17,014 eligible employees. (Eligible employees are any full-time or part-time regular employee, excluding consultants, freelancers, and temps.) Of those eligible, 11,613 employees responded to the survey, a 68% response rate.

12. As noted earlier, this figure counts over 200 professionally staffed Hillel campuses as one collective unit.
Overall, the younger the age of the employee, the less psychologically safe they feel at work. Psychological safety and well-being are the only factors for which favorability starts lower and gradually increases as employees age.

This likely also corresponds with job level, as people often feel more able to speak up and voice their opinions when they are higher in positional power.

Another notable difference by age is future intention. Younger employees are less likely to see themselves working at their organization in two years, with just 42% of employees ages 20 to 29 agreeing that they see themselves staying at their organizations in two years. Some of this difference may be explained by the existence of explicitly short-term/temporary positions, which are more likely to be filled by young people at the beginning of their careers. (For more details, see the “Psychological Safety” and “Well-Being” subsections under “Results by Factor”.)

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13. “Psychological safety” means that people know and trust that they can express themselves freely. For a more detailed explanation and exploration of results on this topic, see “Psychological Safety” under “Results by Factor.”

14. “Favorability” refers to the percentage of respondents who chose a favorable response such as “Agree” or “Strongly agree” for the survey item in question.

15. One exception to this trend is well-being for employees under 20. But this age cohort represents less than 1% of the total dataset and can be discounted as an outlier.

16. The “under 20 years old” age group, representing less than 1% of the total sample, is not presented in this chart.
Disability

Among survey respondents, seven percent (7%) reported having a disability (visible or invisible) that affects them at work. In the comments section, numerous respondents wrote about clinical anxiety and depression, which indicates that mental health challenges are significantly represented, among other disabilities.17

Notable difference in experience by disability: almost everything

Employees with disabilities are less engaged than other employees and report having fewer opportunities for learning and advancement. Across many factors, their experience at work is below average in favorability.

53% of those who have a disability agreed with “My organization provides the necessary disability accommodations that allow me to succeed in my work.” 8% disagreed, with 39% neither agreeing nor disagreeing. This may represent cases in which employees feel that there are not specific accommodations that the organization could be providing.

Gender and disability

60% of men with disabilities agreed that necessary disability accommodations are made, and 51% of women with disabilities agreed with that statement.

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17. Since this was the first year in which the survey asked about disability status, this data cannot tell us whether or not mental illnesses such as these have increased during the course of the pandemic.
While employee perception related to fairness may or may not reflect the actual fairness of the workplace, there is still a subjective and significant difference in how men and women report experiencing fairness at work, and that will likely entail consequences. Overall, men report having better experiences than women.
Caregiving by gender

Men (46%) and women (48%) in our sector reported being affected by increases in caregiving responsibilities at equal rates.¹⁸

Across genders, employees who reported that their caregiving responsibilities significantly increased reported lower favorability scores overall and most notably for enablement, well-being, and salary and benefits, compared with employees who reported that they did not have increased caregiving responsibilities.

<table>
<thead>
<tr>
<th>PERCENTAGE WHO REPORTED THAT THEIR CAREGIVING RESPONSIBILITIES INCREASED</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Female</strong></td>
</tr>
<tr>
<td>SOMEWHAT</td>
</tr>
<tr>
<td>SIGNIFICANT</td>
</tr>
<tr>
<td><strong>Male</strong></td>
</tr>
<tr>
<td>SOMEWHAT</td>
</tr>
<tr>
<td>SIGNIFICANT</td>
</tr>
</tbody>
</table>

¹⁸. The Employee Experience Survey doesn’t quantify hours of time, output metrics of chores, or any measure of emotional labor that are falling on employees. The increase in caregiving responsibilities was measured purely through self-report. The question was not structured in a way that can capture any preexisting inequality in the baseline levels of caregiving responsibility pre-pandemic, nor can it capture any imbalance between genders in how well perceptions match reality that might or might not exist. This data also does not capture the experience of those who had to leave their jobs due to the change in their caregiving responsibilities.
Notable differences by job role

Individual contributors generally report higher favorability in opportunities to disconnect from work, which is likely due to the scope of their responsibilities.

Individual contributors report lower favorability in psychological safety, which is likely due to their level within the organization. Items related to psychological safety follow a linear pattern based on positional power.

Often, individual contributors are younger than managers and executives, and newer to organizations, so age and tenure likely play a role in these results as well. Regardless of the reasons for these differences, they are notable.

Managers are getting squeezed

One interesting dynamic of job role is that when it comes to workload, managers are having less favorable experiences than the individual contributors who report to them and the executives to whom they report.

Managers are getting squeezed

One interesting dynamic of job role is that when it comes to workload, managers are having less favorable experiences than the individual contributors who report to them and the executives to whom they report.
COMPARING EXPERIENCES

CEOs and Employees

SIGNIFICANTLY DIFFERENT FAVORABILITY Scores

Since the experience of CEOs and Executive Directors often diverges from that of their employees, this year Leading Edge invited some CEOs to pilot a CEO Survey to capture the unique experience of the topmost professional. There is a separate full report on the findings from the CEO Survey (still forthcoming as of the publication of this report).

Below, are four similar or identical items from each survey in which CEOs and employees report significantly different levels of favorability in experience.

The top two differences are unsurprising. CEOs feel less able to disconnect than employees do because of the heavy responsibilities of executive leadership, but their role is more consistently challenging and interesting. It is also intuitive that CEOs are more likely to say they want to stay at the organization for at least two more years.

<table>
<thead>
<tr>
<th>CEO Survey Items</th>
<th>2021 EES Survey Items</th>
<th>Favorable %</th>
</tr>
</thead>
<tbody>
<tr>
<td>I have enough opportunities to disconnect from work</td>
<td>I have enough opportunities to disconnect from work</td>
<td>32%</td>
</tr>
<tr>
<td>My position provides me with opportunities to do challenging and interesting work</td>
<td>My role provides me with opportunities to do challenging and interesting work</td>
<td>99%</td>
</tr>
<tr>
<td>I would like to stay in my current role for at least two more years</td>
<td>I see myself still working at my organization in two years</td>
<td>83%</td>
</tr>
<tr>
<td>Most days I feel that I am making progress with my work</td>
<td>Most days I feel that I am making progress with my work</td>
<td>90%</td>
</tr>
</tbody>
</table>

SIGNIFICANTLY SIMILAR FAVORABILITY Scores

The gap in scores for daily progress with work is less obvious and worthy of attention. A sense of making daily progress is a significant driver of engagement, and it may be that CEOs who feel this sense consistently in their own roles might benefit by remembering that not every employee may share this experience, and that working to empower them in this regard will improve their engagement.

Below, are three similar or identical items from each survey in which CEOs and employees report favorability scores that are nearly the same.

CEOs and employees are aligned in majority dissatisfaction with their organizations’ staffing levels, and aligned in majority satisfaction regarding peers to connect with (internally or externally). They are also similarly likely to agree that their organization is moving forward on DEI, although the field would benefit immensely if organizations took actions that drove both scores much higher.

<table>
<thead>
<tr>
<th>CEO Survey Items</th>
<th>2021 EES Survey Items</th>
<th>Favorable %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Our organization has the staff we need to fulfill our mission (please explain why you agree or disagree)</td>
<td>There are enough people to do the work we need to do</td>
<td>44%</td>
</tr>
<tr>
<td>My organization is taking meaningful steps to address diversity, equity, and inclusion</td>
<td>My organization demonstrates a genuine commitment to diversity, equity, and inclusion</td>
<td>72%</td>
</tr>
<tr>
<td>There are leaders at other organizations who I can turn to for support</td>
<td>I have colleagues who I can turn to for support</td>
<td>90%</td>
</tr>
</tbody>
</table>
Race and Ethnicity

The survey sample is made up largely of white employees (71%). The second largest group are those who declined to specify (almost 10%), followed by Hispanic/Latina/o/x (5%), and other groups in smaller numbers.

Jewish ethnicity

78% of Jewish respondents are Ashkenazi, with 3% Sephardi; less than 1% Mizrahi; and the remaining 18% neither, multiple, or prefer to self-describe.

Notable differences in experience by race/ethnicity

About 1 in every 33 employees in the survey identifies with more than one race/ethnicity, and these employees are experiencing work less favorably than others in virtually every factor. Employees who did not specify a race or ethnicity, or preferred to self-describe, also report below-average favorable scores. African American and Hispanic/Latina/o/x employees report higher-than-average favorable scores—except in the DEI factor, in which they report lower-than-average favorable scores.
Racial/ethnic representation

The U.S. as a whole, according to the U.S. Census Bureau, is 60% non-Hispanic white, 18.5% Hispanic or Latino, 13.4% Black or African American, and 6% Asian, with other groups comprising the remaining ~2%. Employees who participated in this survey are 71% non-Hispanic white, meaning that white employees are overrepresented relative to the rest of the U.S. population.

Jews of Color are significantly underrepresented in the population of Jewish employees in this survey’s sample. Jews of Color represent approximately 12%–15% of the American Jewish population. (For details, see “Counting Inconsistencies: An Analysis of American Jewish Population Studies, with a Focus on Jews of Color.”) Just over 6% of the self-reported Jewish segment of the survey sample represents Jews of Color. (This includes the categories of “Middle Eastern,” “Hispanic/Latina/o/x,” “African American,” “Asian/Asian American,” “Native American/Alaska Native,” “Black/African,” “Pacific Islander/Native Hawaiian,” and “More than one” as all denoting Jews of Color.)

19. Other recent estimates for the population of Jews of Color include 8% total (15% among Jews under 30) from Pew Research Center (2021) and 6% from American Jewish Year Book 2019. Much more quantitative and qualitative research about Jews of Color is available on the website of the Jews of Color Initiative.

Racial/ethnic composition of non-Jewish respondents

Since roughly half of the Employee Experience Survey sample does not identify as Jewish (at least by religion), comparing the non-Jewish segment of the sample to the overall American population is a relevant data point as well. Among those who responded with anything besides “Jewish” as their religion, white people are slightly overrepresented at 62%, while Black, Hispanic/Latina/o/x, Asian/Asian American, and Indigenous people are underrepresented.

<table>
<thead>
<tr>
<th>EMPLOYEE EXPERIENCE SURVEY</th>
<th>NUMBER</th>
<th>PERCENTAGE</th>
<th>U.S. POPULATION</th>
<th>Δ</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>2,900</td>
<td>62%</td>
<td>60%</td>
<td>+2%</td>
</tr>
<tr>
<td>Hispanic/Latina/o/x</td>
<td>488</td>
<td>10%</td>
<td>19%</td>
<td>-9%</td>
</tr>
<tr>
<td>African American</td>
<td>354</td>
<td>8%</td>
<td>13%</td>
<td>-5%</td>
</tr>
<tr>
<td>More than one</td>
<td>231</td>
<td>5%</td>
<td>3%</td>
<td>+2%</td>
</tr>
<tr>
<td>Asian/Asian American</td>
<td>222</td>
<td>5%</td>
<td>6%</td>
<td>-1%</td>
</tr>
<tr>
<td>Black/African</td>
<td>158</td>
<td>3%</td>
<td>NOT MEASURED</td>
<td>N/A</td>
</tr>
<tr>
<td>I prefer to self-identify</td>
<td>155</td>
<td>3%</td>
<td>NOT MEASURED</td>
<td>N/A</td>
</tr>
<tr>
<td>Not specified</td>
<td>98</td>
<td>2%</td>
<td>NOT MEASURED</td>
<td>N/A</td>
</tr>
<tr>
<td>Middle Eastern</td>
<td>23</td>
<td>0%</td>
<td>NOT MEASURED</td>
<td>N/A</td>
</tr>
<tr>
<td>Native American/Alaska Native</td>
<td>16</td>
<td>0%</td>
<td>1%</td>
<td>-1%</td>
</tr>
<tr>
<td>Total</td>
<td>4,658</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

20. This 6% figure assumes that an overwhelming majority of the “I prefer to self-identify” and “Not specified” categories represents Jews who are not Jews of Color. If this is not the case, then the actual percentage of Jews of Color among Jewish respondents may be higher.
LEADING CHANGE

Race and Racism at Work

Racism operates at the interpersonal, institutional, and systemic levels. It is present in the structures of society, norms, laws, cultures, economic realities, and workplace practices, both in and beyond the Jewish nonprofit sector. As such, fully eliminating racism is a long-term goal that will require national and global interventions far beyond the level of policies and workplace culture at any given organization. However, each organization has a role to play in understanding the ways in which its culture, practices, policies, and programs may embody, exacerbate, or mitigate racism.

