



NETWORK
of Jewish Human
Service Agencies



Welcome the stranger.
Protect the refugee.

INTRODUCTION

We urge your agency's participation in this network-wide survey on issues of diversity, equity, inclusion, and racial justice (DEIJ). Jewish human service agencies have become increasingly diverse in terms of our clients, our staff, and/or our boards. All of our agencies, like the larger communities in which we work, have been wrestling with these challenges, and we have a great deal that we can learn from each other.

Toward this end, the Network's Diversity, Equity, and Inclusion Committee has joined with our colleagues at HIAS to develop a survey for NJHSA member agencies, available at <https://www.surveymonkey.com/r/5GNPTQP>.

The overall survey has two parts (all agencies are asked to complete both):

Part I: for CEOs and other C-Suite staff to address basic agency demographic information and to gather data on funding, clients, staff, and DEI activity; and

Part II: for CEOs to complete (together with board chairs, if desired), to gather data on board diversity and agency core values.

The survey should take 45 minutes to complete. Individual responses will be confidential, and quotations from survey responses will be without attribution.

We encourage your prompt attention to this important effort. This survey will remain open until **Wednesday, October 28**.

We plan to share a summary of the key findings with the full Network membership, and a more detailed analysis with the agencies that submitted their data.

The findings of this survey effort will help to inform future training and planning efforts of the Network's DEI Committee and, in doing so, will advance the efforts of each agency to address the opportunities associated with ensuring the full diversity of the Jewish human service sector.

Many thanks in advance for your agency's participation in this critical effort.

Should you have any questions on content, please feel free to connect with [Reuben Rotman](#) at NJHSA and [Liz Sweet](#) at HIAS, or for technical questions about SurveyMonkey, with [David Shulman](#) at HIAS.

Joan Grayson Cohen, Chair, NJHSA Diversity, Equity, and Inclusion Committee
Reuben Rotman, President & CEO, NJHSA
Mark Hetfield, President & CEO, HIAS

BASIC INFORMATION

1. Name and address of agency (optional)

2. State, Province or (if outside of USA/Canada) country of agency (optional)

3. [Region of agency](#) (Click on "Region of agency" to select your location, and choose the most complete answer):

- | | |
|--|---|
| <input type="radio"/> <i>U.S. - national</i> | <input type="radio"/> <i>Canada</i> |
| <input type="radio"/> <i>U.S. South</i> | <input type="radio"/> <i>Israel</i> |
| <input type="radio"/> <i>U.S. Midwest</i> | <input type="radio"/> <i>Multinational operations</i> |
| <input type="radio"/> <i>U.S. West</i> | <input type="radio"/> <i>Other</i> |
| <input type="radio"/> <i>U.S. Northeast</i> | <input type="radio"/> <i>Prefer not to answer</i> |

If "Other", please specify, or enter any general comments here (100 characters maximum).

BUDGET

4. What was your planned budget for 2020 (check one):

- Under US\$2M* *US\$25M or more*
- US\$2-9M* *Prefer not to answer*
- US\$10-24M or more* *Other*

If "Other", please specify, or enter any general comments here (100 characters maximum).

5. What is the percentage of the agency budget funded by your local Jewish federation or its equivalent (or, for national agencies, the federated system)?

6. What is the percentage of the agency budget funded from state/provincial/regional, local, and federal government?

JEWISH COMMUNITY PROFILE

7. Thinking about your clients, staff, and senior management, what proportion of each population is from the Jewish community?

	<i>Overwhelmingly (80% or more) identified as being part of the Jewish community</i>	<i>Majority from the Jewish community, with some (20% or more) from outside the Jewish community</i>	<i>About half from the Jewish community, half from outside the Jewish community</i>	<i>A majority from outside the Jewish community, with some (20% or more) from the Jewish community</i>	<i>Overwhelmingly (80% or more) from outside the Jewish community</i>	<i>Don't know</i>	<i>Prefer not to say</i>	<i>Other</i>
Clients (current)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Clients (ten years ago)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Senior management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

If "Other", please specify, or enter any general comments here (1000 characters maximum).

