

WHERE DO YOU WANT TO WORK?
A STUDY OF WORKPLACE SATISFACTION
IN JEWISH NONPROFITS IN LOS ANGELES

By

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Abstract

People working at nonprofits want to do good and feel good, more than make a profit. They might feel good about their organization's mission, but whether they feel good about their workplace environment varies from agency to agency. This study investigates what makes a particular nonprofit a good place to work and what agencies are doing to promote employee happiness. Based on 23 personal interviews and a quantitative survey of 209 employees at 21 Jewish nonprofit organizations in Los Angeles, with input from previous research from the broader nonprofit and corporate fields, we identified six factors of employee satisfaction: work-life balance, productivity, culture, professional development, supervision and appreciation. Using survey data, we present rankings of several Los Angeles-area organizations based on these factors. And using interview data, we offer descriptions of some of the best practices we found at Los Angeles organizations, including creating a self-care plan to help with work-life balance; surveying clients and staff about motivation to gauge overall performance and productivity; having employee recognition days and professional development opportunities; and valuing employee health by having wellness amenities on site. Any and all of these practices will create a stronger organizational culture and lead to greater employee satisfaction. Unexpectedly, the presence of unions within nonprofit organizations presented itself as a relevant factor. Most employees – union members and non-members – felt the union did not benefit them or their organization, and the vast majority would not choose to join the union if they had a choice. One recommendation is for employees to get involved with the union committee to mitigate overly harsh restrictions and, if desired, dissolve the union's presence at the workplace. Based on our findings and recommendations, employees can still do good while feeling good about their work, their workplace environment, their colleagues and their organization.

TABLE OF CONTENTS

Abstract.....	1
Acknowledgements.....	3
Introduction.....	4
Literature Review... ..	6
Methods.....	26
Findings.....	32
• Work-Life Balance and Productivity.....	32
• Organizational Culture... ..	40
• Appreciation.	46
• Supervision	48
• Professional Development.....	50
• Unions.....	54
• What Would You Change to Increase Happiness in Your Workplace.....	60
How are Jewish Nonprofits in Los Angeles Doing.....	62
Best Practices.....	70
Conclusion.....	77
References.....	78
Appendices.....	83

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Workplace Satisfaction in Jewish Nonprofits

Forbes and CNN Money publish annual lists of the best companies to work for in the US. These help motivate companies to be the best in every aspect of what they do and stand for, making sure their employees are happy and excelling at their jobs and that their clients are satisfied and keep coming back. But what about nonprofits, specifically Jewish nonprofits in Los Angeles? Could there be a similar evaluation process for the Jewish nonprofit workplace? The issues of work-life balance, productivity, happiness, workplace culture and overall job satisfaction are important to a working professional's life and have become popular "buzz words" as new professionals are beginning their careers, particularly in the nonprofit sector. Given the emphasis placed on these workplace factors lately, could they be the markers for what makes a Jewish nonprofit a "good" place to work?

This masters thesis is an exploratory study of overall employee satisfaction at their workplace, made up of work-life balance, productivity, appreciation, supervision, professional development and workplace culture. We will sometimes refer to these as "the six factors of workplace satisfaction" of Jewish nonprofits in Los Angeles. This study focuses solely on social services and issue-based nonprofits with an office culture. It does not include synagogues, day schools, colleges or universities, camps, museums, youth groups and Hillels. This project first looks at existing research related to the thesis topics followed by the perspectives of 23 individual Jewish communal workers in Jewish nonprofits in Los Angeles, including interviews with both Executive Directors and CEOs, as well as lower level employees, and finally data from employees who participated in our broadly distributed employee satisfaction survey. Our study was guided by the following research questions:

1. What makes a particular nonprofit a good place to work?

2. What are the best Jewish nonprofits to work for in Los Angeles?
3. How happy are employees in “x” agency?
4. What do various agencies do to promote success in the workplace?

Literature Review

Work used to be about a 9-to-5 job, with clear parameters. “With the increase in globalization and technology, however, new markets and opportunities have been opened, productivity has increased, and a new 24/7 workweek has been created” (Yost, 2004). In the last 15 years, work-life balance, employee productivity, happiness and overall job satisfaction have become ever more relevant as agencies are hoping to expand their applicant pool and increase staff retention (Bronznick & Goldenhar, 2002). It is becoming more apparent that employees hold their personal and private lives at high value. Although these are concerns for all employers alike, there seems to be more research published in regards to how it affects the for profit sector’s organizational culture and individuals’ level of productivity, factors that the nonprofit sector has only been recently discovering. Through the work of organizations like Advancing Women Professionals and the Jewish Community (AWP), an organization focused on career and leadership issues; the Jewish nonprofit sector has been making strides in relation to work-life policies (Goldenhar, Bronznick & Ellison, 2009).

Tim Logan (2013) writes, “Freedom and flexibility. Work-life balance. A sense of purpose. Those were common threads among the anonymous comments made by workers at many of the highest-rated companies in the Post-Dispatch’s annual survey of Top Workplaces in St. Louis.” Logan interviewed nonprofit workers in St. Louis only to find that most employees were talking about more than money or profit. They talked about feeling good and doing good. “...when asked what they liked best about their workplace, employees at top-rated companies were about twice as likely to say they felt ‘genuinely appreciated’ at their job and confident in the direction of the company as they were to talk about pay and benefits they earn for working there” (ibid). Satisfied employees felt good, appreciated, knew they were doing well, and were

confident that the company was heading in the right path. Peer relationships are important as well as management's actions (ibid). Engaged employees, the ones who feel meaning in their work, help create a positive culture of appreciation and the simple "thank you" for a job well done (ibid). This can stem from employees, but also needs to be accepted by the management.

Work-Life Balance and Productivity

Employees presumably want to put their best foot forward and invest their time to prove how capable they are at their job, but research has found that employees who believe they do not have time for a personal life feel overwhelmingly distracted and drained at work (Riordan, 2013), resulting in less productivity. With the emergence of the Millennial generation (those born between 1981 and 1996) working in the Jewish nonprofit world, there is an expression of excitement and eagerness as they want to play an integral role in the organization (Klein & Liff-Grieff, 2009), sometimes not realizing they may be taking on too much responsibility. However, agencies that provide professionals with a flexible way of balancing their work and personal lives find their employees more productive, motivated and likely to stay with the agency longer (Goldenhar, Bronznick & Ellison, 2009). Beginning this conversation early on in a professional's career can be life changing as it sets the tone and expectation from the beginning. Liff-Grieff (2009) found:

Organizations that are at the forefront of this effort to become more innovative in designing work environments and structure that increases social interactions have benefited tremendously from an enthusiastic and committed young workforce (p. 23).

Although the concept of work-life balance affects professionals in both the for-profit and nonprofit sectors, it lacks a standard definition and varies depending on the individual. In the last decade, researchers have found that work-life balance can be defined in a few different ways.

One researcher, Kirchmeyer, explains work-life balance as “achieving satisfying experiences in all life domains, and to do so requires personal resources such as energy, time, and commitment to be well distributed across domains” (Devi & Rani, 2012, p. 23), while Clark views it as “satisfaction and good functioning at work and at home with a minimum conflict” (ibid).

McAuley, Stanton, Jolton and Gavin describe work-life balance as “a competition for both time and energy between different roles played by an individual” (ibid). With the variations in definition, many companies find it difficult to define what work-life balance means for their firm and their employees.

Many researchers focus on how organizational factors (agency policies and benefits) and family characteristics (marital status and family structure) affect work-life balance. However, Devi and Rani (2012) took a different approach in their research by looking at how different personality factors can affect one’s work-life balance, regardless of where they work. Personality was reflected in five dimensions/characteristics: extroversion, agreeableness, conscientiousness, emotional stability and openness to experience. Results show that individuals who are agreeable, friendly and cooperative are likely to build supportive networks, which help them cope with the demands at work and at home, affecting their work-life balance in positive ways.

One of the major Jewish nonprofit agencies that addressed concerns for employees work-life balance was Hillel. Together with the help of AWP, Hillel formed a task force to implement intervention strategies to achieve better balance. Across the board, Hillel employees felt that the combination of many aspects of their work was leading to burnout. Some of these aspects included, the passion that staff feel for their work, the constraints of small staff size and struggles to avoid burnout and feelings of inadequacy (Bronznick & Goldenhar, 2002). Bronznick and Goldenhar recommended a few approaches to this problem, but the most significant solution lies

in creating a comfortable and encouraging arena in the community as a whole to discuss topics such as successful leadership models, organizational culture, smart strategies, policy development, hiring guidelines, performance standards, retention and attrition, professional development, and national standards. Similarly, Klein and Liff-Grief (2009) suggest that supervisors should strive to understand the perspectives of their employees (particularly newer ones) to find out what is important to them, providing guidance, modeling and supporting accommodations in establishing a better work-life balance.

According to the Families and Work Institute, the most important predictors of productivity in the workplace are having a quality job and a supportive workplace, which is reflected in overall job satisfaction, commitment to the employer and company, and retention (Anonymous, 1998). As more families are becoming dual income homes with both parents working full time, taking care of children and the home remain a priority, but self-care has taken a back seat. This results in less focus on personal well being and a higher likelihood of work spilling over into personal time (ibid). Furthermore, those employees who allow the negative aspects of work to spill over into their personal lives have found it can lead to job exhaustion, increased stress, loss of enjoyment, and unhealthy relationships with friends and family (Riordan, 2013).

There have been many articles posted in Jewish newspapers and community newsletters discussing how the dilemma of work-life balance is of constant concern specifically within the Jewish communal world, as many people believe their work is their life. In reality, it seems as professionals are working to maintain and nourish their own Jewish communities, it is nourishing their lives as well. Chazan (2002) explains the problem with Jewish communal professionals:

We feel a powerful responsibility to make this Jewish world more richly and intensely Jewish, more compelling, relevant, and strong with institutions that reflected all these qualities, and there are often contradictions between the demands of our Jewish workplace and creating a personally meaningful Jewish life with time for ourselves. We run the risk of feeling lonely and alienated, on the one hand, and, on the other hand, blurring personal and professional boundaries to the point of losing our privacy. Neither scenario is optimal; both can lead to burnout and dissonance as a result of a built-in tension between the visionary professional and our needs as a private Jewish citizen (p. 56).

Women tend to find their battle with work-life balance stressful in different ways than men because, like Eisner (2000), many want to cook like their mothers did, read/learn Torah like their fathers did and embrace Heschel's "holiness of time." Chazan (2002) believes that women are constantly striving to achieve what the "Woman of Valor" poem portrays as the all-encompassing woman. Over time, we have seen that is an illusion and usually impossible. Chazan (2002) continues by explaining that dreams matter and succeeding in the workplace is important to one's professional life, but as a Jewish communal worker, taking care of oneself is critical to bettering the Jewish world, something that should never be forgotten.

Flexibility

In the same study conducted by the Families and Work Institute, 45% of workers can choose (within reason) when to start and end their workday, but only 25% have flexibility in their daily work schedules, for example, giving the employee flexibility in taking their own lunch break when they wish (Anonymous, 1998). AWP conducted a study in 2008 to assess the need for more flexibility in the Jewish workplace and found that informal flexibility was offered to

employees in almost 90% of organizations surveyed, yet only 29% had any formal, written policy (Goldenhar, Broznick, & Ellison, 2009). Although having informal flexibility is better than no flexibility, the study showed that agencies that implemented formal policies would yield better and broader organizational benefits such as increased productivity and employee loyalty (ibid). Employees of such agencies might then be able to both advance their careers and improve their work-life balance. This had proven successful in for-profit companies such as Best Buy and IBM. Best Buy implemented a “Result-Only Work Environment” where their employees were accountable for results, rather than hours in the office, and their productivity increased 35% (ibid). For IBM, 94% of managers claimed that having flexibility in their work options had a positive impact on the company’s “ability to retain talented professionals” (Goldenhar, Broznick & Ellison, 2009, p. 10). This type of research suggests that Jewish agencies that are using some forms of informal flexibility would benefit by formalizing these arrangements.

Yost, founder and CEO of Flex+Strategy Group/Work+Life Fit, Inc., has worked for almost two decades to help businesses and individuals find flexible work success. Her concept of Work+Life Fit explains that work should “fit” and interact into the rest of a person’s life, implying that finding a “balance” between the two is unnecessary and unrealistic because that means work and life are separate and equal (Yost, 2004). Although Yost has written numerous books/articles and spoken extensively on the topic, she highlights one very important reason why the shift in thinking from “balance” to “fit” can benefit one’s well being – it is strategic, not reactive. Because most of the things that determine balance are out of one’s control, workers find themselves constantly responding and reacting to what comes next, instead of understanding that finding a “fit” is an ongoing, daily process (Yost, 2010). Therefore, this approach allows an

individual the ability to think strategically and plan accordingly to reduce feelings of stress and being overwhelmed.

Wanting to look at how this shift in attitude toward fitting works into one's life affects the for profit sector. Work+Life Fit paired up with BDO Seidman to study how Chief Financial Officers (CFOs) viewed how the shift could impact their business growth (2008). Most CFOs found high to moderate benefits in their businesses from employees' work life flexibility that went far beyond just talent to include a 75% improvement in productivity, cutting costs and increasing sales (ibid).

Organizational Benefits of Flexibility

AWP has partnered with Catalyst, an organization working with businesses to provide more inclusive work environments since 1968 (catalyst.org). The partnership looked at the benefits of flexibility in the workplace and the results were significant. Research conducted by Catalyst Inc. found that adding flexible work arrangements can benefit the nonprofit professional and the organization in six areas: recruitment, retention, dollars saved, reduced absenteeism, increased effectiveness and productivity, and enhanced job satisfaction and commitment (Goldenhar, 2003).

Recruitment. Both men (65%) and women (72%) in dual career families have admitted when looking for new jobs, organizations that offer formal flexibility in the workplace are more desirable (ibid & catalyst, 1998). Additionally, a report by Radcliffe Public Policy Center and Harris Interactive Inc., found 82% of men ages 21-39 and 68% of men ages 50-64 reported that working for an organization that supported a flexible work schedule and promoted time with family was a top priority and considered very important when looking for new work (Radcliffe Public Policy Center, 2000).

Retention. Goldenhar (2003) claims that one element of productivity and effectiveness in the workplace can be attributed to retention rates within organizations. Furthermore, she explains that the economic consequences of employee turnover are higher because of expenses related to recruitment, transition and training new employees (Pinkovitz, Moskal & Green, 2002).

Numerous studies have emerged that look at this very topic. Goldenhar (2003) explains that when employees are aware of the flexible family-friendly work options an organization offers, even if they don't necessarily take advantage of them, there is a high percentage of retention of employees.

Dollars Saved. Organizations are finding that having successful work-life programs is helping them save more money since job turnover can cost as much as 200% of an employee's salary (Goldenhar, 2003).

Reduced Absenteeism. Another issue that has arisen because of lack of work-life balance is that of absenteeism that not only affects the organization, but places higher stress on coworkers, reducing overall productivity and morale (Goldenhar, 2003). A survey conducted in 2002 by CCH Incorporated, an organization successful at providing human resources and employment law services and information, found that more and more employees, nearly 80% of those surveyed, are using "sick time" for things other than personal illness (CCH Unscheduled Absence Survey, 2002). Research has suggested that alternative work arrangements, compressed workweeks, telecommuting and job sharing are work-life programs that have proven successful in reducing absenteeism (CCH Unscheduled Absence Survey, 2002).

Increased Effectiveness and Productivity. There is widespread research suggesting that flexibility in the workplace promotes productivity because employees are less stressed and encouraged to produce more results-orientated work that is rewarded by promotion and good

performance reviews (Goldenhar, 2003). Further research shows that job productivity and effectiveness are affected by issues related to dependent care arrangements, and conflicts related to work and family contribute to higher turnover rates (Johnson, 1995).

Enhanced Job Satisfaction and Commitment. It is not surprising that those individuals who are happy in one part of their lives will likely feel happier in other parts of their lives. Goldenhar (2003) looked at a study conducted of 18,000 DuPont employees in 1995. She found that those employees who were aware of and used the work-life programs available to them were the most committed employees (45%) and “strongly agreed” that they would do anything, even go the “extra mile” to ensure the organization’s success (ibid). Conversely, Goldenhar (2003) highlights a study that was conducted by the Baxter Healthcare Corporation in 1997 that found those employees who experienced a lack of support from the company for work-life related issues felt less willing to put in extra effort to ensure the organization’s success and were likely to look for other jobs.

Although focusing in these six areas is expected to add value to the workplace, some employers’ resistance is related to their concerns that such work-life programs will be over-utilized. Catalyst’s (1998) research found the biggest barrier to integrating flexibility programs in the workplace comes from how “work” is defined and evaluated. Goldenhar (2003) echoes this sentiment about the barriers that the structure of work creates by stating, “defining work by hours spent in the workplace, rewards for long hours, the lack of formal guidelines to demonstrate leadership commitment, and organizational myths about the availability, acceptability and career implications of alternative schedules” leads to inconsistency throughout organizations. From a management and organizational perspective, the benefits of providing flexibility programs will come with a shift of thinking about measuring results as opposed to counting resources. This

shift will help managers become more effective in their work overall, highlighting leadership skills as “setting and communicating priorities, maximizing communication, and coordinating teamwork” (Goldenhar, 2003, p. 11).

Organizational Culture

Healthy organizational culture can be defined as stability, consistency and common history between employees to problem solve together (Schein, 1990, p. 111). An organization needs this consistency and shared history to develop a strong culture. Organizations that have been through many changes together tend to have a more cohesive construct compared to those with a great deal of turnover (Schein, 1990).

The prospective employee of today wants to be aware of what is already happening in the organizational culture to see if that workplace fits into his or her own personal life. According to Martin, there are three types of perspectives (or processes) in which to view an organizational culture: integration, fragmentation and differentiation. Integration is an “organization-wide consensus, consistency” of views among employees and a clearing in the jungle where employees have similar perspectives on the agency (1992, p. 13). Fragmentation suggests a “multiplicity of views” within the organization with no consensus and no way to navigate “the web and jungle” of views (Martin, 1992, p. 13). Differentiation suggests “subcultural consensus,” separated by silos where there is some “clarity in the ambiguous” nature of the organization and view of the overall agency (Martin, 1992, p. 13). These perspectives are used to gain insight into how an organization operates. Nonprofits that are interested in having a more cohesive working atmosphere can use these perspectives to better understand their culture, the productivity of their workers and the happiness levels of employees. Another way to examine culture is looking at an organization’s structure. Nohria suggests three models used to examine

structure; *functional* – the more traditional top down decision making, *matrix* – employees have many supervisors and departments are less defined and *divisional* – a mix of the two where some, but not all employees cross departments.

When management is examining their structure successfully, they find it easier to notice which employees identify with the agency. Agencies encourage insider language and jargon to keep employees committed to the agency. An example of this would be uniting through a common competitor. In informal talk, employees might suggest that they are not like “them” across the street or working for a similar cause. This can manifest in intra-agency documents and emails. Uses of the assumed “we” and the corresponding “they” (symbolizing outsiders) can be found in corporate discourse when the sharing of interests by the corporation and the employee seems taken for granted. Statements such as “We are against new taxes on profits” would provide evidence of this strategy if the “we” clearly referred to all members of the organization” (Cheney, 1983, p. 149). This might indicate a strong connection with the agency if an employee uses the phrases “we” and “us” or “them” indicating a common component. This occurs naturally as employees identify more strongly with the organization, create a bond and a common language.

Relationships and Supervision. In order for employees to feel fully supported by the culture, one needs to form relationships first with the internal community, then with the external community. Wolfson’s *Relational Judaism* provides a foundation that can be used in all Jewish or non-Jewish nonprofit organizations.

...in the Relational Judaism model, I am welcomed into the relationship with others in the community – professionals and lay – who care deeply about me, learn about me, network me, teach me, and are there for me in good times and bad. And once in

relationship, I will give back to the community my time and my treasure out of gratitude (2013, p. 210).

