

# Appendices



# Appendix A: Survey Methodology

## SURVEY DESIGN

Leading Edge developed the 2022 Employee Experience Survey questions using the building blocks of previous surveys and considering current trends in workplace culture.<sup>13</sup> We crafted questions with the primary goal of allowing each participating organization to understand and improve their organizational culture 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 questions were scored (i.e., 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.

### Questions Breakdown

103 questions  
 64 scored  
 9 multiple choice  
 3 open-ended  
 27 demographic

## WHAT'S NEW

In (re)designing the survey each year, 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 we adjust the survey accordingly. Even as we embrace the necessity of change, to ensure that organizations are able to track their progress over time, approximately 90% of the questions have remained the same since last year.

Changes to the survey for 2022 include:

- A new question about whether the organization is actively working on its compensation practices.
- A new question about whether the employee feels their manager helps them gain skills and knowledge.
- New questions around inclusion.
- New questions around anti-discrimination policies and preparedness for physical security threats. We have also changed how we ask about Jewish identity, disability, and gender (see [Demographics: People](#)).

In addition to question changes, this year we also restructured our analytical tools in order to apply demographic analysis to more elements of the survey results. (See, for example, ["Stayers" and "Leavers"](#), which, for the first time, includes demographic trends regarding who is more likely to want to stay in their organizations and who is more likely to want to leave.)

<sup>13</sup> A majority of the "questions" (pieces of text given to respondents to prompt a response) in the Employee Experience Survey are not technically phrased as questions, but rather as statements. Nonetheless, for the sake of simplicity and ease of understanding, throughout this report we refer to all the prompts given in the survey as "questions."

## OUTREACH & ELIGIBILITY

In May 2022, Leading Edge offered its sixth 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 team members (any combination of full-time and part-time) 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.

## PARTICIPATION

**257 organizations** participated in the 2022 Employee Experience Survey. 20,233 employees were eligible and received links to the survey. 12,387 employees responded—a 61% response rate.

## HELPING ORGANIZATIONS USE THE DATA

In order to support organizations in accessing and understanding their data, Leading Edge created a suite of resources, including videos, text, and illustrations. These resources demonstrated how organizations could 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.

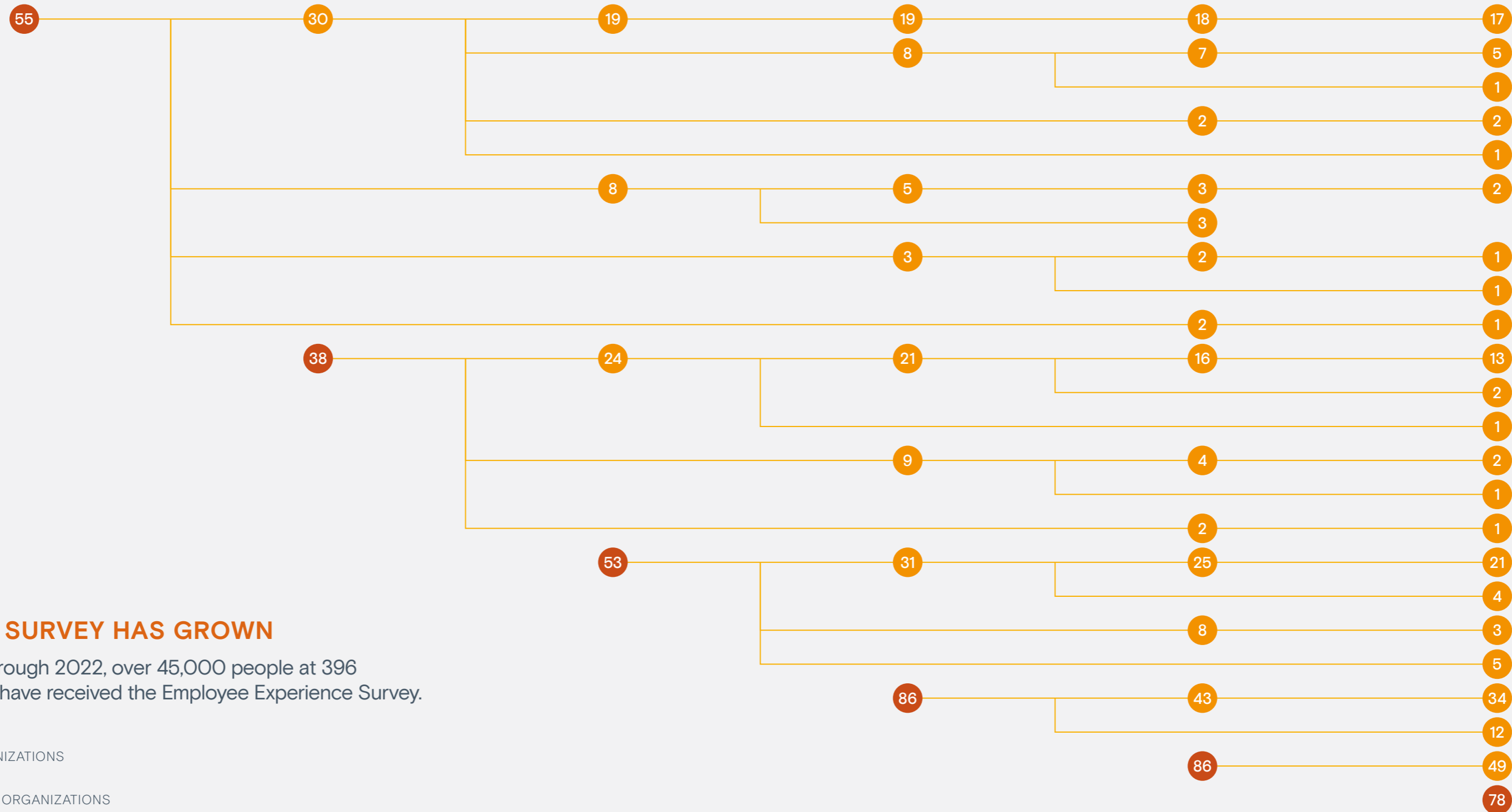
In addition to the tools available via the Culture Amp platform, Leading Edge also offered each organization two private, one-hour consultations with an organizational development expert to review its results, identify key themes, and discuss ways to communicate its results and take actions. As of this writing, about **79%** of organizations participated in at least one consultation. (Umbrella organizations such as The Jewish Federations of North America, JCC Association of North America, and Hillel International also offered their members consultations tailored for their unique organization type.)

