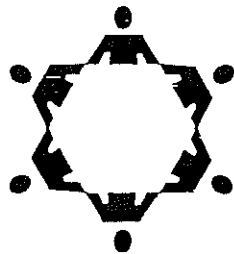


Centering on Professionals: The 2001 Study of JCC Personnel in North America

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Introduction

Well over 3,000 professionals work in the Jewish Community Centers of North America. From Florida to Vancouver, from Texas to Toronto, they staff more than 200 JCCs and branches in the United States and Canada. They work part-time, full-time, and over-time. They are newcomers to JCCs, and veteran professionals with decades of seniority. They include Jews and non-Jews, women and men. They manage pre-schools, camps, physical fitness facilities, cultural arts programs, Jewish educational endeavors, senior centers, administrative services and more. They earn an aggregate of nearly \$200 million, and they constitute a major fraction of the continent's larger Jewish communal service profession from which they are drawn.

Who are these professionals and how are they changing over the years? More specifically, how do professionals in different areas, or with different levels of responsibility compare with one another? What keeps them attached to JCC professional service, and in contrast, what are their concerns, where are they less than fully satisfied in their work? How well are they compensated? How do the experiences of male and female professionals compare, and how have they been changing over the years?

These are some of the critical questions we address in this, the first report of a recently conducted social scientific survey of JCC professionals in North America. This round of data collection focused on professionals other than teachers in JCC pre-schools. (We will focus upon the teachers in a subsequent report.)

This report is based upon mail-back questionnaires returned by 1787 respondents, constituting 60% of the 2989 professionals (other than teachers in early childhood education) in the North American system of JCCs. Where possible, we draw explicit comparisons with findings from the study commissioned by the Florence Heller Research Center in 1987, the last time the field was surveyed. (See Bernard Scotch, *A Profile of Today's Jewish Center Worker*, New York: JWB, 1987.)

In strict terms of course, our study applies only to JCC professionals. But we believe that many insights gleaned from this study can, with care, be extended to Jewish communal professionals engaged in work in other sectors such as Federations, family service agencies, defense organizations, cultural institutions, and related areas. The challenges faced by these agencies in recruiting and retaining their professionals are, we suspect, very similar to those faced by the Jewish Community Centers of North America.

For the volunteer leaders of the JCC movement and its leading practitioners, we hope this report will generate serious reflection on personnel-related policies and practices. For the professionals throughout the JCC system, this report aims to provide both a mirror and context, for understanding themselves, and the agency they staff and serve so well.

Sampling and Data Collection

We asked respondents to complete an 11-page questionnaire, containing approximately 175 questions. The instrument covered such matters as basic demographic characteristics, Jewish involvement and identity, professional experiences, sources of job satisfaction and dissatisfaction, professional commitment, and related matters. Construction of the questionnaire benefited from a focus group we conducted and five in-depth interviews with younger current and former JCC professionals. We also received valuable input from senior professionals at the JCC Association, including Allan Finkelstein, President; Alan Mann, Senior Vice-President, Community Services; and Steven Rod, Vice-President, Professional Development Services.

The JCC Association maintains a reasonably up-to-date list of professionals throughout the continental system of JCCs. This full roster of professionals (at the time of the survey, complete except for pre-school teachers) constituted our pool of potential respondents. Of the 2989 JCC professionals in North America on this roster, as many as 1787, or 60%, returned usable questionnaires in response to two waves of questionnaires we mailed. We conducted the survey from August 2001, when we mailed our first communication, through January 2002, when we received our last completed questionnaire.

By the standards of survey research, 60% represents a very healthy response rate, one even more impressive in light of the period in which the survey was primarily conducted. During much of the time the surveys were in the field, America was dealing with the tragedy that occurred on September 11. Following that catastrophe, America was caught in the grips of the anthrax-by-mail scare, a phenomenon that caused many mail recipients to open their letters with great care, or to refrain from accepting mail from unknown sources. (By comparison, the 1987 study reported a 71% response rate, as a result of four

mailings. Since then, response rates to mail-back surveys have dropped considerably.)

The high rate of response reflects the commitment of JCC professionals to their field, and great interest in expressing their views on their work and profession. It also reflects the result of the application of proven techniques for maximizing participation in self-administered, mail-back, social scientific surveys. In all, we undertook six contacts with respondents, including an introductory letter, two mailings of the questionnaire, and three reminders at various times.