When relationships are built in the workplace and surrounding community, they contribute to a positive culture, cohesive community and employee happiness. This has directly correlated with employee's happiness levels at work and in life. To gain greater clarity at work and in the world, one must experience connectedness and interdependence (Meng, 2012, p. xvi). Healthy interdependence creates a strong culture and integration type perspective. This can be a key to happiness in the workplace.

Southward of Fortune Magazine asked Gorman, CEO of Great Place to Work Institute, what makes a great place to work. Gorman states, creating one culture, global communications and creating human connections lead to a great place to work. For Gorman, leaders and employees together create a culture that makes employees feel they are a part of something bigger, inspiring them to deliver their best work. In communications, "leaders and employees must be on the same page" to accomplish their mission. Southward (2013) states, "Direct and open communication are essential for this." To facilitate trust in the workplace leaders can be transparent with their successes and failures and, for example, hold town hall meetings each week where any employee can submit a question to management. In creating these types of human connections, channels for success open more easily. When employees are working all across the globe, through the use of technology, it is possible for employees internally to connect and share purpose and meaning at the job. These teams are in turn more successful in their bottom line and "human connections are what set a company apart from others" (Southward, 2013). Wolfson (2013) states that in relationships there is reciprocity and trust where each party gains something. The academic theory of Network Embeddedness supports this notion.

Granovetter, the theorist behind embeddedness, intentionally links economic and social interactions that help show Wolfson's point. Uzzi helps illustrate Granovetter's theory by stating that when one develops business relationships, sales in products and financial success increase (1996). Connecting person to person creates a better bottom line, happiness and identity.

Many organizations are lacking internal advancement opportunities. The survey in the methods section will indicate which LA Jewish agencies are offering professional development and internal advancements. There seems to be high turnover in those agencies lacking these promotions. A 1983 Jewish Community Center study cited the two reasons for wanting to leave the field: "lack of professional satisfaction and lack of advancement" (Greenfield, 1983, p. 153). The field has changed immensely since then, and many more organizations seem to understand the importance of advancement and employee satisfaction in the work place.

Even though agencies may understand that these changes are important, many employees remained unsatisfied in their workplace. Lewis reported on surveys done for nonprofit professionals measuring satisfaction in the workplace: "seventy percent of respondents said that their jobs were either disappointing or only somewhat fulfilling" (2012, para. 1). Lewis notes that data on Jewish communal professionals is discouraging as it indicates that young Jewish employees are opting for careers in the private sector because of prior involvement in Jewish communal activities and reaching a burnout stage. Some of those just entering the workforce, who have been involved in Jewish communal life such as youth groups, Hillel or other Jewish activities, do not want to be a Jewish communal professional anymore and opt to be involved as a lay leader instead. Motivation speaker and author, Pink describes that autonomy, mastery and purpose are the key factors that motivate us, ultimately, having nothing to do with money (2011).

Another component to motivation in the workplace has to do with the relationship that is

created through positive supervision. Jeser (2004) discusses the importance of supervision in the workplace by saying, “whether in clinical, educational, or other professional settings, the quality of supervision is consistently referred to one of the most important elements of any successful retention and recruitment strategy” (p. 24-25). As Lewis (2012) mentioned, this can assist in reducing burnout rates in younger professionals and keep employees feeling happy and satisfied in their workplace and job.

Happiness in the Workplace. It is important to notice in observations and interviews how employees speak about their position in relation to board, volunteers and coworkers. In observing the cultures and employees of for profit and nonprofit organizations, Buch and Wetzel (2001) state that it would be most beneficial to start observing even before entering the building; they suggest listening in to conversations and noticing behavior in the parking lot, lobby and all entrances. Regarding observations, interviews and entering a workplace, it is important to notice if the mission, vision and values are posted in a location for all to see and referred to repeatedly throughout the day (Linnell, Radosevich & Spack, 2002, p. 100). This helps to create a culture, an identity with the organization and a relationship to employee happiness if they see and understand their value each day.

Christensen, a committed religious man, talks and teaches at Harvard Business School about organizational development and how being happy in one’s career relates to one’s home life. Christensen cites his personal experiences of seeing the “fates of my HBS [Harvard Business School] classmates...unfold” (2010, p. 4). Many of them showed up to reunions simply unhappy, separated from family and friends and not in fulfilling relationships (p. 4). Christensen says they are unhappy because “they didn’t keep the purpose of their lives front and center as they decided on how to spend their time, talents and energy” (p. 4). Work-life balance offers that

time apart from a job to “manage yourself” and understand one’s purpose to bring that into the office every day. The agency that one works at can provide that support, and managers can model work-life balance. Christensen argues one must keep an individual commitment to “apply my knowledge of the purpose of my life every day” (p. 5). When individuals have a need for achievement, they tend to devote themselves daily to what they are passionate about (Christensen, 2010, p. 7). Christensen suggests that when there is an extra hour or 30 minutes in the day to devote that time to personal understanding of self and purpose. These will ground the individuals and “are the most powerful and enduring source of happiness” (2010, p. 8).

The question remains how does one create this “powerful and enduring source of happiness” in personal and professional life? Christensen states that they can be “built consciously or evolve inadvertently,” meaning managers can choose to create a certain culture and state of norms or create a flow that seems to fit with everyone in the company (p. 9). If managers model work-life balance and encourage it among employees, it can become the culture and norm for all employees. “Culture, in compelling but unspoken ways, dictates the proven, acceptable methods by which members of the group address recurrent problems” (p. 9). Managers can create a positive culture that encourages happiness and productivity.

Max states, “...positive psychology is not only about maximizing personal happiness but also about embracing civic engagement and spiritual connectedness, hope and charity” (2007, p. 2). Kashdan, a psychology professor at George Mason University, indicates that while feeling good is important, it is a “hedonic treadmill” which means doing pleasure for oneself, creates desire to do more pleasure for oneself, while “doing good [for others] leads to lasting happiness” (para. 3). Kashdan suggests that managers at nonprofit organizations need to recognize and spread this knowledge in the workplace because Kashdan said “true happiness comes with

meaning” (para. 5). According to Max (2007), those who find meaning and fulfillment within their workplace’s mission should experience true happiness in the work that they are doing each day. Fredrickson of the University of North Carolina developed a theory in positive psychology called “broaden and build” which is designed for humans to “grow and become more resourceful versions of themselves” (para. 7). Through working on their professional sense of self, they have control and purpose in the workplace. Drucker (1999) believes all this positivity and happiness stems from understanding one’s strengths. He believes, “Organizations, like people, have values. To be effective in an organization, a person’s values must be compatible with the organization’s values” (Drucker, 1999, p. 23). This ultimately leads to happiness. If one does not feel meaning from the organization, he/she will not be happy there. Drucker writes, “Otherwise, the person will not only be frustrated but also will not produce results” (1999, p. 23). He states the difference between a person’s values and strengths, “what one does well – even very well and successfully – may not fit with one’s value system. In that case, the work may not appear to be worth devoting one’s life to (or even a substantial portion thereof)” (1999, p. 24). Even if one is successful at their job, his/her personal values and meaning need to align with the organization’s mission and work. Christensen supported this when he said one must spend time thinking about one’s purpose in life.

Unions in Jewish Nonprofits

A union is a collective bargaining unit created to effect change of “wages, work hours, benefits, workplace health and safety, job training and other work-related issues” (LA Union AFL-CIO, 2011). Unions were started in the mid-1800s when an organized labor movement arose in the US and the first National Labor Union was founded in 1866 (AFL-CIO, 2014). Since then, according to US Law, workers of any age are eligible to join a union. Some of the benefits

and protections unions have influenced over time in the United States include social security payments, minimum wage, eight-hour workdays and weekends, overtime pay, and being part of both the Americans with Disabilities Act and the Occupational Safety and Health Act (AFL-CIO, 2014).

Unions are a legal group that represents workers, and for over 170 years have been fighting for better treatment of workers, including better wages and working conditions. Today, their main priority is collective bargaining and getting fair pay for workers. Friedman and Friedman pointed out that most Americans do not engage in the “back breaking” labor that was common over 130 years ago (1980, p. 228). Even though this is a main concern for blue-collar workers, it does address how the changing times have affected the work environment. The average worker of today has better working conditions and pay. There is a question, however, whether this is caused by the presence of unions or not. In 1900 only three percent of workers were in unions compared to 1980 where one in every four workers were members of a union (ibid). Friedman and Friedman believed that FDR’s New Deal; the government’s support of the “free market” and the change over time made the improvements in general conditions (p. 228). As a free people, Friedman and Friedman suggested that we enjoy the benefits of the union, as its voluntary nature gives us a sense of belonging as long as “they respect the rights of others and refrain from using force” (1980, p. 242). The Friedmans believed that unions “provided useful services for their members” but were not the reason workers’ conditions improved over time (1980, p. 242). Management enforced rights and rules that became the norm started by scientific managers such as Frederick Winslow Taylor in the late 1800s.

Frederick Winslow Taylor was an innovator in scientific management and looked into workers’ motivation and satisfaction. Taylor created new ways for workers to feel satisfied in

their jobs. He developed a new standard in the workforce; if workers are paid better, their work is more efficient and the result is higher quality (Wren & Bedeian, 2009, p. 128). In Taylor's paper to the American Society of Mechanical Engineers [ASME] in 1895, he stated that while unions have provided benefits for workers such as better conditions and higher wages, it will ultimately lead to a strike against the employer because all men are grouped together in the same class with no incentive to do "better than the average" (as cited in Wren & Bedeian, 2009, p. 128). Taylor believed in paying the individual and pursuing their individual working goals (as cited in Wren & Bedeian, 2009, p.128). Unions "stifled" this concept because Taylor believed those who genuinely wanted to work, which Taylor called "first-class workers," should be treated based on their work and output (as cited in Wren & Bedeian, 2009, p. 128). Unions group everyone together and those who are not "first-class workers" or did not genuinely want to work, now are treated the same as "first-class workers." For this reason, Taylor did not agree with unionization. Taylor understood unions help workers to get what is fair in the workplace, but that they brought down individual incentive.

In an interview with Dr. Windmueller, the Rabbi Alfred Gottschalk Emeritus Chair of Jewish Communal Service at Hebrew Union College-Jewish Institute of Religion, Aron (2013) found the early 1900s was a time when the Jewish people were advocates for labor unions. Based on their involvement, it was not a surprise that in the next few years much of the professional Jewish community was unionized.

Even before the 20th century, the Talmud, a traditional Jewish text-legal commentary, noted the importance of the worker (Aron, 2013). The Jewish Labor Committee quoted the Talmud, Baba Metzia 110b, demonstrating the importance of honoring of the worker and paying them the day they work (Perry, 1993).

A worker engaged by the day can collect [his wages] the whole of the [following] night; if engaged by the night he can collect it the whole of the [following] day. If engaged by the hour, he can collect it the whole day and night. If engaged by the week, month, year or septennate, if his time expires by day, he can collect [his wages] the whole of that day; if by night, he can collect it all night and the [following] day (Perry, 1993, pp. 3-4).

The Jewish Federations, the central bodies that sustain and build Jewish community, became unionized in the 1960s (Aron, 2013). However, the current CEO of The Jewish Federation of Greater Los Angeles, Sanderson, believes while that it “started with good intentions,” having unions in nonprofits today is difficult because some employees feel “excellence cannot be rewarded” (Aron, 2013, para. 10).

The American Federation of State, County and Municipal Employees [AFSCME] representative understands that Jewish nonprofit professionals do not exactly fit the public employee union mold. But according to the representative, “there’s no reason why we shouldn’t [represent them]” (Aron, 2013, para. 8). Cohen states that this is a controversial topic as “there are few topics in the nonprofit sector likely to create as much discomfort as the idea that nonprofits should be unionized” (2013, para. 5). Cohen notes how “rare” it is for small nonprofits that are not hospitals or universities to join a union (2013, para. 1). Cohen says nonprofits want to be “treated as employers” and for the “12 to 15 million people who work in nonprofits,” a union means that the CEO does not make all the decisions, they can be “respected” and still come to work feeling connected to the mission and its purpose (2013, para. 5). Unions can sometimes affect the entire agency including which employees (exempt vs. non-exempt) are offered opportunities to receive benefits, such as professional development opportunities.

Kinkade and Malkin wrote their masters thesis on professional development in Jewish nonprofit agencies and the potential creation of a Center for Jewish Professional Leadership.

They wrote:

Several Jewish nonprofits have unionized employees, a manifestation of the Jewish community's long-standing dedication to fair employment practices. It is our belief that Jewish organizations should be equally committed to providing professional development to their employees. In addition to supporting and nurturing their staffs' physical, mental, spiritual, and general well being, Jewish nonprofits should also support and nurture their staffs "professional well-being" (2011, p. 3).

Just as professional development supports physical, mental, spiritual and general well being, so does work-life balance, productivity, satisfaction, happiness, professional development and appreciation in the culture of a workplace.

Methods

Every Jewish nonprofit has a unique culture and therefore it was vital to look at Jewish nonprofits with varying missions and types of employees. Nonprofits are organizations that ask questions like, “What can we can do for the community? How will this initiative benefit the community, our national and global world?” Combine those questions with the values of the Jewish community, that include looking out for each other, caring for others and a family feel – Jewish nonprofits seem like an attractive place to work. We wanted to know what are the best Jewish nonprofits to work for in Los Angeles and what makes them so great? Conducting interviews and sending out a survey was crucial to finding an answer to this question. Speaking one-on-one with employees, hearing their thoughts and feelings about their workplace and their interactions with colleagues, helped us better understand the landscape of Jewish nonprofits in Los Angeles. A survey was also organized, sent out electronically through email, approximately three months after the interviews were conducted.

Participants

We interviewed 23 employees of Jewish nonprofit agencies in the Greater Los Angeles area ranging from small to large sized nonprofits based on number of employees. Eleven agencies were picked, where two or three employees from each organization, and one from the final organization, were interviewed with the promise of confidentiality and anonymity (Appendix A). Interviews consisted of nine males and 14 females, varying in positions but including assistants, program managers, Development Directors, Human Resources, CEOs and Executive Directors.

Procedures

The anonymous interviews were important to gain authentic answers from the employees. Through professional connections, informal emails were sent to each employee individually describing the interview and how the research will benefit our thesis and both the Jewish and nonprofit communities (Appendix B). Employees were more available because we conducted our interviews in the summer, a slower time in the field. Interviews were conducted using our interview guide (Appendix C). Each interview lasted for approximately 45 – 60 minutes based on time availability for each interviewee.

The conversation centered on job satisfaction, work-life balance and unions. For job satisfaction we asked, “If you were going to rank organizations in terms of workplace satisfaction, what criteria would you use?” For work-life balance we asked, “To what extent does the agency promote work-life balance?” For unions we asked, “Does your agency have a union? Are you a member? If so, how do you feel about it?” We recorded the interviews on an iPhone and transcribed them. We also gave each interviewee an interview consent form to confirm that the interview was anonymous, but the name of the organization would be used (Appendix D).

Informal observations took place at every office whenever we interacted with staff, and we paid close attention to body language and office set up (Appendix E). We were very forthcoming with who we were and if an opportunity arose, we asked any support staff (i.e., front desk, janitors, maintenance, etc.) simple questions regarding how long they had worked at the given organization and if overall, they are happy/satisfied with their workplace. The use of these informal observations helped us piece together research we found about any given organization, helping paint a much fuller picture of its potential strengths and weaknesses as they relate to our topic. We then combed through the transcriptions of the interviews, highlighting and

documenting themes and quotes. The day after each interview, a thank you email was sent (Appendix F). Separately, three other interviews were conducted after this period solely focusing on unions and experts on this topic (Appendix G).

Survey

Three months after the interviews were conducted, we emailed our survey to our contacts in the community, reaching approximately 30 Jewish organizations in Los Angeles. We contacted the CEOs and Executive Directors, the people we interviewed and our colleagues in the field to pass the survey along to their colleagues in their offices and across Los Angeles. We received 209 responses. The organizations with the most responses were The Jewish Federation of Greater Los Angeles with 42% of the respondents, Israeli American Council with 13% of the respondents and Cedars-Sinai Medical Center with 7% of the respondents. 76% of the respondents were female and 24% of respondents were male, with ages ranging from 22-75 years old. The ages of the respondents were split among three age groups, 24% were between 26-30, 27% were between 31-40, and 23% were between 51-65. Additionally, 86% identified as Jewish, 59% were married, 32% were single, 50% have no children and 50% have between one and four children.

The survey, created on Survey Monkey, had a consent form on the first page (Appendix H) and was emailed with a link and description of our research to the CEO or Executive Director (Appendix I). Three weeks later, a reminder email was sent to every person we emailed originally, and any other contacts we were able to find through personal connections or online research (Appendix J). The survey asked questions based on our research and interviews relating to overall job satisfaction, happiness, work-life balance and unions. Job satisfaction and workplace happiness questions were, “Overall, how happy are you with your agency’s workplace

environment?” and “Overall, how satisfied are you with your current job at your agency?” An example of a work-life balance question was, “How often do you bring work home with you each week?” An example of a union question was, “To what degree does the union increase or decrease general employee productivity?” The next section presents the findings.

Findings

Of the 209 Jewish communal employees who responded to our survey entitled “Jewish Nonprofit Employee Satisfaction,” the top three answers to the question: “After a great weekend, on Monday morning I feel...” included variations of the terms *ready*, *excited* or *tired*. Over 50% of respondents said they feel *good*, *refreshed*, *energized* and *ready* for Monday to come around. These responses demonstrate that employees feel mostly positive at the beginning of their workweek and feel good about their workplaces. Fifteen percent generally said they really wish they had a ‘longer weekend’ or ‘one more day’ highlighting that weekend relaxation and taking a break (personally defined) adds to one’s feeling ready for work on Monday. Overall, 73% of employees feel “very” or “extremely” motivated at the beginning of the workweek. Additionally, 76% feel satisfied, 69% feel challenged, and 79% feel engaged by their work.

Work-Life Balance and Productivity

Finding a balance between work responsibilities and life responsibilities can sometimes be challenging regardless of one’s area of work. When looking at nonprofits, and specifically Jewish nonprofits, many people believe that it is the nature of the work and that there will always be ebbs and flows throughout the year, even throughout their career. Although it can be difficult, the key, it seems, is finding what works best for each individual. An upper level manager admitted, “having a good work-life balance is its own time management challenge, and [especially] when you become a parent, there will be a big draw on you to go back home early.” A program coordinator agreed that once she has a family and children her mentality will probably change, but right now she is fine with the lack of flexibility because she does not need to run to her children’s school in the middle of the day. She just goes home at the end of her workday and eats dinner.

An upper level manager explained that his entire department requires employees to fill out a personal “self-care plan” when they begin working, which not only helps the employee separate work from personal life, but gives them things to do and goals to accomplish outside of the office in order to increase personal happiness and satisfaction. He explained that when work gets overwhelming and emotional, having an outlet at home or outside of work helps his employees be better professionals inside of the workplace. Together, every few months, the team goes through everyone’s plan together and checks on one another to see how they are accomplishing their own personal goals. This not only assists in creating a work-life balance, but also helps with the group bonding and feelings of camaraderie that will be discussed in a later section.

Another organization highlighted a benchmarking process they go through annually that helps see that the organization is reaching its goals. This process takes place through a survey of employees and community members over an extended period of time. This provides the organization a way to measure its productivity in relation to other community centers and motivates employees to focus in areas that need improvement. This process involves everyone who is part of the organization, whether employees or members.