People may be affected by racism in the workplace in many ways. People may experience harassment, hostility, microaggressions, tokenization, condescension, or other forms of overt racism in their workplace. Less noticeably, but no less materially, they may also be affected by invisible forms of racism such as discrimination and biases regarding assignments, evaluations, promotions, and salaries. Or, due to insufficient recruitment practices, People of Color may simply not be able to get in the door of organizations as employees at all. All these forms of workplace racism are a burden to Employees of Color—and a hindrance to organizations, which would achieve their missions more effectively by fostering truly inclusive and equitable workplace cultures and a truly diverse team.

A new report—not yet released when this survey was fielded in May 2021—provides groundbreaking evidence that Jews of Color experience overt racism in Jewish institutions. In “Beyond the Count: Perspectives and Lived Experiences of Jews of Color,” the Jews of Color Initiative found (among many other insights) that 80% of their respondents have experienced discrimination in Jewish contexts. In the words of the report:

“JoC reported being personally subjected or witnesses to racist and discriminatory treatment in Jewish organizations, from synagogues and schools to professional settings. Their experiences took the form of both microaggressions and overt challenges to the validity of their Jewish identities. In Jewish communal settings, JoC have been ignored, or conversely, showered with unwanted attention. Respondents described the variety of assumptions made about them. They have been repeatedly mistaken for security guards or nannies and presumed to be the non-Jewish partner or guest of a white Jewish person. In misguided efforts to make their community more accessible and welcoming, JoC have been offered unsolicited explanations about Jewish rituals and practices, or have been asked intrusive questions about how they became Jewish.”

The extent to which racism is a direct workplace experience of employees at Jewish nonprofits remains a worthy avenue for further research. Leading places to work nurture cultures in which all people know and feel that they belong—a situation incompatible with experiences of racism.

In order to address the kinds of racism Jews of Color often experience in Jewish institutions, Beyond the Count provides four recommendations for the Jewish community:

1. Support organizations and initiatives led by and serving Jews of Color.
2. Shift organizational leadership to more accurately reflect the diversity of American Jews.
3. Prioritize creating spaces and places for discourse and dialogue with and among JoC.
4. Promote further research by and about JoC.

Representation matters

Diversifying our field’s workforce to more substantively include and elevate Jews of Color, People of Color more broadly, and other underrepresented groups will allow our organizations to represent the communities we serve more fully and enhance our results. 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 to rectify centuries of injustice and inequity. 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.

Demographics

25
Religion

Employees identifying as Jewish make up just over half of the survey sample. Considering that all participating organizations are Jewish organizations, the employee population contains robust religious diversity, while still reflecting a significant and natural skew toward Judaism.

21. Jewish identity is complex, and some Jews identify as Jewish in terms of ethnicity, culture, heritage, nationality, or some other category without professing Judaism as a religion. Since the survey asks about Jewish status in an item for which all the response options were religions, some employees in the sample who consider themselves Jews of no religion may not be reflected in the figure for “Jewish” listed here, and may reflect some unknown portion of the “not specified,” “none of the above,” “atheist,” “agnostic,” “I prefer to self-identify,” or “more than one” categories.

Notable difference in experience by religion: engagement for non-Jewish employees

Interestingly, employees professing religions other than Judaism report higher employee engagement favorability scores. (Catholics and other Christians are the most numerous of such groups, with smaller numbers of Muslims and Hindus.)

Jewish denominations

Among Jewish respondents, roughly one-third are Reform; a fifth Conservative; a sixth Orthodox; 2% Reconstructionist or Renewal; and 29% a combination of nondenominational, none of the above, more than one, or prefer to self-describe.
Results at the Organizational Level

In the following sections, most favorability scores (percent of respondents who “Agree” or “Strongly agree” with a statement) will be color-coded as follows:

- **SOMETHING TO WORK ON**: 0–64%
- **SOMETHING TO PAY ATTENTION TO**: 65–74%
- **SOMETHING TO CELEBRATE**: 75+%
Number of Participating Organizations

From 2019 to 2021, the number of organizations participating in the survey increased from 182 to 221. One reason for the significant increase was the growing number of groups that repeated the survey. Of the 221 organizations participating in 2021, 135 were past participants, while 86 organizations participated in this survey for the first time.

This year, the survey had a 68% overall response rate, with 79 organizations meeting or surpassing a 90% participation rate, and 38 of those achieving a 100% participation rate.

Years Taking the Employee Experience Survey

In general, the more years an organization takes the Employee Experience Survey, the better its scores, especially around psychological safety, salary and benefits, and learning and advancement.

### Psychological Safety
- 1 Year: 73%
- 2 Years: 73%
- 3 Years: 74%
- 4 Years: 74%
- 5 Years: 77%

### Salary and Benefits
- 1 Year: 46%
- 2 Years: 47%
- 3 Years: 48%
- 4 Years: 51%
- 5 Years: 52%

### Learning and Advancement
- 1 Year: 63%
- 2 Years: 63%
- 3 Years: 64%
- 4 Years: 65%
- 5 Years: 69%

Organization Type

Within the organizations that participated in the Employee Experience Survey—and within the Jewish nonprofit sector overall—JCCs (Jewish community centers) are the largest category of organizations. Other types of organizations encompass a full range of the sector overall (without necessarily being proportionately representative of them).

<table>
<thead>
<tr>
<th>Organization Type</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>JCC</td>
<td>34</td>
</tr>
<tr>
<td>Social Service / Human Service Federations</td>
<td>30</td>
</tr>
<tr>
<td>Other</td>
<td>29</td>
</tr>
<tr>
<td>Social Justice / Advocacy</td>
<td>24</td>
</tr>
<tr>
<td>Synagogue / Shul / Congregation</td>
<td>18</td>
</tr>
<tr>
<td>Day Schools / Yeshivas</td>
<td>18</td>
</tr>
<tr>
<td>Educational</td>
<td>12</td>
</tr>
<tr>
<td>National / Umbrella</td>
<td>12</td>
</tr>
<tr>
<td>Foundations</td>
<td>10</td>
</tr>
<tr>
<td>Intergrated Communities</td>
<td>9</td>
</tr>
<tr>
<td>Youth and Student Engagement</td>
<td>7</td>
</tr>
<tr>
<td>ECC</td>
<td>7</td>
</tr>
<tr>
<td>Camps</td>
<td>5</td>
</tr>
<tr>
<td>Community Relations</td>
<td>7</td>
</tr>
<tr>
<td>Religious</td>
<td>2</td>
</tr>
</tbody>
</table>

28. For this survey, this is true unless one counts the 200+ Hillel campuses (some of which are quite small operations) individually, whereas Leading Edge treats them as one collective unit for purposes of this survey.
Employees at smaller organizations generally have a more favorable experience than employees at larger organizations, with differences most pronounced in the Collaboration and Professional Leadership factors. The ability to form relationships with a higher proportion of the team, and to interact personally with the organization’s top leaders, may be one reason for this difference. As Dr. Jennifer S. Mueller found in her 2012 study, “Why individuals in larger teams perform worse,” “Larger teams diminish perceptions of available support which would otherwise buffer stressful experiences and promote performance.”

A few exceptions to this trend, in which employees at larger organizations have more favorable experiences, include:

- “I see myself still working at my organization in two years.”
- “There are enough people to do the work we need to do.”
- “Our board members and professional leaders work together effectively.”

But employees at larger organizations have suffered fewer negative effects from the pandemic. When we look at changes between 2019 and 2021 (for organizations that took the survey in both of these years), smaller organizations were more likely to have scores that decline. This is true especially regarding the vital factor of employee engagement.

**Organization Size**

We look at organizational size based on budget and staff size, which tend to be correlated with each other.

A majority of participating organizations have budgets between $1 million and $20 million, most falling between $2 million and $5 million. 6% have budgets under $1 million and 12% have budgets over $20 million. Most organizations (64%) have team sizes of 11 to 100 people, while a smaller number have fewer than 10 employees (10%) or more than 100 employees (26%).

**TEAM SIZE**

- 0 to 10: 23%
- 11 to 20: 44%
- 21 to 50: 55%
- 51 to 100: 42%
- 101 to 200: 35%
- 200+: 22%

**BUDGET SIZE**

- $0-$1M: 12%
- $1-$2M: 25%
- $2-$5M: 65%
- $5-$10M: 53%
- $10-$20M: 32%
- $20-$30M: 12%
- $30-$60M: 13%
- $60M+: 4%

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Results at the Organizational Level
Workspace Arrangement

One of the most visible effects of the pandemic is the degree to which workspace arrangements have changed. In May 2021, the majority of organizations surveyed were working either remotely or in some kind of hybrid arrangement.

Remote vs. Hybrid vs. In-Office

Employees at organizations with hybrid work arrangements had slightly higher favorability ratings on almost all engagement questions:

<table>
<thead>
<tr>
<th>Motivation</th>
<th>In-Office</th>
<th>Hybrid</th>
<th>Remote</th>
</tr>
</thead>
<tbody>
<tr>
<td>Seeing themselves working there two years later</td>
<td>3%</td>
<td>4%</td>
<td>1%</td>
</tr>
<tr>
<td>Would recommend the organization as a great place to work</td>
<td>3%</td>
<td>2%</td>
<td></td>
</tr>
</tbody>
</table>

In-office experience is lower in favorability compared with both remote and hybrid experiences in the following factors:

<table>
<thead>
<tr>
<th>Organizational alignment</th>
<th>In-Office</th>
<th>Hybrid</th>
<th>Remote</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>84%</td>
<td>85%</td>
<td>89%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Direct management</th>
<th>In-Office</th>
<th>Hybrid</th>
<th>Remote</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>81%</td>
<td>83%</td>
<td>84%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Collaboration</th>
<th>In-Office</th>
<th>Hybrid</th>
<th>Remote</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>65%</td>
<td>67%</td>
<td>68%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Professional leadership</th>
<th>In-Office</th>
<th>Hybrid</th>
<th>Remote</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>66%</td>
<td>72%</td>
<td>71%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Well-being</th>
<th>In-Office</th>
<th>Hybrid</th>
<th>Remote</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>73%</td>
<td>74%</td>
<td>77%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Psychological safety</th>
<th>In-Office</th>
<th>Hybrid</th>
<th>Remote</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>61%</td>
<td>70%</td>
<td>70%</td>
</tr>
</tbody>
</table>

Some of these differences are relatively small, but to the extent that they are meaningful, it is possible that in-person employees may be experiencing more burnout or stress based on health and safety concerns for themselves and their families. If their organizations include some employees or departments working remotely while they are expected to come to a physical location, they may also feel that this is unfair. Another aspect to take into account is the type of work done by people who are required to work in person versus those who can work remotely. In past years’ surveys, people in programming or direct service positions have reported less favorable experiences overall.
**Furloughs and Layoffs**

Of participating organizations, 39% reported that they conducted furloughs or layoffs during the pandemic, while 47% reported that they did not, and 14% did not provide data related to furloughs and layoffs.

Due to their commitment to in-person programming, Jewish community centers (JCCs) were notably represented among organizations conducting furloughs and layoffs. While JCCs were just 18% of the participating organizations, they represented 33% of those who reported conducting furloughs and layoffs, with 70% of JCCs in the sample reporting furloughs and layoffs.

Whether an organization experienced furloughs and/or layoffs did not impact survey scores. (However, since this survey reached only employees working at the organizations in May 2021, the experiences of former employees who were no longer employed are not reflected in the survey data.)

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**CEO Gender**

As part of our ongoing Gender Equity Project, Leading Edge asks each participating organization in the Employee Experience Survey to tell us the gender identity of its CEO.

The CEO gender gap is narrowing in absolute terms. The gender breakdown of CEOs of organizations participating in the 2021 Employee Experience Survey may indicate progress in our sector regarding the number of male and female CEOs. In the 2018 Employee Experience Survey, 70% of participating organizations’ CEOs were men and 70% of the employees surveyed were women. In 2021, by contrast, while the gender imbalance among employees remains the same (2021 respondents are 69% female), this year 55% of participating organizations’ CEOs are men.

This change should not be taken as a precise measurement of progress in the field, since the group of participating organizations in each of our surveys did not remain the same over time, and survey organizations are not a random sample. Still, the magnitude and direction of this change may indicate that progress is being made toward closing the gender gap.

...But the gender gap remains stark for the largest and best-resourced organizations. While men lead 55% of participating organizations, they lead more of the organizations with larger budgets. Women lead 71% of organizations with the smallest budgets (under $1 million). Men lead 66% of organizations with budgets of $10 million or more, and men lead 90% of organizations with budgets of $60 million or more.

Differences in experience by CEO gender: collaboration, support, and experiences for employees with minority gender identities. In general, among large and medium-sized organizations, employees of participating organizations whose CEOs are female report more favorable experiences regarding many factors, relative to employees of participating organizations whose CEOs are men. In smaller organizations (under 20 employees), the reverse is the case; employees whose CEOs are men generally report more favorable experiences.