The 1787 questionnaires came from all JCCs with the JCC Association. Our analyses demonstrated little variation in response rates by region, size of JCC, or gender (see Appendix). That is, men and women, professionals in different regions of the continent, and those working in JCCs of different sizes all responded with roughly equal frequency.

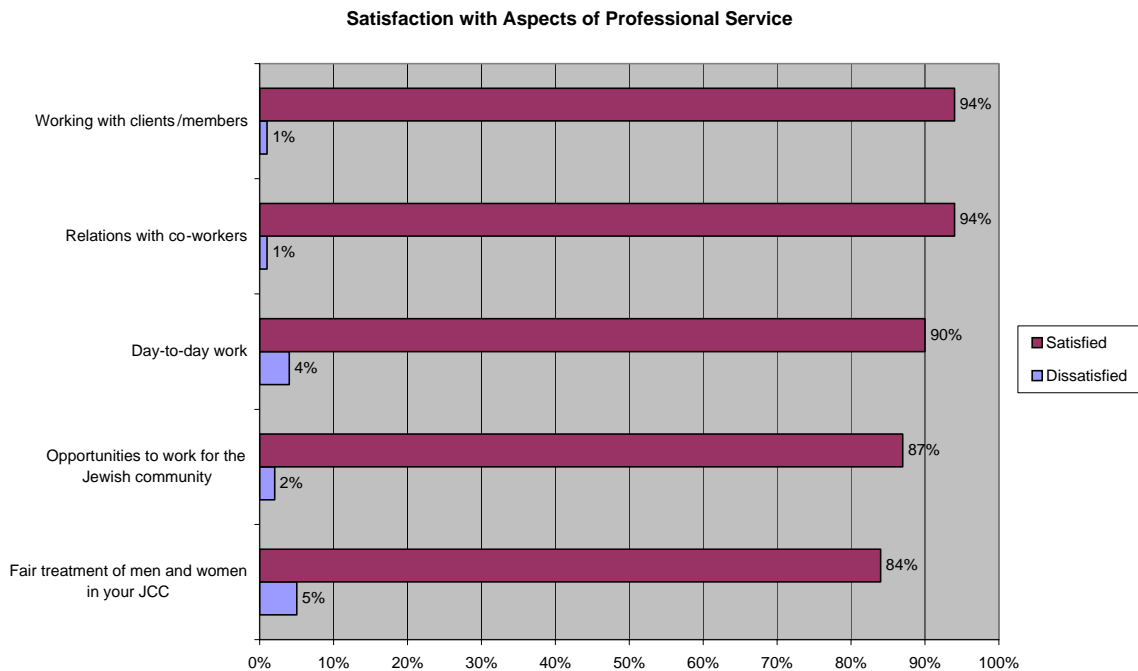
High Job Satisfaction, but Concerns over ... Compensation, Advancement, Training, Recognition

JCC professionals are, for the most part, highly satisfied with their work. When we queried the sample about a whole range of items, most respondents (sometimes small majorities, but often quite large ones) said they were “satisfied” or “very satisfied.”

Among the items eliciting the highest levels of satisfaction were these three:

- Relations with co-workers (94% satisfied or very satisfied),
- Working with clients/members (94% satisfied or very satisfied),
and
- Day-to-day work (90% satisfied or very satisfied).

