The Network ExecNET 2022

Scottsdale, Arizona
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Outline

NETWORK
of Jewish Human
Service Agencies

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Leading Our Agencies:

It's no secret: Jewish Human Service Agencies Transform Communities With Solutions Through Excellence, Equity and Dignity!

Top Challenges:
- Managing growth infrastructure
- Tension between immediate needs and planning for the future

Top Solutions:
- Securing unrestricted dollars to support infrastructure
- Educating funders and donors about the need for supporting infrastructure

Leading Our Agencies:

Additional Challenges:

- Elevating our community presence and mission, debunking myths
- Maintaining work/life balance and addressing inequity between hybrid/remote
- Understanding our commitment to equity and diversity
- Finding funding for transformation and innovation and being competitive for partnerships
- Recruitment and retention of staff
- Strategic planning
- Succession planning of board and staff

Managing Growth Infrastructure and Tension Between Immediate Needs and Planning for the Future

Solutions:

Funding
- Securing unrestricted dollars to support infrastructure
- Educating funders and donors about the need for supporting infrastructure
- Grow agency endowments, get an approved federal indirect rate, diversify funding, seek multi year funding

Staffing
- Ensuring sufficient administration staffing to support for programmatic staffing
- Hire team members not just for today but looking forward
- Invest in data management
- Invest in development and grant writing

Partnerships
- Tech development
- Leverage corporate partners and volunteers in their area of expertise
- Leverage desire of volunteers and donors to engage actively and meaningfully (increasing human resource capacity)

Strategic planning
- Board buy in
- Plan for future infrastructure needs
- Business modeling and P&L scenarios
- Leveraging local expertise via partnerships, i.e., shared HR

Ongoing Needs Assessment;
- Create a roadmap to the future
- Make choices about what needs an immediate response
- Develop a process for creating new programs
- Committed time and financial resources on strategic and long-range planning

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**GET IN TOUCH WITH YOUR COLLEAGUES
WHO HAVE BEST PRACTICES TO ADDRESS THE CHALLENGE OF**

Tension Between Immediate Needs and Planning for the Future

→ Click Here

Leading Ourselves:

Click [here](#) to see how we have become better leaders over the past 2 years!

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Transformational Leadership: We Listened, We Innovated, We Responded

Top Challenges:

- Adapting a leadership style that supports a multigenerational workforce to ensure success
- Have the talent and team to create a culture of growth, risk-taking, challenging the status quo, learning, and creativity

Top Solutions:

- Create opportunity for collaboration and engagement
- Management learning training institute
- Learn about communication styles and develop a shared language

Additional Challenges: Adapting A Leadership Style That Supports a Multigenerational Workforce to Ensure Success

Long-term planning
- Funding is decreasing yet expectations of us continue to increase
- Not having the next level of management to move up

Growth
- Long-term planning versus immediate needs
- Tension between managing current portfolio versus long-term needs

Burnout
- As leaders we sustained, shifted, pivoted...and now we are exhausted
- Sustaining positivity, creativity, openness, and innovation
- Managing work life balance
- Lack of vision
- Maintaining our energy

Data management
- Evaluating our effectiveness and demonstrating impact

Board
- How to get board and key stakeholders' buy-in and engagement
- Communicating our vision to get buy-in
- Invest in board training institute

Build DEI Capacity

Additional Solutions: Adapting A Leadership Style That Supports a Multigenerational Workforce to Ensure Success

Leadership

- Moving out of crisis response mode
- Learning to be more patient:
  - We can't be everything to everyone
  - Managing dual environments and maintaining culture
  - Staying true to ourselves
- Invest in leadership professional development
- Join local professional cohorts
- How to create a problem-solving culture:
  - Balancing the day-to-day operations while continually doing our best to deal with ongoing crises
  - Understanding what to hold on to and what to change
  - Being vulnerable and feeling safe to share limitations

Staffing

- Satisfaction surveys
- Coach and support staff to take on leadership responsibilities
- 360 evaluations
- Build structured opportunities for 2-way communication
- Provide leadership academies
- Spend more time with the onboarding system
- Bring staff together to talk about challenges and find solutions
- Participate in the Leading Edge Climate survey
- Have staff join NJHSA NETGroups
- Managing talent and performance
- Addressing generational differences in work culture
- Fully engaging in our teams