Also of note, employees whose self-reported gender identity is nonbinary or genderqueer report more favorable experiences related to psychological safety, collaboration, learning and advancement, salary and benefits, and board relationships when working for female CEOs, relative to those who work for male CEOs.
CEO Race/Ethnicity

While the Employee Experience Survey does not ask organizations to report the race or ethnicity of their CEOs, this year Leading Edge has some data from our pilot CEO Survey, fielded at the same time as the Employee Experience Survey. This survey received responses from 155 top professional leaders of Jewish nonprofit organizations. (A separate report is forthcoming.) Among many other questions, the CEO Survey asked leaders to provide their race/ethnicity.

Leaders of Color—CEOs who identified themselves as any specific race or ethnicity other than white—represent just 5% of the CEO Survey sample. This figure is lower than any estimate for the proportion of Jews of Color among North American Jews. To the extent that this sample may be similar to the proportions of the overall sector, this figure indicates that the Jewish nonprofit sector is likely systematically failing to elevate Jews of Color to leadership and missing the opportunity to draw on the full range of talent in the community.

Geography

The Employee Experience Survey categorizes organizations by geographic location and geographic reach (whether the organization operates locally, nationally, or internationally, where “local” refers to any coverage area less than national).

Employees of organizations that operate locally report higher favorability for most factors compared to those working for national or international organizations. It’s possible that employees feel a deeper connection to work whose effects they can see more clearly around them. It’s also possible that the effects of organization size confound this picture, since employees at smaller organizations tend generally to have more favorable experiences (see “Organization Size” above).
“Stayers” and “Leavers”

In each Employee Experience Survey analysis, Leading Edge identifies differences in responses between those who report that they want to leave their organization within the year (“Leavers”) and those who see themselves staying for five or more years (“Stayers”). Analyzing the differences between how leavers and stayers respond to the survey reveals which elements of organizational culture are most critical for retention.
Why People Stay

In 2021, employees’ intentions to stay or leave were correlated most strongly with:

- **EMPLOYEE ENGAGEMENT**
  - How motivated people feel to do their best work
  - Whether people would recommend their organization to others

- **DIVERSITY, EQUITY, AND INCLUSION**
  - The extent to which people feel a sense of belonging at their workplace

- **EMPLOYEE ENABLEMENT**
  - Whether people perceive that they are making daily progress with their work

- **WELL-BEING**
  - Whether people’s organizations prioritize well-being

The first two items—both from the Employee Engagement factor—align with past years’ Employee Experience Survey data which has always found that engagement looms large in driving decisions to stay or leave. New this year is that feelings of belonging (DEI factor), making progress in their work (enablement factor), and well-being seem likewise to be driving current employees’ future intentions.

How much of this is new?

Two of the new top items in this list—a sense of belonging and a sense of daily progress—were added to the Employee Experience Survey for the first time in 2021, so it’s possible that if they had been asked in prior years, prior datasets would have shown strong correlations between these items and the desire to stay or leave an organization. Well-being, however, has been asked about before and has never before shown this level of correspondence with the decision to stay or leave.

Prioritizing well-being: a pandemic effect?

One hypothesis for the entry of the well-being factor into people’s desire to stay or leave is that COVID-19 has created a significant societal culture shift around people’s expectations and desires related to work.

Belonging and DEI

During the past 18 months, North American society has engaged in intense public and private conversations about racism, many in light of broader movements for racial justice that emerged following the murder of George Floyd. Within organizations, these discussions have generally revolved around the concept of diversity, equity, and inclusion. The same injustices, imbalances, headlines, and items that prompted this discourse in broader society may likewise have prompted employees to give new attention and urgency to race, racism, and DEI within their own organizations—and to the experience of belonging, or not, among their colleagues.
While the specific question about belonging cannot be taken as evidence of a shift over time, because it was new to the survey this year, its clear correspondence to the stay/leave gap does support the vital importance of inclusion for employee retention. While many people may not have been thinking about DEI specifically when responding to a question about belonging, we classify inclusion and belonging as part of the DEI factor because leading places to work are organizations in which every employee feels that they belong—and without diversity and equity, that goal is impossible to meet for large numbers of employees. The “D” and “E” are prerequisites to fully achieving the “I.” The fact that employees overall prioritize feelings of belonging (inclusion) is an indicator that organizations can achieve gains in retention by being attentive to DEI.

People want to get things done

A sense of daily accomplishment correlates strongly with intention to leave or stay. Almost 90% of stayers felt that they make daily progress with their work, compared with only 44% of leavers who feel they make daily progress. This gap aligns with broader findings from others. Research in organizational psychology has identified feelings of daily progress as being crucial to avoiding burnout. Those who feel “stuck in the mud,” unable to cross anything off of their to-do list, are more likely to be less motivated and less engaged, and eventually seek employment elsewhere. As Professor Teresa Amabile and Dr. Steven Kramer write in “The Progress Principle,” “Of all the workday events that can boost a person’s emotions and intrinsic drive to do a great job, the single most important is making progress in meaningful work.”

**Gap Analysis**

Favorable responses of people who intend to stay for 5+ years (N=5,020) vs. people who intend to leave within the next year (N=1,047)

<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>My organization helps me stay motivated to do my best work</td>
<td>83%</td>
<td>52%</td>
<td></td>
</tr>
<tr>
<td>I would recommend my organization as a great place to work</td>
<td>67%</td>
<td>52%</td>
<td></td>
</tr>
<tr>
<td><strong>DIVERSITY, EQUITY, &amp; INCLUSION</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I feel like I belong at my organization</td>
<td>90%</td>
<td>47%</td>
<td></td>
</tr>
<tr>
<td><strong>EMPLOYEE ENABLEMENT</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Most days I feel that I am making progress with my work</td>
<td>89%</td>
<td>45%</td>
<td></td>
</tr>
<tr>
<td><strong>WELL-BEING</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I believe employee well-being is a priority at my organization</td>
<td>80%</td>
<td>41%</td>
<td></td>
</tr>
</tbody>
</table>
Results by Factor

This section presents notable findings for each of the 13 factors in the survey:

37 Key Factor: Employee Engagement
40 Accountability and Feedback
41 Collaboration
42 Direct Management
44 Diversity, Equity, and Inclusion
46 Employee Enablement
48 Learning and Advancement
51 Organizational Alignment
52 Professional Leadership
54 Psychological Safety
56 Salary and Benefits
58 The Board
60 Well-Being
Key Factor:
Employee Engagement

Employee Engagement is the factor that correlates most closely with organizational success. Among the vast body of research supporting this conclusion is Gallup’s “The Relationship Between Engagement at Work and Organizational Outcomes,” a meta-analysis of 456 research studies covering more than 2.7 million employees at 276 organizations in 54 industries in 96 countries. Gallup found that employee engagement is significantly correlated with, among many other metrics: productivity, profitability, employee turnover, safety incidents (accidents), absenteeism, and product quality.

For each item on the right, the percentage designates the total respondents who “Agree” or “Strongly Agree” with that statement.

---

<table>
<thead>
<tr>
<th>Statement</th>
<th>FAVORABLE RESPONSE</th>
</tr>
</thead>
<tbody>
<tr>
<td>I feel proud to work for my organization</td>
<td>90%</td>
</tr>
<tr>
<td>My organization helps me stay motivated to do my best work</td>
<td>71%</td>
</tr>
<tr>
<td>I would recommend my organization as a great place to work</td>
<td>74%</td>
</tr>
<tr>
<td>I see myself still working at my organization in two years</td>
<td>65%</td>
</tr>
</tbody>
</table>

UNDERSTANDING THE U.S. BENCHMARK
Throughout the report, comparisons may give more meaning to the data. Some of the survey items are widely used and can be compared to Culture Amp’s U.S. benchmark, which represents people who work in the United States and covers all industries and functions. Other items were designed specifically for the Jewish nonprofit sector and can be compared only with the group of organizations that took the Leading Edge survey. Comparisons are included for items when 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 shows a difference less than 5% (+/- 5%) is not often considered significant, although in some cases in which we feel for other reasons that there may be trends at play, we may include that information.

"[My organization demonstrates care and concern for its employees — Strongly agree.] This is especially true over the past year. COVID came and I felt safe and secure in so many ways, from job security to health and wellness. Our organization made certain that staff and staff families were a top priority."
—EMPLOYEE EXPERIENCE SURVEY RESPONDENT
Improving motivation

The difference of only -2% from the U.S. benchmark for the question “My organization helps me stay motivated to do my best work” represents a significant change from 2019, when Employee Experience Survey respondents’ average favorability score was -7% relative to the U.S. benchmark.

Engagement drivers

In each year’s Employee Experience Survey analysis, Leading Edge uses a statistical algorithm within the Culture Amp platform to identify the most important drivers of employee engagement.23 They are “drivers” in the sense that they not only predict employee engagement, but also can be the highest-leverage items to increase engagement. Organizations that see increased favorable experiences regarding these items will likely see engagement rise as well.

The statements in the table on the right, “Engagement Drivers,” are those most closely correlated with employee engagement items. For example, “My organization demonstrates care and concern for its employees” is at the top of the list, meaning that most of the time, when employees responded favorably to that item, they also responded favorably to the engagement items.

As in prior years, items around care and well-being are top drivers of engagement. When employees feel that their organization cares about them as human beings, engagement levels are higher.

4 out of the top 10 drivers are related to professional leadership, which is a reminder of the importance of people having confidence in their leaders.

Near the top of the list is a sense of belonging, which was also present in the analysis of “stayers” and “leavers” previously mentioned. Those who feel a sense of belonging are more likely to feel proud, motivated, and committed.

23. Visit Culture Amp’s website for more information about how these “highest impact” items are determined.

| ENGAGEMENT DRIVERS24 | WELL-BEING | My organization demonstrates care and concern for its employees | 74% |
| | DIVERSITY, EQUITY, AND INCLUSION | I feel like I belong at my organization | 78% |
| WELL-BEING | I believe employee well-being is a priority at my organization | 69% |
| PROFESSIONAL LEADERSHIP | I have confidence in our leaders to lead the organization effectively | 77% |
| COLLABORATION | At my organization there is open and honest two-way communication | 60% |
| PROFESSIONAL LEADERSHIP | I believe leaders will support the organization in taking action as a result of this survey | 65% |
| PROFESSIONAL LEADERSHIP | The actions of our leaders are consistent with my organization’s values | 77% |
| PROFESSIONAL LEADERSHIP | Our leaders generally communicate openly and honestly with employees | 66% |
| EMPLOYEE ENABLEMENT | Most days I feel that I am making progress with my work | 78% |
| ORGANIZATIONAL ALIGNMENT | The mission of my organization makes me feel like I am making a difference through my work | 84% |
The engagement dip
The Employee Experience Survey has always shown a dip in engagement beginning in the second year of employment. The dip lasts for about four years and lessens in the seventh year at an organization.

Future intentions are changing
The pattern for how wanting to stay at an organization relates to tenure is stable from year to year, but from 2019 to 2021, the absolute levels of wanting to stay have dropped across every range of job tenure. This may indicate that changes in society and the economy related to the pandemic have shifted how people think about the shape of their careers, including the trend some are calling “The Great Resignation.” Workers may be less likely to think of their organizations as a permanent working home, and more likely to consider switching jobs.

How important is salary for engagement?
Notably, questions related to salary and benefits do not rank on the list of top engagement drivers. This doesn’t mean that compensation doesn’t matter. We know it does, yet while salary and benefits are important, their impact on the employee experience is often less significant than other factors.

Areas related to salary that are important include maintaining an equitable and transparent compensation philosophy. While changing people’s salaries is not always feasible, data from the survey reveals that communicating more about how salaries are determined could lead to improved experiences related to salary.

ADDITIONAL RESOURCE
Salary Bands: Valuing Talent with Intention and Transparency
Leading Edge, 2020
Accountability and Feedback

Accountability and feedback are the cornerstone of quality work. Everyone benefits from honest, specific, and constructive feedback. Many managers find feedback conversations daunting—especially if they feel the feedback contains an element of confrontation or reprimand. People need feedback from all directions, including laterally from colleagues and from those they manage. For many people, working in the Jewish nonprofit sector offers a sense of emotional closeness to our colleagues. That feeling brings both benefits and drawbacks. One drawback is the challenge of providing critical feedback to colleagues. Organizations that embrace respectful, constructive feedback are able to preserve trust—to enhance it, in fact, because people can trust that their colleagues aren’t holding back the information that could help them produce even better work.