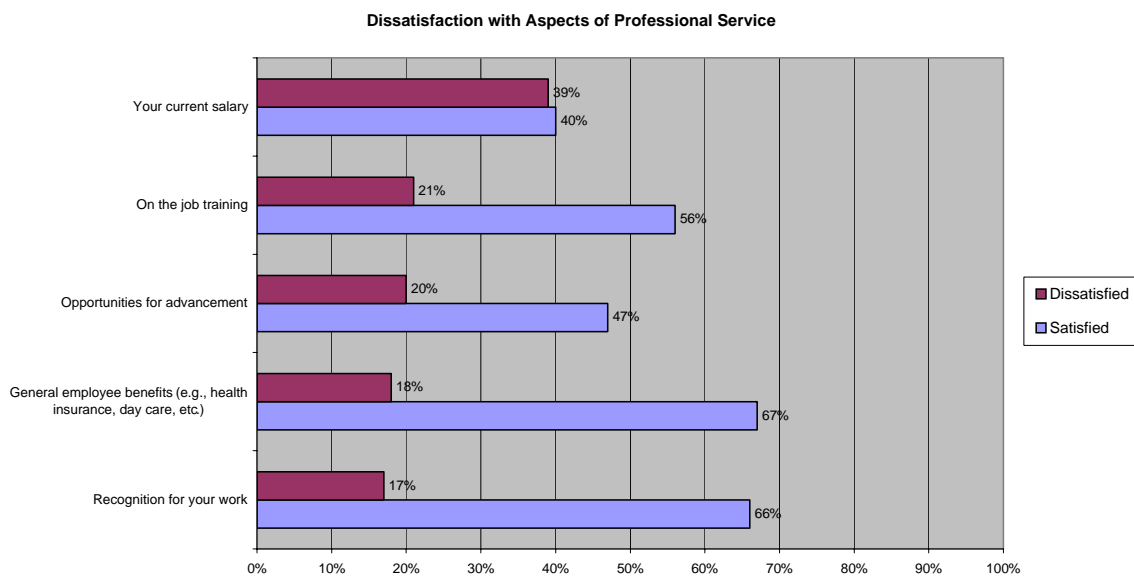
These responses illustrate how much professionals find fulfillment in coming to work at the JCC every day. Large numbers of JCC professionals are also satisfied (87%) with their opportunity to work for the Jewish community.



Although JCC professionals are very satisfied with their day-to-day work and with relations with their colleagues and clients, their responses also indicated several areas demanding some attention. We take the absence of satisfaction for certain aspects of their work (expressed as “very dissatisfied,” “dissatisfied,” and “not sure”) as indicative of “concerns” in those areas. By this definition, the top five areas of concern center on:

- Salary (60% not satisfied),
- Opportunities for advancement (53% not satisfied),
- On-the-job training (45% not satisfied),
- Benefits (34% not satisfied), and
- Recognition for your work (34% not satisfied).

In fact, the concern in these areas is widespread: 81% expressed concern about at least one of these areas, 19% were concerned about at least four of the five areas.



In 1987, using a differently worded question, Bernard Scotch arrived at surprisingly parallel results. He found that among the greatest sources of fulfillment were relationships with co-workers and servicing the clientele. At the same time, staffers were most unhappy about salaries, opportunities for

advancement, and in-service training. In short, the sources of satisfaction and frustration remain essentially unaltered fifteen years later.

Practice and Policy Implications

JCCs: Clearly, some of the sources of dissatisfaction relate directly to financial issues. The only appropriate direct response to unhappiness over salaries and benefits is, obviously, financial in nature. In a competitive market, adequate salaries are necessary to attract and retain talented personnel.

Other concerns suggest changes in policy or practice demanding far more limited financial outlays. For example, in response to the unhappiness over lack of recognition, much more could be done to recognize high-performing professionals. We know that JCC professionals derive a great deal of intrinsic satisfaction from their work, making enhanced recognition for jobs well done all that more meaningful and credible.

In the larger scheme of things, expanding and improving on-the-job training, another vital area, requires care, creativity, and concern, but is not especially costly in terms of immediate financial outlays. In conjunction with individuals JCCs, the JCC Association could take the lead in developing movement-wide efforts to recognize professionals.

The perceived lack of opportunities for advancement is an issue with both local and national implications. At the local level, JCCs need to think creatively about creating challenging work and changing job responsibilities to keep their more talented professionals.

JCC Association: On the job training is an area where the JCC Association can fashion a response in coordination with individual JCCs. Training provides numerous side-benefits that the survey highlighted as matters of concern. For example, it may facilitate better communication between supervisors and those they supervise, and even create mentoring opportunities. On-the-job training allows employees and supervisors to develop personal and professional

relationships. Ideally, this training will provide opportunities for growth with new challenges and responsibilities. Quite clearly, the JCC Association needs to package training programs, and local JCCs need to implement them.

With respect to supervision specifically, the movement needs to pay closer attention to the philosophy and techniques related to supervision. What is the philosophy behind good supervision? What are the tools and keys to being a good supervisor? These ought to be matters for ongoing discussion and training. Supervision is an issue that needs to become, once again, a top priority for the JCC movement.

