Leading Edge Employee Experience Survey

October 12, 2021

Agenda

- Who are we and survey overview

- NJHSA demographics

- NJHSA strengths and growth areas

- Potential action steps

- Small groups

- Share out

- Q & A

LEADING EDGE

Alliance for Excellence in Jewish Leadership

VISION

A Jewish nonprofit sector that is a best-in-class network of great places to work, with a diverse and robust talent pipeline at all levels.

MISSION

Leading Edge influences and inspires dramatic change in how Jewish organizations attract, develop, and retain top talent. Leading Edge focuses on supporting CEOs, strengthening partnerships between lay leaders and professionals, and helping to create leading places to work.

Meet the Team

Alena Akselrod
Senior Program
Director

David Goott
Program Manager

Dana Childress
VP of Leading Places
to Work

Amy Born
Chief Strategy Officer

Melissa Walters
Survey Associate

Why do we do the survey….

Primarily the survey is a…

A TOOL
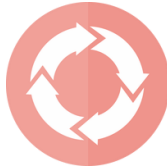to support organizations in understanding employee experience at work

A MEASURE
of progress for individual organizations and the sector

AN OPPORTUNITY
for employees to be and feel heard

A FEEDBACK LOOP
for the organization that is normalized and part of the culture

A CHANGEMAKER
for good in organizations and (hopefully) the sector

… and it is also a way to inform the work of Leading Edge, as well as various funders, national, and umbrella organizations

Leading Place to Work

- Respected Employees
- Diversity, Equity, Inclusion, & Justice
- Trusted Leaders
- Common Purpose
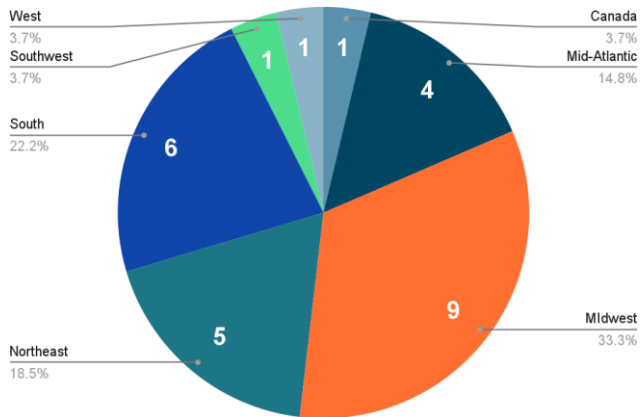- Salary and Benefits
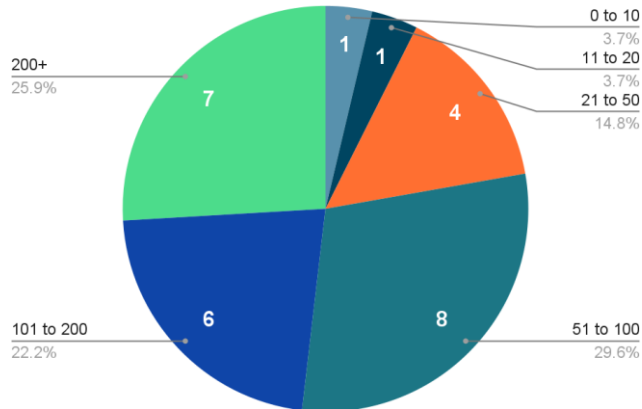- Talent Development

Survey Overview

- Employee Experience Survey released April 2021

- 5th year of the survey (started in 2016)

- 221 total organizations participated; 11,600 total responses

- 27 NJHSA organizations participated; 2,552 responses
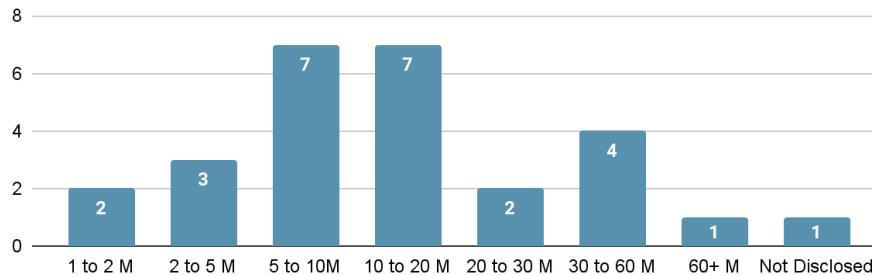
NJHSA Organizational Demographics

Geographic spread

Region	Value	Percent
West	1	3.7%
Southwest	1	3.7%
South	6	22.2%
Northeast	5	18.5%
Midwest	9	33.3%
Mid-Atlantic	4	14.8%
Canada	1	3.7%

Team Size

Team Size	Value	Percent
200+	7	25.9%
101 to 200	6	22.2%
51 to 100	8	29.6%
21 to 50	4	14.8%
11 to 20	1	3.7%
0 to 10	1	3.7%