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.

## AN ORGANIZATION'S JOURNEY THROUGH THE EMPLOYEE EXPERIENCE SURVEY



2016 55 ORGANIZATIONS      2017 68 ORGANIZATIONS      2018 104 ORGANIZATIONS      2019 182 ORGANIZATIONS      2021 221 ORGANIZATIONS      2022 257 ORGANIZATIONS



### HOW THE SURVEY HAS GROWN

From 2016 through 2022, over 45,000 people at 396 organizations have received the Employee Experience Survey.

- NEW ORGANIZATIONS
- RETURNING ORGANIZATIONS

# Appendix B: Participating Organizations

● Organizations that have taken the survey at least once in a previous survey cycle

- 18Doors
- 70 Faces Media
- Adath Israel Congregation, Cincinnati
- Adath Jeshurun Congregation
- ADL
- Agudas Achim Congregation of Northern Virginia
- Aish Global
- ALEPH: Alliance for Jewish Renewal
- Alpert Jewish Family Service
- American Conference of Cantors, Inc
- Arie Crown Hebrew Day School Early Childhood Program
- Arthur M. Glick JCC of Indianapolis
- Avodah
- B'nai B'rith Camp - Oregon
- B'nai Jeshurun
- B'nai Jeshurun Congregation
- Bader Hillel High
- Baltimore Jewish Council
- BaMidbar
- BBYO
- Bend the Arc: A Jewish Partnership for Justice
- Bender JCC of Greater Washington
- Bernard Zell Anshe Emet Day School - Early Childhood Division
- BJBE Early Childhood Program at the Chava Center
- Board of Jewish Education Early Childhood Center
- Boulder JCC
- Buffalo Jewish Federation
- Camp Ramah in Wisconsin
- Camp Tawonga
- Carole & Marcus Weinstein Jewish Community Center
- Collat Jewish Family Services
- Combined Jewish Philanthropies of Greater Boston
- Commonpoint Queens
- Community Synagogue of Rye
- Congregation B'nai Israel
- Congregation B'nai Shalom
- Congregation B'nai Torah
- Congregation Beth El
- Congregation Beth Israel, Portland
- Congregation Beth Jacob, Redwood City
- Congregation Beth Shalom
- Congregation Beth Yeshurun, Houston
- Congregation Emanu-El San Francisco
- Congregation Etz Chayim
- Congregation Shearith Israel, Atlanta
- Crown Center for Senior Living
- Dayenu: A Jewish Call to Climate Action
- Denver Academy of Torah
- Denver Jewish Day School
- Dr. Chaim Cember Shaarei Chinuch Day School
- Encounter Programs
- Federation CJA
- Footsteps
- Foundation for Jewish Camp
- Gan Shalom Early Childhood Education Center
- Gateways: Access to Jewish Education
- GatherDC
- Glen Rock Jewish Center
- Goldring Woldenberg Institute of Southern Jewish Life (ISJL)
- Greater Miami Jewish Federation
- Habonim Dror North America
- Hamilton Jewish Federation
- Hannah Senesh Community Day School
- Harry & Rose Samson Family Jewish Community Center
- Hebrew Free Loan Society
- Hebrew Union College-Jewish Institute of Religion
- HIAS
- Hillel International - 200+ professionally staffed Hillels on campuses across the globe
- Hillel International - Schusterman International Center
- Honeymoon Israel
- IKAR
- Institute for Jewish Spirituality
- Israel Policy Forum
- itrek
- J Street
- JCC Association of North America
- JCC of Greater Buffalo
- JCC of Greater Columbus
- JCFS Chicago
- Jewish Alliance for Law and Social Action
- Jewish Alliance of Greater Rhode Island
- Jewish Big Brothers Big Sisters of Greater Boston
- Jewish Community Alliance of Jacksonville
- Jewish Community Alliance of Northeastern Pennsylvania
- Jewish Community Center of Chicago
- Jewish Community Center of Dallas
- Jewish Community Center of Greater Baltimore
- Jewish Community Center of Greater Boston
- Jewish Community Center of Greater Kansas City
- Jewish Community Center of Greater Pittsburgh
- Jewish Community Center of San Francisco
- Jewish Community Center of St. Louis
- Jewish Community Center of the East Bay
- Jewish Community Center of the Lehigh Valley
- Jewish Community Federation and Endowment Fund of San Francisco
- Jewish Community Foundation of Greater Hartford
- Jewish Community of Louisville
- Jewish Community Partners
- Jewish Community Relations Council of Greater Boston, Inc.
- Jewish Community Relations Council of San Francisco
- Jewish Council of Youth Services
- Jewish Council on Urban Affairs
- Jewish Family & Children's Service of Greater Boston
- Jewish Family and Career Services, Louisville
- Jewish Family and Children's Service of Greater Philadelphia
- Jewish Family and Community Services, Pittsburgh
- Jewish Family Children's Services of the Suncoast
- Jewish Family Service Houston
- Jewish Family Service of Cincinnati
- Jewish Family Service of Greater Dallas
- Jewish Family Service of Greater New Orleans