Finally, opportunities for advancement can be enhanced at the national level. Where feasible and when there is no place to advance at the local level, the movement needs to encourage talented workers to consider other jobs in the JCC field. It needs to create advancement opportunities, especially for young workers who are willing to move to other communities, to prevent the loss of these committed professionals to the private sector. Executive directors and the JCC Association need to commit to working together to make this initiative happen.

At the same time, we certainly cannot ignore the institutional tensions here. Policies that increase the opportunities to advance throughout North America may, of course, run counter to the short-run interests of individual JCCs. After all, if such policies work well, JCCs will more frequently lose their better workers to more senior positions at other JCCs. In the long run, though, such policies would benefit the entire field by both improving morale and keeping qualified professionals within the field, at one JCC or another. With a record of advancing highly competent staffers, JCCs will gain a reputation that will enhance their ability to recruit more qualified professionals.

Satisfaction / Dissatisfaction with Aspects of Professional Service

In thinking about the **fulfillment you derive from your current job**, how satisfied or dissatisfied are you with each of the following aspects of your position at the JCC? (Percentages shown)

	<u>Very Dissatisfied</u>	<u>Dissatisfied</u>	<u>Mixed, Not Sure</u>	<u>Satisfied</u>	<u>Very Satisfied</u>
Relations with co-workers	0	1	4	36	58
Working with clients/members	0	1	6	50	44
Day-to-day work	1	3	7	46	44
Opportunities to work for the Jewish community	0	2	11	44	43
Fair treatment of men and women in your JCC	1	4	11	38	46
Fair treatment of younger and older staff in your JCC	1	3	10	42	43
Relations with supervisor(s)	2	5	11	33	49
Opportunities to make a real difference	1	3	13	41	42
Relations with lay leaders	1	2	14	42	41
Opportunities to use your professional skills	1	6	12	44	38
Clarity of responsibilities and priorities	1	7	12	44	37
Working conditions	1	8	12	45	35
The scheduling of hours you are expected to work	2	7	10	47	34
Opportunities to learn about Judaism	1	6	14	47	32
Quality of supervision	4	10	17	34	35
Opportunities to grow and learn professionally	2	10	18	40	29
Number of hours you are expected to work	3	12	13	50	21
Recognition for your work	4	13	17	42	24
General employee benefits (e.g., health insurance, day care, etc.)	5	13	15	46	21
On the job training	4	17	23	40	16
Opportunities for advancement	4	16	33	33	14
Your current salary	9	30	21	33	7

Lengthening Tenure, More Stability

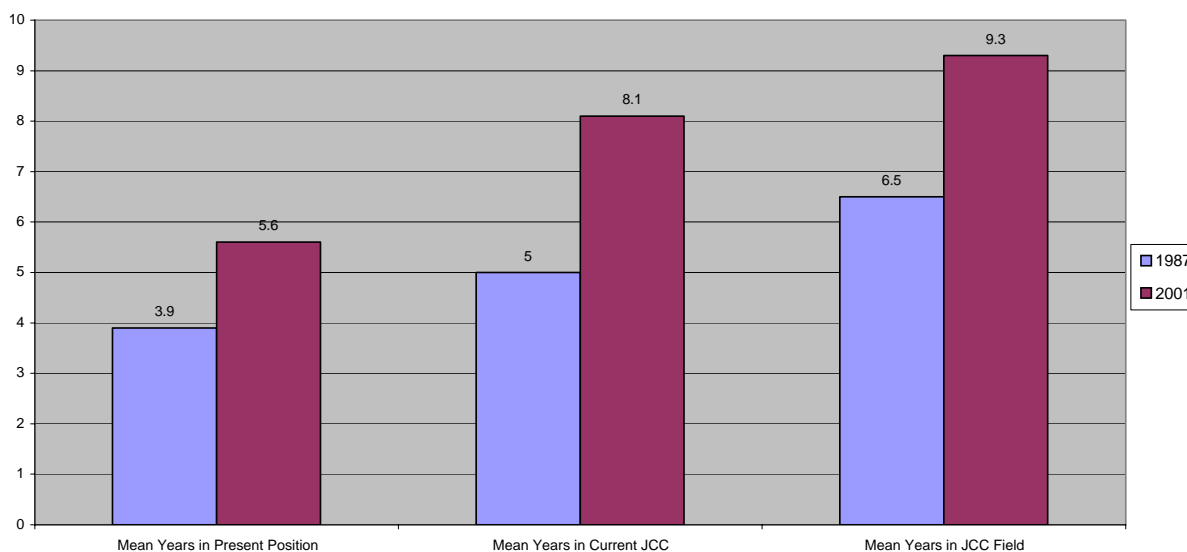
For years, worker turnover has constituted a major concern for JCCs and other Jewish communal agencies. The 1987 study reported large rates of turnover, as demonstrated in the large fraction of the staff that has been working for under a year, and the relatively short average periods of time JCC professionals have been working at their JCCs or in the field.