Budget Size

Budget Size	Value
1 to 2 M	2
2 to 5 M	3
5 to 10M	7
10 to 20 M	7
20 to 30 M	2
30 to 60 M	4
60+ M	1
Not Disclosed	1
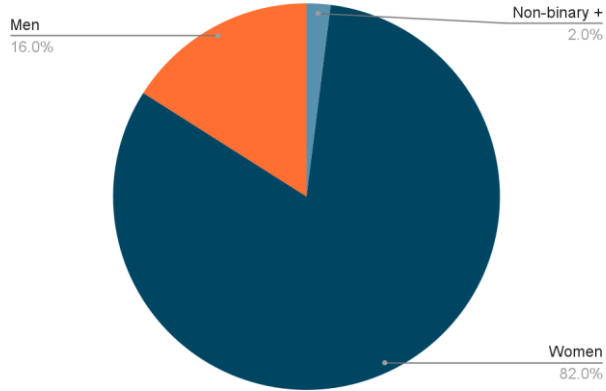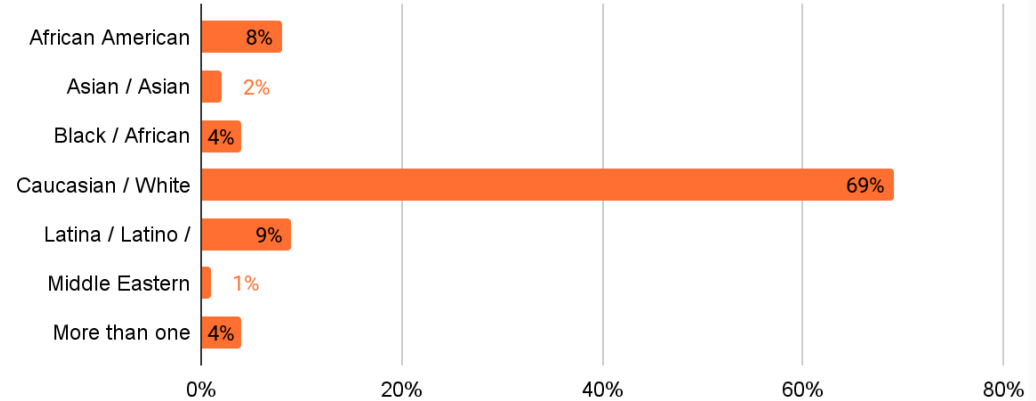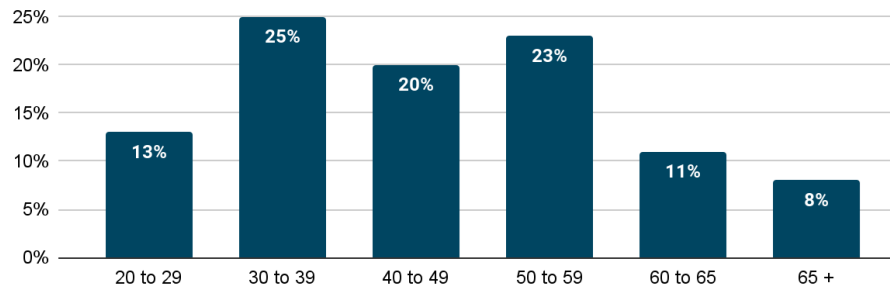
Strength #1

Organizational Alignment

Survey Item	NJHSA Favorable %	Overall Favorable %
I know how my work contributes to my organization's mission, strategy, and goals	**93%**	91%
My organization provides high-quality programs and services to our constituents	**91%**	90%
I have a good understanding of my organization's mission, strategy, and goals	**91%**	89%
The mission of my organization makes me feel like I am making a difference through my work	**89%**	84%

Strength #2

Direct Management

Survey Item	NJHSA Favorable %	Overall Favorable %
My manager treats me with respect	**92%**	90%
My manager is generally available to respond to my concerns	**90%**	87%
I have clarity around what I am expected to do and by when	**87%**	84%
My manager keeps me informed	**85%**	81%

Strength #3

Employee Engagement

Survey Item	NJHSA Favorable %	Overall Favorable %
I feel proud to work for my organization	**91%**	90%
I would recommend my organization as a great place to work	**78%**	74%
My organization helps me stay motivated to do my best work	**75%**	71%
I see myself still working at my organization in two years	**68%**	65%

Two growth areas for NJHSA

Salary & Benefits

Employee Burnout

Growth Area #1

Salary & Benefits

Survey Item	NJHSA Favorable %	Overall Favorable %
My employee benefits generally meet my needs	**65%**	65%
I understand how salaries and raises are determined at my organization	**41%**	37%
I believe my salary is fair relative to similar roles at my organization	**41%**	42%

Addressing Salary

- Increasing transparency and communication

- Building / implementing salary bands

- Performance raises vs. cost-of-living increases

Salary Transparency Spectrum

The Salary Transparency Spectrum

The organization completes market research and shares market data with employees.

The organization has a compensation philosophy that is shared with all employees and salary bands. However, employees are informed only of the salary band to which their role has been assigned.

The full set of bands for all levels of the organization are shared with employees.

FULLY SECRETIVE

FULLY TRANSPARENT

Starting salaries and raises are given to employees without any clear system or structure.

The organization has a compensation philosophy and salary bands, but they are both shared only with the HR team and with some or all managers / leaders.

Employees are informed of the band to which they are assigned, as well as the bands directly above and below them.

Individual salaries are shared internally and/or externally.

Growth Area #2

Employee Burnout

Survey Item	NJHSA Favorable %	Overall Favorable %
Workloads are divided fairly within my team/department	**64%**	61%
I have enough opportunities to disconnect from work	**56%**	55%
There are enough people to do the work we need to do	**46%**	42%

How can you assess the level of burnout at your organization?

How can leaders set a good example?

How can managers check in with employees more often?

How can you encourage your employees to use PTO?

Small Group Discussion

Three Options for Breakout Groups:

- **1** - **Salary** transparency, salary bands

- **2** - **Burnout**, work/life boundaries, employees feeling overwhelmed

- **3** - **Recruitment / hiring**; how to recruit from a diverse pool? how to attract new talent?

Questions?