- Jewish Family Service of Metropolitan Detroit
- Jewish Family Service of MetroWest, NJ
- Jewish Family Service of St. Paul
- Jewish Family Services of Greater Charlotte
- Jewish Family Services of Greater Hartford
- Jewish Family Services of Greater Kansas City
- Jewish Family Services of Greater Vancouver
- Jewish Family Services of St. Louis
- Jewish Federation & Foundation of Northeast Florida
- Jewish Federation of Cleveland
- Jewish Federation of Delaware
- Jewish Federation of Greater Ann Arbor
- Jewish Federation of Greater Atlanta
- Jewish Federation of Greater Dallas
- Jewish Federation of Greater Harrisburg
- Jewish Federation of Greater Los Angeles
- Jewish Federation of Greater MetroWest NJ
- Jewish Federation of Greater New Haven
- Jewish Federation of Greater Pittsburgh
- Jewish Federation of Greater Portland
- Jewish Federation of Greater Raleigh
- Jewish Federation of Greater Vancouver
- Jewish Federation of Greater Washington
- Jewish Federation of Nashville and Middle Tennessee
- Jewish Federation of San Antonio
- Jewish Federation of St. Louis
- Jewish Federation of Winnipeg
- Jewish Kids Groups
- Jewish Nevada
- Jewish Philanthropies of Southern Arizona
- Jewish Silicon Valley
- Jewish Social Service Agency
- Jewish Women International
- Jewish Women's Archive
- Jewish Women's Foundation of NY
- JEWISHcolorado
- JewishColumbus
- Jews for Racial and Economic Justice
- Jews United for Justice
- JIAS Toronto
- JOIN for Justice
- Judaism Your Way
- JVS Human Services + Kadima
- JVS Toronto
- Kaiserman JCC
- Keshet: For LGBTQ Equality in Jewish Life
- Keshet: Special Needs. Extraordinary Opportunities.
- Kol Rinah
- Lawrence Family Jewish Community Center
- Leading Edge
- Leichtag Foundation
- M?: The Institute for Experiential Jewish Education
- Maccabi USA
- Mandel JCC of the Palm Beaches
- Mayyim Hayyim Living Waters Community Mikveh and Education Center
- MAZON: A Jewish Response to Hunger
- Melvin J Berman Hebrew Academy
- Miles Nadal Jewish Community Centre
- Milton Gottesman Jewish Day School
- Milwaukee Jewish Federation
- Minneapolis Jewish Federation
- Minnesota Jewish Community Center
- Mishkan Chicago
- Mittleman Jewish Community Center
- Mizel Arts and Culture Center
- Moishe House
- Momentum Unlimited
- Moriah Preschool and Daycare Center
- Mosaic Law Congregation
- Mosholu Montefiore Community Center
- Moving Traditions
- National Council of Jewish Women
- National Council of Jewish Women St. Louis
- Nazun
- Network of Jewish Human Service Agencies, Inc.
- NJY Camps
- OneTable
- ORT America
- Oshman Family JCC
- Pardes Institute of Jewish Studies
- Peninsula Jewish Community Center
- Portland Jewish Academy
- Pozez Jewish Community Center of Northern Virginia
- Prizmah: Center for Jewish Day Schools
- Rabbi Jacob Pressman of Temple Beth Am
- Rabbinical Assembly
- Ramah in the Rockies
- Reboot
- Reconstructing Judaism
- Repair the World
- Robert M Beren Academy
- Sacred Spaces
- Samis Foundation
- Sandra and Leon Levine Jewish Community Center
- Saul Mirowitz Jewish Community School
- Schwartz/Reisman Centre and Prosserman JCC
- Sefaria
- Shalom Austin
- Shalom Hartman Institute of North America
- Shalom Institute Camp and Conference Center
- Sharsheret
- Shefa School
- Shomrei Torah Synagogue
- Silverlake Independent Jewish Community Center
- Sixth & I
- Solomon Schechter Day School of Metropolitan Chicago
- Spertus Institute for Jewish Learning and Leadership
- St. Paul Jewish Federation
- StorahTelling Lab/Shul
- SVARA
- Sylvan Adams YM-YWHA
- Truah
- TAMID Group
- Temple Beth El of Charlotte, NC
- Temple Beth Sholom
- Temple Beth Zion - Beth Israel
- Temple Emanu-El of Westfield
- Temple Isaiah of Contra Costa County
- Temple Israel of Hollywood
- Temple Israel of Natick
- Temple Israel, Minnesota
- Temple Israel, Portsmouth
- Temple Ner Tamid
- Temple Sinai
- The ARK
- The Greater Washington Jewish Coalition Against Domestic Abuse
- The Harold Grinspoon Foundation
- The iCenter
- The Jewish Center
- The Jewish Education Project
- The Jewish Federations of North America
- The Organization for the Resolution of Agunot
- The Roth Family JCC of Greater Orlando
- Torah Day School of Seattle
- Tucson Jewish Community Center
- United Hebrew Congregation
- United Jewish Appeal of Greater Toronto
- United Synagogue of Conservative Judaism
- UpStart
- Urban Adamah
- Westchester Jewish Center
- Wilderness Torah
- William Davidson Foundation
- Yeshiva Torat Emet
- Yeshivat Maharat
- Youngstown Area Jewish Federation