Employees across organizations surveyed generally indicate that their organizations produce quality work and that they are recognized for the work they do. They also generally report comfort with giving useful feedback—but they don’t feel they get enough useful feedback in return. At 71%, the favorability score for “My manager provides me with regular feedback on my performance” lags the U.S. benchmark. A majority of employees across these organizations do not find that official performance review processes help them grow and improve.

QuickTips

RAPID FEEDBACK SESSION
Have each individual write their name on a piece of paper and tape it to the wall. Then have all employees walk around with post-its writing down what they most admire about that person and stick it to that individual’s paper. Employees will feel appreciated and the feedback can give insight into what the employee should continue doing to best support their co-workers. This will help instill a culture of feedback throughout the organization.

BETTER ONE-ON-ONE MEETINGS
Embedding a consistent practice of one-on-one meetings throughout an organization is a key component of performance management. Consider training managers and individual contributors in how to run effective one-on-one meetings. Develop a plan or template for one-on-one meetings, including what types of conversations to have, a manager checklist, dos and don’ts, and a bank of questions to use to stimulate the right conversations. Geographically dispersed organizations may want to ensure there are one-on-one meeting champions in each location to assist managers with new training and tools. Executives should also be encouraged to model effective one-on-one practices.

BUILD EXPLICIT FEEDBACK OPPORTUNITIES INTO PROJECTS
Constructive feedback is the key to improvement, but people often feel uncomfortable volunteering to offer critiques ad hoc. Building time for feedback into project timelines and checklists is a way to make it more likely team members will say what’s on their minds. During the planning stage, schedule a “premortem” to discuss what might possibly go wrong. Schedule quality control meetings during intermediate stages with the explicit agenda of giving constructive feedback. Schedule debriefs at the end of every project to discuss what went right and how things could have gone better. It’s also important for managers and leaders to model how to both give and receive critical feedback in ways that are positive and supportive. This will help promote regular feedback as a part of the culture.

We hold ourselves accountable for results
(e.g., producing high-quality work, meeting deadlines)
FAVORABLE RESPONSE: 87%

The feedback I receive from my manager is useful for my growth
FAVORABLE RESPONSE: 72%

My manager provides me with regular feedback on my performance
FAVORABLE RESPONSE: 71%

I am comfortable providing job-related feedback to my colleagues
FAVORABLE RESPONSE: 73%

I am recognized for good work at my organization
FAVORABLE RESPONSE: 72%

Our performance review process helps me grow and improve
FAVORABLE RESPONSE: 46%
Collaboration

The collaboration factor is related to cooperation, support, and communication. As previously existing in-person venues for ongoing collaboration have been disrupted by the pandemic for so many workers, the importance—and difficulty—of effective team communication and cooperation has never been so visible. It is remarkable, therefore, how little has changed in this factor’s scores between 2019 and 2021.

Collaboration didn’t collapse during the pandemic. The degree to which normal working life was upended in March 2020 cannot be overstated. In 2019, the Employee Experience Survey did not include any questions about remote work, but by 2021, a large portion of the Jewish communal workforce had gone remote. Average responses in 2019 are slightly more favorable regarding “My team receives high-quality support from other parts of the organization” and “At my organization there is open and honest two-way communication.” Favorability for cooperation within departments has remained the same (quite strong), while “good cooperation between teams/departments” has fallen only slightly.

Collaboration remains a pain point. While the change between years was slight, the absolute levels of favorability leave significant room for growth, and collaboration is a factor with enormous impact on the social bottom line (mission outcomes) of every nonprofit.

I have not experienced a performance review process that was initiated by anyone but myself.”
—EMPLOYEE EXPERIENCE SURVEY RESPONDENT

There is good cooperation within my team/department
FAVORABLE RESPONSE: 86%

My team receives high-quality support from other parts of the organization
FAVORABLE RESPONSE: 61%

At my organization there is open and honest two-way communication
FAVORABLE RESPONSE: 60%

There is good cooperation between teams/departments in my organization
FAVORABLE RESPONSE: 59%
Our teams vs. our organizations. Employees are overwhelmingly happy with cooperation within their immediate teams and departments. The gap between those favorable scores and those regarding cooperation between teams and across departments seems to be a significant growth area, and one that is on a slight negative trend relative to 2019. Favorable scores for interdepartmental support, as well as open and honest two-way communication in the organization overall, remain lackluster.

Collaboration differs by organization size, but not by workspace arrangement. Differences in scores for this factor between large and small organizations suggest that it is generally harder to maintain effective information flows at larger organizations. There is no significant difference regarding “open and honest two-way communication” favorable scores between employees whose organizations have remote, in-person, and hybrid workspace arrangements. This appears to be an element of organizational culture that is distinct from the physical or virtual channels in which different organizations’ cultures are embodied.


direct Management

The pandemic put increased stress on relationships between managers and their reports and amplified the importance of mutual communication and support for one another. However, respondents overall did not report any collapse in favorable scores for their experience of being managed, and favorability for “My manager keeps me informed” even improved.

Frequency of feedback from managers seems to be improving year over year, although the frequency and usefulness of that feedback lags the U.S. benchmark. Most concerning, official processes for performance reviews remain a significant growth area, with only a minority of employees in participating organizations reporting that their performance review processes are helpful.

--EMPLOYEE EXPERIENCE SURVEY RESPONDENT

25. In 2019, just 59% indicated that they agree with the statement “I regularly receive meaningful feedback on how I am performing.”

QuickTips

INTERNAL COMMUNICATIONS CHANNELS
Use internal communications channels to ensure alignment across the organization. Consider creating individual channels for specific projects and teams to support cross-communication. These could be email threads, message boards, chat channels within Slack or similar software, or other formats. The important thing is to set expectations about who will communicate what kinds of information when and where. Share and discuss all key decisions in the relevant channels so that employees are kept up to date on decisions that impact day-to-day work activities. Team members are not required to be involved in the conversation but are welcome to participate if they choose to.

PROJECT FAQS
Create living FAQs for each project and ask employees outside of the team what they want to know. The project owner answers questions in the living document as they’re asked, keeping the document up to date.

START A TEAM NEWSLETTER
Share relevant team updates each month via a newsletter. Keep it short, relevant, and fun. Share news and updates on organization and team strategy, goals, changes, and important projects. Include photos and videos to keep it fresh. Use email or a two-way communication platform (e.g., Slack, Workplace by Facebook, Honey.is). If possible, rotate which team member produces the newsletter each month.

I can go to my manager about anything and know I will be listened to, believed, heard out, supported.”
My manager treats me with respect
FAVORABLE RESPONSE: 90%

My manager is generally available to respond to my concerns
FAVORABLE RESPONSE: 87%

I have clarity around what I am expected to do and by when
FAVORABLE RESPONSE: 84%

My manager keeps me informed
FAVORABLE RESPONSE: 81% (+7% from the 2019 survey)

I am appropriately involved in decisions that affect my work
FAVORABLE RESPONSE: 70%

Feedback and Management
Three items from the Accountability and Feedback factor are directly relevant to management:

The feedback I receive from my manager is useful for my growth
FAVORABLE RESPONSE: 72% (-8% from the U.S. benchmark)

My manager provides me with regular feedback on my performance
FAVORABLE RESPONSE: 71% (-8% from the U.S. benchmark)

Our performance review process helps me grow and improve
FAVORABLE RESPONSE: 46%

QuickTips

THE 4Ds
The 4Ds approach helps managers compile and communicate the most important information accurately. The 4Ds stand for:
- Decisions made at leadership meetings
- Debates raised in project teams for context
- Direction on the goals and aspirations the organization is driving toward
- Disclosing what information the manager does not know yet (but will find out and share soon)

Often managers just share a decision that’s been made after the fact without the context. The 4Ds ensure that the entire team understands the “why” behind a decision and also how it impacts their future performance. Use the 4Ds to debrief after a management meeting. Have all managers prepare information to share with their teams in this manner, and through a conversation and email follow-up.

“IF-THEN” COMMUNICATION TRIGGERS
Create a simple “If-Then” rule for yourself so that you know when and how to share important information with your team. Come up with a trigger that reminds you to take action and what that simple action is to take. For example, “If I’m invited to a cross-departmental meeting, then I will block 30 minutes on my calendar to email a summary of key points to my team,” or “If my manager shares news with me about organizational strategy, then I will immediately add it to our team meeting agenda.” It’s hard to remember when you should update your team and which information to share, so having a process pre-prepared will make it easier to manage.
Diversity, Equity, and Inclusion

Over the past 18 months, both new events like the murder of George Floyd and old problems like long-standing inequalities of wealth and power have led public discourse to heighten public engagement around race and racism. Within the workplace context, conversations about race and racism are generally related to the concepts of diversity, equity, and inclusion. As COVID-19 disproportionately affected racial minority communities and incidents of racialized violence revealed deadly societal problems, countless leaders and organizations engaged in new processes of reflection, evaluation, and exploration to try to understand how their own institutions interact with these dynamics. Jewish nonprofits, in particular, often hold Jewish values such as "b’zilem Elohim"—the notion that all people are of equal and infinite value because they are created "in the image of God." When some people in our communities and on our teams feel less included than others, receive fewer opportunities or resources than others, or hold less power and status than others on the basis of differences in identity, there is a disconnect between our organizations’ values and their practices.

The 2021 Employee Experience Survey data confirms what much other research has demonstrated:
Inclusion is a critical driver of employee engagement, which makes the DEI factor important from an output perspective. (See more about this above in the “Engagement Drivers” subsection under “Employee Engagement”)

Often, engagement around DEI entails discomfort, uncertainty, disagreement, and stress. But choosing not to engage with DEI produces these same negative outputs (and others) for large portions of the workforce, and these emotional challenges are well worth navigating to meet the goal of creating spaces—whether at the level of an organization or of a broader society—in which all people fully and equally belong and thrive. People and organizations can and do take a broad array of approaches in seeking to meet this goal, but investments in it reap stronger and more effective teams.
Quick Tips

MITIGATE BIAS IN REFERRAL PROGRAMS

Employee referral policies can exacerbate gender and racial gaps in hiring by drawing from current employees’ friendships and social networks. Research has shown employee referral recommendations are typically same gender and same race/ethnicity, reproducing the demographics of current employees. Think about ways to encourage referrals from diverse and underrepresented backgrounds. Ask your teams to nominate people from their networks as a referral, from a range of diverse backgrounds and experiences, and look to ensure that the evaluation process isn’t biased in seeking like-minded people specifically. In your applicant tracking system, pull the demographic data of all hires made from referrals—this data will show the impact that your referrals have had on the diversity of your organization.

FOCUS ON “CULTURE ADD”

To build a diverse team, change language from “culture fit” to “culture add” when hiring. This means focusing your attention on what a candidate might add to the culture of the team. Looking for a candidate with “culture fit” introduces ambiguity into the recruiting process because it can signal that you are seeking traits and backgrounds that fit into an existing culture, rather than someone who will add to the culture.

There is a clear understanding that we need to change in order to fully manifest our commitment to DEI, but we aren’t there yet.”

—EMPLOYEE EXPERIENCE SURVEY RESPONDENT
**Employee Enablement**

<table>
<thead>
<tr>
<th>Question</th>
<th>Favorable Response</th>
<th>Change from 2019</th>
<th>Change from U.S. Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>I have enough autonomy to do my job effectively</td>
<td>88%</td>
<td>+13%</td>
<td></td>
</tr>
<tr>
<td>I have access to the information that I need to do my job effectively</td>
<td>84%</td>
<td>+9%</td>
<td>+5%</td>
</tr>
<tr>
<td>Most days I feel that I am making progress with my work</td>
<td>78%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I have the resources that I need to do my job effectively</td>
<td>76%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I believe my workload is reasonable for my role</td>
<td>68%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Our systems and processes generally support us in getting our work done effectively</td>
<td>62%</td>
<td>+7%</td>
<td>-4%</td>
</tr>
<tr>
<td>Workloads are divided fairly within my team/department</td>
<td>61%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>My organization provides the necessary disability accommodations that allow me to succeed in my work [answered only by employees who report having a disability relevant to their work]</td>
<td>53%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>There are enough people to do the work we need to do</td>
<td>42%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

We were stretched thin in my department even before the staff reductions, and since then we’ve been pushed to the breaking point.”

—EMPLOYEE EXPERIENCE SURVEY RESPONDENT
Do employees in participating organizations have the kinds of support they need to do their work? They generally do, but there are clear areas needing remediation across many organizations.

Pandemic progress: autonomy and information flow. Employees’ experiences have become more favorable on average since 2019 regarding autonomy (up 13%), access to information (up 9%), and effective systems and processes (up 7%). Working from home has likely given many employees greater feelings of autonomy, and disruptions in usual work patterns may have led teams to create new systems for collaboration and communication. The latter of these three measures—“Our systems and processes generally support us in getting our work done effectively”—remains at 62%, slightly below the U.S. benchmark, but it is moving in a positive direction.