Modeling. The importance of modeling came up a few times across different agencies. A program director explained that she believes it is “a generational thing” where the agency promotes work-life balance, but she “[doesn’t think] it’s modeled by top leadership.” An upper level manager challenged the idea of positive modeling when he highlighted that he believed the basis for finding a work-life balance comes when you have a great job and a great life. He said, “I can’t provide people here with a life outside of work or a quality life outside work. [All I can do is] model working hard.” A different upper level manager added that “[he] is a better

professional when [his] family is good and everything is good for [him] outside of work.” He also believed that “[he] can model, but [he] can’t force [employees].”

An upper level manager suggested that taking an extra day to relax, possibly on a Friday, is important if needed and prevents burnout. Then, come Monday there is a new and energized mentality. This upper level manager is modeling work-life balance as he encourages his staff to take the time they need to become rejuvenated and stimulated for the important work they do.

Flexibility. Having flexibility in one’s work appears to be favored by a majority of professionals and is identified as the reason why many professionals feel productive in the workplace. What flexibility means differs from agency to agency, but for those agencies where flexibility is an option, the consensus seems to be that one’s productivity is measured, not the hours that are worked. For example, if an employee needs to come in late, he or she can work later; if they need to leave for a doctor’s appointment in the middle of the day, the time can be made up; if they have worked many nights, there is compensatory time (comp time); and as a program staffer said, “the bottom line is if you’re getting your work done, that’s what matters. There is an expectation of excellence [at this workplace].”

Flexibility can also relate to having a sense of autonomy and freedom in one’s work when making decisions. A program coordinator explained having freedom to implement new ideas and programs is very important for personal and professional growth, but she does not believe she has a lot of it within her department. This lack of autonomy can be very limiting to one’s productivity. It is apparent that bureaucracy plays a role in how flexible an agency can be as she adds, “I think everything can be a discussion, and I feel very comfortable with my supervisor to be open with her and bringing these ideas to the table. However, after it goes to [my supervisor] it goes to three other people in HR and those are normally the people that block

it. I say [in this department], we are very creative and really want to grow, [but] find out limitations when we bring it to other [departments].” It appeared that this staff person had innovative and creative ideas to move the organization forward, but the bureaucratic system of her organization made the implementation process longer and more difficult than anticipated.

Our research seemed to show that unions tend to stymie individual autonomy. The presence of unions as it relates to workplace satisfaction and happiness will be discussed in more detail in a later section, but it is important to mention that many professionals agreed that having flexibility allows them more freedom and the ability to balance work and life as they see fit. Some organizations have instituted a system, guided by the union, where certain union employees must swipe in and out at the beginning and end of their workday and before and after their breaks. This system verifies that employees are indeed working a full 8-hour day and taking breaks at given times. One program director whose organization is part of a union explained, “Before the swipe [system was instituted] I didn’t have as many boundaries. I worked until the work was done. I would stay late; I would work at home, worked on the weekends. I did it because I loved my job and I wanted to get it done. [Now], I leave as soon as I swipe out and if the work is not done, then work is not done and that is something that they [this organization and the union] created, which is unfortunate.”

Emergency situations happen and accommodations can be helpful in finding a work-life balance based on what is going on in people’s lives outside of work. An upper level manager believes that his organization does a great job helping employees cope with family and life challenges by providing assistance and flexibility. An administrative assistant from the same organization located in a different office agreed that [at her office location there] is an ability to balance life’s challenges. She shared that “we have one [employee] who got divorced and has

joint custody with his ex-wife. [The agency] worked his schedule around when he has his kids. I don't know that any other agency would let him do that, or any other office within our agency would let him do that. [Here we] are family [and] family oriented." The upper level manager believes his organization can do more to provide options for work-life balance, especially in the realm of employee wellness.

The question of whether it is even possible to establish a work-life balance challenges professionals' ideas of their personal capacity. An upper level manager admitted that she is changing her opinion on whether work-life balance is attainable because regularly "you go from being busy to not being busy, and I am going to do this [one thing] from my personal life and I [then] am going to work; but you do it all together now because of technology. There is no balance, just [an] understanding. You figure out a way to do it all and sometimes [you] give more to work, and sometimes [you] give more to life. Here, your work is your life because people care so much." This organization offers a variety of opportunities on location to help alleviate stress and add some balance to employees' lives. These include yoga, zumba, walking and hiking groups, soccer teams, volleyball and softball, and numerous different fit/healthcare challenges to provide motivation.

Some professionals, not under union restrictions, expressed that they usually bring work home with them in some way, whether it is because a particular project or event is happening, or simply because of technology where they continuously check their emails or voicemails. This creates even more challenges when determining a work-life balance. Nearly 70% of survey respondents bring work home with them consistently and almost 40% of them, or two in five office workers, have difficulty separating work and life obligations. A major factor that contributes to this is the accessibility of technology at home. However, there are many people

who believe that having the ability to bring work home with them allows them to be in control of their work. Those people who get stressed checking their email at home were likely stressed to begin with, and it may have little to do with the actual act of working at home.

According to Harter's review of a Gallup study, 42% of full-time workers feel the accessibility of having a smart phone or tablet outside of work is strongly positive. Harter demonstrates how this study shows that those who check email outside of work have better overall lives. Harter sees the problem, "About half of workers, who report checking email frequently outside work are also more likely to report having a lot of stress the day before, compared with just one-third of those who never do" (Harter, 2014, para. 5). Research suggests it is better to check email outside of work because that comes with freedom and flexibility, but it does not always feel that way. Harter states, "The *evaluating self* probably says life is better because we have the flexibility to check email when we want, while the *experiencing self* feels the stress associated with the extra work, pressure, or guilt during our after-hours working time" (2014, para. 6). Based on these results, there is no right way to balance work and life, rather it must be determined by the individual. As Yost suggests in her research, it is all about a fit, not a balance. Work and life must fit together because they will always co-exist.

Some upper management employees felt there was an expectation to always be available after work hours, while some other upper management and program staff made active choices to not check their email in the evenings, over Shabbat or on weekends. When surveyed, 46% of respondents whose organizations required them to check email and/or voicemail at home feel it is not easy to separate work obligations from personal obligations. Conversely, three quarters of respondents whose organizations do not require them to check email and/or voicemails from home, find it easy to separate work obligations from personal obligations. Some of this is a

function of a person's position; for example some union positions are not allowed to access email from home, therefore, it is not in the employee's personal control.

Insurance and Benefits. A balance between work and personal life can be more easily found when employees feel their organization supports them in times of need and emergency, specifically in the area of insurance and benefits. Organizations across Los Angeles are offering a variety of different benefits. The survey suggests that 67% of respondents claim their organizations offers some form of a Family Leave Policy, 90% offer medical coverage, 65% offer prescription drug coverage, 90% offer dental coverage, 80% offer vision coverage, 79% offer some form of a 401K, 47% offer a pension plan, and 70% offer life insurance coverage. Only 2% of respondents claim their organization does not offer any of those benefits.

For many families, especially those with a single income, having affordable benefits that cover their spouse and/or children is important and relevant to their job satisfaction. When asked if benefits included the employees' spouse and/or children, 52% said yes, while 17% said no. A survey respondent added a comment that encompassed this issue by saying, "it is very expensive to put family members onto our plan. It's cheaper to use ObamaCare than to go through what my work offers." Another respondent felt similarly saying, "Insurance is 'offered' but only minimally covered. They do not cover dependents or spouses. Non-union insurance plans are not only cheaper but a larger percentage is covered." The question of affordable insurance and benefits was a recurring theme, but one upper level manager credits the issue to the nature of the insurance companies and their current status in society, rather than any organization. She states, "The realities of the economy and healthcare situation makes it difficult to maintain those benefits, but I don't think [my organization] is alone. People have had to increase the amount they are contributing, the co-pays and deductibles are a mess - I can't blame my employer for

that.” She shared an interesting perspective in what appears to be a complicated and frustrating issue for many organizations given today’s economy.

For many organizations, benefits like time for family or personal emergencies, family leave, vacation, sick days and personal days are important aspects of job satisfaction. Often these are offered under paid time, until they reach a certain point at which they become unpaid time off. Some organizations also offer comp time for overtime worked, bereavement days and civic duty/jury duty days off. Overall, employees interviewed and surveyed believe that having these options make employees feel appreciated and help cope with the unexpected. One organization provided its employees free referrals to divorce mediators and sessions with social workers in the event of personal or family crises. Knowing that the organization you work for supports you in times of need improves satisfaction and happiness in the workplace and gives employees an opportunity to take care of themselves and their families, while also being productive at work.

Figure 1.1:
Factors of
Work Life
Balance and
Productivity

Personal self-care plan
Benchmark/achievement measuring process
On-site recreational activity options
Positive modeling
Balance flexibility & accountability – not bureaucracy
Insurance and benefits
Comp time
Family leave
Vacation days
Sick days
Personal days
Bereavement days
Civic duty days off
Accommodating for personal/family emergencies
Affordable health coverage

Organizational Culture

Martin talks about how organizational culture can fall into different organizational categories, such as *integration*, *fragmentation* and *differentiation* in the workplace. As previously mentioned, *integration* is organization-wide consensus and consistency, *fragmentation* is a multiplicity of views, and *differentiation* is subcultural consensus among those in the subgroups. When interviewing employees in the Jewish communal field, answers arose that did not fit into just one of the categories Martin outlined. While from an outside perspective it may seem that an organization has “agency wide consensus,” that may not be what is happening on the inside. For example, one organization has one main administration office and smaller locations all around the city. While there is one overarching goal, employees at different offices feel differently about the organization. One support staffer at a smaller location felt that there is competition between offices instead of camaraderie and “relationship with management or the main office is nonexistent. We hear things that happen at the main office that don’t happen at our office [and it is] not convenient for us to participate in [the organizational] related things [or] we can do it at our office, but we don’t have a connection with them.” Even though she did not feel she had a relationship with the main office, she felt great camaraderie, support and appreciation at her location. She continued, “This office is a model to other offices, we are the least competitive, compartmentalized, least concerned about making it and not backstabbing. [The previous director left the office], but her main goal [was that the office] should be a cohesive unit, we all work together, we’re all part of [the organization]. [This location] seems to be different than other offices and different from the corporate office.” This organization seems to fall under the *differentiation* category because there are sub sections that have different beliefs about the organization as a whole. This culture allowed her to show up to work every day excited to work

with people she enjoyed. She felt very appreciated every day at this office because that is the culture that was created there and “I have a good feeling of what I do here.” What this support staffer is expressing outlines what a positive work environment and office culture can look like.

Professional and Personal. One program staffer identifies the culture of her workplace as a place that provides both personal and professional development. When asked what is the definition of a good workplace, she stated, “A place where everyone understands the mission and understands how we are fulfilling it every day. A place where people are proud of what we are doing and are able to talk about it; a place where you are supported not only professionally, but personally. That people know about the exciting and happy and sad things in your personal life and are there to support you. An organization that supports professional development, work-life balance and values the Jewish family, whether it is the family of the office or the families that work here [it equals] this organization.” Our research suggests that when people in an office share a common language, they tend to understand each other. This program staffer suggests that this begins with a shared understanding of the mission and how each staff works to fulfill that mission.

Sometimes policies that are instituted at an organization affect the culture. At one organization, there is a family-friendly environment that includes a “bank” for sick days that all employees can share. “When people need to deal with a personal matter, family is the most important thing; work will wait and other people will pick up [their work]. If someone is very ill, [for example, takes] several months off, people contribute into a time bank with their personal comp, vacation and sick time, and someone else can use that time. We share if someone needs it. [At] other places you might be fired [but] here you get time off. There is a sense that people get their work done. Some people abuse that, [but] most people are very good about it.” When

employees feel that their organizations support them in times of need, they are more likely to identify more deeply not only with the organization, but also with their colleagues.

Bonding. An upper management professional reported that at his workplace a staff bonding committee is formed to create more camaraderie in the office. He believes it adds to the workplace environment and culture. Additionally, making these work connections stronger and even socializing outside of work adds to satisfaction and happiness at work. He states, “there needs to be opportunities for staff to be here all together [such as]: staff education, workshops, [create a] monthly potluck lunch and bring something and have lunch together once a month. I want people to like working here and some of that has to do with the people we work with [and] sometimes it’s about [the fact that] we’re doing great work in the world. I can’t make people be friends, but I can give them the opportunity.”

Some organizations have traditions such as going to a restaurant to celebrate work milestones. Others make appreciation, employee recognition and staff bonding a core component of their culture. An upper level manager says that it is important for staff to bond and “party” because “it is their home.” She says, “each department does a potluck every week, [at least one] staff event every week, and in May [every year] we do an employee recognition ceremony for a full eight days [complete] with cheering, poms poms, the wave, people screaming, air horns, balloons and [a gift] of a framed photograph of the individual who is being recognized and their boss.” According to this professional, this fun attitude affects the culture at the agency and makes it a great place where the employees work hard and respect the staff and the organizational culture. An example she shared was that a maintenance laundry worker found \$1,000 in cash wadded up in a ball with a rubber band in a resident’s pants pocket. This worker immediately ran to the supervisor who found the resident who misplaced the money. This worker

was rewarded by the resident and felt appreciated by the agency for taking the money to her supervisor. She could have easily pocketed the money without any consequence. The culture created a desire to carry out the job in the best way possible for all its workers from support staff to upper level staff. Culture, which can be described as consistency, stability and teamwork, can lead to employees feeling satisfied in the workplace. If the culture allows for employee flexibility and recognition, a feeling of job satisfaction and happiness in the workplace can be achieved.

One organization realized how important it was to incorporate new staff and brought in a consultant for the department to work with in creating a mission statement of what their job is together as a team. This includes a self-care plan, care for others and care for the team - individually, spiritually and professionally. Together, they came up with the top two things they would tell a new employee in order for them to succeed in their new job or role. Three times a year, the group gets together to read the mission statement, make any tweaks or improvements and incorporate new staff or interns. The continuity this practice creates helps staff feel a part of the larger group and accountable to each other.

Daily work. An upper management professional said, “You can be paid a lot and not be satisfied, you can be paid a little and be satisfied, [the questions an employee should ask are] ‘is my work challenging, productive, or making a difference in some way?’” He continued to relate that he was once in an unchallenging job and it was so easy; he was unhappy and had to leave to pursue something more stimulating. When survey respondents were asked what was most important in determining workplace satisfaction, the top three criteria were having meaningful daily work (41%), being part of a team and valued (35%), and compensation (34%). While

stimulating and challenging work is important, other aspects of a work environment need to be taken into consideration, as many people interviewed explained.

Space and Commute. An upper level manager said that her satisfaction depended on the physical environment, feeling physically good in the space with “access to necessities” such as parking, a kitchen area, space to take a break, fresh air, etc. She also described the physical environment of the office as a “beautiful...space...windows, outdoor patio, colored painted walls, natural light, free parking, we have a kitchen...it’s very much designed to be family oriented, and our boss sets the tone for this.” Although this manager mentioned free parking, she is lucky and can walk to work. For her, not having a long commute makes a difference when she begins her workday.

A program director of an organization with multiple office locations was originally hired to work in one location of the organization. After several management changes, it was decided that she would also need to be in another office for parts of her workweek. She lived near the first office and intentionally accepted the job based on where it was located in relation to her home and was unhappy and disappointed about the position needing to be in another office some portion of the week. Although she sees the importance of her program being in multiple offices, she is satisfied with the job, but it affects her workplace happiness. She does not get paid for mileage and loses an hour commuting once a week. This program director also valued respect, open communication and collaboration, “where you have peers you like to be around because you spend a lot of time with those people...and a smile goes a long way when you’re walking down the hall if you’re working with those people and you feel good around those people, it makes a difference.” She explained that being transplanted into another office for a few hours a week, she has never felt those new peer relationships and smiles were invested in, making it

difficult to not dread those days of work. It seems that if the organization valued respect and open communication more and spoke to this program director about implications of relocating, some of these issues could have been prevented.

Salary. The CEO of a large organization said the first thing he would change to make his employees happier in the workplace is the salary level, “I would push our lowest salary up. Right now it’s \$13.50, which isn’t bad, but I wish I could raise the line staff. I think management is fine, but it would show a larger commitment to staff.” In our interviews, salary was minor factor in job happiness, while in the survey it ranked third (35% of respondents) on the list of top three criteria in workplace satisfaction. When interviewees were asked what makes a good workplace, their answers reflected how they felt in the workplace physically, how they interacted with their coworkers, and how they were connected to the mission and work, not bringing up salary or compensation as important elements.

Socialization. An upper level manager believed that having a good rapport and socializing outside of work contributed to job satisfaction. Additionally, an administrative assistant stated, “If you feel like you have someone working with you, you feel satisfaction.” She referenced socializing with colleagues and that her supervisor was working with her to help her improve satisfaction in the workplace. Of those respondents who socialize with coworkers outside of the office, 50% are satisfied at work, compared to 45% that do not socialize with coworkers. Although, working in a space where colleagues talk and socialize can improve satisfaction, it does not heavily affect job satisfaction. However, based on interviews, organizations would benefit by creating opportunities for employees to build rapport.

An upper level manager said, “We work hard, but play hard” when mentioning that all the employees just had birthday cake to celebrate his birthday. Our research shows that taking

breaks in the day for such things increases morale and productivity. Other organizations do a variety of activities throughout the year to show appreciation to employees and increase morale based on events at the organization. One organization took the entire office bowling when they hit their fundraising goals. Another organization brought in food to the office and watched the World Cup and March Madness together. Several organizations highlighted the presence of food for celebrations, while a large organization took their employees to a sporting event. However large or small, these activities bring coworkers together and give everyone the opportunity for a break to recharge.

Figure 1.2:

**Factors of
Organizational Culture**

Positive organizational communication

Place for collaboration and respect

Values the Jewish family

Personal development

New staff orientation and integration

Positive physical space

Access to parking

Kitchen

Break space

Celebrations for birthday and achievements

Formal staff interaction/bonding time

Appreciation

One upper management staff professional believes “employees are really the sum total of the organization’s capacity to be of service” and therefore, showing appreciation for their hard work is important as it reflects the value of the organization. 81% of those who feel appreciated by their supervisor(s)/coworkers feel satisfied with their current job, compared to only 22% of those who do not feel appreciated. Appreciation can be shown in a variety of ways, with the ultimate goal making employees feel good about their hard work and dedication to the

organization. Recognition helps employees feel motivated and productive at work. Many organizations send email blasts, have executive staff walk the floor each morning or week to say “thank you” or make announcements at meetings. A program staffer said that the executive director instituted “recent successes” into their weekly meetings where everyone gets the opportunity to hear of individual and group successes.

Some larger organizations place a high emphasis on recognition and appreciation to a point where they are showing it in their daily work culture. This is demonstrated when an upper management staff person said, “[I] believe in correct recognition for my team. It’s not just about [saying] thank you, it doesn’t mean anything, that is hollow.” Her organization has a program called “Home Runs.” There are forms placed throughout the facility so that anyone, staff or resident, can write about why someone should be recognized. This goes straight to her desk and a personal letter is written to the employee and signed by the CEO and HR Director. Additionally, they have a recognition day where all the employees are honored with signed photographs and personal letters of appreciation.

Similarly, another large organization has a form entitled “Standing Ovals” that are placed throughout their facility. Whenever a form is filled out, it is returned to the employee’s manager and the manager gets to share it within their department. Financial compensation is also awarded to employees in different capacities. One employee a year receives the “President’s Award,” and an upper management staff person has the ability to offer, “spot bonuses that [he] can give to any one person around \$1,500 a year.”

A few employees expressed concerns that appreciation was not shown enough in their workplace. A support staffer person said, “I feel appreciated by some more than others,” while a program assistant agrees that when it comes to appreciation, “some days are better than others.”

He added, “I think some days people are just stressed out. I think the appreciation is there, it’s just not expressed.” A level of awareness can make a difference in situations such as the one above. A little can go a long way, and supervisors and coworkers should be more aware of how their attitude affects their colleagues.