## Appendix C: Engagement Drivers (Full List)

In [Engagement Drivers](#), we explain the concept of Engagement Drivers and present the top 10 Engagement Drivers—all those with “Very Strong” correlations of 0.6 and stronger. In the following table, we present a full list of all “Strong” and “Very Strong” Engagement Drivers—all the questions with correlations to Employee Engagement of 0.5 and stronger.

FACTOR	QUESTION	FAVORABILITY SCORE	CORRELATION	CORRELATION COEFFICIENT
WELL-BEING	My organization demonstrates care and concern for its employees	71%	Very Strong	0.715281497
PROFESSIONAL LEADERSHIP	I have confidence in our leaders to lead the organization effectively	70%	Very Strong	0.709370939
WELL-BEING	I believe employee well-being is a priority at my organization	66%	Very Strong	0.702731825
ORGANIZATIONAL ALIGNMENT	At my organization there is open and honest two-way communication	57%	Very Strong	0.696798036
DIVERSITY, EQUITY, INCLUSION & BELONGING	I feel like I belong at my organization	77%	Very Strong	0.694613669
PROFESSIONAL LEADERSHIP	I believe leaders will support the organization in taking action as a result of this survey	62%	Very Strong	0.667553159
PROFESSIONAL LEADERSHIP	The leadership team's actions are consistent with my organization's values	69%	Very Strong	0.661483647
PROFESSIONAL LEADERSHIP	Our leaders generally communicate openly and honestly with employees	62%	Very Strong	0.660221452
EMPLOYEE ENABLEMENT	Most days I feel that I am making progress with my work	79%	Very Strong	0.627425236
PSYCHOLOGICAL SAFETY	When I offer my opinion, I feel that it is heard and respected	69%	Very Strong	0.60033091
ORGANIZATIONAL ALIGNMENT	My organization is generally successful in the pursuit of its mission	82%	Strong	0.599810694
ACCOUNTABILITY & FEEDBACK	I am recognized for good work at my organization	70%	Strong	0.589424599
COLLABORATION	There is good collaboration between teams/departments in my organization	53%	Strong	0.583219498
DIVERSITY, EQUITY, INCLUSION & BELONGING	My organization enables people from all backgrounds to do well	72%	Strong	0.582397012
PROFESSIONAL LEADERSHIP	I am kept appropriately informed about major decisions and events happening at my organization	60%	Strong	0.582385029
DIVERSITY, EQUITY, INCLUSION & BELONGING	I believe my organization creates a safe and supportive environment for people from all backgrounds	75%	Strong	0.577741573
ORGANIZATIONAL ALIGNMENT	My organization provides high-quality programs and services to our constituents	86%	Strong	0.568115346
COLLABORATION	My team receives high-quality support from other parts of the organization	57%	Strong	0.560890841
DIRECT MANAGEMENT	I am appropriately involved in decisions that affect my work	69%	Strong	0.552854939
LEARNING & ADVANCEMENT	I have opportunities to develop new skills at my organization	69%	Strong	0.547725016
EMPLOYEE ENABLEMENT	I have access to the information that I need to do my job effectively	79%	Strong	0.538329934
ORGANIZATIONAL ALIGNMENT	I feel like I am making a difference through my work	85%	Strong	0.535747682
LEARNING & ADVANCEMENT	I have opportunities for advancement at my organization	41%	Strong	0.532880642
LEARNING & ADVANCEMENT	My manager helps me gain skills and knowledge that support my growth	73%	Strong	0.532478823
LEARNING & ADVANCEMENT	My role provides me with opportunities to do challenging and interesting work	79%	Strong	0.532097862
DIVERSITY, EQUITY, INCLUSION & BELONGING	My organization demonstrates a genuine commitment to diversity, equity, and inclusion (feel free to leave specific examples and suggestions in the comments)	70%	Strong	0.530130958
ACCOUNTABILITY & FEEDBACK	Our performance review process helps me grow and improve	45%	Strong	0.526939498
ACCOUNTABILITY & FEEDBACK	The feedback I receive from my manager is useful for my growth	70%	Strong	0.52574306
DIVERSITY, EQUITY, INCLUSION & BELONGING	My organization values diversity (for purposes of answering this question diversity is defined as the representation of all varied identities and differences)	74%	Strong	0.524955114
PSYCHOLOGICAL SAFETY	I feel comfortable speaking up if my values were/are ever compromised	76%	Strong	0.521865642
EMPLOYEE ENABLEMENT	I have the resources I need to do my job effectively	71%	Strong	0.51966306
PROFESSIONAL LEADERSHIP	I am confident that my organization will take appropriate action if discrimination is reported	80%	Strong	0.507731377
WELL-BEING	My manager genuinely cares about my well-being – e.g., my satisfaction, workload, and/or overall health	83%	Strong	0.503775708
ORGANIZATIONAL ALIGNMENT	I know how my work contributes to my organization's mission, strategy, and goals	89%	Strong	0.500195507

# Appendix D: Organizational Policies

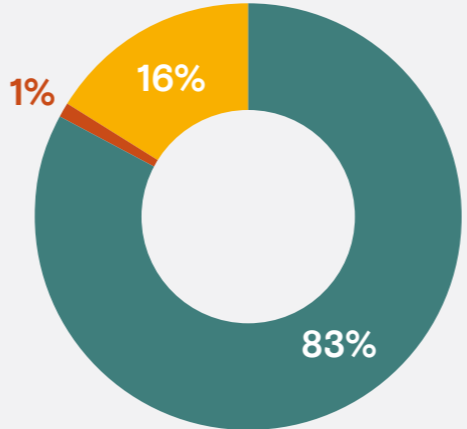
A strong majority of employees report that their organizations have sexual harassment policies, and of those who report this, almost all employees say they know what to do if it is violated.

The same pattern holds regarding anti-discrimination policies, except that the majorities are smaller who report that the organization has the policy and that they know what to do if it is violated. There is more room to grow regarding anti-discrimination policies than regarding sexual harassment policies.

The first year we asked about sexual harassment policies (2017), only 67% of respondents knew about their organizations' sexual harassment policies. In 2018, 76% of respondents knew about the policy. Since 2019, the equivalent percentage has remained in the 82%–86% range.