Perennial problems: workload and staff capacity. With only 61% of respondents affirming that workloads are divided fairly, organizations have significant opportunity to grow, whether through redistributing work or fostering clearer communication. Relatedly, with a majority of respondents believing that the organization needs more people to do its work, staff capacity continues to be a pain point as it often is throughout the nonprofit sector. Leaders have the opportunity to communicate more clearly with funders and boards the necessity of bringing in enough people to do the work they take on. Funders and boards, in turn, have the opportunity to address this shortfall by recognizing that quality social return-on-investment requires robust staffing.

These ratings haven’t shifted significantly between 2019 and 2021. Even before the pandemic, many employees in our sector felt overworked and that their teams were understaffed.

What a 53% favorable rating means for disability accommodation. This was the first year in which Leading Edge asked respondents about disability accommodation in the Employee Experience Survey, and the question was asked only of respondents who previously indicated that they have a disability relevant to their work. A majority (53%) of respondents who self-report a disability relevant to their work affirm that their organization is providing the necessary accommodations. A further 39% provided a neutral response, and many comments indicated that some of these respondents feel that no particular accommodations for their disabilities are needed. Only 8% of respondents indicated that they disagree with the statement “My organization provides the necessary disability accommodations that allow me to succeed in my work.”

Results by Factor 47

Quick Tips

EMAIL RESPONSE POLICIES Provide clear expectations on when work activity is appropriate after standard work hours. Instead of instituting a ban on emails after work hours, develop clear policies around when someone is expected to respond to an email (or other communication). Having policies about these expectations ensures everyone is on the same page. It also doesn’t inhibit employees from sending ideas outside of normal hours—there is just no expectation that a response will occur until the following work day. Within your team, determine what the current norms are for sending and receiving emails and messages. Discuss what hours employees would like to be “no response required” times.

INFORMATION FLOWS EXERCISE The information flows exercise focuses on identifying blockers. Convene a team meeting expressly to look at daily operations and identify specific information blockers in the process. The team first asks, “When was our own team the blocker for another team, whether it was information withheld or taking too long to complete a task?” Then discuss when your own team was blocked and how they can ask others to do things differently to prevent it from happening. Summaries from these meetings are shared internally and teams can come together to design solutions.

ONE THING I’M DECLINING At the beginning of each week, have each person share the “one thing they are declining” and why. It may be a meeting clash, a deadline that can be moved, or a function they don’t need to attend. Encourage another team member to assist,step in, or agree that it isn’t a priority. This helps to normalize the process of preventing overfull workloads and advances clarity about team priorities and how people can support each other.
Learning and Advancement

<table>
<thead>
<tr>
<th>Question</th>
<th>FAVORABLE RESPONSE</th>
</tr>
</thead>
<tbody>
<tr>
<td>My role provides me with opportunities to do challenging and interesting work</td>
<td>81%</td>
</tr>
<tr>
<td>I have opportunities to develop new skills at my organization</td>
<td>74%</td>
</tr>
<tr>
<td>My manager, or someone else in management, has shown a genuine interest in my career aspirations</td>
<td>65% ($7%$ from the 2019 survey)</td>
</tr>
<tr>
<td>My organization provides me with sufficient opportunities for professional development (e.g., training, conferences, community of practice, etc.)</td>
<td>64%</td>
</tr>
<tr>
<td>I have opportunities for advancement at my organization</td>
<td>38%</td>
</tr>
</tbody>
</table>

With everyone focused on just getting their tasks done and making it to the next meeting, I don’t see the space to have the conversations to plan or envision what advancement would look like.”

—EMPLOYEE EXPERIENCE SURVEY RESPONDENT
The most readily available pool of untapped talent available to organizations isn’t new recruits—it’s the potential for existing employees to learn and grow. Recruitment is vital to organizational success, but turnover is expensive. Good recruitment takes time and resources, and when employees who are already oriented to an organization’s culture and institutional knowledge can level up their skills and advance, the organization and the individual alike benefit. Prioritizing professional development is not in any opposition to prioritizing recruitment; the two reinforce each other, since top candidates want to work at institutions where they will learn and advance.

The pandemic has led many people to think more seriously than ever before about learning new skills and moving their careers in new directions. In many cases, as mentioned previously, this has led to a dynamic some call “the Great Resignation,” as people leave jobs and try new ones. Organizations that offer employees internal opportunities to learn new skills, enhance the ones they have, and see real opportunities for promotion and creative change may find themselves better able to ride this wave of change than organizations with more stagnant approaches to their employees’ career paths.

Not every organization has clear paths to offer direct opportunities for promotion. Smaller organizations, especially, may struggle in this regard, and, indeed, opportunities for advancement are one of the few areas in which employees of smaller organizations report less favorable experiences than employees of larger organizations, when generally the reverse is the rule.

Even at smaller organizations, however, leaders and managers can express interest in (and concretely advance) their employees’ future career paths. Managers should want their direct reports to succeed and advance—even if that means leaving the organization. A zero-sum retention mindset that would seek to retain employees at an organization at the expense of their growth is likely to both fail at retention and cause stagnation when it succeeds. A sectorwide culture of robust professional development, by contrast, would be a positive-sum development for every organization. People move across organizational boundaries, and today’s move from Nonprofit A to Nonprofit B could well be matched by another move in the opposite direction next month, whether in the form of another person or the same person (“boomerang employees”). If the overall talent pool is building new skills and gaining new experiences and levels of responsibility, then the quality of employees available to hiring managers across the field will improve.

Employees at participating organizations largely feel that their roles intrinsically lead them to challenging and interesting work. Most also feel they have opportunities to develop new skills. Between 2019 and 2021, there was a slight increase in the sense that people’s managers have shown interest in them, although in this, the Employee Experience Survey dataset still lags the U.S. benchmark.

Sufficient opportunities for professional development remain a growth area for many organizations. Perhaps relatedly, the favorability score for “I have opportunities for advancement at my organization” is low at 38%. A significant majority of employees at participating organizations feel their role is a dead end within their organization. This latter finding would be less concerning if the former finding (the favorability score for sufficient professional development opportunities at 64%) were higher. After all, above we discussed the desirability of a sectorwide approach to talent that encourages managers to think about their reports’ prospects beyond the organization. The other side of the same coin is to conclude that individuals themselves should think of opportunity for advancement as something that doesn’t necessarily mean staying within their present organization. Ideally, employees and their managers will work together to keep everyone’s skills developing and their careers progressing. Such an approach is theoretically compatible with low favorability responses to “I have opportunities for advancement at my organization,” especially at smaller organizations—as long as professional development is not neglected.

It would be helpful for the organizations to share more opportunities for staff to consider or at least for managers to help their direct reports find opportunities for professional development to meet their needs. It’s challenging to find the right opportunities when it’s the sole responsibility of the employee to find.”

—EMPLOYEE EXPERIENCE SURVEY RESPONDENT
Employees Creating Their Dream Jobs at the Leichtag Foundation

THE CHALLENGE
In any small or mid-sized organization, it’s hard for employees to see an upward path for their career. For the Leichtag Foundation, size isn’t the only factor to this challenge. Leichtag is also structurally unique, containing a coworking space, a grant-making operation, and a 67-acre agricultural property. As a result, its organizational chart is fairly flat, with few clearly defined career paths for promotion through the ranks.

THE CHANGE
Chief Talent Officer Jenny Camhi wanted to offer employees a path forward in their careers, even as they knew the organization would remain relatively small in size. “I’m okay with staff moving on,” says Camhi, “But what skills and experiences will they build while they’re here that will best position them for their futures?” As the COVID-19 pandemic forced readjustments, the leadership team also realized that flexibility and a change in thinking how the organization worked were not only necessary for the needs of the crisis, but also helpful in creatively addressing team members’ needs for a path toward growth.

The Leichtag leadership decided to lean further into a development philosophy they already held: Finding talented people and build their jobs around their strengths. They challenged employees who may be feeling “stuck” to write a description of their dream job within Leichtag—a new vision for their role. The new description should be based on two questions: “What are you good at?” and “What do you want to be doing?” The management would then work with that employee to find ways to amplify their strengths within the organization. Not every aspect of every employee’s dream job is implementable—at least, not immediately—but employees can expect that their managers will find ways to shift their work to help them grow their skills, which can result in either advancing at Leichtag or preparing them for the future.

Employees have embraced this opportunity, and trust and appreciate that their leadership wants them to advance and will work collaboratively to make it happen.

Quick Tips

**INSIGHT DAYS**
Enabling employees to experience a different role for a day helps to develop empathy across functions and break down barriers. Consider establishing a program to allow employees to try at least one day in someone else’s role each quarter or each year. To minimize disruption, it may be useful to choose specific days for role switching. Give “hosts” help to structure their “guests’” day. This initiative not only creates empathy for other roles, but also reduces silos and increases collaboration.

**INTERNAL JOB BOARD**
Ensure all employees are given a fair chance to move into new roles within the organization by setting up an internal jobs board. All open jobs are posted internally, enabling employees to apply based on perceived skill fit. All applicants are considered before external recruitment is commenced. Some research suggests that in the aggregate, internal hires outperform external candidates, due to higher likelihood of retention among other factors.

**SKILL-BUILDING TIME**
Assign each employee a quota of time to use each quarter for building a new concrete skill. Skills could be technical (learning new software) or social/emotional/managerial (giving feedback, conflict management, supervision, etc.). Managers can work with their reports to create skill-building plans and ensure their schedules and other duties allow them time to achieve those plans.
Organizational Alignment

Since 2016, Employee Experience Survey data has shown that the Jewish nonprofit sector’s strength lies in the mission-driven nature of our organizations. Employees connect strongly with the purposes they pursue by serving in their institutions. The data from 2021 does not change that picture.

An overwhelming majority of employees at the Jewish nonprofits surveyed—regardless of role, level, age, religious identity, or seniority—know how their work directly contributes to their organizational mission, and appreciate the difference that they are making. During a crisis that overturned many other positive elements of people’s working lives, that strength of our sector is a significant and fortunate one. In a pre-pandemic world, some companies dazzled employees with beautiful work spaces, happy hours, game rooms, and more. It was easy to assume an organization had a great culture if their office space was beautiful and the break room was well stocked. The pandemic stripped away these physical and social spaces we crafted for our employees, and what was left standing were the people and the work. The resilience that the Jewish nonprofit sector has seemed to evince may stem to a large degree from the strong sense of commitment employees have for their organizations’ missions.

Strong organizational alignment cannot alone compensate for other workplace challenges, but it is an excellent starting point for organizations that care about enabling their teams to build a supportive culture and do their best work.

Quick Tips

COFFEEHOUSE MEETINGS
Create casual forums for cross-team sharing. One model is a “coffeehouse” meeting in which different teams can share what they are working on in a casual atmosphere. Pairing explicit cues of informality with explicit prompts to talk about work projects allows this model to be more work-centric than purely social gatherings but more relaxed than an agenda-driven meeting.

OUR VISION OF THE FUTURE
To frame the long-term vision of the organization and provide a coherent view for all employees to support, have each leader on the leadership team craft a statement about the specific vision their team is pursing. The statement addresses the future goals of their team and how those fit into the mission of the entire organization. This conversation is not meant to address current business metrics or projects, but rather how the organization will have a sector-wide impact in three years’ time.

The one thing that helps me deal with the work stress is knowing that we are contributing a valued service to the community.”
—EMPLOYEE EXPERIENCE SURVEY RESPONDENT

<table>
<thead>
<tr>
<th>I know how my work contributes to my organization’s mission, strategy, and goals</th>
<th>My organization provides high-quality programs and services to our constituents</th>
<th>I have a good understanding of my organization’s mission, strategy, and goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>FAVORABLE RESPONSE: <strong>91%</strong></td>
<td>FAVORABLE RESPONSE: <strong>90%</strong></td>
<td>FAVORABLE RESPONSE: <strong>89%</strong> [+5% from the 2019 survey]</td>
</tr>
<tr>
<td>My organization is generally successful in the pursuit of its mission</td>
<td>The mission of my organization makes me feel like I am making a difference through my work</td>
<td>FAVORABLE RESPONSE: <strong>84%</strong></td>
</tr>
<tr>
<td>FAVORABLE RESPONSE: <strong>84%</strong></td>
<td>FAVORABLE RESPONSE: <strong>84%</strong></td>
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Professional Leadership

Leadership matters. In 2021, as in past years, how employees feel about their organizations’ leadership is one of the top drivers of employee engagement, as well as a key differentiator between employees who want to leave their organizations and those who want to stay.

In general, most employees are confident in their leaders and feel they live up to the organization’s values, and both of these levels are higher for the 2021 dataset than they were for 2019.