Value. When ranking workplace satisfaction criteria, ‘being part of a team and valued’ was one of the top three answers (35%). Approximately half of those who feel their opinions are not heard are not happy at work, compared to only 1% of those who feel their opinions are heard. One respondent said even though she was program staffer, she felt valued because she had a good relationship with her supervisor who could carry her ideas up to the executive level. This made her happiness level increase because she was able to start a program within the organization that would have taken much longer to institute if not for the support of her supervisor.

Figure 1.3:
Factors of
Appreciation

Showing recognition and appreciation
Financial compensation/promotion
Thank yous
Appreciation events
Feeling values and opinions are taken into consideration

Supervision

Feeling supported at work by both supervisors and coworkers brings a level of confidence and happiness to one’s workplace. Nearly 90% of employees who felt extremely supported by their supervisor claimed that they were extremely happy at work, compared to only 3% of those employees who did not feel supported by their supervisor. Feeling as if you have the support of those around you increases productivity and connection to the workplace, the people and mission of the organization. A program staffer speaks highly of her relationship with her

supervisor, saying it is unique and that she felt comfortable sharing “how unhappy [she] was. [The supervisor] asked [her] to dream about what [her] dream job would be at [the agency] and could [they] find a mash-up of different positions to make [her] happier.”

Having such a positive relationship with a supervisor is something all employees should strive for and with the additional support of organizational staff bonding activities, that relationship can be accomplished. Of the organizations who promote formal staff bonding, over half of respondents felt appreciated by their coworkers and their supervisor. This explains that when employees have opportunities to engage on a social level, they are happier at their workplace.

Camaraderie. Most survey participants reported that the more strongly they agreed that they felt camaraderie, the more likely they were to be happy with their workplace environment. Camaraderie is a factor, but other factors were more important when discussing happiness in the workplace. This is reflected in the responses to the questions asking about union association and level of camaraderie in the workplace. There appeared to be no significant difference between those in the union and those not in the union with both groups strongly agreeing that there was camaraderie in the workplace.

One program staffer believed that her organization was, “hands down...the best agency to work for in LA” based on the camaraderie, support and appreciation from coworkers and supervisors, and that her values and opinions were heard. However, she was not connected to the mission, and therefore was not happy at work. She is not the only one to feel this way, as 88% of respondents believe a connection to the mission is important, and as a result, they are very happy at work.

Coworkers and Supervisors. The survey found a correlation between support from coworkers and supervisors and higher levels of happiness in the workplace: 76% of those who feel they are supported by their coworkers are happy with their workplace environment, compared to 33% of those who do not feel supported by their coworkers. The correlation for being supported by supervisors is even stronger: 80% vs. 7%.

Those who have a good relationship or feel appreciated by coworkers and supervisors report higher levels of happiness than those who feel unappreciated. Our survey indicates that 77% of those who feel appreciated by their co-workers are happy with their workplace environment, compared to 20% of those who do not. Additionally, 81% of those who they feel appreciated by their supervisor are satisfied with their jobs, compared to 0% of those who do not. It seems that workplace happiness and job satisfaction are, in part, due to the support and appreciation employees are shown by coworkers and supervisors.

Figure 1.4: Factors of Supervision	Internal growth opportunities
	Positive relationships
	Supportive relationships with supervisors and coworkers
	Mutually beneficial
	Mentorship
	Camaraderie

Professional Development

Our survey found that when employees feel challenged by the type of work they are doing they are more likely to feel satisfied with their job (88% vs. 16%). One way employees can continue to challenge themselves at work is by developing professionally. In our survey, 62% of respondents claim they took advantage of professional development offered by their organization. As our research suggested, professional development supports physical, mental,

spiritual and general well being in a workplace, so organizations that invest in these opportunities are also investing in their employees' overall health. All the organizations researched agreed that professional development was important. Some organizations offer financial support when employees ask to attend conferences related to the position or department, while other organizations offer internal lunches and lectures. One upper management staff person said he makes it a priority to pay for his employees' membership to the Jewish Communal Professionals of Southern California professional organization (JCPSC). A few organizations admitted there is room for growth in the area of professional development and are working on strategies to improve that area. An upper management staff person said, "We don't do very much of it, and we are going to. We want to do more of it. I think [how to make] this a better place to work is by creating opportunity and professional development. We are in the research and development process to see how we can prioritize [professional development because] we don't do very much of it and it is not okay."

Another aspect of satisfaction and support in the workplace is the presence of internal growth opportunities within organizations. Research describes these as mentorship, promotions, salary bonuses (for holidays or based on merit), title changes, opportunities to move up, and/or skills training. When organizations offer these opportunities, they show employees that they are invested in, supported and appreciated. Of the organizations that offered these opportunities, over three quarters of respondents said they felt motivated to work at the start of their workweek, satisfied by the type of work they are doing, challenged by their work and engaged by their work, compared to only half of those whose organizations did not offer these opportunities.

All the healthcare and social service organizations interviewed place a high emphasis on continuing education courses and offer them, usually for free, to employees. One upper

management staff person said that although “[we can’t] offer a lot of resources, we will offer release time even if we can’t pay [for the courses].” A program assistant took advantage of classes that were offered and said, “It [was] very nice. I took a few classes [by choice] - writing [and] interpersonal skills workshop, [which] some employees are required [to take] when there are some communication problems.”

The same organization as mentioned above even provides financial assistance to employees pursuing secondary degrees and “educational loans [that] don’t have to [be] paid back if you remain an employee,” added the program assistant. The head of department of the same organization recognized the benefits of these professional development opportunities and financial investments as he recalled, “I know someone who got promoted to manager because she had just received her Masters. [There are many] opportunities to move up [here]. Usually, they like to hire within and try to hire internally first, [which provides for] a lot of growth if you stay here a long time. I see myself being here a long time, hopefully.”

Many upper management staff people that were interviewed relayed their positive opinions about continuously learning, whether or not employees believe it will benefit them in their position. An upper management staff person expressed that “[People] always have to be learning. If a staff member here thinks they know it all already, that’s [going to] be a problem, because the world is changing so fast you [have to] keep learning.” He mentioned that he recently took a webinar about an area in which he had no day-to-day interaction, but said, “[now] when I go to the [area] I can actually have an opinion about what is going on.” This statement shows that learning and development can benefit an employee even outside of his/her specified role at work.

For many veteran employees who may be nearing retirement, formal professional development may not benefit them in the same way it will for new, novice employees. An upper management staff person highlighted how he finds meaning in his professional development at this point in his career by stating, “I create them [for myself]. I will [take part in] webinars online to learn something new and different. I stopped going to conferences a long time ago [because I’m] at a different stage in my career, [even] at the end of my career. I buy books and charge [them to] the agency; I read periodicals that pertain to my field [and I’m] learning constantly.” He continues to discuss that he is now offering his knowledge as a means of professional development to his staff by saying, “I do a lot of mentoring now. I’m giving a lot more than I’m taking back in. That’s where I am.” He also admits that “the agency supports, but not to the level that I would like them to financially.”

Professional development can come in many forms, whether it takes place inside of the organization for shorter periods of time, or outside the organization for longer periods of times, such as conferences. 72% of respondents have taken advantage and attended the professional development opportunities offered to them inside of the organization, and 81% of respondents have taken advantage and attended the professional development opportunities offered to them outside of the organization. These high numbers demonstrate the desire employees have to learn and grow in the field. Organizations need to meet the needs of their employees, and based on our research, professional development is something employees feel is very valuable to their careers.

Figure 1.5:
Factors of
Professional
Development

Continuing education courses
Conferences
Lectures
Webinars
Professional organization associations
Financial support/scholarship for post graduate school
Salary bonuses
Title changes
Promotions
Skills training
Mentorship programs
Purchasing books in the field

Unions

Many Jewish nonprofit employees we interviewed were part of a union, and we found that this affected their work-life balance, satisfaction and professional growth opportunities. Nearly 60% of respondents reported that their organization was associated with a union, and 58% of support staff reports being union members, compared to 89% of program staff, 52% of middle management and 7% of executive staff. According to our survey, those in the union tend to have negative views of unions. Overall, only 20% of respondents believe the union benefits their organization. At agencies with a union, only 6% feel the union increases general employee productivity, and nearly 50% of employees believe the union creates a hierarchy at their organization. Comparatively, those not in the union believed it created a hierarchy in the workplace ($M=4.34$, $SD=1.50$) more than those in the union ($M=3.68$, $SD=1.36$), showing statistical significance ($t(120) = -2.51$, $p=.013$). This suggests that those not in the union perceive positions in the union as hierarchically lower than those not in the union. For example,

administrative and support staff tend to be union positions compared to management and executive staff.

Some have profound opinions about the union's impact on the nonprofit workplace. A program staffer explained that since the Jewish community was actively involved in the creation of unions and union organizations, Jewish organizations tend to be more supportive of union organizing. In many organizations in Los Angeles today, certain positions are required to be in the union. One program staffer stated, "I am strongly anti-union for Jewish communal organizations. I think for mine workers, automotive workers, factory workers [there is] a place for unions, but there is no place for unions in the nonprofit sector. I think it breeds mediocrity and protects peoples' positions. I think also [the] Jewish community is not good at evaluating supervis[ion], and unions would not be a problem if we were good at employee management. We're not, so people who do the bare minimum get by, clock in and clock out, and it affects organizations, and I think it's a problem. I think it's keeping our community from being excellent." She feels strongly that unions cause the organization to lose focus on more important aspects of work such as evaluation and supervision or employee management.

Because of this individual's positive relationship with her supervisor, she felt comfortable going to the supervisor if she had an issue. Her professional growth was actually impaired by union regulations. In this instance, this program staffer had the opportunity for a promotion and was not able to receive it because of certain union guidelines instructing that positions of seniority be considered for promotion first, regardless of merit or personal desire. She stated, "A personal example, I was not able to take on a director's position because there was somebody in the office who didn't want the director's position, but was hired before me and was at a higher [union] level, and that was it. Because of the union I couldn't be at a higher union level than her

and it kept me from getting the director position. It seems like the union puts stumbling blocks in the way.”

Respondents identified other issues with the union. A support staffer stated, “[The union] is the biggest waste of time. I felt like I was taking money when I was paying the union and putting it in a shredder, and it’s a lot.” Similar to the program staffer, this support staffer suggested that it is not relevant for Jewish nonprofits and feels she can go to her supervisor for support and does not need the union to step in. Many survey respondents agreed, and only 11% said that they would actually join the union, if they had the choice. This support staffer continued to discuss times when she felt like the union did nothing. When there are layoffs or cutbacks, there is no ability to bump someone to the next union level if there are two employees and one has seniority over the other. The employee with seniority gets the bump up, even if the other employee is better qualified.

Another case that makes this support staffer feel unions are “a waste of time” occurred during a layoff where a female union employee of 26 years was let go immediately, “[They] called her in and let her go [just] like that. Clean out your desk, you’re gone; you don’t get any bumping rights. [She had been] paying dues for 26 years and got nothing.” Bumping rights mean an employee gets “bumped” to the next union level, based on what the organization and union have negotiated for that type of position. The support staffer said, “The union is not democratic at all.”

Less than half of respondents believe the union advocates for employees, and only 21% of union members believe the union actually benefits the organization. One professional stated, “I go back and forth with the union...I sat in a lot of those meetings and I don’t think the union did a great job in fighting for us and getting us what we asked for. They seemed a bit sloppy

compared to our HR department. In theory, I think they're there to protect us, but I don't think they're the most effective union." A program staff talked about a new type of system to monitor the workers - a swipe system with a worker's electronic card. "Prior to that system we would just mark it ourselves. But this is now done by the minute, and it has kind of panicked everyone who has to do it. We constantly feel like we are being watched by this." The union has an effect on workplace culture because not all staff are in the union and "so it sets apart those who are." She talked about how those in the union stand around a machine to swipe in, and it is "uncomfortable to stand there for five minutes."

She stated that some executives want union members to work more by the clock because when someone is more than six minutes late, Human Resources calls them to let them know it is unacceptable, and if a union member stays overtime they need to get paid for that time. This program staffer said, "In my eyes, that's not how the environment of a nonprofit should function. We have bigger things we should be worrying about." She suggested here that unions disrupt the productivity of the workplace. It overshadows the importance of the work when union members feel like they are focusing on being on time to the minute and standing at a machine to swipe in. Another program staffer felt similarly when the new swipe system was instituted. Previously, she felt she had control over her schedule, "but now I feel kind of punished." Because this program director has to leave when the workday is done, she does not feel as challenged by her work because she feels the organization places a higher emphasis on time, instead of quality of program. Of course, leaving work at work can help employees feel they have a better work-life balance, but it is not on their terms and that can feel limiting and affect how confident employees feel about their final product.

For certain union level positions, employees are not granted access to email from home, but other union employees may be required to log their hours of work if they check their email from home. 44% of those in the union never bring their work home with them (including checking emails and voicemails) compared to 22% of those not in a union. Those not in unions felt slightly more challenged by their work than those in unions.

A senior professional feels it is difficult to create an innovative environment because of the presence of the union. He agrees that it is not a good system for everyone, and he believes, “If you’re a committed, passionate, great employee in a Jewish organization that is in a union in Los Angeles, you’re somewhat screwed unless you get promoted out of the union into a management job.” He agrees with what other employees stated, that a union was important in the garment industry in New York City in the mid-1900s and for those workers who need an organization to speak up for them. Today, in a nonprofit organization that is issue driven, it does not make sense to him. “It’s counterintuitive. California state employment law rewards people who do not do the best job, and it is a flawed system in terms of government and in terms of union.” It hinders this executive’s ability to “create programs for employees to get benefits by working harder and achieving more because the union doesn’t have a tolerance for that.” Another senior professional stated, “[The union] doesn’t allow us to talk about merit based bonuses... creates [a sense of] ‘well we are the same, why did she get a raise, and I didn’t’ and it becomes very personal.”

One executive professional feels that his organization would be better off without a union. But he cannot initiate discussion about that with the union or employees because “change [can be] made only if employees decide they want to decertify [themselves] from the union. I can’t have any conversation, they have to do it themselves, and the union works hard to make

sure people don't do that." One program staffer did not want to comment on the union at all because it was too controversial. He did state that it was a balancing act and there are good and bad aspects of the union... "it's a huge topic, I could go on about the union for an hour."

Not all respondents had completely negative views of the union at their organization. 43% of those in the union feel as though the union advocates for them – still a minority, but enough of a critical mass to explain why unions still have a presence in Jewish nonprofits. Also, interviewees at certain organizations did not express major concerns about their union. This seems to be based partly on how many restrictions the union puts on office culture, which varies at different organizations and different unions. For example, an executive professional shared that she did not need to get approval from the union to hire a new position. A support staffer at the same organization found the union interesting and not affecting her work or life at all. She stated, "I do have to clock in on the computer [a timesheet online] and the union is just there to protect us. [I listen to the] meetings on the phone with unions and lawyers to hear about our raises and figure out healthcare." For this organization and its workers, the union was just another fact of office culture. An executive professional who was familiar with the organization before she was hired stated, "I didn't even know there was a union until I [was hired] here."

Based on all of the negative evaluations of unions, one might assume that employees in the union would report lower levels of job satisfaction than employees not in the union. According to the survey, we do see slight differences in the expected direction, but they are not significant. Even so, it is clear from interview and survey data that many employees feel that unions are limiting productivity and having a negative effect on Jewish organizations in Los Angeles.

Figure 1.6:**Concerns with
Unions**

Restrictions on bonuses or promotions

Accountability

Productivity

Seniority and bumping rights

What Would You Change to Increase Happiness in the Workplace?

When asked what individuals could change in their workplace if they had the power to do so, in order to improve their happiness and satisfaction at work, answers varied, but the three answers that ranked highest were salary (58%), professional development opportunities (33%) and relationship with supervisors and coworkers (23%). Many upper management staff people agreed that if they had the power to increase salary for their employees that would be the first thing they would change. A recurring theme was that management believed they have a great organization, but that compensating their staff better would make their organization even better because staff would feel the appreciation they deserve.

Additionally, a number of people typed in their own answer with what they wish they could change to improve their happiness at work, and 31% of those fill-in answers included the word “flexibility.” Many answers reflected that having more flexibility in their work and work hours or a better work-life balance would improve their happiness at work. One respondent explained, “the amount of time that we end up working on weekends is always a hard pill for me to swallow, even though at this point I need to either have accepted it or decided that this work isn’t for me, because it’s necessary [for this job] to be available to families outside of work and school hours if we want to be successful. But, it is difficult maintaining boundaries on our time, and that is where the difficulty in separating person/family time from work time comes into play.” Another respondent added, “When working full weekend days, I’d like to be able to take a work day off. The company allows for four a year, but my job requires more than four full

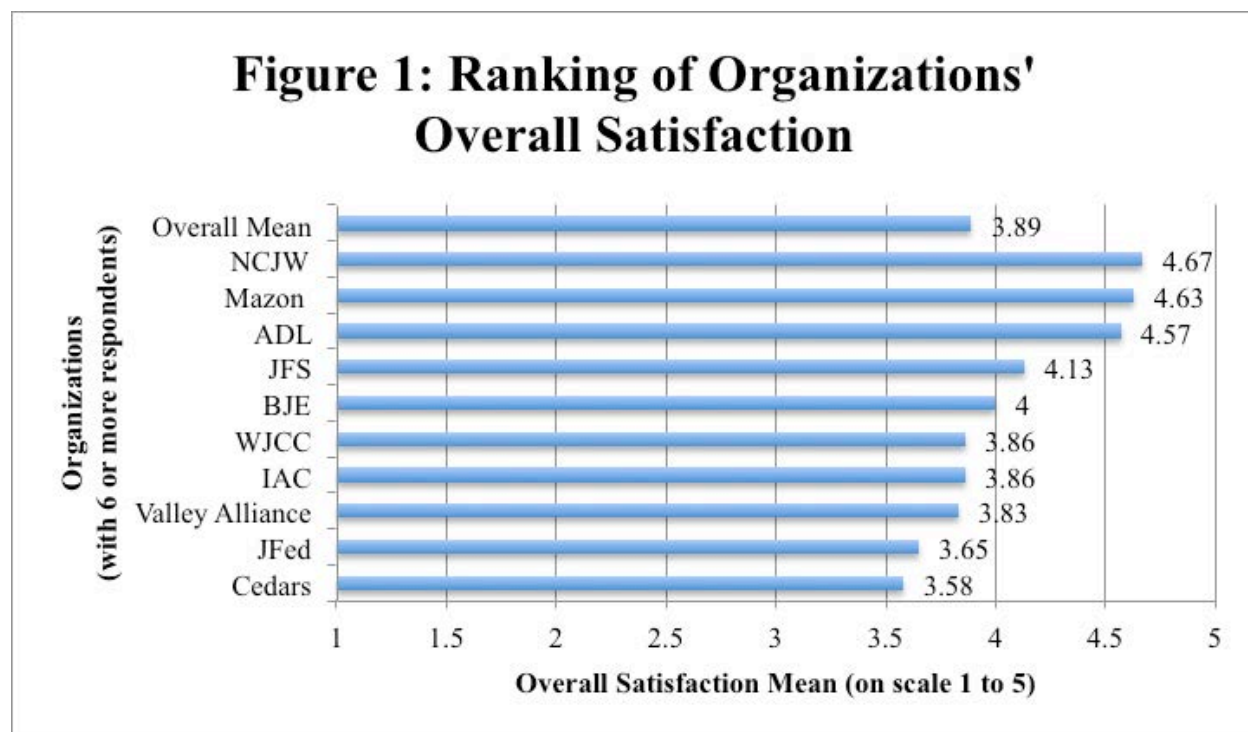
weekend workdays. As [a union employee], I'd also like to be able to work my full pay period, but if I am short one day, have it be fine to work longer another day, so long as I end up working my full hours by the end of the pay period. That way I could take kids to more doctor's appointments etc." Giving employees the autonomy to make their own decisions in determining how to productively finish their own tasks and giving them the power to decide the importance of tasks could really change their satisfaction, creating a dynamic workplace culture that is based on productivity and appreciation.