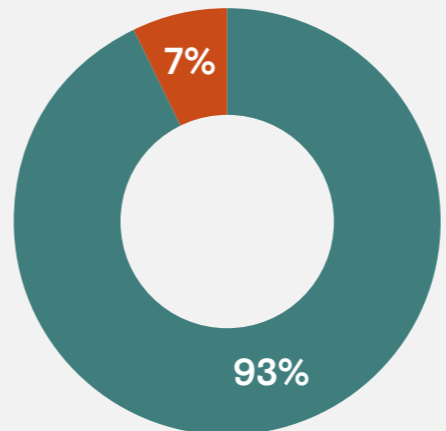
My organization has a sexual harassment policy in place

■ YES ■ NO ■ I DON'T KNOW



I know what to do if the sexual harassment policy is violated

■ YES ■ NO

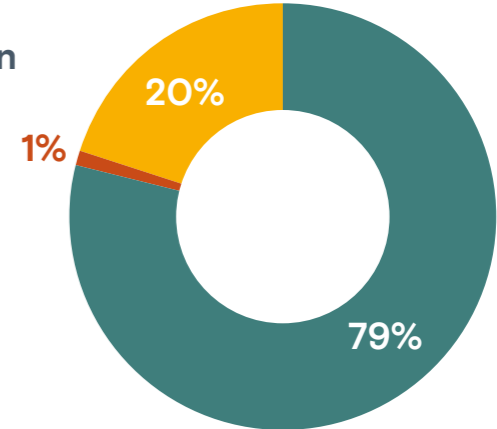


## 84%

I am confident that my organization will take appropriate action if sexual harassment is reported

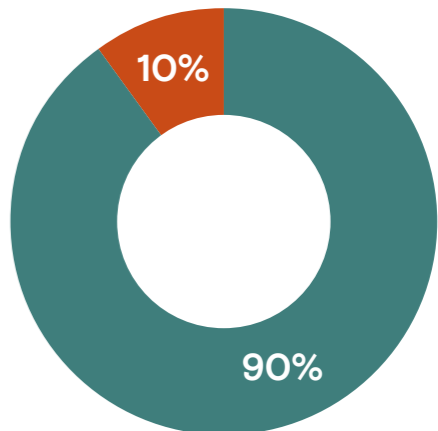
My organization has an anti-discrimination policy in place