FOOD POLICIES

8. What is your agency's policy on the use of kosher food for the following types of events?

	<i>All food served must be kosher</i>	<i>All food (other than for kosher-observant individuals) served must be vegetarian</i>	<i>All food must be pescatarian (fish and vegetarian, no shellfish)</i>	<i>All food (other than for kosher-observant individuals) served must be "kosher style"</i>	<i>No requirements</i>	<i>Prefer not to say</i>	<i>Other</i>
Public/outside events	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Board meetings/retreats/events	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Staff meetings/retreats/events	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

If "Other", please specify, or enter any general comments here (1000 characters maximum).

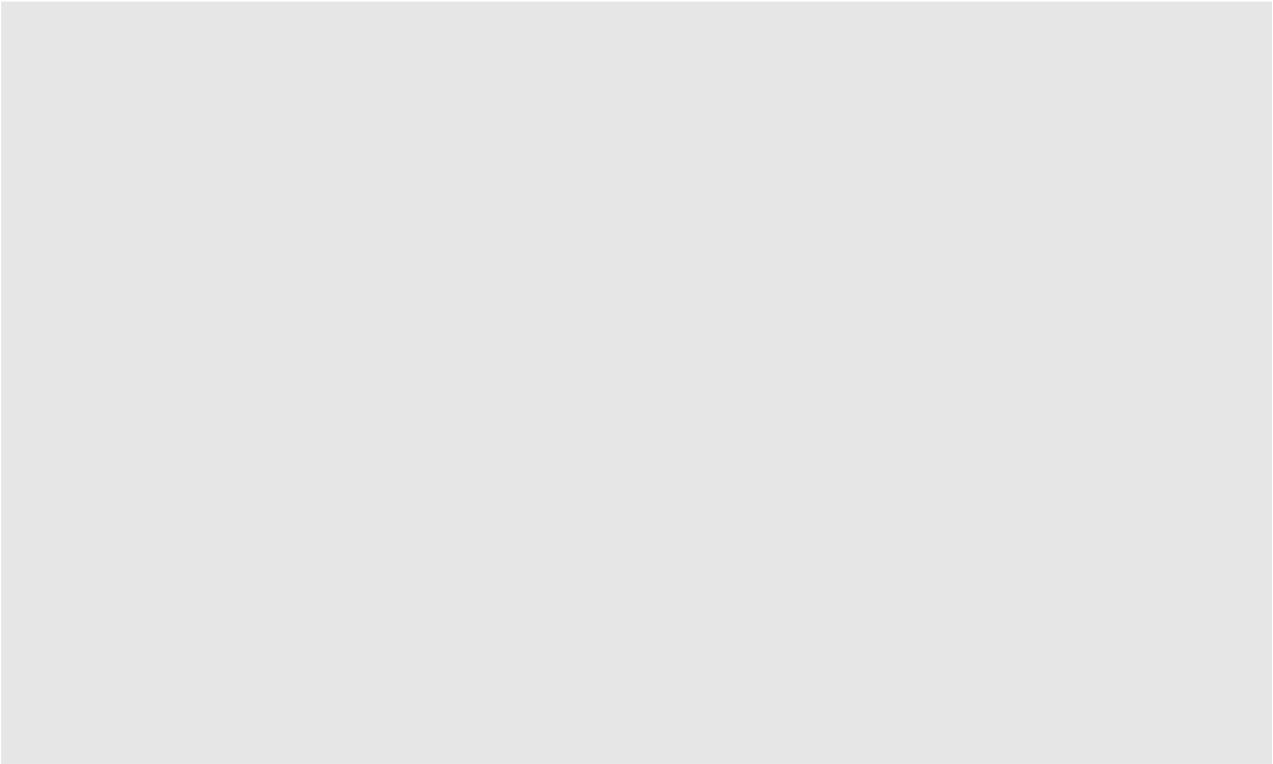
CLIENTS

9. Please describe the current racial demographics of the clients whom you now serve:

	<i>under 5%</i>	<i>5-9%</i>	<i>10-24%</i>	<i>25-49%</i>	<i>50-74%</i>	<i>75-100%</i>	<i>Unknown</i>	<i>We do not track race</i>	<i>Prefer not to say</i>
<i>Black/African-American</i>	<input type="radio"/>	<input type="radio"/>							
<i>Latinx</i>	<input type="radio"/>	<input type="radio"/>							
<i>Asian/Pacific Islander</i>	<input type="radio"/>	<input type="radio"/>							
<i>Native American</i>	<input type="radio"/>	<input type="radio"/>							
<i>Middle Eastern/North African</i>	<input type="radio"/>	<input type="radio"/>							
<i>White (non-Hispanic)</i>	<input type="radio"/>	<input type="radio"/>							

Please enter any general comments here (1000 characters maximum).