How are Jewish Nonprofits in LA Doing?

In an effort to discover how organizations in Los Angeles are doing we looked at organizations with six or more respondents and their average responses for questions related to the six factors of workplace satisfaction. The organizations we highlight are: Anti-Defamation League, Builders of Jewish Education, Cedars-Sinai, Israeli American Council, Jewish Family Service, MAZON, The Jewish Federation of Greater Los Angeles, The Jewish Federation Valley Alliance and Westside Jewish Community Center. For most factors, a scale of 1 to 5 was used: 1 is Strongly Disagree, 2 is Disagree, 3 is Neutral, 4 is Agree and 5 is Strongly Agree. For most of the questions, all organizations have an average score above 3, demonstrating that, in general, employees have positive feelings about important workplace factors.

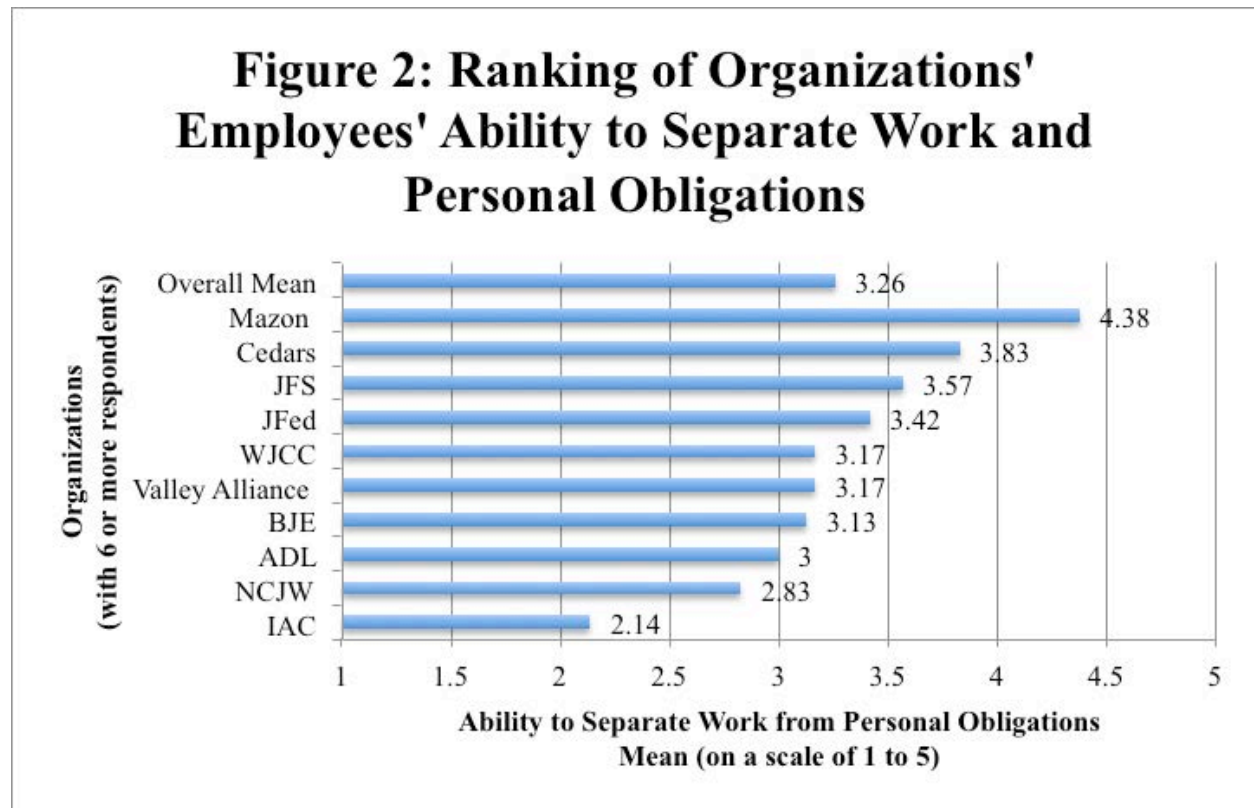
Overall Job Satisfaction

Our survey found that employees of Jewish nonprofits in LA are generally satisfied with their jobs. As Figure 1 indicates, the overall mean was 3.89, and National Council for Jewish Women, MAZON and Anti-Defamation League, ranked highest.



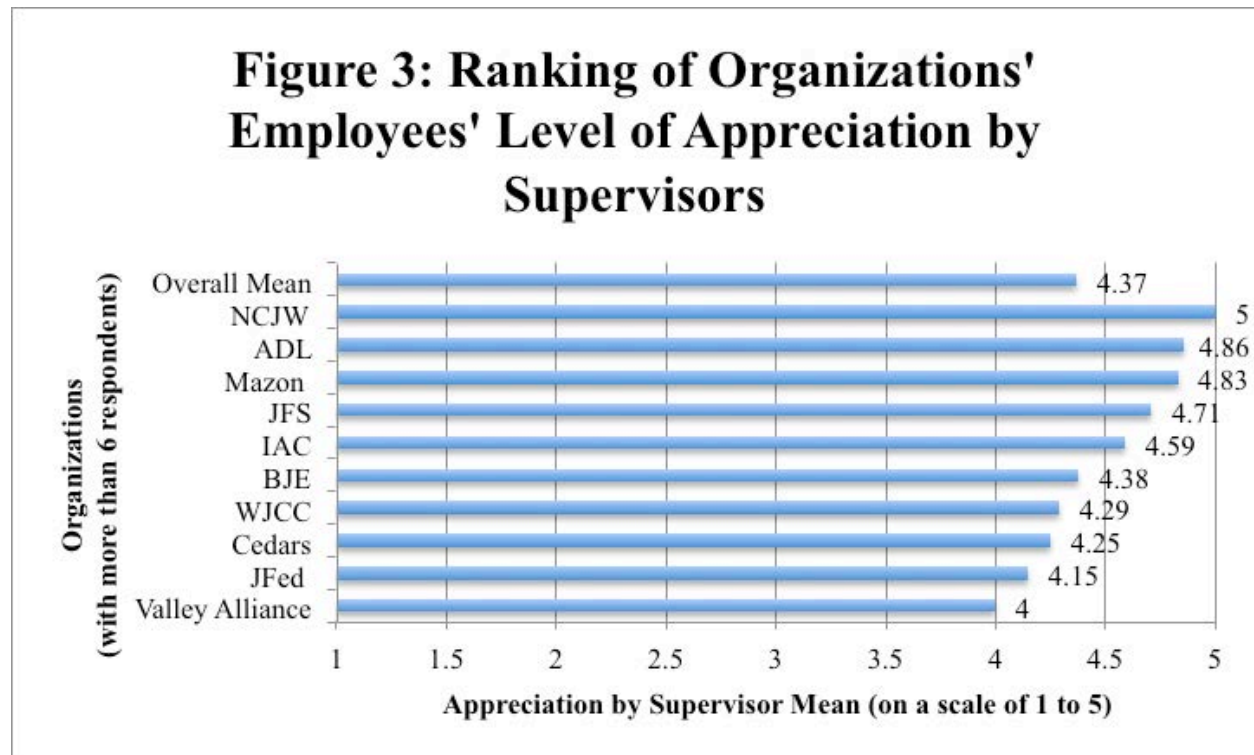
Work-Life Balance

It was important for us to obtain results about agencies playing a role in helping their employees create a better work-life balance. Although we know this is ultimately a personal choice, organizations can facilitate an appropriate balance by not placing extra pressures on employees to accomplish tasks during non-formal work hours. Based on Figure 2 the top three organizations whose employees are able to separate work from personal obligations are MAZON, Cedars-Sinai and Jewish Family Service. This is a factor that was amid the lowest averages at 3.26. Among all organizations, several ranked under 3, meaning that they (and all organizations) could benefit from reevaluating how they model and formalize work-life balance and flexibility plans.



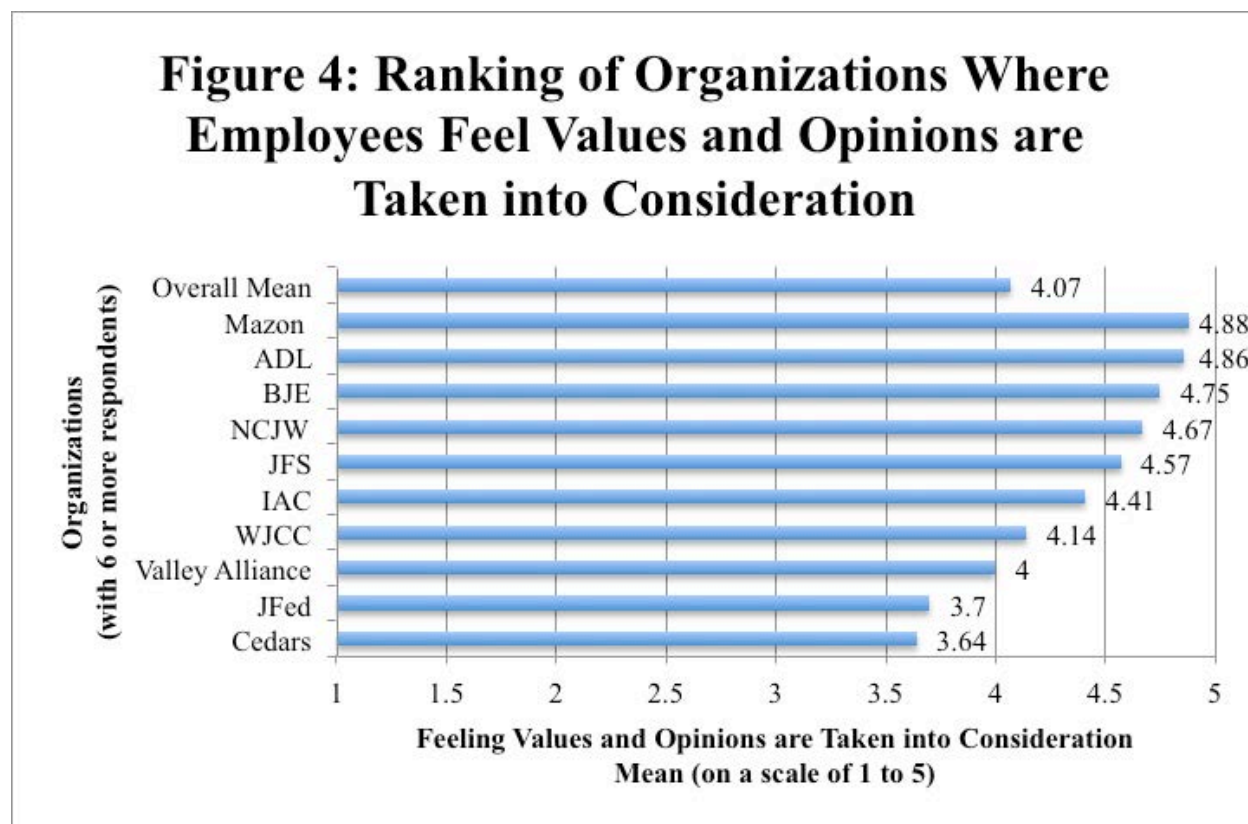
Appreciation and Supervision

Appreciation by supervisors. Respondents felt generally appreciated by their supervisors, which reflects positively on the relationships between supervisors and their staff, culture and ultimately on workplace satisfaction. These relationships where each person mutually benefits can be modeled from the top tier leadership and can greatly impact workplace satisfaction. Figure 3 shows that employees feel most appreciated at National Council of Jewish Women, Anti-Defamation League and MAZON.



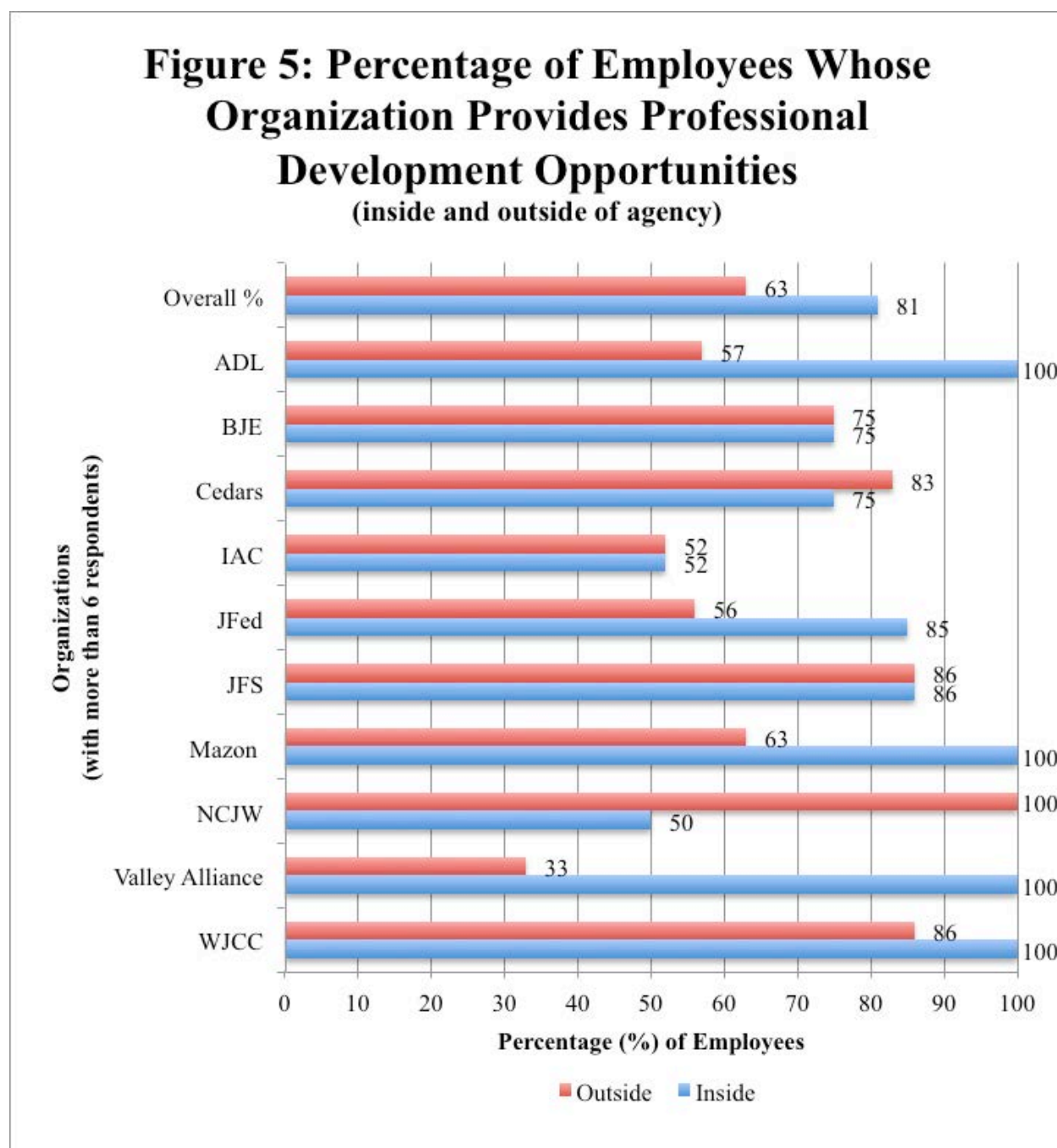
Culture

Values and opinions are taken into consideration. Generally, respondents felt their voices and opinions were taken into consideration in their workplace, with an average ranking of 4.07, which is high. Employees at MAZON, Anti-Defamation League and Builders of Jewish Education responded with the highest ratings, indicating their values and opinions were taken into consideration, which is reflected in Figure 4.



Professional Development

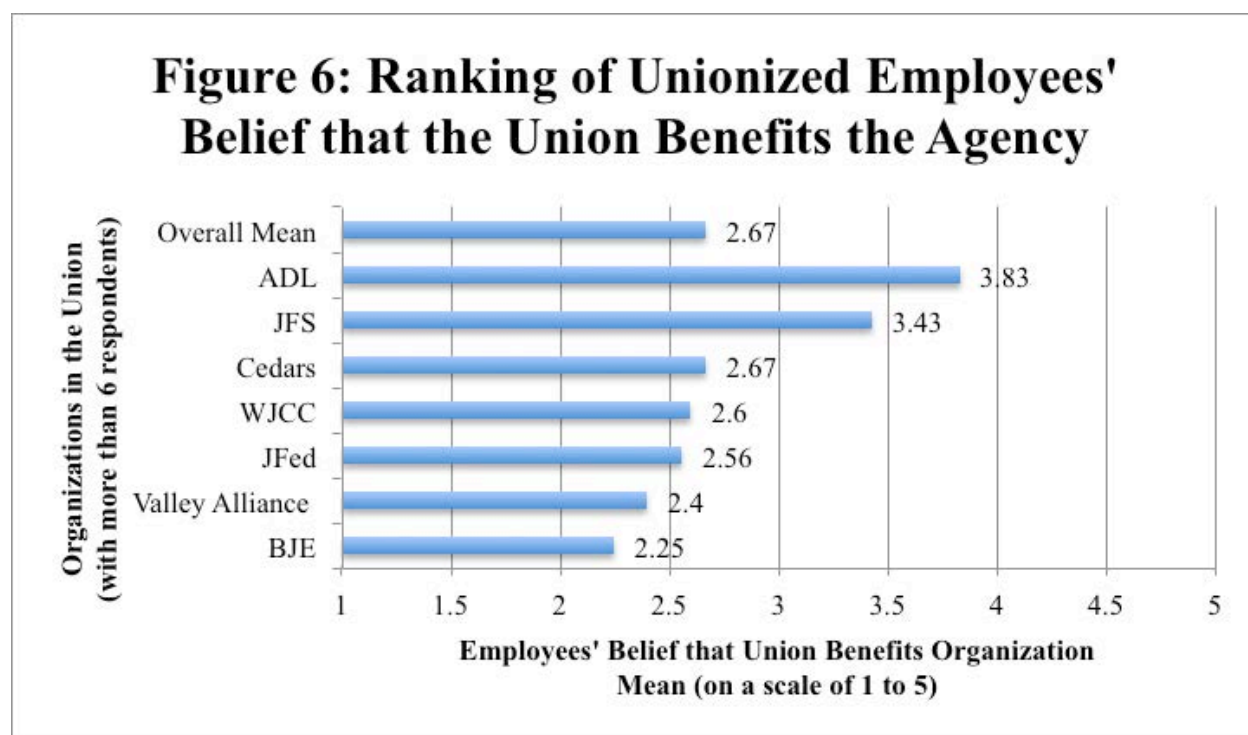
Our research showed that providing opportunities for advancement and professional development improve employees' overall satisfaction and retention. The ability to advance and continue learning in the field helps prevent burnout. 100% of employees at Anti-Defamation League, MAZON, Jewish Federation Valley Alliance and Westside Jewish Community Center, demonstrated in Figure 5, believe that professional development opportunities are provided inside their agency, and all employees at National Council for Jewish Women believe that professional development opportunities are provided outside their agencies. Overall, organizations are promoting professional development, whether inside or outside of their agency.