**GET IN TOUCH WITH YOUR COLLEAGUES
WHO HAVE BEST PRACTICES TO ADDRESS THE CHALLENGE OF**

Adapting leadership style to support a multigenerational workforce to ensure success

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Additional Solutions: Creating a Culture of Growth, Risk-taking, Challenging the Status Quo, Learning, and Creativity

Employers
- Cultivate in-house talent and invest in professional development
- Mentor staff in creative problem solving
- Create a culture of belonging and psychological safety
- Create a process for submitting ideas
- Create a culture of learning through professional development and research-based best practices
- Become tech savvy
- Create the foundation for your staff around agency core values

Hiring
- Hire people who have a growth mindset
- Acquire talent who have true business expertise
- Diversify he ways we recruit and choose staff

Leadership
- Lead by example

Agency
- Market the agency to attract top talent
- Honor the history of the agency while looking to the future

Board
- Make sure the board is aligned with agency staffing challenges and needs

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WHO HAVE BEST PRACTICES TO ADDRESS THE CHALLENGE OF**

**Creating a Culture of Growth, Risk-taking, Challenging the
Status Quo, Learning, and Creativity**

→ Click Here

Serving Our Communities

Click [here] to see how we have served our communities over the past 2 years!

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Our Dynamic Response to Community Needs Provides Comprehensive and Compassionate Solutions to Enable Great Impact for Funder Investments

Top Challenges:

- How do we demonstrate impact with data to prioritize the needs of multiple communities?
- Funding sustainability and aligning priorities of funders and of communities

Top Solutions:

- Invest in Evaluation
- Develop systems to produce the data needed to tell our story

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Additional Challenges to Demonstrating Impact with Data to Prioritize the Needs of Multiple Communities

Funding
- Aligning funding sources to your mission and your programs and services
- Client-driven vs. funder-driven
- Politics of government funding and burdensome regulations
- Funder bias
- Educating funders
  - Expectation of funders versus the reality of resources
  - Not all funders measure success in the same way
  - Funders' lack of understanding of infrastructure needs
  - Disconnect between funders' priorities and community need

Data
- Ability to collect data for impact assessment is limited
- Do we have enough data on the need and impact?
- How to measure impact
- How to translate data to show our impact to funders
- How to measure impact compared to others in our community or nationwide

Staffing
- Time and talent to focus on public policy work
- Staff is resistant to data
- Having sufficient staff for development and reporting

Innovation and Creativity
- Producing solutions for the next challenge
- Navigating competing priorities

Communication
- How to communicate the story of our impact
- Different messages for different funders
- Maintaining an open dialogue with funders and community partners
- Clear vision articulation

- Balancing
- Balancing the needs of the Jewish community along with those of the broader community

Additional Solutions to Demonstrating Impact with Data to Prioritize the Needs of Multiple Communities

Staff
- Educate them as to why collecting data is important
- Dedicate one staff person to do the job of determining what data to collect and how to collect it

NJHSA
- Develop an NJHSA national evaluation methodology with common metrics
  - Big picture that points to trends, crises, challenges leading to advocacy efforts for a national agenda

Funding
- Attract funding streams to create infrastructure for evaluation
- Educate funders on the fundamentals of evaluation

Innovation and Creativity
- Producing solutions for the next challenge
- Navigating competing priorities

Agency
- Determine not only what data to collect but what you need to know in order to plan beyond what the funder wants
- Create baseline standardization in evaluation across programs; measure what funders care about
- Measure outcomes which support the needs of clients
- Work with funders to identify mutually acceptable measures of success
- Use both qualitative and quantitative data

Collaborations
- Partner with local colleges and universities for research and evaluation

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WHO HAVE BEST PRACTICES TO ADDRESS THE CHALLENGE OF

How do we demonstrate impact with data to prioritize the needs of multiple communities?