■ YES ■ NO ■ I DON'T KNOW



I know what to do if our anti-discrimination policy is violated

■ YES ■ NO

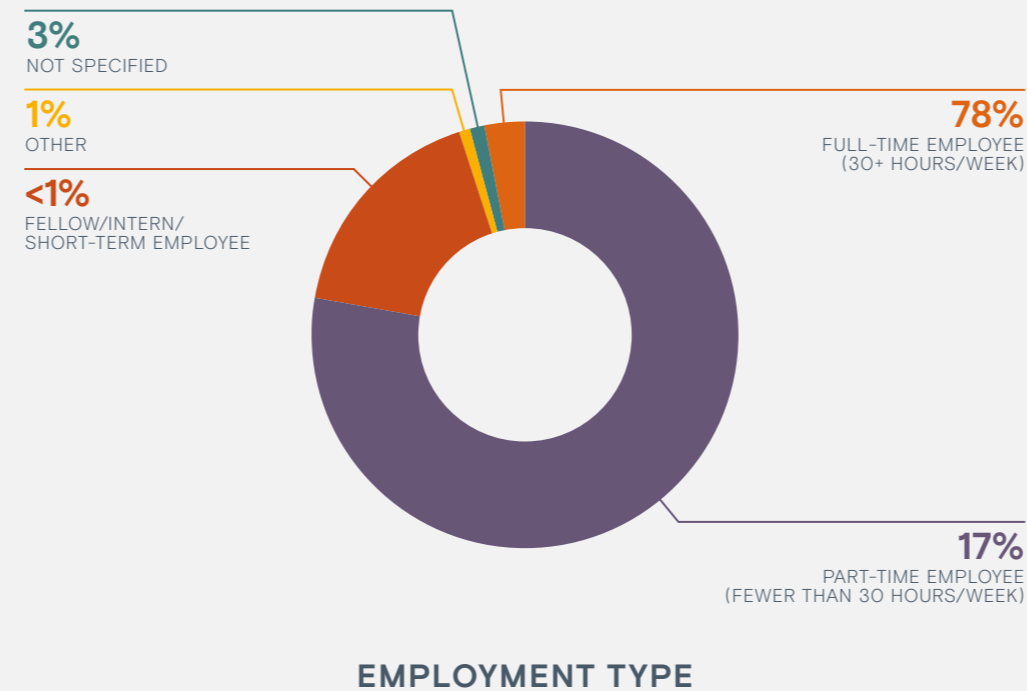