Union Benefits Organization

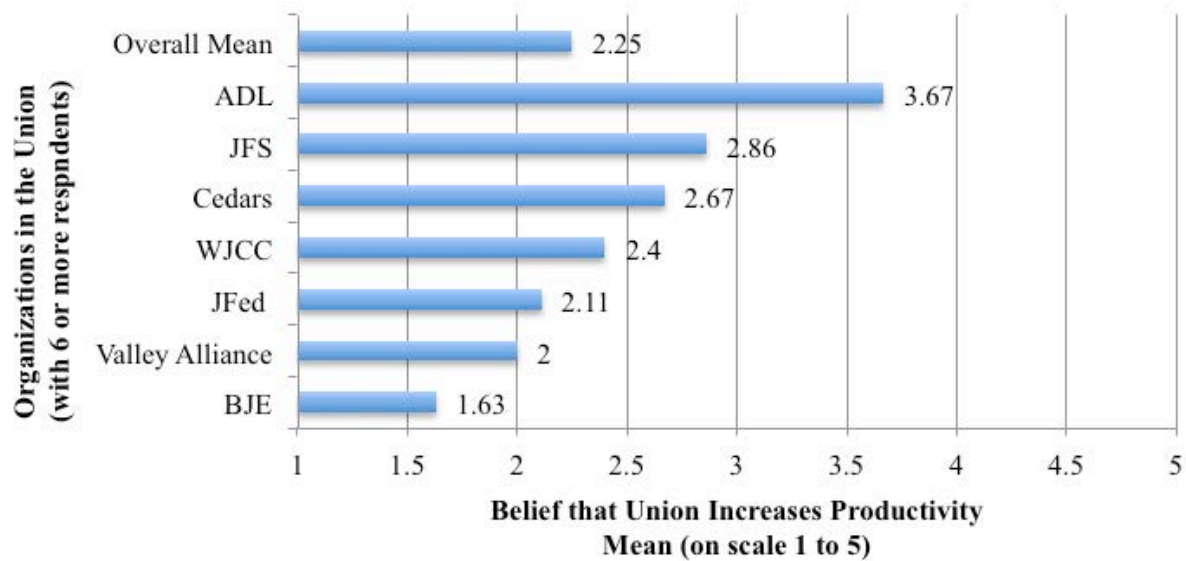
Figure 6 highlights how employees feel the union benefits their agency overall. Of the organizations that are a part of a union, only Anti-Defamation League and Jewish Family Service have a positive average score (over 3, which is Neutral). In general, the overall mean was low at

2.67, indicating that most employees, whose organization is part of the union, do not believe it benefits the organization.



When conducting interviews we discovered the negative effect of unions on employee productivity. Based on the survey, employees who were members of the union at Anti-Defamation League, Jewish Family Service of Los Angeles and Cedars-Sinai ranked the highest for employees who believed the union increases general employee productivity at their organizations. Overall, the average was 2.25, and this is demonstrated in Figure 7.

Figure 7: Ranking of Unionized Employees' Belief that the Union Increases Productivity



Best Practices

Our survey demonstrates that generally people were happy with their workplace. However, numbers do not convey the complete story. During our interviews we learned what agencies are doing to make employee satisfaction a priority. From offering on-site amenities to staff recognition these are best practices we determined from our interviews and research. Our suggestions are intended to advance current workplace cultures. Although some of them may seem more difficult than others, we believe they are adaptable to each workplace and have the potential to enhance the overall lives of workers in these organizations.

Work-Life Balance

Personal Self-Care Plan/Personal Development. As one professional highlighted in our research, “I can’t give someone a life outside of work,” but an organization can offer suggestions for ways to take care of oneself outside of the office. The fact that Cedars-Sinai sits with each employee of the Spiritual Care Department and helps them establish a personal “Self-Care Plan” (Appendix K) embodies true investment. Life at work can become overwhelming and emotionally exhausting at times. Finding ways to relieve that stress and emotion is vital for personal mental and physical health. It can be hard to find the time or the avenues to do this, so having a professional staff member help you work through your plan and check in throughout the year offers a level of accountability that is far different than a friend or colleague asking what you did over the weekend.

Productivity

There is extensive research suggesting that flexibility in the workplace promotes productivity because employees are less stressed and encouraged to produce more results-orientated work that is rewarded by promotion and good performance reviews.

Benchmark/Achievement Measuring Process. Westside Jewish Community Center participates in a benchmarking process through their national counterpart Jewish Community Center Association (Appendix L). It helps see where their organization is in reaching their goals locally and can compare to other JCCs nationally. This thorough survey provides the organization a way to measure their productivity and involves anyone apart of the organization including employees and members. Some examples of the survey sections are program performance, user engagement, Jewish impact and staff motivation.

New Staff Orientation and Integration. Cedars-Sinai realized the value of integrating new employees and decided to get the entire Spiritual Care Department on board. In cooperation with a consultant, everyone was able to work together and create a mission statement to remind everyone what their job is, together as a team and independently. Coming up with the top two things they would tell new employees makes sure that from the moment they join the team, they are part of something greater than them, helping everyone feel accountable for them and each other. This can also fall under organizational culture, as it is used as a tool to create a sense of belonging for new employees.

Organizational Culture

Sense of Belonging & Mental and Physical Health. In order to improve culture and happiness in organizations across Los Angeles, we have found success in programs that bring a sense of belonging and mental or physical health to individual employees. As our research suggests, when employees feel connected to the larger organization, they are happier and more satisfied with their workplace and colleagues.

On-Site Amenities. Some organizations understand how committed their employees are and want to help promote physical and mental health. A great avenue to provide this is by

implementing on-site amenities that employees can utilize during breaks or before/after work hours. The Jewish Home has a variety of physical health classes employees can partake in, including zumba, yoga, running and multiple sports teams, all helping employees to release stress and find a balance in their hectic workweeks. Similarly, the Jewish Federation has an on-site gym that is open to all employees and just recently started promoting personal training options for a fee. Additionally, the Jewish Federation has dedicated a space called “Café Fed” where all Federation employees are able to enter where there are plenty of snacks, coffee, beverages, couches, a TV, and private or public meeting space. This provides for more comfortable space to meet and to take a break away from a desk to look at the beautiful landscape of LA.

Sick Days/Sick Bank. Emergencies happen and health issues occur unexpectedly, but organizations that help their employees prepare for the unexpected with something similar to a voluntary sick bank, show support to their employees. We learned of voluntary sick banks through Bet Tzedek’s example, where employees can offer up their sick leave or vacation time into a communal sick bank in the unfortunate circumstance that a coworker is out for a long period of time due to prolonged illness. With this sick bank, employees do not have to worry about losing their job and can focus on their health.

Additional Days Off. At this point, we understand that there is not a perfect solution to healthcare because of the industry and business of insurance. That being the case, we recommend that organizations do their research and pick policies that employees can stand behind. If that is not possible, offering other types of compensation can help employees feel supported and reduce burnout. This includes comp time for overtime, family leave, vacation, personal days, bereavement days and civic duty days. Additionally, if supervisors can be more flexible and

understanding of employees' needs and the need to take a day off every once in a while to recharge, we believe overall employee happiness and satisfaction can improve.

Appreciation

Recognition/Appreciation Events. Organizations that show their employees appreciation regularly will have higher levels of camaraderie and morale while also adding to productivity. Through our research we found that some organizations are providing either one-time or ongoing programs that show appreciation for all the hard work their employees do. The Jewish Home's "Home Runs" (Appendix M), similar to Cedars-Sinai "Standing Ovals" (Appendix N) where anyone in the entire organization can fill out a form that highlights something great someone else did. Usually, this is presented at staff meetings or in email blasts by supervisors. Furthermore, the Jewish Home holds a weeklong, yearly employee recognition event where employees get personally recognized for all their hard work with cheers, pom poms, music and celebration. This sense of appreciation has the potential to have lasting effects not only on a person's self-confidence, but their investment into their work and feelings of overall happiness.

Formal Staff Bonding and Interaction Time. The Jewish Federation of Greater Los Angeles instituted their first all-staff Dodger Fun Day, where the entire staff went to two different baseball games (during the workweek) in order to promote staff bonding, camaraderie and morale. Additionally, the Jewish Federation Valley Alliance has taken the office out for bowling when they hit certain fundraising goals in their campaign. These two office outings gave employees something to look forward to by providing motivation with a reward or incentive. This also promotes camaraderie and morale. One staff person said that a good workplace is one that celebrates with you in times of joy and mourns with you in times of sadness. The Builders of

Jewish Education truly believe in that and demonstrate it on a regular basis by all eating lunch together. Of course, this is easier as a smaller organization, but it is something they value and it shows in the fact that employees show up and are present. The Jewish Home also finds value in this and, as a result, has implemented weekly potlucks within each department, which adds to staff morale and provides employees something to look forward to doing together.

Professional Development

When organizations invest in their employees, the return can be invaluable. Jewish World Watch has done that by paying for each person's membership to the JCPSC professional organization. This provides employees with networking opportunities as well as workshops discussing the most important aspects of Jewish communal life.

Cedars-Sinai also provides employees with access to a variety of classes in communication and computer software throughout the year. This is not required, but allows employees to build on skills that they feel they would like to improve on, all as part of their workweek for no extra cost. They are fully invested in their employees' professional development and even provide scholarships for those who wish to pursue a masters or post-doctoral program while remaining employed.

Jewish Family Service of Los Angeles also tries its best to offer professional development opportunities. Although they might have a limited budget to send their social workers to conferences, they do offer paid time off for continuous education courses required to maintain their licensure.

Supervision

More Effective Bureaucracy – Positive Organizational Communication. Bureaucracy is a part of all organizations, and this includes Jewish nonprofits today. Through understanding

organizational structures all employees can have better organizational communication. We are recommending that organizations fully understand their organizational communication model (*functional, divisional, matrix, integration, fragmentation, or differentiation*) in order to more productively streamline processes and make sure employees are all on the same page. This understanding of organizational structures allows people correctly to perceive each other's roles and know who to ask for support and guidance during decision-making processes. All of this can be accomplished with a positive relationship with a supervisor.

Unions

Employees and experts who have a greater understanding of unions provided us with suggestions of how to interact with the union at an organization. A union expert suggested nonprofits employees should be more involved in the union committee at their organization to represent an employee voice in union negotiations. This is the only way change can be made to union guidelines such as swiping in and out of the office. In extreme situations, if employees feel that the union does not advocate for them they can come together to decertify from the union. These employees and experts requested to remain anonymous because of the sensitive nature of unions and negotiations between human resources and union organizations. The best way to create change is to get involved and provide alternatives to what makes them unhappy or unsatisfied.

Therefore, based on the research conducted on organizational workplace culture, satisfaction, happiness, work-life balance, productivity, appreciation and professional development, we recommend that organizations institute some form of the best practices mentioned above to the best of their ability. Although organizations may not have the resources to institute all of these practices, we believe they must find ways to invest in their employees and

their workplace to reduce burnout and turnover. This investment can lead to the organization's long-term success.

After reviewing these best practices, our hope is that organizations have the tools to develop innovative ways to bring the six factors of workplace satisfaction into their agency and see the value of investing in their employees.

Conclusion

Jewish nonprofit organizations are trying to emulate the broader nonprofit and for-profit fields to care for their employees and keep them happy. Most employees surveyed and interviewed were satisfied with their organization and the work they do. Most felt appreciated by supervisors and coworkers, and most took advantage of professional development opportunities. Although a majority of respondents report that changing their salary would improve their happiness at work, salary was only the third most listed criteria for what employees believe determines their happiness, after *meaningful daily work* and *being part of a team and valued*.

A factor that emerged unexpectedly as negative is unions in Jewish nonprofit organizations. Employees who were members of the union expressed an extreme dislike of the union, suggesting it hindered their happiness and productivity. Respondents indicated that they would not likely join the union at their organization if they had the choice and that, generally, those in the union did not believe it advocated for them.

Clearly, there is not a single way to execute these best practices. But by remembering that nonprofit work gives of employees emotionally and spiritually, as well as professionally, we can all strive to do better and confirm our employees are getting what they need for their mind, body and soul. Generally, employees in our survey were satisfied at their jobs. Our hope is by utilizing what these organizations are doing and learning from each other, we can build a stronger Jewish community for the future.

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[friend&utm_medium=email&utm_campaign=sharing&utm_content=titlelink](http://www.gallup.com/businessjournal/175670/employers-ban-email-work-hours.aspx?utm_source=email-a-friend&utm_medium=email&utm_campaign=sharing&utm_content=titlelink)

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Appendix A*Eleven agencies for interviewing*

Organizations where interviews conducted and number of employees

1. The Jewish Federation of Greater Los Angeles ... 186 employees (2012 IRS form)
2. The Jewish Federation Valley Alliance...part of the 186 employees of Greater Los Angeles (2012 IRS form)
3. Cedars-Sinai Medical Center...12,704 employees (2011 IRS form)
4. Jewish Family Service of Los Angeles... 385 employees (2011 IRS form)
5. Builders of Jewish Education...32 employees (2011 IRS form)
6. Bet Tzedek Legal Services... 82 employees (2011 IRS form)
7. American Jewish Committee...10 employees in Los Angeles, 294 employees nationally (2012 IRS form)
8. Anti-Defamation League...around 20 employees in Los Angeles, 409 employees nationally (2012 IRS form)
9. Westside Jewish Community Center...33 employees (2012 IRS form)
10. Jewish World Watch...11 employees (2012 IRS form)
11. Grancell Village of the Los Angeles Jewish Home for the Aging...669 employees (2013 IRS form)

Appendix B*Email*

Subject line: HUC Thesis Research

Hi First Name,

My name is Emily St. Lifer and I am a dual degree masters student at HUC in the SJNM program and at USC in the Annenberg School of Communication and Journalism receiving a Masters of Communication Management.

Personal note if we have met previously: (We met you last year during our Wacky Wednesday tour of Jewish nonprofits in Los Angeles. Hope you are doing well!)

Alexi Biener, a dual degree student in Social Work and I are working on our thesis together to look at what are the best Jewish nonprofits to work for in LA. Name of agency is on our list of agencies that we are looking at and we are hoping to interview a variety of people (and of course keep it anonymous) to see how nonprofits function in the office, employee satisfaction, work/life balance and productivity.

We were hoping you would be willing to be one of our interviewees. The interview would take 45-60 minutes at your offices so we can informally observe the work environment as well.

As you know our thesis is based on a timeline and would appreciate you responding at your earliest convenience.

Please let us know and we look forward to hearing from you. Alexi is CC'd on this email we will both be interviewing you.

Thank you very much for your time!

Your help is greatly appreciated.

Sincerely,

Emily & Alexi

estlifer@huc.edu or abiener@huc.edu

Appendix C

Interview Guide

Before beginning statement:

Thank you so much for meeting with us. Just to remind you, our topic is: *What are the best Jewish nonprofits to work for in LA?* And how does that relate to the agency and positions, job satisfaction, productivity, happiness, unions and work life balance? We will be recording you just to remember all that was said and please sign this interview consent form saying you are allowing yourself to be recorded, although your name and position will be anonymous and your organization will be stated. If you have any questions our names and emails are on the consent forms and so is our supervisor if you have any questions we cannot answer. This should take about 45-60 minutes; please let us know if you need leave earlier. Let's begin!

Support/Program Staff Questions:

- Where do you work? What is your position title and how long have you worked there? (1 minute; ask about background if seems relevant)
- Are you supervised? What position in your agency supervises you? How many employees does your supervisor oversee? What do your supervision meetings look like? (4 minutes to spend on interview, 5 minutes of interview completed)
- After a great weekend how do you feel about going to work Monday morning? (2 minutes to spend, 7 minutes of interview completed)
- To what extent do you feel appreciated by your superiors and if so, how do they show it and how often? (5 minutes, 12 minutes of interview completed)
- How many people work in your department? Professionally, do you know one another and each other's roles? How do you feel your colleagues interact and how well do they know one another? (2 minutes, 14 minutes of interview completed)
- What is the level of camaraderie between employees? What is the level of morale in the workplace? (5 minutes, 19 minutes of interview completed)

- Are you given professional development opportunities? If so, how? If not, what would you desire as an option? Is there any organized staff bonding time? (5 minutes, 24 minutes of interview completed)
- To what extent does the agency promote work-life balance? (4 minutes, 28 minutes of interview completed)
- To what extent do you feel appreciated by the agency and your coworkers? (2 minutes, 30 minutes of interview completed)
- What is your definition of a good workplace? How does your workplace compare to that definition? 4 minutes, 34 minutes of interview completed)
- If you could, is there anything you would do to make your workplace a happier one? (2 minutes, 36 minutes of interview completed)
- To what extent you think your voice is important, valued and/or taken into consideration when making decisions or implementing change? (4 minutes, 40 minutes of interview completed)
- If you were going to rank organizations in terms of workplace satisfaction, what criteria would you use? (4 minutes, 44 minutes of interview completed)
- Is there a union at this agency? How do employees generally feel about the union?
 - Does it impact your insurance and ability to move up, receive promotions in this agency? (6 minutes, 50 minutes of interview completed)
 - Time leftover to spend on background if interesting, workplace satisfaction criteria and unions.

Upper Management Questions:

- Where do you work? What is your position title and how long have you worked there? (1 minute; ask about background if seems relevant)

- If you are a supervisor, how many employees do you supervise? What do your supervision meetings look like? (4 minutes to spend on interview, 5 minutes of interview completed)
- After a great weekend how do you feel about going to work Monday morning? (2 minutes to spend, 7 minutes of interview completed)
- How many people work in your department? Professionally, do you know one another and each other's roles? How do you feel your colleagues interact and how well do they know one another? (2 minutes, 14 minutes of interview completed)
- What is the level of camaraderie between employees? What is the level of morale in the workplace? (5 minutes, 19 minutes of interview completed)
- What are the professional development opportunities offered here? Are they offered to all staff/employees? (5 minutes, 24 minutes of interview completed)
- To what extent does the agency promote work-life balance? (4 minutes, 28 minutes of interview completed)
- To what extent you feel appreciated by the agency and coworkers? (2 minutes, 30 minutes of interview completed)
- What is your definition of a good workplace? How does your workplace compare to that definition? (4 minutes, 34 minutes of interview completed)
- If you could, is there anything you would do to make your workplace a happier one? (3 minutes, 37 minutes of interview completed)
- If you were going to rank organizations in terms of workplace satisfaction, what criteria would you use? (4 minutes, 41 minutes of interview completed)
- What kind of insurance plan is available for employees? (2 minutes, 43 minutes of interview completed)

- How was that insurance plan chosen for the agency? (2 minutes, 45 minutes of interview completed)
- Are employees happy with this policy? (1 minute, 46 minutes of interview completed)
- What challenges have arose because of this insurance plan? (1 minute, 47 minutes of interview completed)
- Is there a union at this agency? How do employees generally feel about the union? (5 minutes, 52 minutes of interview completed)
 - Time left over for insurance, workplace criteria and union discussion

Appendix D*Interview Consent Form*

DESCRIPTION: You were asked to participate in a research study about good workplaces in Jewish institutions in Los Angeles. The researchers, Alexi Biener and Emily St. Lifer, want to learn about what makes a ‘good’ workplace, focusing on Jewish institutions in Los Angeles. You were asked to be interviewed and observed as part of this study. The identity of all participants will remain confidential – no names or identifying information will be used. The names of organizations will be used.

FOR QUESTIONS ABOUT THE STUDY, CONTACT: Alexi Biener (818-370-1261/abiener@huc.edu), Masters candidate in Jewish Nonprofit Management and Social Work at Hebrew Union College-Jewish Institute of Religion and University of Southern California School of Social Work & Emily St. Lifer (732-580-0949/estlifer@huc.edu), Masters candidate in Jewish Nonprofit Management and Communication Management at Hebrew Union College – Jewish Institute of Religion and the University of Southern California Annenberg School for Communication and Journalism.

RISKS AND BENEFITS: Because this study involves employees speaking about the joys and challenges of their workplace, there is a risk that negative feelings will be fostered, and there is a potential benefit that positive feelings will be fostered and challenges will be worked through. Benefits also include contributing to scholarship about the Jewish people, Jewish communal workers and Jewish organizations in Los Angeles.

TIME INVOLVEMENT: Interviews may involve 45-60 minutes.

PAYMENTS: There will be no payment for participation in this study.

AUDIO RECORDING: Alexi Biener, Emily St. Lifer and the advisor of the students for the thesis may hear the recordings. The recordings will remain in our possession.