10. If your agency experienced a change in demographics over time, what factors contributed to this change?



11. Do you feel comfortable with the client diversity of your agency?

- Yes*
- No*
- Prefer not to answer*

12. Do you engage in efforts to facilitate increased client diversity for your agency?

- Yes*
- No*
- Prefer not to answer*

STAFF DEMOGRAPHICS [COMBINED MANAGEMENT AND NON-MANAGEMENT]

13. Total number of employees (i.e., unique individuals on payroll, regardless of whether full time or part-time).

14. Were your 2020 staffing totals affected by the COVID-19 crisis?

Yes

No

If yes, please share brief details (500 characters maximum).

15. (Numeric entries only) How many staff members identify as:

Male

Female

Gender non-conforming

Other

If unknown, please enter "000"

16. (Numeric entries only) How many staff members identify as:

LGBTQI

Non-LGBTQI

If you prefer not to answer, please enter "000"

If not disclosed or unknown, please enter "000"

17. (Numeric entries only) How many staff members identify as:

African-American

Latinx

Asian-Pacific Islander

Native-American

Two or more races

White

Other

If unknown, please enter "000"

18. Do you feel your agency is reflective overall of a diverse staff?

Yes

No

19. What efforts have you taken in recent years to increase the diversity of your staff?

SENIOR MANAGEMENT

20. What is the total number of positions considered “senior management”?

21. Are any senior management positions currently vacant? If so, how many, and which ones?

22. (Numeric entries only) How many members of senior management identify as:

Male

Female

Gender non-conforming

Other

If unknown, please enter "000"

23. (Numeric entries only) How many members of senior management identify as:

LGBTQI

Non-LGBTQI

If you prefer not to answer, please enter "000"

If not disclosed or unknown, please enter "000"

24. (Numeric entries only) How many members of senior management identify as:

African-American

Latinx

*Asian-Pacific
Islander*

Native-American

Two or more races

*White (non-
Hispanic)*

Other

*If unknown, please
enter "000"*

25. How many people of color in senior management also identify as Jewish?

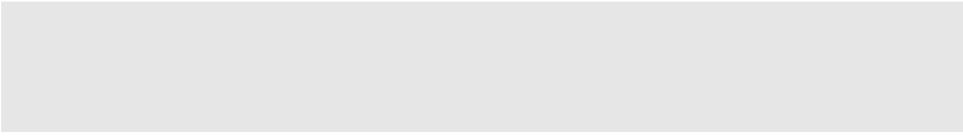
26. Do you feel your agency senior management is sufficiently diverse?

Yes

No

If yes, please explain in what ways senior management is sufficiently diverse (1000 characters maximum)

27. What efforts have you taken in recent years to increase the diversity of your senior management?



PROFESSIONAL LEADER OF THE AGENCY

28. The professional leader of the agency identifies as:

- Jewish*
- other-than-Jewish*
- Prefer not to answer*

29. Gender identity

- Male*
- Female*
- Gender non-conforming*
- Prefer not to answer*
- If "Other", please specify, or enter any general comments here (500 characters maximum)*

30. Sexual orientation

- LGBTQI*
- Non-LGBTQI*
- Prefer not to answer*
- Other [if "other", please specify, or enter any general comments here (500 characters maximum).]*

31. Race

- White (non-Hispanic)*
- African-American*
- Latinx*
- Asian-Pacific Islander*
- Middle Eastern/North African origin*
- Native American*
- Two or more races*
- Unknown*
- Prefer not to answer*
- Other [if "other", please specify, or enter any general comments here (500 characters maximum).]*

DEI TRAINING

32. Has your agency provided DEI (Diversity, Equity, and Inclusion) training for your staff?

Yes

No

33. Has your agency provided DEI training for members of senior management?

Yes

No

34. Has your agency provided DEI training for your Board of Directors?

Yes

No

35. Has your agency provided DEI training for your volunteers?

Yes

No

36. If your agency has provided DEI training, how many session have you held?

37. On a scale from 1 to 5, with 1 being not at all helpful, and 5 being extremely helpful, if NJHSA was to offer DEI training for our full network, how helpful would the following be for your agency? Training to address:

	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	<i>Other or N/A</i>
<i>HR issues</i>	<input type="radio"/>					
<i>DEI in terms of staff composition and experience</i>	<input type="radio"/>					
<i>DEI in terms of client needs/service delivery</i>	<input type="radio"/>					
<i>Board diversity</i>	<input type="radio"/>					

Other or N/A [if "other of N/A", please specify, or enter any general comments here (1000 characters maximum).]