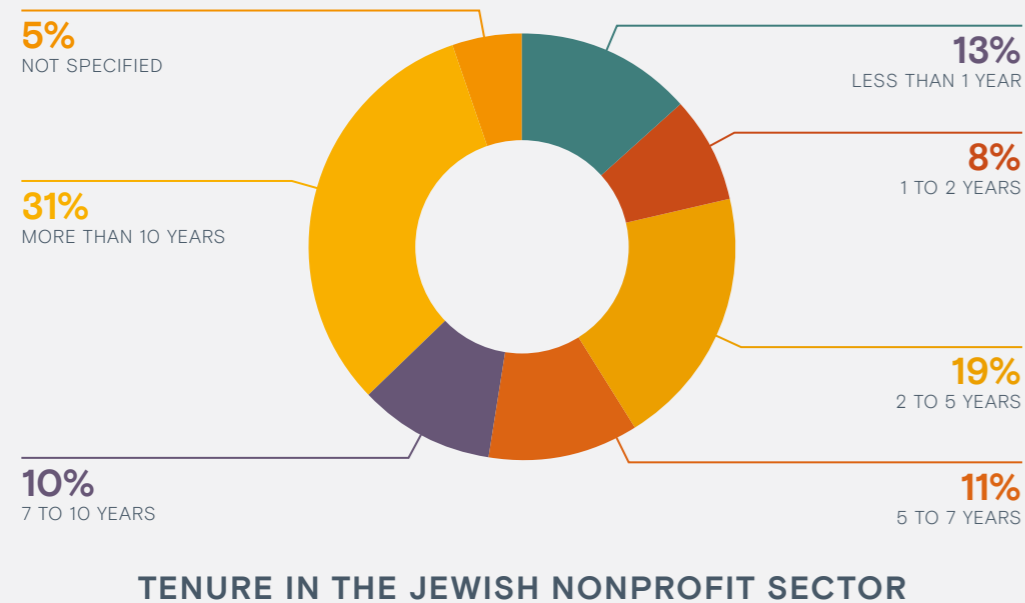
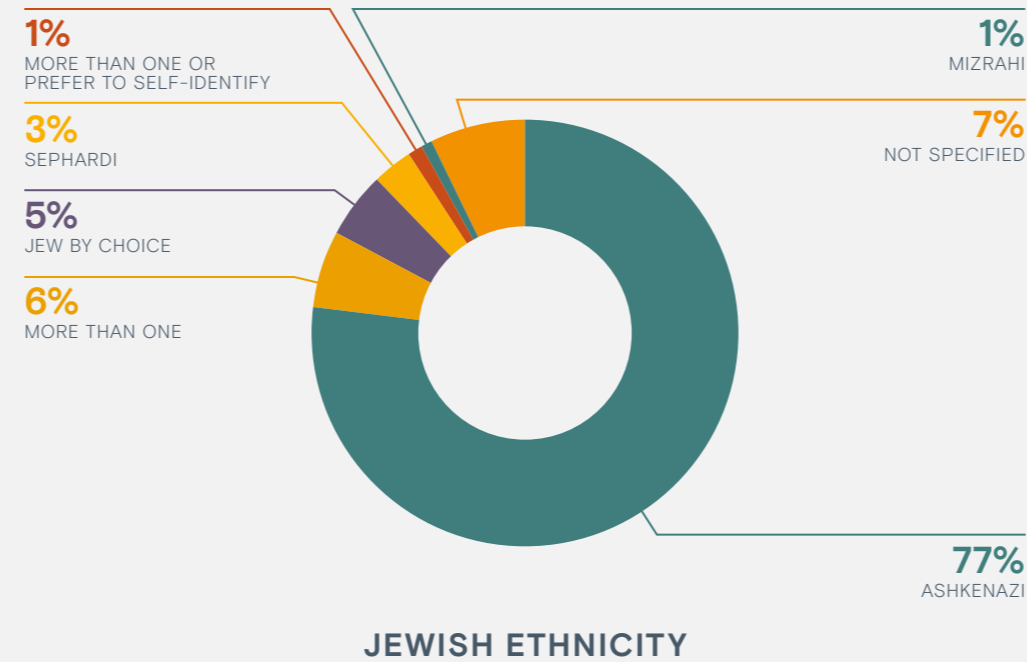
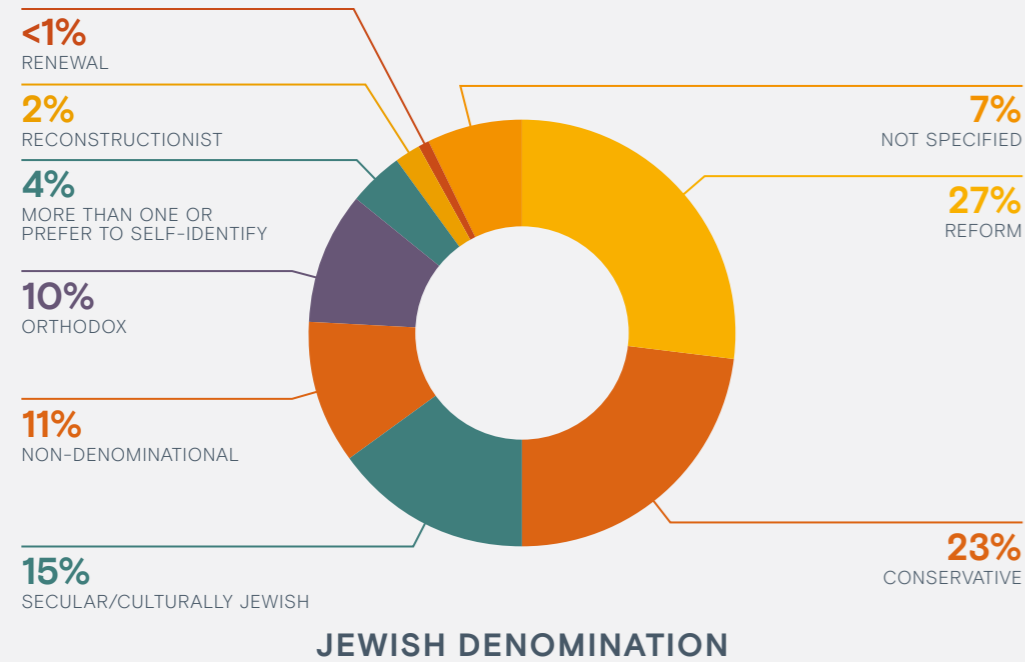