PARTICIPANTS’ RIGHTS: If you have read this form and have decided to participate in this project, please understand that your participation is voluntary and you have the right to withdraw your consent or discontinue participation at any time without penalty. You have the right to refuse to answer particular questions. Your individual privacy will be maintained in all published and written data resulting from the study no name will be used in publications based on this research.

If you have questions about your rights as a study participant, or are dissatisfied at any time with any aspect of this study, you may contact – anonymously, if you wish – Richard Siegel, Director

of the HUC-JIR School of Jewish Nonprofit Management: rsiegel@huc.edu, 3077 University Ave., Los Angeles, CA 90007, or toll-free at 800-899-0925.

Please sign and date: I give consent to be audio-recorded / observed for this study for this research:

SIGNATURE _____ DATE _____

The extra copy of this consent form is for you to keep.

Thank you for participating.

Appendix E
Informal Observation

- Is there a communal space to congregate or take a coffee/tea break
- Are most office doors open or closed
- What is the office layout - offices with doors or cubicles
- Notice culture of organization
- Notice body language/conversations between staff before entering building, in lobby and in actual workplace

Appendix F
Thank you email

Hi First Name,

Thank you very much for meeting with us yesterday to discuss Name of organization office life for our thesis research.

We appreciated your honest and unique input that will contribute greatly to our research.

Personal note, something unique to our interview or otherwise: (Also, thanks for adding us to the listserv, we hope to be able to attend some events and get more involved!)

Thank you again! Please be in touch with any questions.

Sincerely,
Emily & Alexi
estlifer@huc.edu or abiener@huc.edu

Appendix G
Interviews with experts

- Human Resources Professional at Jewish nonprofit
- Staff at a faith based organization that helps low-wage workers find equality through unions
- Hillel Aron, reporter from Jewish Journal, writes about unions in Jewish organizations

Interview Guide

- Where do you work? What is your position title and how long have you worked there? (1 minute; ask about background if seems relevant)
- What is your definition of a union? (3 minutes, 4 minutes of interview completed)
- To what extent do you believe unions are a positive or negative presence in nonprofit organizations? (3 minutes, 7 minutes of interview completed)
- What is the reasoning behind Jewish involvement in the creation of unions in the early 1900s? (5 minutes, 12 minutes of interview completed)
- To what extent does the union effect the agency's promote work-life balance? (5 minutes, 17 minutes of interview completed)
- To what extent does the union effect appreciation by the agency and coworkers? (3 minutes, 20 minutes of interview completed)
- What is your definition of a good workplace? How does the union increase or decrease those qualities? (5 minutes, 25 minutes of interview completed)
- To what extent do unions provide fairness in the Jewish nonprofit workplace? (5 minutes, 30 minutes of interview completed)
- To what extent do unions provide unfairness in the Jewish nonprofit workplace? (5 minutes, 35 minutes of interview completed)

- If you were going to rank organizations in terms of workplace satisfaction, what criteria would you use? (3 minutes, 38 minutes of interview completed)
- Do you see it as a growing trend, unions organizing in nonprofits in the future? (5 minutes, 43 minutes of interview completed)
 - Time leftover to continue learning about history of unions and implications on society

Appendix H

Survey

Jewish Nonprofit Employee Satisfaction

You are being asked to complete a survey about your workplace environment and happiness. This survey is part of a Thesis for the completion of a Masters in Jewish Nonprofit Management from Hebrew Union College - Jewish Institute of Religion. The researchers, Alexi Biener, a Dual Masters candidate at the University of Southern California, receiving a masters in Social Work, and Emily St. Lifer, a Dual Masters candidate at the University of Southern California, receiving a masters in Communication Management, want to learn how Jewish nonprofits in Los Angeles compare based on employee satisfaction, work-life balance, productivity and culture.

This survey targets full-time employees of Jewish nonprofit organizations in the Greater Los Angeles area. PLEASE be advised that if you work for a synagogue, day school, university or college, museum, camp, youth group or Hillel our survey is NOT focused on your agency or position so please do NOT complete the survey.

Your identity will remain confidential - no names or other identifying information will be disclosed.
This survey should take about 20 minutes to complete.

Please understand that your participation is voluntary and you have the right to withdraw your consent or discontinue participation at any time without penalty. You have the right to refuse to answer particular questions. Your individual privacy will be maintained in all published and written data resulting from the study.

If you have questions at any time about this study, you may contact – anonymously, if you wish – Richard Siegel, Director of the HUC-JIR School of Jewish Nonprofit Management: rsiegel@huc.edu, 3077 University Ave., Los Angeles, CA 90007, or toll-free at 800-899-0925.

By completing this survey, you give permission for your responses to be included in the study and any published results.

For questions about this survey or if you wish to receive a copy of the results, please contact researchers Alexi Biener (abiener@huc.edu) or Emily St. Lifer (estlifer@huc.edu).

We appreciate your time and thank you again for your input - enjoy!



Next

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Jewish Nonprofit Employee Satisfaction**Workplace Culture**

1. Overall, how happy are you with your agency's workplace environment?

Not at all Not very Neutral Very Extremely

☐ ☐ ☐ ☐ ☐

2. Overall, how satisfied are you with your current job at your agency?

Not at all Not very Neutral Very Extremely

☐ ☐ ☐ ☐ ☐

3. How would you best describe your current position?

- ☐ Executive
- ☐ Middle management
- ☐ Programming
- ☐ Support staff/administrative support

Other (please specify)

4. At which Jewish nonprofit are you currently employed?

Nonprofits

Please select one or specify in other:

Other (please specify)

5. How long have you worked at your current agency?

- ☐ Less than 1 year
- ☐ 1-3 years
- ☐ 4-6 years

5. How long have you worked at your current agency?

- ☐ Less than 1 year
- ☐ 1-3 years
- ☐ 4-6 years
- ☐ 7-10 years
- ☐ 11-15 years
- ☐ 16+ years

6. How many positions or titles have you held at your current agency in the time that you have been an employee?

- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5
- ☐ More than 5

13%

Prev

Next

Jewish Nonprofit Employee Satisfaction**Labor/Workers Union****7. Is your agency associated with any labor/workers union?**

- ☐ Yes
☐ No
☐ Not sure

Other (please specify)



Prev

Next

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Jewish Nonprofit Employee Satisfaction**Labors/Workers Union****8. To what degree do you feel the union:**

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	I don't know
Benefits the agency?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increases general employee productivity?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Decreases general employee productivity?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Creates a hierarchy in the office?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Advocates for union members?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Prev

Next

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Jewish Nonprofit Employee Satisfaction

Labors/Workers Union

9. Are you part of the labor/workers union at your agency?

- ☐ Yes
☐ No
☐ Not sure

Other (please specify)



Prev

Next

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Jewish Nonprofit Employee Satisfaction

Labors/Workers Union

10. To what degree do you feel being part of the union at your current agency:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Increases your productivity?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Decreases your productivity?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Creates a hierarchy in the office?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Advocates for you?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Prev

Next

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Jewish Nonprofit Employee Satisfaction

Labors/Workers Union

11. If it was a choice, how likely would you be to choose to join the union at your agency?

- ☐ Not at all likely
☐ Somewhat likely
☐ Neutral
☐ Very likely
☐ Extremely likely
☐ Not applicable



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Jewish Nonprofit Employee Satisfaction

Workplace Culture continued...

12. To what degree do you feel:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not applicable
There is camaraderie in your workplace environment?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
You are supported by your coworker(s)?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
You are supported by your supervisor(s)?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
You are appreciated by your coworker(s)?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
You are appreciated by your supervisor(s)?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your values and opinions are taken into consideration in your workplace?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

13. To what degree do you feel:

	Not at all	Not very	Neutral	Very	Extremely	Not applicable
Motivated to work at the beginning of your workweek?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Satisfied by the type of work you are doing?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Challenged by the type of work you are doing?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Engaged by the type of work you are doing?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

14. In the past year, has your agency provided professional development opportunities INSIDE of the workplace? Such as: lunch and learns, speakers, skills training, online trainings, etc.

- ☐ Yes
☐ No
☐ Not sure

14. In the past year, has your agency provided professional development opportunities INSIDE of the workplace? Such as: lunch and learns, speakers, skills training, online trainings, etc.

- ☐ Yes
☐ No
☐ Not sure

15. In the past year, has your agency provided professional development opportunities OUTSIDE of the workplace? Such as: conferences, presentations, online trainings etc.

- ☐ Yes
☐ No
☐ Not sure

16. Have you taken advantage of the professional development opportunities that your agency provides?

- ☐ Yes, and my agency paid for some or all of associated costs
☐ Yes, but I was required to pay for all associated costs
☐ No, I could not afford to pay for all associated costs
☐ No, not interested
☐ Not applicable

17. How often do you socialize with your co-workers after work hours? (not planned by the agency)

- ☐ Never
☐ A few times a year
☐ Once a month
☐ Twice a month
☐ Once a week
☐ Twice a week
☐ More than twice a week

Other (please specify)

Other (please specify)

18. Do you feel the workplace is more enjoyable when you socialize with your co-workers? (after work hours)

- ☐ Yes
☐ No
☐ Sometimes
☐ Not applicable

19. Please indicate how well your agency support you in:

	Not at all	Not very well	Neutral	Very well	Extremely well	Not applicable
Finishing assigned tasks in a timely manner	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Participating in workplace activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communicating your ideas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communicating your challenges	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Voicing your opinion and feeling it is actually heard	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Prev

Next

Jewish Nonprofit Employee Satisfaction**Supervision at Work****20. Do you supervise any other employees at your agency?**

- ☐ Yes - I am a supervisor
- ☐ No - I am not a supervisor



Prev

Next

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Jewish Nonprofit Employee Satisfaction**Supervision at Work****21. How many employees do you supervise?**

- ☐ 1-2
- ☐ 3-5
- ☐ 6-10
- ☐ 11+

Other (please specify)

22. On average, how often do you meet with the employee(s) you supervise (one-on-one)?

- ☐ None
- ☐ Once a month
- ☐ Twice a month
- ☐ Once a week
- ☐ Twice a week
- ☐ As needed

Other (please specify)

23. On average, how long do you meet with the employee(s) you supervise?

- ☐ 15 minutes
- ☐ 30 minutes
- ☐ 45 minutes
- ☐ 1 hour
- ☐ However long we need

Other (please specify)

23. On average, how long do you meet with the employee(s) you supervise?

- ☐ 15 minutes
☐ 30 minutes
☐ 45 minutes
☐ 1 hour
☐ However long we need

Other (please specify)

24. As a supervisor, are your meetings primarily:

- ☐ Task oriented (check list, task list)
☐ Process based (professional development, professional sense of self)?
☐ Both
☐ Neither

Other (please specify)



Prev

Next

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Jewish Nonprofit Employee Satisfaction

Supervision at Work

25. Are you supervised by another employee at your agency?

- ☐ Yes - I am supervised by a manager
☐ No - I am not supervised at all



Prev

Next

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Jewish Nonprofit Employee Satisfaction**Supervision at Work****26. How many supervisors do you have?**

- ☐ 1-2
☐ 3-5
☐ 6+

Other (please specify)

27. On average, how often do you meet with your supervisor(s)?

- ☐ None
☐ Once a month
☐ Twice a month
☐ Once a week
☐ Twice a week
☐ As needed

Other (please specify)

28. On average, how long do you meet with your supervisor(s)?

- ☐ 15 minutes
☐ 30 minutes
☐ 45 minutes
☐ 1 hour
☐ However long we need

Other (please specify)

29. Are your meetings with your supervisor(s) primarily:

- ☐ Task oriented (check list, task list)
☐ Process based (professional development, professional sense of self)?
☐ Both
☐ Neither

Other (please specify)

30. During supervision meetings, to what extent do you feel:

	Not at all	Not very	Neutral	Very	Extremely	Not applicable
Supported	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Appreciated	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Encouraged	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Time is well-spent	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Prev

Next

Jewish Nonprofit Employee Satisfaction**Professional Development**

31. How often does your agency promote (formally or informally) staff bonding, such as retreats, lunches and outings etc.?

- ☐ Never
- ☐ A few times a year
- ☐ Once a month
- ☐ Twice a month
- ☐ Once a week
- ☐ Twice a week
- ☐ More than twice a week

Other (please specify formal or informal bonding)

32. Does your agency offer internal professional growth opportunities? Please select all that apply.

- ☐ Mentorship (not necessarily from direct supervision in the workplace, provides you with guidance and support in your career)
- ☐ Promotions (long term)
- ☐ Salary bonuses (one time/holidays)
- ☐ Salary bonuses (based on merit)
- ☐ Title change
- ☐ Opportunities to move up
- ☐ Skills training (training that directly benefits your position)
- ☐ None of the above

[Prev](#)[Next](#)**Jewish Nonprofit Employee Satisfaction****Work-Life Balance**

33. Does your agency have a Family Leave Policy?

- ☐ Yes
- ☐ No
- ☐ Not sure
- ☐ Not applicable

34. How satisfied are you with your agency's Family Leave Policy?

- ☐ Not at all
- ☐ Not very
- ☐ Neutral
- ☐ Very
- ☐ Extremely
- ☐ Not applicable

35. Does your agency provide an insurance package for employees? Please select all the benefits your package covers:

- ☐ Medical
- ☐ Prescription drugs
- ☐ Dental
- ☐ Vision
- ☐ 401K (or something similar)
- ☐ Pension
- ☐ Life Insurance
- ☐ None of the above

36. Does your agency provide your position an insurance package that includes your spouse and children (if applicable)?

36. Does your agency provide your position an insurance package that includes your spouse and children (if applicable)?

- ☐ Yes
☐ No
☐ Not sure
☐ Not applicable

37. Please indicate if your agency provides any of the following.

	Paid Time Off	Unpaid Time Off	Neither are offered
Family or personal emergencies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Family Leave	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Vacation time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sick days	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Personal days	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (please specify any additional situations your agency supports):

38. Does your agency expect you to check work emails or voicemails when you are out of the office?

- ☐ Yes - and I always do
☐ Yes - but I never do
☐ No - but I always do
☐ No - and I never do
☐ Yes - sometimes - dependent on my current projects
☐ Not sure

39. Including checking emails or voicemails, in an average work week, how often do you bring work home with you? Please select all that apply.

- ☐ Never
☐ Once or twice a week

39. Including checking emails or voicemails, in an average work week, how often do you bring work home with you? Please select all that apply.

- ☐ Never
☐ Once or twice a week
☐ Three to five times a week
☐ Every Friday before the weekend
☐ Every day

40. Please select the top 3 criteria of what you believe to be the most important when determining your workplace satisfaction.

- | | |
|---|--|
| <input type="checkbox"/> Accountability of your team/department | <input type="checkbox"/> Meaningful daily work |
| <input type="checkbox"/> Appreciation by coworkers | <input type="checkbox"/> Your connection to the mission |
| <input type="checkbox"/> Appreciation by management | <input type="checkbox"/> Part of a team and valued |
| <input type="checkbox"/> Celebration of professional and personal accomplishments (cake, lunches or snacks) | <input type="checkbox"/> Professional development |
| <input type="checkbox"/> Collaboration | <input type="checkbox"/> Purpose |
| <input type="checkbox"/> Compensation | <input type="checkbox"/> Reciprocal positive professional relationships with coworkers (encouraging, empowering, supportive) |
| <input type="checkbox"/> Control of your own work/projects | <input type="checkbox"/> Reliability |
| <input type="checkbox"/> Extended family feel | <input type="checkbox"/> Shared culture, work, values |
| <input type="checkbox"/> Feeling comfortable voicing your thoughts/opinions to management | <input type="checkbox"/> Social relationships with coworkers/employees |
| <input type="checkbox"/> Flexibility | <input type="checkbox"/> Supportive environment |

41. After a great weekend, on Monday morning I feel...

42. How easy do you feel it is to separate your work obligations from your personal/family obligations?

- ☐ Not at all
☐ Not very easy
☐ Neutral

42. How easy do you feel it is to separate your work obligations from your personal/family obligations?

- ☐ Not at all
☐ Not very easy
☐ Neutral
☐ Very easy
☐ Extremely easy

43. If you had the power to change anything at your agency that would improve your happiness, what would it be? Please select all that apply.

- ☐ Building facilities
☐ Family Leave plan
☐ Insurance package
☐ Office location
☐ Parking
☐ Professional development opportunities
☐ Relationship with supervisors and/or co workers
☐ Salary
☐ Supervision
☐ Updated or newer technology/software (phones, computers, etc.)
☐ None of the above

Other (please specify)



Prev

Next

Jewish Nonprofit Employee Satisfaction

Demographics

44. What is your age?

- ☐ 18-21
☐ 22-25
☐ 26-30
☐ 31-40
☐ 41-50
☐ 51-65
☐ 65 +

45. What is your gender?

- ☐ Female
☐ Male
☐ Other (please specify)

46. Do you identify as Jewish?

- ☐ Yes
☐ No

47. What is your current marital status?

- ☐ Single, never married
☐ Married
☐ Divorced
☐ Separated
☐ Widowed

47. What is your current marital status?

- ☐ Single, never married
- ☐ Married
- ☐ Divorced
- ☐ Separated
- ☐ Widowed

48. How many children, if any, do you have?

- ☐ 0
- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5 +

49. If married, please indicate if your spouse works:

- ☐ Full-Time out of the home
- ☐ Part-Time out of the home
- ☐ Full-Time in the home
- ☐ Part-Time in the home
- ☐ Does not work
- ☐ Not applicable
- ☐ Other (please specify)

50. If your spouse works, do they work at any Jewish nonprofit?

- ☐ Yes
- ☐ No

49. If married, please indicate if your spouse works:

- ☐ Full-Time out of the home
- ☐ Part-Time out of the home
- ☐ Full-Time in the home
- ☐ Part-Time in the home
- ☐ Does not work
- ☐ Not applicable
- ☐ Other (please specify)

50. If your spouse works, do they work at any Jewish nonprofit?

- ☐ Yes
- ☐ No
- ☐ Not applicable



Prev

Done

Appendix I

Email sent to 30 organizations about survey

Subject line: Please help us with our HUC SJNM Thesis by taking our survey!

Dear First Name(s),

Personal message if have met previously, otherwise start on next line. (We met you during "Wacky Wednesday" last year in your building and had a delicious lunch! Thank you for helping us out during our thesis research!)

We are Alexi Biener and Emily St. Lifer, graduate students at Hebrew Union College in the School of Jewish Nonprofit Management here in Los Angeles. We hope that the New Year has started off great for you! (This was sent after the Jewish High Holidays, so we were wishing everyone a sweet New Year.)

We are currently working on our thesis – *What are the best Jewish nonprofits to work for in LA?* We are looking at different aspects of workplace life such as productivity, work/life balance, happiness, workplace culture and satisfaction.

We have conducted interviews with selected employees across 10 different organizations, one of which you may be part of. We are now moving forward with our research and sending out an anonymous survey to help reach as many employees* of Jewish agencies in the Los Angeles area as possible. This is where your help will be greatly appreciated. Below is a link to our survey that should take no longer than 20 minutes. Please help us by dispersing this survey to your entire organization. We are very grateful for your support.

Survey: <https://www.surveymonkey.com/s/FBFHVR8>

We know that you and your colleagues are very busy, but we are confident that the findings we get from our research will benefit the future of your organization.

If you have any questions, please do not hesitate to get in touch with Alexi at ABiener@huc.edu or Emily at ESTLifer@huc.edu.

We wish you and your family the happiest New Year filled with only sweet things!
Thank you for your help in spreading our survey.

Alexi and Emily

**This study and survey targets only employees in Jewish agencies. This excludes synagogues, day schools, colleges/universities, museums, camps, youth groups and Hillels*

Appendix J*Email reminder to 30 organizations about survey*

Subject line: RE: Please help us with our HUC SJNM Thesis by taking our survey!

Dear First Name(s),

Hope you're all doing well.