DEI ACTIVITY

38. On a scale from 1 to 5, with 1 being not at all significant, and 5 being extremely significant, how significant are the DEI (Diversity, Equity, and Inclusion) challenges facing the agency?

	1	2	3	4	5
<i>Recruitment of diverse/inclusive staff</i>	<input type="radio"/>				
<i>Retention of diverse staff</i>	<input type="radio"/>				
<i>Staff equity</i>	<input type="radio"/>				
<i>HR practices</i>	<input type="radio"/>				
<i>Recruitment of diverse/inclusive board</i>	<input type="radio"/>				

Other [if "other", please specify, or enter any general comments here (2000 characters maximum).]

39. (Check all that apply) What actions has your agency taken in recent months to process the impact of racial equity and racial injustice?

- Activities with staff*
- Activities with board*
- Activities with broader community*
- None*
- Prefer not to answer*
- Other (please specify)*

40. Does your organization have a DEI point person or team?

- Yes, led by staff/led internally*
- Yes, led by a consultant*
- No*

If yes, when was this function/role established?

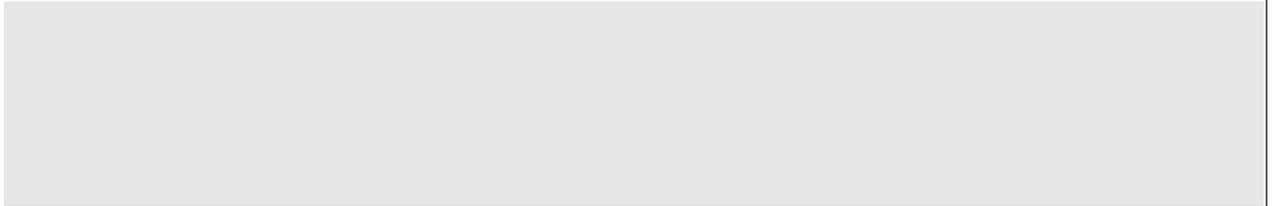
41. (Check all that apply) What mechanisms and resources are in place at your agency to ensure inclusion of cultural viewpoints and experiences within the staff?

DEI working group or focus group

Employee resource groups

Recognition of holidays

Other [if "other", please specify, or enter any general comments here (500 characters maximum).]



42. Use the space below for additional thoughts or comments you would like to share.



**Thank you for completing Part One of the
HIAS-NJHSA Agency Survey!**

PART TWO: BOARD QUESTIONS

These questions relate to the lay or non-professional leadership of your organization.

43. Total number of current board members as of 2020

44. Has your agency ever had board members who identify as other than Jewish?

- Yes*
- No*
- Do not know*
- Prefer not to answer*

45. Do all of your current board members identify as Jewish?

- Yes*
- No*
- Do not know*
- Prefer not to answer*

Further questions on board composition

(Branches from Question 46, if you selected "Yes")

46. Our board membership is entirely Jewish due to (check best answer):

- Bylaws*
- Board policy*
- Practice*
- Not intentionally, it just happened*
- Prefer not to answer*
- Other [if "other", please specify (500 characters maximum).]*

47. (Check all that apply) If the agency board is entirely Jewish, how do the board and the organization incorporate non-Jewish voices from the community served?