Communication from leaders and commitment to improving employees’ experience remain growth areas for many organizations. While employees seem slightly more likely to feel well informed by leaders than they did in 2019, the overall levels for these questions remain below what might be considered ideal for the sector, as do favorable scores for open and honest leadership communication with employees.

Leadership communication by workspace arrangement. Interestingly, remote and hybrid employees are more likely than in-person employees to give a favorable response to “I am kept appropriately informed about major decisions and events happening at my organization.” It is possible that a lack of physical proximity makes the need for explicit communication more obvious. Paradoxically, leaders may therefore communicate more deliberately with employees whom they don’t see in the office.

I have confidence in our leaders to lead the organization effectively
FAVORABLE RESPONSE: 77%  ▲+7% from the 2019 survey

The actions of our leaders are consistent with my organization’s values
FAVORABLE RESPONSE: 77%  ▲+8% from the 2019 survey

Our leaders generally communicate openly and honestly with employees
FAVORABLE RESPONSE: 66%

I am kept appropriately informed about major decisions and events happening at my organization
FAVORABLE RESPONSE: 65%  ▲6% from the 2019 survey  ▼12% from U.S. benchmark

I believe leaders will support the organization in taking action as a result of this survey
FAVORABLE RESPONSE: 65%

I feel that our program is very detached from upper management. They only seem to be present when we are having a problem, and because they lack a relationship with us, their presence does not feel helpful at those difficult times. I wish there were a way for their presence to be more consistent and supportive.”

—EMPLOYEE EXPERIENCE SURVEY RESPONDENT
SURVEY STORY

Improving Leadership Communication at Jewish Nevada

THE CHALLENGE
In several surveys in 2019 and 2020, employees at Jewish Nevada expressed a need for better communication from their leadership. “It was eye-opening for me,” says President & CEO Stefanie Tuzman. “My team was expecting clearer expectations and more transparency.”

THE CHANGE
Working with her senior team, but beginning with herself to lead by example, Tuzman took steps to improve communication. The organization instituted new Monday meetings to begin the week and Tuzman made it a consistent part of the agenda for her to brief the rest of the staff about her work and progress, rather than having the information flow only from the ground level upward. She began copying the full staff on email communications to the board, whenever appropriate. She also began incorporating staff input into goal-setting and strategic decision-making processes so that staff would have more opportunities to understand and contribute to the overall journey of the organization.

JEWSH nevada

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

FAVORABLE RESPONSE:

+11% for Jewish Nevada from 2019 to 2021

FAVORABLE RESPONSE:

+12% for Jewish Nevada 2021 compared to the 2021 average for all organizations

Synthesis Sessions
Hold open forums to share information about the current state of the organization with employees. “Synthesis sessions” are monthly meetings in which a leader discusses current challenges and successes. The first 15 minutes focus on the leader sharing current opportunities and discussing future possibilities. The remaining time is devoted to open discussion on any questions employees have and any concerns that individuals on the team may have about blockers to their ability to help the agency achieve its goals.

Rotating Leader Updates
Regular emails from departmental leaders to the entire organization can share information and updates about their departments. This is an opportunity to help employees get to know upper management and also to help keep employees informed about the overall state of the organization. Leaders can make these updates fresher and more interesting by rotating between different leaders emailing at different times, varying the formats of the emails, and including a lot of humor and photos; this makes it more likely that employees will open and read these emails.
Psychological Safety

In its most basic form, psychological safety means that people know and trust that they can express themselves freely. People in psychologically safe environments feel secure taking creative risks and sharing new ideas and opinions, even if they may be unpopular. They feel safe speaking up about their values even when team members hold diverse values, and they trust that organizations will protect employees’ safety and dignity so that they can be their whole and authentic selves while contributing to the team.

During the pandemic, new work arrangements, breaches of work/life boundaries, vulnerabilities for in-person employees, and questions of virus transmission between people have all introduced new nuances into dynamics of psychological safety at work. Simultaneously, many heated public debates in broader society about identity, morality, speech, and ideas have also affected workplace dynamics, making it more imperative than ever that team members explore ways to speak up for their values, respect one another’s humanity across all manner of differences, and improve equity outcomes all at the same time.

Favorability for most of these psychological safety statements is high, which is fortunate for our sector. The increase in score for “I believe I would speak up if my values were ever compromised” between 2019 and 2021 is a heartening one. Perhaps societal shifts during this era of upheaval have made people feel more vocal in standing up for their values.

It is a terrible feeling to be asked your opinion, or be encouraged to share an idea, and then be argued with, contradicted, or for the person to be defensive in their reaction, as if they are being personally attacked. Don’t ask if you don’t want to hear the response.”

—EMPLOYEE EXPERIENCE SURVEY RESPONDENT
**Quick Tips**

**Practice Saying “Yes”**

Say yes as often as possible to new ideas. It usually takes only one nay-sayer to kill a great idea, especially if that person holds a senior position. Adopting a “say yes” policy may feel reckless, but you can put a few controls on it. Asking the person who had the idea to create a plan and find backers is one way to vet the idea. If they are able to get a group to support the idea, then it is likely worth trying. Amazon has implemented an “institutional yes.” When an idea is brought up, the senior leader/manager must say yes. The only way for someone to say no is to write up a compelling case against the idea. It has to be at least two pages and must use sound logic and reason. This way Amazon has more ideas to test and implement.

**Ask, “What Else?”**

Encourage innovation and a creative approach to problem-solving. Most people function under the assumption that there is only one right answer, which stifles innovation, creative thinking, and risk-taking. To reinforce this kind of thinking among your team, when a question is brought to your attention, don’t answer it but instead ask them, “What do you think we should do?” and then once they answer, ask them, “What else?”

**Ask for Dissent**

To promote psychological safety, normalize dissent and encourage employees to speak up if they believe the organization is making mistakes. Top leaders can set the tone by frequently and visibly asking others (both senior management and frontline employees) to think of ways that the organization might be making mistakes.

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**People are sitting on unpopular opinions.** The negative outlier is “I’m comfortable sharing potentially unpopular opinions at my organization.” Nearly half of respondents say they are not. It’s worth noting that the phrasing of this question contains enough ambiguity that it isn’t clear whether every respondent was thinking of ideas that are directly work-related. Indeed, under the Accountability and Feedback factor, 73% of employees responded favorably to “I am comfortable providing job-related feedback to my colleagues,” which suggests that some amount of the discomfort expressing unpopular opinions may refer to ideas that are not directly or immediately work-related. Still, teams work best in trusting environments where people can express themselves, and the fact that nearly half of respondents report a feeling of having to stifle their opinions certainly isn’t ideal. To the extent that feeling the need to hide opinions generates mistrust or psychological unsafety, organizations may well be missing out on work-relevant ideas as well as exogenous ones, and this should be considered a growth area for many organizations.

**Unpopular opinions by demographic.** This question has gender implications as well; while 57% of men feel comfortable sharing their unpopular opinions, that question’s favorability score is 50% for women, 41% for genderqueer employees, 39% for nonbinary employees, 38% for those who didn’t specify, and 33% for those who preferred to self-describe. When it comes to race and ethnicity, African American, Black/African, and Hispanic/Latina/o/a employees report somewhat more comfort sharing unpopular opinions than average, while those reporting more than one, self-described, or not specified racial and ethnic identities report significantly less comfort sharing unpopular opinions.

**Age correlates with psychological safety.** Across different statements in the psychological safety factor, there is a clear trend by age: The older the employee age category, the higher reported favorability score for psychological safety statements. (Since age also tends to correlate with rank in organizational hierarchies, positional power may also be an influence here.)
Salary and Benefits

Salary is more than a number. People at all levels of nonprofit organizations often mistakenly assume that budget constraints make it impossible for their organization to improve its practices surrounding compensation. We would all like to be paid more than we are, but, in truth, the most important way for organizations to improve regarding compensation isn’t in the absolute amounts people are paid—it’s in transparency and fairness. Citing a 2017 survey by PayScale, the Society for Human Resource Management wrote, “employee satisfaction is driven mostly by feeling that pay is fair, not by how much someone is actually paid.” Employees want to know that their colleague in a similar role with the same amount of experience makes a similar amount. They want to know who sets salary levels, on what schedule, according to what criteria—and to trust that those criteria are rational and are applied fairly. In short, they want to know that there is a system in place for determining who makes what, and to perceive that this system is fair and makes sense.

A first step toward building a fair and equitable salary system is to create and share a compensation philosophy—an all-encompassing document that outlines the organization’s policies, approach, and systems for everything related to salary and benefits. Building salary bands so that employees know the range assigned to their role can often be a valuable second step.

For much more on this topic, see Leading Edge’s Salary Bands: Valuing Talent with Intention and Transparency.

Salary and benefits continue to be an area of growth for participating organizations. Benefits are acceptable to employees more often than not, but most employees across organizations surveyed (58%) believe that they are underpaid relative to similar roles at their organization (significantly lagging the U.S. benchmark). Since this issue is essentially comparative—people feel underpaid relative to their colleagues in similar roles—the way to address this shortcoming may have more to do with transparency and communication than with actual raises, for most organizations. These interventions would also help organizations tackle the biggest challenge in this factor: Nearly 2 out of 3 employees across organizations surveyed do not understand how salaries and raises are determined at their organization.

Astoundingly, even HR professionals don’t always understand compensation processes well enough. Looking at results by job role, only 62% of HR professionals answered favorably to the question “I understand how salaries and raises are determined at my organization.” More than 1 in 3 HR professionals across participating organizations don’t sufficiently understand their employers’ compensation process.

These items also reveal a locus of gender inequity; women are slightly less happy with their benefits than men and significantly less likely than men to say that they believe their salary is fair or that they understand how compensation is determined at their organizations.

Improving compensation practices with a more systematic, rational, consistent, and transparent approach isn’t “free,” in the sense that it requires significant staff time to plan and implement. It is, however, a readily available and possibly budget-neutral opportunity to enhance morale, retention, and engagement—whether or not it includes adjusting the actual present levels of people’s salaries.

My employee benefits generally meet my needs

<table>
<thead>
<tr>
<th>FAVORABLE RESPONSE:</th>
<th>65%</th>
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</thead>
<tbody>
<tr>
<td>WOMEN</td>
<td>66%</td>
</tr>
<tr>
<td>MEN</td>
<td>65%</td>
</tr>
<tr>
<td>GAP</td>
<td>4%</td>
</tr>
</tbody>
</table>

I believe my salary is fair relative to similar roles at my organization

<table>
<thead>
<tr>
<th>FAVORABLE RESPONSE:</th>
<th>42% from the U.S. benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>WOMEN</td>
<td>40%</td>
</tr>
<tr>
<td>MEN</td>
<td>11%</td>
</tr>
<tr>
<td>GAP</td>
<td>29%</td>
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</tbody>
</table>

I understand how salaries and raises are determined at my organization

<table>
<thead>
<tr>
<th>FAVORABLE RESPONSE:</th>
<th>37%</th>
</tr>
</thead>
<tbody>
<tr>
<td>WOMEN</td>
<td>38%</td>
</tr>
<tr>
<td>MEN</td>
<td>36%</td>
</tr>
<tr>
<td>GAP</td>
<td>9%</td>
</tr>
</tbody>
</table>
Quick Tips

SALARY TRANSPARENCY

Improve understanding around pay decisions by increasing transparency and communicating more about how salaries are determined. Even if employees are not happy with the dollar amount, they will be more comfortable with their salary if they understand the system or process used to set it. (Learn more: Leading Edge's Salary Bands: Valuing Talent with Intention and Transparency.)

MORE FREQUENT PAY CALIBRATIONS

Increase the cadence of salary calibrations from annual to more frequent, like quarterly, if the budget allows. The moment you realize an employee deserves a raise, they should receive it. The longer between that realization and the compensation, the more time the employee has to feel that their contributions are not being acknowledged, and in a highly competitive job market, this can lead to regrettable turnover. If your organization is going to implement this system, it should be communicated formally to employees as part of a compensation philosophy. Articulate a clear process and rationale for salary adjustments during check-ins, to ensure that all groups are treated fairly (and that no groups are excluded unfairly).

Survey Story

Compensation Transparency at Agence Ometz

THE CHALLENGE

Data from Agence Ometz’s 2019 Employee Experience Survey highlighted a need for professionals better understand how salaries and raises are determined. Agence Ometz had already done the work of creating clearly defined compensation bands, evaluating jobs, and determining criteria for compensation decisions, but after receiving their survey data, they realized this work had gone on behind the scenes and had not been communicated adequately to employees.

THE CHANGE

With support from outgoing CEO Gail Small and new CEO Dominique McCaughey, the HR team held meetings with the staff to share the ways in which compensation levels are determined. They shared details around criteria that feed into salary and raise decisions including information about the ways to evaluate each job.