This is a reminder to please take our survey, and share it with your colleagues, for our thesis research. Our topic is examining the best practices in Jewish nonprofits including culture, work/life balance, happiness, satisfaction and productivity. We truly believe the Jewish and nonprofit communities will benefit as a whole.

Thank you-to those who have already taken it! We greatly appreciate your help!

Thank you for your consideration. Please do not hesitate to contact us with any questions or comments.

We hope to have results by Thursday November 20th.

Survey: <https://www.surveymonkey.com/s/BBFHVR8>

Sincerely,

Emily & Alexi

estlifer@huc.edu or abiener@huc.edu

Appendix K
Cedars-Sinai “Self Care Plan”

Ideas for Institutionalized Self-Care Plan for the Spiritual Care Department

- Develop “self-care plan” (including MA’s) that will be self-generated (and perhaps they self-evaluate this category) with their supervisors using Pam’s self-care tool that focuses on various areas (emotional, physical, mental, spiritual etc.). The plans will be done independently, may be shared with supervisor (but not mandatorily), and supervisor will simply check in on whether or not a plan (in general, but not necessarily related to the specifics) has been developed and is being implemented.
 - Start with two voluntary surveys:
 1. Identify areas of individual need: where am I lacking and what could help me improve?
 2. Where are you now with self-care, to be followed up on after various intervals of implementation.
- Consider administering the voluntary test survey every six months (off-sequenced with the Employee Satisfaction Survey) as a tracking tool to see how the chaplains rate self-perceptions of:
 - Work-life balance
 - The Self Care plan’s self-perceived impact
 - Quality of Life

Over time, other institutions can be recruited to also participate in the survey so that national benchmarks are established.

- Quarterly presentations/in-services (in place of that week's staff meeting) led by each chaplain (including CPE students' "theology of suffering") on a rotating basis focusing on issues related to self-care (new strategies, personal anecdotes, etc.) followed by a group discussion/debriefing led by Work and Life Matters.
 - Supervisors to use this quarterly discussion as impetus to discuss self-care implementation and status with the people they supervise (in addition to frequently "checking in" and discussing these issues).
 - Share individual success stories with the group

Survey:

This survey is Confidential & Voluntary the content of the answers will be used to assist us in providing appropriate support to our staff, never to punish anyone.

Do you have a self care plan now? y/n

(Subsequent surveys): Are you using your self-care plan? y/n

If yes, how would you rate its effectiveness (5 = very effective, 1 = Not effective): 1,2,3,4,5

Check one (may check more than one): Does your self-care focus on: __Physical __Spiritual
__Emotional __Psychological __ Intellectual __Social __Other (fill in)

How often do you do something for the sake of "self-care"? Daily/2-3x per week/once a week/
2-3x per month/ once a month/ rarely/ never

Do you find yourself feeling stressed, overwhelmed or anxious at work?

Frequently/sometimes/infrequently/never

Do you find yourself feeling stressed, overwhelmed or anxious about work while not at work?

Frequently/sometimes/infrequently/never

How would you rate your overall job satisfaction? Very good/good/average/poor/very poor

How would you rate your overall life satisfaction? Very good /good/average/poor/very poor

How often do you experience the following (each question answered individually):

- Feel Irritable and impatient with coworkers
- Feel Irritable and impatient with those you serve/care for?
- Feel Helpless
- Feel Hopeless
- Feel Disillusioned
- Indifferent, apathetic or cynical about your work
- Experience Low creativity
- Experience lack of personal accomplishment
- Have difficulty finding meaning in your work
- Have difficulty finding meaning more generally in your life
- Feel appreciated, recognized, important at work
- Feel appreciated, recognized, important more generally in your life
- Decreased productivity/difficulty making decisions at work
- Decreased productivity/difficulty making decisions more generally in your life

Frequently/sometimes/infrequently/never

Appendix L
Benchmarking Example from JCCA

Table of Contents

- 1. Overview**
- 2. Financial Sustainability**
- 3. Program Performance**
- 4. User Engagement**
- 5. Jewish Impact**
- 6. Staff Motivation**
- 7. Appendix**



Financial Sustainability Philanthropy Dashboard

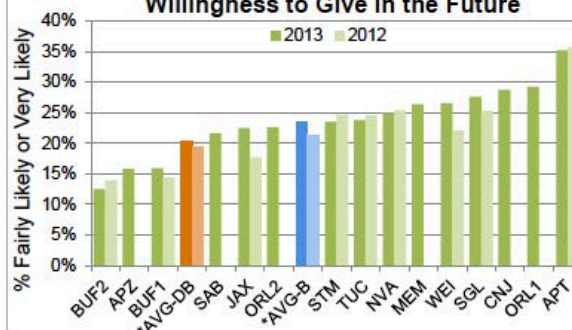
Have you contributed to the JCC in the last 12 months?

	You		Database	
	Jews	Non-Jews	Jews	Non-Jews
Yes			27%	10%
No			65%	85%
Not Sure			7%	4%
N			14,400	9,725

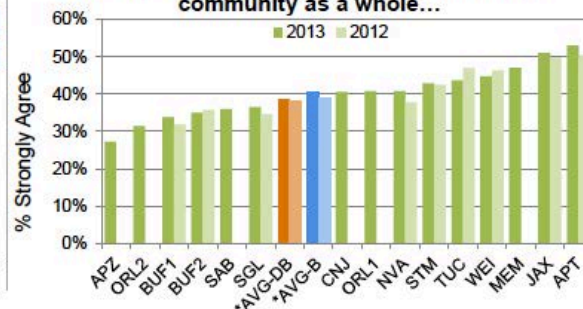
Reasons for Not Giving

	You		Database	
	Jews	Non-Jews	Jews	Non-Jews
Other Priorities			38%	39%
Could Not Afford			25%	23%
Not Asked			11%	14%
Have Concerns			6%	7%
Unaware JCC a Nonprofit			2%	1%
\$ Not Needed By JCC			2%	2%
Other			16%	14%
N			11,836	10,331

Willingness to Give in the Future



The JCC contributes to the well-being of the community as a whole...



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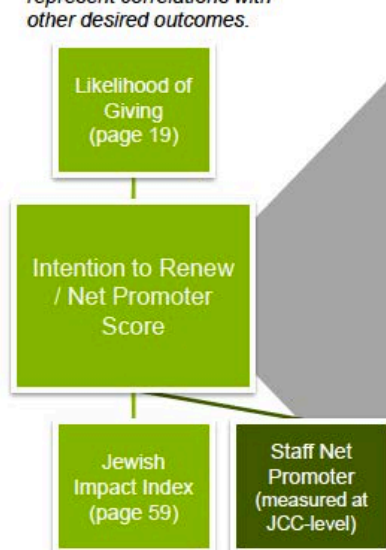
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User Engagement Important Associations & Profiles of Desired Outcomes

Smaller dark green boxes represent correlations with other desired outcomes.



Factors that show a statistical relationship with the desired outcome.

Characteristics of respondents who "definitely will" continue membership

EC staff quality
(among EC users)

75% say EC staff quality is "truly outstanding".

Frequency of informal conversations

22% have informal conversations on 75%+ of their visits.

Developing new friendships

69% say they developed a new friendship through the JCC.

Number of programs used

Use 2.7 programs.

Group exercise classes
(among fitness users)

Went to 7 group exercise classes in the last 30 days.

Associations are listed in decreasing order of explanatory power measured in bivariate correlations.

Jewish Impact

Desired Outcomes: Jewish Impact Index

- Our **Jewish impact index (JII)** reflects both the **breadth** and **depth** of the JCC's ability to influence its members Jewishly. The index reflects three survey questions about the influence the JCC has had on its Jewish users. The questions are:

Since joining the JCC:

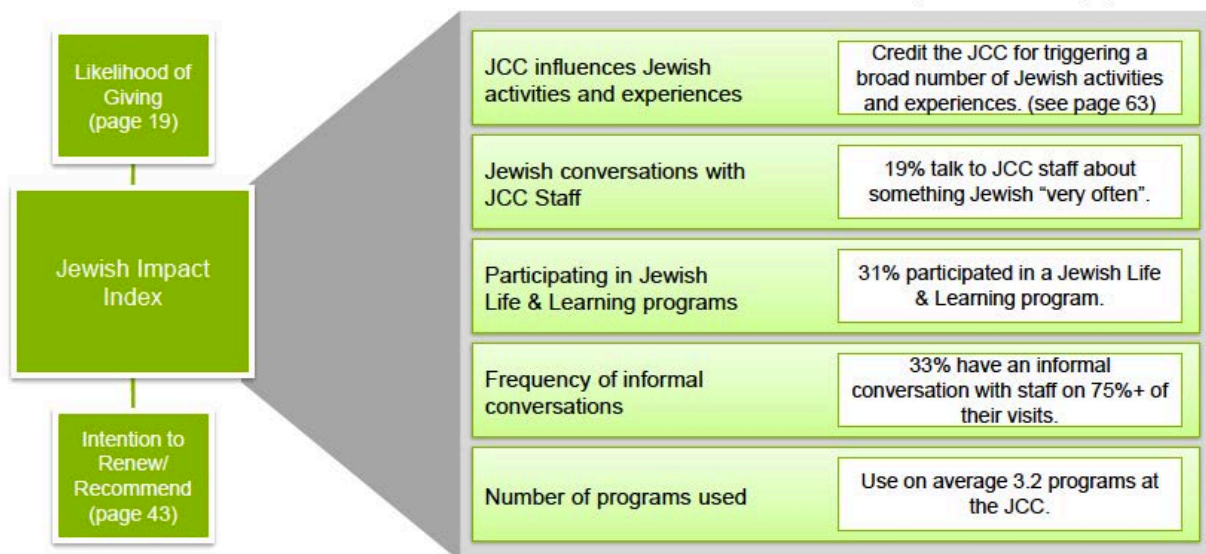
- 1. I have developed a broader perspective of the Jewish community.*
- 2. I have a greater appreciation for Jewish values.*
- 3. I feel a deeper connection to my Jewish identity.*

- Answer options are “not at all” (coded as a 0), “somewhat” (coded as a 1) and “to a great degree” (coded as a 2).
- Our Jewish impact index sums the scores of all three questions, creating an index with a range from 0 to 6.
- **This index reflects a central JCC mission objective, and also correlates with members' intentions to renew.**



Jewish Impact Important Associations & Profiles of Desired Outcomes

Smaller dark green boxes represent correlations with other desired outcomes.



Associations are listed in decreasing order of explanatory power measured in bivariate correlations.



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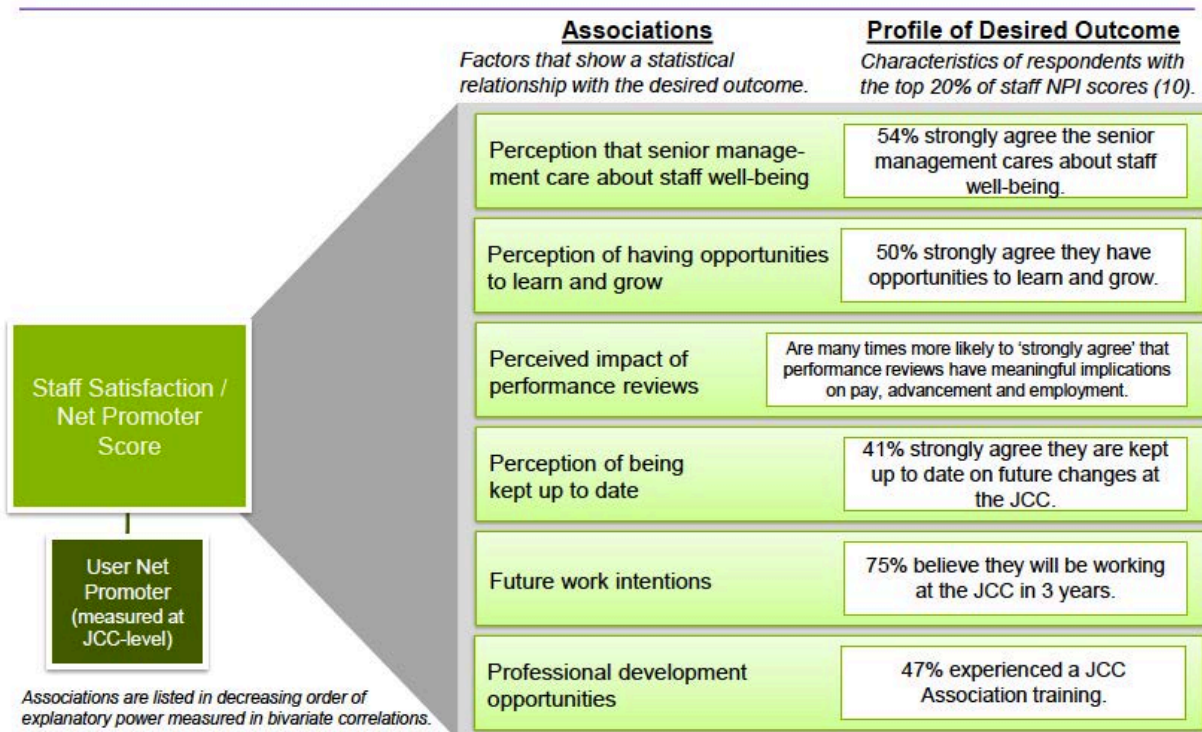
57
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Staff Motivation

Important Associations & Profiles of Desired Outcomes



Staff Motivation

Executive Director's Vision - Discussion

Observations and Explanations

- Executive Directors that scored below the database average for agree/strongly agree to the statement *"the executive director has a clear vision of where the JCC is going"* may want to devote more time to sharing their plans for the JCC with staff. Lower scores here could point to a communications gap.
 - Newer Executive Directors may be more likely to have disagree/strongly disagree votes because they've had less time to establish themselves.
- Staff were much more likely to strongly agree with this statement if they agreed that "senior management" is "clear, forthright and timely" in explaining changes at the JCC. The same holds true for "having access to senior management to communicate ideas and needs."
- This year we added a new question about whether the JCC culture rewards innovative thinking and calculated risk taking. **The answers to this new question positively correlated with the responses to the question on executive director vision.**

Trends

- Similar to years past, staff that "strongly agree" the Executive Director has a clear vision for the future were **more than twice** as likely to see themselves at the JCC in 3 three years as those who disagreed about the executive's vision.

Staff Motivation Executive Director's Vision

The Executive Director has a clear vision of where the JCC is going.

2013				2012			
	%(SD or D)	%(SA or A)	N	%(SD or D)	%(SA or A)	N	
WEI	0%	100%	27	0%	86%	35	
JAX	2%	92%	49	8%	78%	64	
NVA	6%	85%	47	6%	77%	48	
SGL	2%	84%	49	8%	75%	52	
APT	4%	82%	94	1%	91%	91	
APZ	6%	75%	51				
MEM	5%	74%	43				
TUC	8%	71%	62	5%	87%	60	
*AVG-GRPB	8%	70%	786	7%	75%	642	
*AVG-DB	7%	70%	3,281	8%	71%	2,823	
CNJ	8%	63%	60				
ORL2	5%	59%	22				
SAB	8%	58%	65				
STM	10%	58%	67	5%	77%	74	
BUF2	12%	58%	33	0%	81%	21	
ORL1	12%	57%	60				
BUF1	19%	46%	57	20%	44%	55	



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Hit a Home Run and Join the Home Team

Date of excellent service

Location

Employee #
(to be completed
by HR)

Please describe the performance or excellent service:

This image shows a single sheet of white paper with horizontal blue or grey ruling lines. The lines are evenly spaced and run across the width of the page. There are approximately 20 lines visible. The paper appears to be a standard notebook page.

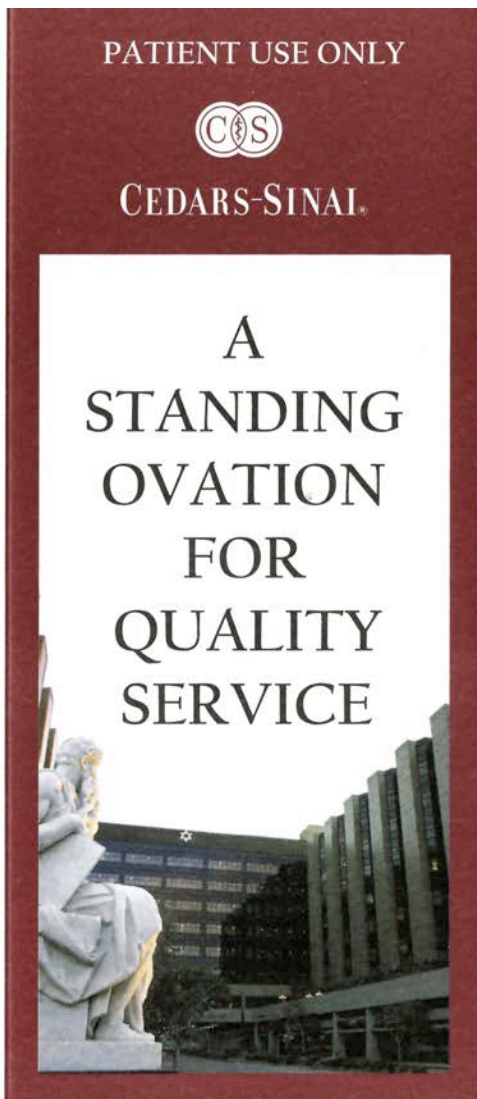
Telephone number

Signature _____



Please turn in this form to the Switchboard Operator, Human Resources Department, Administration, or the Nursing Supervisor. You may also mail it to: Jewish Home for the Aging, Human Resources Department, 7150 Tampa Ave., Reseda, CA • 91335. This form may result in further recognition of the employee by the Jewish Home.

Appendix N
Cedars-Sinai "Standing Ovations"



Form No. 10450 (Rev. 3/13)



MSC 2227
CEDARS-SINAI MEDICAL CENTER
8700 BEVERLY BLVD.
LOS ANGELES, CA 90099-5125

POSTAGE WILL BE PAID BY ADDRESSEE

BUSINESS REPLY MAIL
FIRST-CLASS MAIL PERMIT NO. 35769 LOS ANGELES CA



NO POSTAGE
NECESSARY
IF MAILED
IN THE
UNITED STATES

Administration, Room 2227



Employees Please Note:

Employees may access the Standing Ovation form on the Cedars-Sinai intranet homepage under RECOGNITION and then selecting STANDING OVATION.

To obtain additional Standing Ovation forms for patient use, place your order through PeopleSoft. Form # 10450

Questions?
Contact the Standing Ovation Coordinator at (310) 423-1098 or StandingOvation@cshs.org

- Putting the patient first
- Committing to quality
- Going the extra mile
- Showing courtesy and compassion

PATIENT USE ONLY



Certificate # 78213

- 1) Please write down this certificate # for your reference.

All patients can use this form to recognize quality service. All visitors, family members, volunteers, employees and all others can use our online form at: cedars-sinai.edu/standingovation

Please Note: All Standing Ovations submitted online are processed faster than printed Standing Ovations.

Please complete this form so that our President / CEO can send a special thank you certificate along with your comments to this individual and to management.

- 2) Please print firmly with a Blue or Black pen, you are making 2 copies. Please do not detach forms.

Incomplete forms can not be processed.

FIRST FOLD

I would like to recognize the following individual (*1 form per person*)

EMPLOYEE'S FIRST AND LAST NAME: _____

Title: _____

Department or Nursing Unit: _____

Today's Date: _____

Please write more than 3 sentences

- 3) Please describe SPECIFICALLY what this person did for you that demonstrated excellent service.

SECOND FOLD

- 4) Patient's first and last name.

Forms that do not include the patient's first and last name can not be processed.

● If you DO NOT want your name included in the certificate, please check this box. ☐ I do not want my name on the certificate

Your Name: _____

Room #, if applicable: _____

THANK YOU FOR TAKING THE TIME TO SHARE YOUR POSITIVE EXPERIENCE AT CEDARS-SINAI