Outside speakers

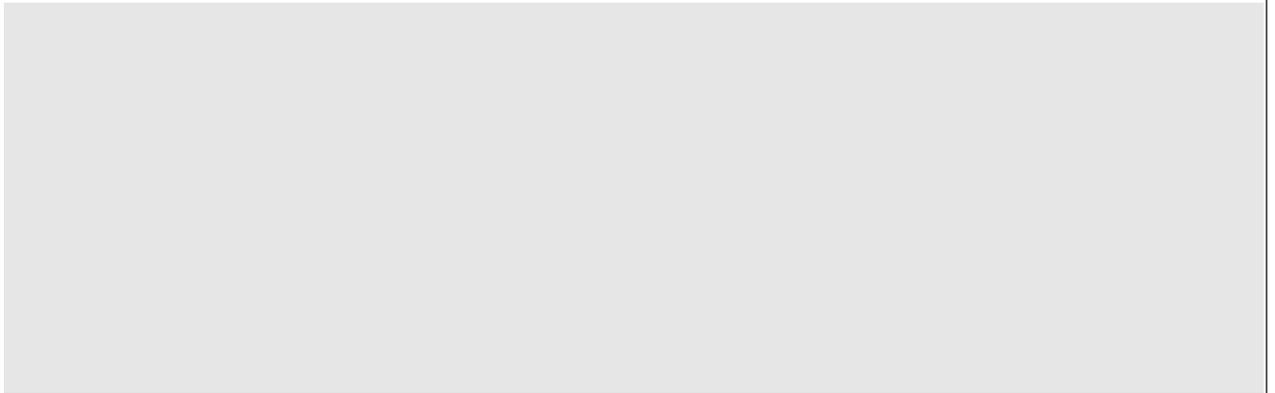
Committees

Advisory bodies

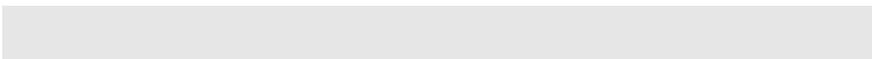
Seats on or percentages of committees/board reserved for clients

We do not incorporate non-Jewish voices

Other [if "other", please specify, or enter any general comments here (1000 characters maximum).]



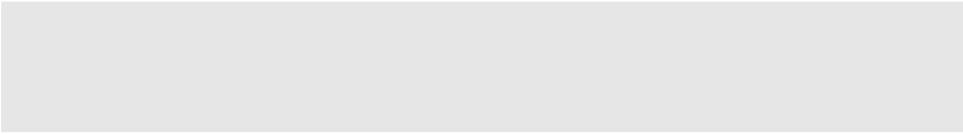
48. How many of your Jewish board members also identify as people of color?



49. On a scale of 1 to 5, with 1 being "not at all" and 5 being "very much", to what extent you are pursuing the following recruitment options:

	1	2	3	4	5
<i>Actively recruiting other than Jewish board members, regardless of whether or not they are "Jewish adjacent"</i>	<input type="radio"/>				
<i>Actively recruiting other than Jewish board members, as long as they are "Jewish-Adjacent" (does not identify as Jewish but maintains a tie to the Jewish community through marriage, domestic partner, children, or ancestry)</i>	<input type="radio"/>				
<i>Not actively recruiting other than Jewish board members, but the board is contemplating doing so</i>	<input type="radio"/>				
<i>No requirement</i>	<input type="radio"/>				

50. What are the primary reasons for your agency's position on Board composition, as reflected in the answer to the questions above?



Further questions on board composition

(Branches from Question 46, if you selected "No", "Do not know", or "Prefer not to answer")

51. How many of your board members identify as Jewish?

52. How many of your Jewish board members identify as people of color?

53. How many of your board members identify as other than Jewish?

54. How many of your other-than-Jewish board members identify as people of color?

55. If you know, how many of your board members who are other than Jewish are "Jewish adjacent" (do not identify as Jewish but maintain a tie to the Jewish community through marriage, domestic partner, children, or ancestry)?

56. Currently, the chair (or top lay leader) of the agency identifies as:

- Jewish*
- Other than Jewish but "Jewish adjacent" (does not identify as Jewish but maintains a tie to the Jewish community through marriage, domestic partner, children or ancestry)*
- Other than Jewish*
- Prefer not to answer*

57. Do your agency bylaws or board policies require that a majority of board members identify as Jewish?

- Yes*
- No*
- Do not know*
- Prefer not to answer*

58. Agency bylaws or board policies on board diversity:

- require having some board members who do not identify as Jewish*
- encourage having board members who do not identify as Jewish*
- do not address having board members who do not identify as Jewish*

59. Are you seeking diversity on your Board?

- Yes*
- No*
- Do not know*
- Prefer not to answer*
- Other [if "other", please specify, or enter any general comments here (1000 characters maximum).]*