After learning more about the process, some employees were surprised at the amount of work and thought that went into compensation decisions at their organization. In the absence of information, some people had assumed that the process was less rigorous and more informal than it was. Because HR pulled back the curtain and explained the reasons behind the numbers, many staff reported a clearer understanding of the ways in which salaries are set.

The act of sharing the behind the scenes work made a difference. Agence Ometz plans to continue their efforts to communicate more clearly as policies evolve and new staff members join their team.

There has been no discussion of raises or bonuses as it relates to the financial hit the agency has taken during the pandemic. I’d be interested in learning how this will be addressed and wonder if the mechanism for determining these may be adjusted.”
— —EMPLOYEE EXPERIENCE SURVEY RESPONDENT

Results by Factor 57

FAVORABLE RESPONSE:

I understand how salaries and raises are determined at my organization

+11%

for Agence Ometz from 2019 to 2021

FAVORABLE RESPONSE:

+38%

for Agence Ometz compared to the 2021 average for all organizations

Salaries

There has been no discussion of raises or bonuses as it relates to the financial hit the agency has taken during the pandemic. I’d be interested in learning how this will be addressed and wonder if the mechanism for determining these may be adjusted.”
— —EMPLOYEE EXPERIENCE SURVEY RESPONDENT

57
Results by Factor
The Board

Only employees who interact regularly with board members answered these items, and they do not significantly correlate with employee engagement. Favorability scores in this factor are largely positive and moving in a positive direction.

Professionals’ feelings of respect from the board have increased since 2019. Perhaps pandemic challenges gave professionals the chance to showcase their extraordinary resilience, creativity, and dedication—and perhaps board members felt a need, more than before, to let professionals know that they saw this.

I feel respected as a professional by board members at my organization

FAVORABLE RESPONSE: 85%  15% from the 2019 survey

Our board members and professional leaders work together effectively

FAVORABLE RESPONSE: 79%
LAY-PROFESSIONAL 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. It’s important to make sure expectations are clear (e.g., meet once a quarter; goal might be to build awareness of each other’s jobs). You could also consider whether a formal application process for participation is appropriate. The reverse concept—staff members “mentoring” board members in learning some ground-level details of the organization’s operations—is also a possibility.

VALUES-BASED STORYTELLING
Highlight one organizational value during every board meeting by a board member or staff member telling a story that centers around that value. This is a way to emphasize and remind everyone of the core values and also to highlight the great work of the organization. Some organizations also invite people who have been impacted by the organization to share a story with the board.

Most board members are highly respectful of the work we do, both individually and as an organization. There are a few who are not as invested as we would like them to be.”
—EMPLOYEE EXPERIENCE SURVEY RESPONDENT

I feel respected as a professional by board members at my organization
FAVORABLE RESPONSE:
100% for Honeymoon Israel
+15% compared to the 2021 average for all organizations

Our board members and professional leaders work together effectively
FAVORABLE RESPONSE:
100% for Honeymoon Israel
+21% compared to the 2021 average for all organizations

Cultivating Board Relationships at Honeymoon Israel

THE CHALLENGE
Board-professional relationships are challenging for many organizations. Board members don’t always understand the day-to-day working lives of staff members, and many staff members don’t always have enough opportunities to engage with the board. This can make it difficult for many organizations to foster a board-professional partnership based on mutual respect, appreciation, and understanding.

THE CHANGE
Honeymoon Israel stands out for its achievements in board-professional relationships, which have been strong in the past and have only strengthened in recent years. Co-CEOs Avi Rubel and Mike Wise, along with the rest of the professional leadership, make a point of highlighting individual staff contributions in communications to the board. This includes bringing individual contributors to board meetings to explain and celebrate their achievements. Board Chair Joe Kanfer (who is also a board member of Leading Edge) sets the tone for the rest of the board by being enthusiastically appreciative and respectful of staff members, and the entire board embodies and perpetuates this culture of positive engagement with staff. Additionally, the professional staff helps board members understand the organization’s work by bringing them along on Israel trips (part of the organization’s programmatic offerings), and these trips provide more opportunities for board members to get to know staff and see them in action.

SURVEY STORY

For all organizations, only staff members who regularly interact with the board respond to this survey item.

59
Results by Factor

26. For all organizations, only staff members who regularly interact with the board respond to this survey item.
Well-Being

Employees aren’t robots. They’re people, and organizations are wise to care about their employees in ways that aren’t reducible to skills, outputs, performance, or even engagement. Of course, well-being in its broadest sense enhances all these other factors and more. Indeed, two of the top three “Engagement Drivers” are items from the Well-Being factor. (See above in “Engagement Drivers” under “Employee Engagement.”) But the most important reason to value well-being isn’t a mere cost-benefit calculation—it’s the effect and cause (all at once) of an organizational culture that functions less like a contract (multiple parties using one another to achieve discrete and transactional gains) and more like a covenant (a committed relationship of common purpose, trust, shared action, and mutual lovingkindness).

Respondents generally answered favorably to items about well-being, and the aggregate favorability has moved in a positive direction between 2019 and 2021 for “My organization demonstrates care and concern for its employees” and “I believe employee well-being is a priority at my organization.” For the latter question, however, the Employee Experience Survey dataset remains significantly lagging compared with the U.S. benchmark, and many Jewish nonprofits have an opportunity to improve by making changes that will help employees feel their well-being is more highly valued by the organization’s leadership.

The largest growth area in the Well-Being factor is the opportunity to disconnect from work. While the pandemic is obviously at play regarding this item, it does not in itself provide an explanation for it. 2021 was the first year in which this question was included in the Employee Experience Survey, but related items about workload, such as “There are enough people to do the work we need to do,” have remained stable (with low favorability) since before the pandemic (40% in 2019; 42% in 2021). It is likely, therefore, that this new question about disconnecting from work captures an unfavorable dynamic that has long been present.

I have colleagues who I can turn to for support
FAVORABLE RESPONSE: 89%

My manager genuinely cares about my well-being (e.g., my satisfaction, workload, and overall health)
FAVORABLE RESPONSE: 86%

My organization demonstrates care and concern for its employees
FAVORABLE RESPONSE: 74% ↑7% from the 2019 survey

I believe employee well-being is a priority at my organization
FAVORABLE RESPONSE: 69% ↑9% from the 2019 survey +6% from the U.S. benchmark

I have enough opportunities to disconnect from work
FAVORABLE RESPONSE: 55%

I suffer from mental/emotional challenges and during an episode I reached out to management to inform them of my state of mind. They were so supportive and accommodating. Gave me a huge sense of relief to know that I didn’t need to hide.”
—EMPLOYEE EXPERIENCE SURVEY RESPONDENT
SURVEY STORY

Improving Well-Being and Trust at Avodah

THE CHALLENGE
Well-being has always been important to the leadership at Avodah—and they thought they were doing it well. However, the 2019 Employee Experience Survey revealed that fewer employees than the leadership would have expected reported feeling that well-being was a priority at the organization. Additionally, only a minority of employees in 2019 indicated that they believed something would be done as a result of the survey.

THE CHANGE
CEO Cheryl Cook, Director of People and Culture Rachel Glicksman, and the rest of Avodah’s management team began gathering feedback about what changes would help the most. They conducted biweekly Pulse Surveys to stay continually informed about the team’s evolving needs. To ensure that employees had a built-in and protected opportunity to complete the pulse surveys, they devoted time within biweekly staff meetings for employees to fill them out.

Based on this input, Avodah began implementing changes. New policies now allow more flexible scheduling than was previously available, as well as more time off. Additionally, while Avodah had always offered health insurance to full-time employees, but based on employee feedback they began offering health insurance coverage to part-time employees as well.

Employees saw, over time, that their feedback produced concrete policy changes, and this year’s survey data shows that employees now unanimously trust that Avodah’s leadership will act to enhance employee experiences based on the survey.

RECHARGE DAYS
Consider flexible time off to avoid burnout for people who have been putting in long hours. Offer these in addition to vacation days that require approval. Look at offering recharge days to be used when an employee has worked exceptionally hard on a project, had significant time traveling for work, or just generally feels at risk of burnout. This is a low-cost way to offer appreciation for going over and above, and ensure that the team builds in recovery time if they’ve had a sprint, deadline, or tricky task to accomplish. Agree that managers can appoint a recharge day at their discretion. Let the team know when someone is out of the office on a recharge day and why this day was offered to them, and ask the team to avoid contacting them that day.

LUNCH DROP-INS
Increase visibility and accessibility of leaders by holding regular lunches hosted by executives. This can easily be done either in-person or virtually. Larger organizations might randomly select a team or department each month to have lunch with the CEO. Leaders have an opportunity to meet and get to know employees outside their team. Leaders connect with employees in outside day-to-day activities, and employees have a chance to get to know leaders on a more personal level.

I believe employee well-being is a priority at my organization
FAVORABLE RESPONSE:

\[ +29\% \]
for Avodah between 2019 and 2021
\[ +27\% \] compared to the 2021 average for all organizations

I believe leaders will support the organization in taking action as a result of this survey
FAVORABLE RESPONSE:

\[ 100\% \]
\[ +52\% \] for Avodah between 2019 and 2021
\[ +35\% \] compared to the 2021 average for all organizations

RESULTS BY FACTOR 61

SURVEY STORY

Improving Well-Being and Trust at Avodah

THE CHALLENGE
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\[ +27\% \] compared to the 2021 average for all organizations

I believe leaders will support the organization in taking action as a result of this survey
FAVORABLE RESPONSE:

\[ 100\% \]
\[ +52\% \] for Avodah between 2019 and 2021
\[ +35\% \] compared to the 2021 average for all organizations

RESULTS BY FACTOR 61
When one sees a large crowd of Jews, the traditional blessing established by the sages is: “Blessed are You, [God,] Knower of Secrets.” The sages explain their reasoning: “Their minds are not alike and their faces are not alike.”

A crowd is a powerful phenomenon. People behave differently in groups. Moving with a crowd can feel like being a cell in one larger, living being, and this is true in ways beautiful (think of singing in a choir) and terrible (think of an angry mob). We may feel a temptation to look at large numbers of people and endow them with a worth or even an agency that outweighs the needs, thoughts, or identities of the people who comprise it. The rabbinic blessing reminds us that each member of a crowd is an individual, a world unto themselves, utterly unique—and full of secrets. If a crowd collectively wants something, loves something, hates something, or does something, everyone instantly knows it, but individuals are never absolutely known. Everyone can surprise you—even and especially yourself. The unknowability of the individual human being is related to the ultimate value of the individual human being.

27. Talmud Bavli, Berakhot 58a.

Leaders, managers, and everyone else who works in the Jewish nonprofit field can learn a lot from the results of the Employee Experience Survey, and we hope the pages above will prove useful to organizations in creating workplace cultures that honor, nurture, challenge, and support the people who embody them. But let’s also pause to note that while the work of creating a people-centered culture can benefit greatly from metrics, surveys, numbers, and trends, the work can’t end there. To say that in general a certain job role or gender or age group reports a lower or higher favorability rating than others for a certain factor cannot erase the individuality of each person behind the aggregate numbers for these groups, nor ease the fundamental tension between taking nearly 12,000 unique stories of someone’s working life and compiling from them a single document. While making full use of the insights in this report, we should all remind ourselves of the limits of aggregation and generalization when it comes to humanity. Some things we know from surveys; other things we know from encountering individual people in particular moments.