## 80%

I am confident that my organization will take appropriate action if discrimination is reported

# Appendix E: Additional Demographics

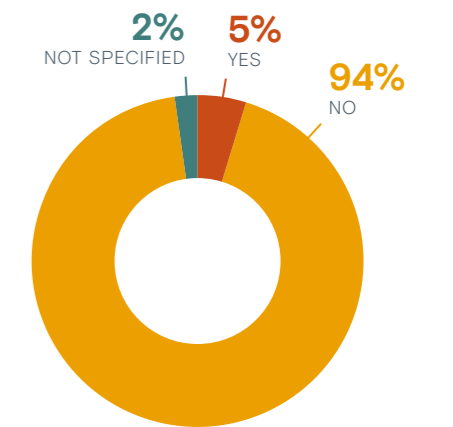
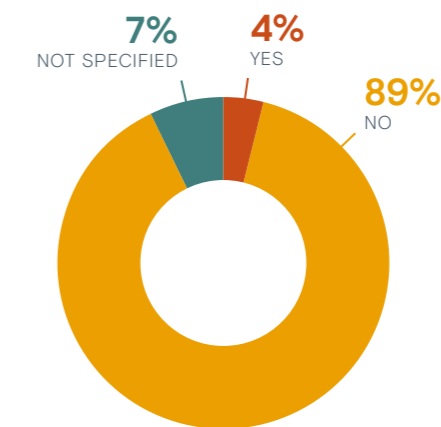
Due to rounding, figures may not add up to 100%.



## Jews with Heritage from the Former Soviet Union (FSU)

Jews with heritage from the former Soviet Union (FSU) are underrepresented among organizations surveyed, compared with the American Jewish population. Expert estimates for the FSU Jewish community range from 6% to 12% of the American Jewish community, but people with FSU heritage account for only 4% of the employees surveyed, and among Jewish employees, only 5% have FSU heritage.

### Were you or at least one of your parents born in the former Soviet Union?



Due to rounding, figures do not add up to 100%

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### ACKNOWLEDGMENTS

We are grateful to Rebecca Zuck Sowers and Jessica Balboni at Jewish Federations of North America; Jackie Maris and Hannah Henschel at Keshet; Leading Edge Board members Ilana Kaufman and Yolanda Savage-Narva; Dori Frumin Kirshner and Meredith Polsky at Matan; and Shelly Christensen at RespectAbility, for providing invaluable input and feedback on drafts of this report.