60. If yes, to what extent is your agency seeking the following forms of diversity in your board:

	<i>Not at all</i>	<i>Slightly</i>	<i>Somewhat</i>	<i>Very much</i>	<i>Always</i>	<i>N/A</i>
<i>Race and/or ethnicity</i>	<input type="radio"/>					
<i>Gender</i>	<input type="radio"/>					
<i>Sexual orientation</i>	<input type="radio"/>					
<i>Age</i>	<input type="radio"/>					
<i>Religion</i>	<input type="radio"/>					
<i>Special needs or abilities</i>	<input type="radio"/>					

61. (Check all that apply) If you are seeking board diversity, why?

- To better represent the community we serve*
- To meet the expectations of funders*
- For better decision-making*
- Other [if "other", please specify, or enter any general comments here (1000 characters maximum).]*

Additional questions on board composition

62. (Numeric entries only) How many board members identify as:

Male

Female

Gender non-conforming

Other

If you prefer not to answer, please enter "000"

63. Does the agency ask board members to volunteer their sexual orientation?

Yes

No

Prefer not to answer

64. (Numeric entries only) If yes, how many individuals identify as:

LGBTQI

Non-LGBTQI

If you prefer not to answer, please enter "000"

If not disclosed or unknown, please enter "000"

65. How satisfied is your board with its current diversity?

<i>Very unsatisfied</i>	<i>Unsatisfied</i>	<i>Neither dissatisfied nor satisfied</i>	<i>Satisfied</i>	<i>Very satisfied</i>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

66. What efforts has your board engaged in to facilitate and promote increased diversity?

CORE VALUES

67. Does your agency have a formal statement of its core values?

Yes

No

Yes, my agency has a formal core values statement

68. The core values were developed by:

- Board only*
- Staff only*
- Board and staff*
- Do not know*
- Prefer not to answer*
- Other [if "other", please specify, or enter any general comments here (1000 characters maximum).]*

69. What year were these core values developed or last updated?

70. Are these core values clearly identified as being Jewish in some way (explicit references to Jewish history, scripture, text, or language)?

- Yes*
- No*

71. To whom are these values communicated?

- Entirely internally (staff and board)*
- Entirely externally (clients, public, Jewish community, and larger community)*
- Both internally and externally*
- Prefer not to answer*

72. (Check all that apply) How does your organization use these core values?

- Communication about the core values internally (to or among staff and leadership)*
- Communication about the core values externally (to general public, donors, constituencies, people served)*
- Incorporating core values into organizational decision-making*
- Incorporating core values into organizational culture*
- Shape the organizational culture*
- Influence staff behavior*
- Improve staff retention*
- Help improve decision making*
- The core values have no meaningful impact in helping staff or leadership (specify)*
- The core values are more of a hindrance than a help for staff or leadership (specify)*
- Other [if "other", or "specify" please enter comments here (1000 characters maximum).]*

73. Do your core values contain a specific focus on diversity/equity/inclusion?

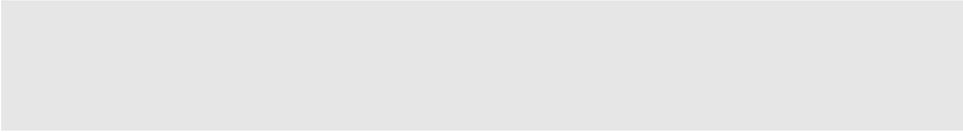
- Yes*
- No*
- Not sure / Unclear*
- Prefer not to answer*
- Other [if "other", please specify, or enter any general comments here (1000 characters maximum).]*

74. Did the agency employ an external consultant in the process of developing these values?

- Yes*
- No*
- Do not know*
- Prefer not to answer*

If yes, what was the value of using an external consultant or facilitator?

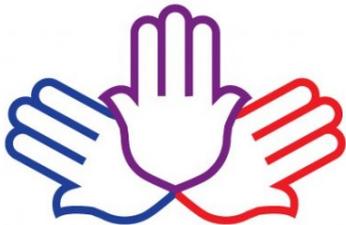
75. If you used a consultant for this exercise whom you would recommend to others, please provide the name and contact information for the consultant and the basis for the positive recommendation:



Additional thoughts or comments

76. Use the space below for additional thoughts or comments you would like to share.

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Protect the refugee.**