That’s what the rest of the work is for.
Appendices
Appendix A: Participating Organizations
## Appendix B: Additional Demographic Data

### Professional Levels
- **51%** Individual Contributor (with no direct reports)
- **18%** Manager (with at least 1 direct report)
- **11%** Manager of Managers (with at least 1 direct report who manages other people)
- **17%** Executive (part of the senior leadership team)
- **6%** NOT SPECIFIED

### Tenure at the Organization
- **13%** Less than 1 year
- **27%** 2 to 5 years
- **15%** 1 to 2 years
- **11%** 7 to 10 years
- **9%** 7 to 10 years
- **5%** More than 10 years
- **5%** NOT SPECIFIED

### Salary Ranges
- **33%** $100,000 to $149,999
- **22%** $200,000 to $249,999
- **10%** $150,000 to $199,999
- **8%** $125,000 to $149,999
- **6%** $100,000 to $124,999
- **6%** $70,000 to $79,999
- **5%** $60,000 to $69,999
- **4%** $50,000 to $59,999
- **4%** $40,000 to $49,999
- **3%** $30,000 to $39,999
- **2%** $20,000 to $29,999
- **1%** LESS THAN $20,000
- **17%** NOT SPECIFIED

### Department
- **32%** North East
- **16%** South
- **15%** Mid-Atlantic
- **9%** Canada
- **3%** Southwest
- **2%** Information Technology
- **2%** Human Resources
- **2%** Lobbying/Public Affairs
- **1%** Religious Practice
- **1%** Teaching
- **1%** I Prefer to Self-Describe
- **1%** Grantmaking

### Geographic Location
- **32%** North East
- **20%** South
- **15%** Mid-Atlantic
- **9%** Canada
- **3%** Southwest
- **2%** Information Technology
- **2%** Human Resources
- **2%** Lobbying/Public Affairs
- **1%** Religious Practice
- **1%** Teaching
- **1%** I Prefer to Self-Describe

### Tenure in the Sector
- **33%** More than 10 years
- **22%** 2 to 5 years
- **12%** 5 to 7 years
- **11%** 7 to 10 years
- **11%** 2 to 5 years
- **10%** 1 to 2 years
- **8%** Less than 1 year
- **4%** NOT SPECIFIED

### Geographic Location
- **0.5%** Northwest
- **0.5%** Remote Workforce
- **32%** Northeast
- **20%** Midwest
- **16%** South
- **15%** Mid-Atlantic
- **9%** Canada
- **3%** Southwest
- **2%** Information Technology
- **2%** Human Resources
- **2%** Lobbying/Public Affairs
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# Appendix C: Engagement Drivers

“Very High” impact refers to correlation strength of 0.60 and above. “High” refers to correlation strength of 0.5 and above. Items with correlation strength below 0.5 are not presented here as engagement drivers.

<table>
<thead>
<tr>
<th>FACTOR</th>
<th>QUESTION</th>
<th>CORRELATION</th>
<th>FAVORABLE RESPONSE</th>
</tr>
</thead>
<tbody>
<tr>
<td>WELL-BEING</td>
<td>My organization demonstrates care and concern for its employees.</td>
<td>0.66</td>
<td>74%</td>
</tr>
<tr>
<td>DIVERSITY, EQUITY, AND INCLUSION</td>
<td>I feel like I belong at my organization.</td>
<td>0.66</td>
<td>78%</td>
</tr>
<tr>
<td>WELL-BEING</td>
<td>I believe employee well-being is a priority at my organization.</td>
<td>0.67</td>
<td>69%</td>
</tr>
<tr>
<td>PROFESSIONAL LEADERSHIP</td>
<td>I have confidence in our leaders to lead the organization effectively.</td>
<td>0.67</td>
<td>77%</td>
</tr>
<tr>
<td>COLLABORATION</td>
<td>At my organization there is open and honest two-way communication.</td>
<td>0.67</td>
<td>60%</td>
</tr>
<tr>
<td>PROFESSIONAL LEADERSHIP</td>
<td>I believe leaders will support the organization in taking action as a result of this survey.</td>
<td>0.66</td>
<td>65%</td>
</tr>
<tr>
<td>PROFESSIONAL LEADERSHIP</td>
<td>The actions of our leaders are consistent with my organization’s values.</td>
<td>0.64</td>
<td>77%</td>
</tr>
<tr>
<td>PROFESSIONAL LEADERSHIP</td>
<td>Our leaders generally communicate openly and honestly with employees.</td>
<td>0.62</td>
<td>66%</td>
</tr>
<tr>
<td>EMPLOYEE ENABLEMENT</td>
<td>Most days I feel that I am making progress with my work.</td>
<td>0.60</td>
<td>78%</td>
</tr>
<tr>
<td>ORGANIZATIONAL ALIGNMENT</td>
<td>The mission of my organization makes me feel like I am making a difference through my work.</td>
<td>0.60</td>
<td>64%</td>
</tr>
<tr>
<td>ORGANIZATIONAL ALIGNMENT</td>
<td>My organization is generally successful in the pursuit of its mission.</td>
<td>0.58</td>
<td>64%</td>
</tr>
<tr>
<td>COLLABORATION</td>
<td>My team receives high-quality support from other parts of the organization.</td>
<td>0.57</td>
<td>61%</td>
</tr>
<tr>
<td>PROFESSIONAL LEADERSHIP</td>
<td>I am kept appropriately informed about major decisions and events happening at my organization.</td>
<td>0.56</td>
<td>65%</td>
</tr>
<tr>
<td>DIRECT MANAGEMENT</td>
<td>I am appropriately involved in decisions that affect my work.</td>
<td>0.56</td>
<td>70%</td>
</tr>
<tr>
<td>ACCOUNTABILITY AND FEEDBACK</td>
<td>I am recognized for good work at my organization.</td>
<td>0.55</td>
<td>72%</td>
</tr>
<tr>
<td>COLLABORATION</td>
<td>There is good cooperation between teams/departments in my organization.</td>
<td>0.55</td>
<td>59%</td>
</tr>
<tr>
<td>PSYCHOLOGICAL SAFETY</td>
<td>When I offer my opinion, I feel that it is heard and respected.</td>
<td>0.52</td>
<td>76%</td>
</tr>
<tr>
<td>ORGANIZATIONAL ALIGNMENT</td>
<td>My organization provides high-quality programs and services to our constituents.</td>
<td>0.52</td>
<td>90%</td>
</tr>
<tr>
<td>EMPLOYEE ENABLEMENT</td>
<td>Our systems and processes generally support us in getting our work done effectively (feel free to leave specific examples and suggestions in the comments).</td>
<td>0.52</td>
<td>62%</td>
</tr>
<tr>
<td>LEARNING AND ADVANCEMENT</td>
<td>I have opportunities for advancement at my organization.</td>
<td>0.51</td>
<td>38%</td>
</tr>
<tr>
<td>LEARNING AND ADVANCEMENT</td>
<td>My role provides me with opportunities to do challenging and interesting work.</td>
<td>0.51</td>
<td>81%</td>
</tr>
<tr>
<td>DIVERSITY, EQUITY, AND INCLUSION</td>
<td>My organization demonstrates a genuine commitment to diversity, equity, and inclusion (feel free to leave specific examples and suggestions in the comments).</td>
<td>0.50</td>
<td>70%</td>
</tr>
<tr>
<td>LEARNING AND ADVANCEMENT</td>
<td>I have opportunities to develop new skills at my organization.</td>
<td>0.50</td>
<td>74%</td>
</tr>
<tr>
<td>ACCOUNTABILITY AND FEEDBACK</td>
<td>Our performance review process helps me grow and improve.</td>
<td>0.50</td>
<td>48%</td>
</tr>
</tbody>
</table>
## Appendix D: Building the Pipeline

### Previous Work
Before my current job, I worked at the following (check all that apply):

<table>
<thead>
<tr>
<th>Category</th>
<th>Under 40</th>
<th>All Ages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Federation</td>
<td>5%</td>
<td>5%</td>
</tr>
<tr>
<td>For-Profit Organization</td>
<td>22%</td>
<td>25%</td>
</tr>
<tr>
<td>Hillel</td>
<td>8%</td>
<td>5%</td>
</tr>
<tr>
<td>Jewish Community Center</td>
<td>8%</td>
<td>8%</td>
</tr>
<tr>
<td>Jewish Day School</td>
<td>7%</td>
<td>8%</td>
</tr>
<tr>
<td>Jewish Summer Camp</td>
<td>21%</td>
<td>15%</td>
</tr>
<tr>
<td>Jewish Youth Group (e.g., BBYO, NFTY, USY, NCSY)</td>
<td>8%</td>
<td>6%</td>
</tr>
<tr>
<td>Nonprofit Organization in the Jewish Sector</td>
<td>22%</td>
<td>20%</td>
</tr>
<tr>
<td>Nonprofit Organization Outside the Jewish Sector</td>
<td>30%</td>
<td>28%</td>
</tr>
<tr>
<td>Public Sector Organization</td>
<td>12%</td>
<td>15%</td>
</tr>
<tr>
<td>None of the Above</td>
<td>22%</td>
<td>20%</td>
</tr>
<tr>
<td>Other</td>
<td>8%</td>
<td>8%</td>
</tr>
</tbody>
</table>
Appendix D: Building the Pipeline (continued)

Previous Participation
In the past, I participated in one or more of the following (check all that apply):

<table>
<thead>
<tr>
<th>Group</th>
<th>Under 40</th>
<th>All Ages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Birthright</td>
<td>30%</td>
<td>15%</td>
</tr>
<tr>
<td>Hillel</td>
<td>31%</td>
<td>19%</td>
</tr>
<tr>
<td>Jewish Day School</td>
<td>23%</td>
<td>17%</td>
</tr>
<tr>
<td>Jewish Summer Camp</td>
<td>41%</td>
<td>33%</td>
</tr>
<tr>
<td>Jewish Youth Group (e.g., BBYO, NFTY, USY, NCSY)</td>
<td>31%</td>
<td>26%</td>
</tr>
<tr>
<td>None of the Above</td>
<td>42%</td>
<td>50%</td>
</tr>
<tr>
<td>Other</td>
<td>4%</td>
<td>4%</td>
</tr>
</tbody>
</table>
Appendix E: Gap Analysis

People who intend to stay (N=5,020) vs. people who intend to leave (N=1,047)

**Employee Engagement**
- My organization helps me stay motivated to do my best work
  - **Stayers:** 83%
  - **Leavers:** 31%
  - **Gap:** 52%

**Professional Leadership**
- I have confidence in our leaders to lead the organization effectively
  - **Stayers:** 87%
  - **Leavers:** 42%
  - **Gap:** 45%

**Direct Management**
- I am appropriately involved in decisions that affect my work
  - **Stayers:** 80%
  - **Leavers:** 38%
  - **Gap:** 42%

**Accountability and Feedback**
- The feedback I receive from my manager is useful for my growth
  - **Stayers:** 80%
  - **Leavers:** 46%
  - **Gap:** 34%

**Employee Engagement**
- I would recommend my organization as a great place to work
  - **Stayers:** 87%
  - **Leavers:** 35%
  - **Gap:** 52%

**Professional Leadership**
- I believe leaders will support the organization in taking action as a result of this survey
  - **Stayers:** 76%
  - **Leavers:** 41%
  - **Gap:** 35%

**Accountability and Feedback**
- I feel proud to work for my organization
  - **Stayers:** 97%
  - **Leavers:** 97%
  - **Gap:** 0%

**Employee Engagement**
- Most days I feel that I am making progress with my work
  - **Stayers:** 89%
  - **Leavers:** 44%
  - **Gap:** 45%

**Well-Being**
- My organization demonstrates care and concern for its employees
  - **Stayers:** 84%
  - **Leavers:** 46%
  - **Gap:** 38%

**Accountability and Feedback**
- I am recognized for good work at my organization
  - **Stayers:** 80%
  - **Leavers:** 47%
  - **Gap:** 33%

**Employee Engagement**
- I feel like I belong at my organization
  - **Stayers:** 90%
  - **Leavers:** 43%
  - **Gap:** 47%

**Collaboration**
- My team receives high-quality support from other parts of the organization
  - **Stayers:** 71%
  - **Leavers:** 36%
  - **Gap:** 35%

**Diversity, Equity, and Inclusion**
- My organization demonstrates a genuine commitment to diversity, equity, and inclusion
  - **Stayers:** 79%
  - **Leavers:** 45%
  - **Gap:** 34%
Appendix F: How the Survey Has Grown

- **2016**: 55 ORGANIZATIONS
- **2017**: 68 ORGANIZATIONS
- **2018**: 104 ORGANIZATIONS
- **2019**: 182 ORGANIZATIONS
- **2021**: 221 ORGANIZATIONS

Legend:
- NEW ORGANIZATIONS
- ORGANIZATIONS RETURNING AFTER 1 YEAR
- ORGANIZATIONS RETURNING AFTER 2 YEARS
- ORGANIZATIONS RETURNING AFTER 3 YEARS
- ORGANIZATIONS RETURNING AFTER 4 YEARS
People Behind This Report

Leading Edge Staff

Alena Akselrod
Senior Program Director
Amy Born
Chief Strategy Officer
Seth Chalmer
Director of Communications
Dana Childress
VP, Leading Places to Work
Gali Cooks
President & CEO
Marisa Diehl
Senior Communications Associate
David Gott
Program Manager
Chris Harrison
Director of Business Operations
Dena Farber Schoenfeld
VP, Executive Programs
Sara Singla
Senior Director, Executive Programs
Leah Spellberg
Senior Associate, Finance & Operations
Mordy Walfish
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Melissa Walters
Program Associate

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Executive Director
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President
Messinger Associates, Inc.
Rachel Garbow Monroe (non-voting)
President & CEO
The Harry and Jeanette Weinberg Foundation
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The Crown Family
The Harry and Jeanette Weinberg Foundation
The Walder Foundation
The Wexner Foundation

REPORT DESIGN
Paul Mumby
COPYEDITING
Kelli Lakis
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