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Solutions for Funding Sustainability and Aligning Priorities of Funders and of Communities

Collaborations/Coalitions/Partnerships
- Participate in strategic coalitions to advocate for the sector
- Create meaningful andd equitable partnerships with funders

Marketing and Communications
- Invest in branding and marketing around the "J" – we don't only serve Jews
- Use ethical storytelling and marketing videos
- Clearly communicate that we offer a highly valued service

Agency
- Articulate a compelling vision to funders
- Create a model of multi-year funding and sustainable funding

Funders
- Invite funders into your agency to see your agency in action
- Coffee and Conversations (8am before clients come) to tour the agency with the CEO
  - Staff are also there to present and share vision
- Ongoing education to funders as to the needs of the sector
- Create sustainability models
- Invest in ongoing donor/funder stewardship
- Have listening sessions with funders
- Ask for advice visits with funders

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WHO HAVE BEST PRACTICES TO ADDRESS THE CHALLENGE OF

Funding Sustainability and
Aligning Priorities of Funders and of Communities

→ Click Here

Click here to see shared successes and learn how we address retention, recruitment, culture, growth and infrastructure

Leading to Address Sector Challenges

Jewish Human Service Agencies: Employers of Choice Second Year in a Row - Elevating Meaningful Work in a Culture of Excellence

Top Challenges:

- Employee wellbeing (stress /mental health/and burnout at home and at work)
- Creating and maintaining a positive agency culture of meaning and compassion

Top Solutions:

- Allow for open communication about what motivates staff and how they like to be recognized
- Perks, benefits and competitive salaries

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Additional Challenges to Employee Wellbeing

Financial
- Hard to offer competitive salaries and benefits and real cost of living increases

Leadership
- Creating a community of inclusion and belonging
- Leadership resistant to change
- Not listening to what our employees are saying
- Offer opportunities for educational and training opportunities for staff
- Understanding what is meaningful to different generations

Advocacy
- Need to move from incremental to transformational policy change

- FUNDERS
- Educate funders on the cost of living for staff

Macro
- Less people going into the field; Public policy for better reimbursement rates

Staffing
- Need to create a pipeline
- Deficit in the pool of professionals
- Hard to retain staff
- Hard to maintain a culture of continuous learning and improvement
- Building a culture of DEI
- Lack of opportunities for advancement
- Some work must be in person
- We train and then lose staff once licensed
- Employee increased send to entitlement
- Remote work leads to disconnected employees

Marketing
- Need to highlight benefits of working in the sector
- Market the lifestyle as a one this offers a good work/life balance
- Promoting, branding and selling the sector as a career option
- Marketing outside the Jewish community

Additional Solutions to Address Employee Wellbeing

Leadership

- Leaders have to be role models for email etiquette and work/life balance/policies put into place to ensure boundaries are respected
- Expressing vulnerability and leading with empathy
- Celebrating successes and stories
- Normalize mental wellness, provide opportunities for therapeutic interventions
- Model a work/life balance at the leadership level and reinforcing it throughout
- Create partnerships with mental health providers for employees
- Don't be afraid to show your vulnerability
- Instituting staff engagement and FUN
- Encourage staff to take mental health days
- Employee wellness days
- Offer emergency financial assistance for front line staff

Communication

- Listening to staff to understand how they can feel valued besides pay raises
- Communicate regularly that you have employees' assistance programs
- Continuous conversations with staff highlighting their value
- No communications after 5pm or on weekends (with exceptions)
- Shifting mental model that it's okay not to do everything on checklist

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Employee Wellbeing

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Additional Solutions to Creating and Maintaining a Positive Agency Culture

Engaging Staff

- Hire a Director of Fun to bring levity for our stressful working environments
- Enhance staff recognition activities
- Four-day work week
- Flexible scheduling
- Job sharing; Wellness Hours - Can take them during the week
- Staff massages and other wellness perks
- Agency Culture Committee
- Staff Self-Care Committee
- Staff appreciation days
- Weekly Shabbat candle lighting
- An office pet
- Start all meetings with stretching, affirmations, appreciations
- Peer recognition - Staff recognizing staff

Colleagues

- Draw support from your Network colleagues in other communities

Leadership

- Solicit employee feedback and develop plans to address internal challenges
- Say thank you
- Build in transparency
- Ensure staff are grounded in agency values
- Celebrate accomplishments of staff at all levels in public ways
- Address the mental health needs of our employees
- Offer mental wellness package and advertise when recruiting
- Mentor and coach
- Encourage your staff to join NJHSA NETGroups to gain support and resources from their colleagues throughout the Network
- Professional development stipends

Workplace

- Flexible workweek and hours when appropriate
- State of the art technology
- Pair non-management staff with a mentor to lead projects
- Provide resources and systems for self-care
- Develop peer-to-peer supports

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