In the 2001 study, all relevant measures point to a more stable workforce than in 1987. For example, the percentage of staff members who have been working a year or less dropped from 37% in 1987 to only 10% in 2001, suggesting that turnover rates have slowed considerably. Further evidence of slowing turnover is found in the growth of the mean and median number of years that professionals have worked in their present position, in their current JCC, and in the JCC field. Between 1987 and 2001, all these measures have increased.

Lengthening Tenure Rates, 1987 vs. 2001: Years in Present Position, Current JCC, & JCC Field

	<u>1987</u>	<u>2001</u>
Percent of all workers in their JCC one year	37%	10%
Mean Years in Present Position	3.9	5.6
Median Years in Present Position	2.0	3.0
Mean Years in Current JCC	5.0	8.1
Median Years in Current JCC	2.0	5.0
Mean Years in JCC Field	6.5	9.3
Median Years in JCC Field	3.0	7.0

Lengthening Tenure Rates, 1987 vs. 2001



The slowdown in turnover may reflect both positive and negative processes. Positively it may suggest more attractive professional lives for JCC staffers. Alternatively, it may also reflect the more limited marketability of JCC professionals in the open, competitive job market.

Stability and turnover vary with job category. Executive directors report the greatest length of service, followed in turn by assistant directors. Average seniority in the JCC field by job category is largely commensurate with degree of responsibility, with more senior positions associated with greater length of service than less senior positions in the same area. The early childhood education (ECE) field, though, departs from this pattern.

**Tenure Rates by Job Category:
Years in Present Position, Current JCC, & JCC Field**

	<u>Mean Years in Current Position</u>	<u>Mean Years at Current JCC</u>	<u>Mean Years at any JCC</u>
Executive Director	8.2	10.4	19.3
Assistant Executive Director	4.9	10.7	13.9
Branch Director	5.2	8.9	8.9
Department Director	4.8	6.8	6.9
Camp Director	4.2	7.1	8.7
Program Director	4.5	5.7	6.3
Direct Service	4.8	6.2	6.2
HPER Director	5.5	7.5	8.7
HPER Staff	4.3	6.4	6.4
ECE Director	7.3	10.1	9.8
Cultural Arts Director	5.8	9.4	9.5
Cultural Arts Staff	4.2	6.8	7.4
Other	6.1	8.2	8.2

Who Shall Leave and Who Shall Stay?

About 14% of JCC professionals say that they are definitely or probably leaving the JCC field (not just their position or their JCC, but the field entirely). Another third are unsure, and a slim majority say they are probably or definitely staying in the field.

Distribution of Intentions to Leave the JCC Field or Stay (Percentages Shown)

	<u>Definitely Leaving</u>	<u>Probably Leaving</u>	<u>Not Sure</u>	<u>Probably Staying</u>	<u>Definitely Staying</u>
All JCC Professionals	3	11	34	41	12

The proportion who say they may well leave varies by a number of characteristics. It is higher among health, physical education, and recreation (HPER) workers and program directors, and considerably lower among executives and assistant executives. Intentions to leave are also higher among the more recently hired (last four years) than others. The intention to leave varies inversely with size of JCC: the smaller the JCC, the greater the average intention to leave.

Practice and Policy Implications

JCCs: Recognition and empowerment create stability. JCCs can nurture talented professionals by recognizing outstanding work and underscoring the JCC movement as a career choice.

JCC Association: One significant challenge to the movement is to make HPER into a true career, with opportunities for growth and advancement that would successfully retain talented HPER professionals.

Intentions of Leaving the JCC Field by Selected Characteristics

<u>Selected Job Titles</u>	Percentage Definitely or Probably <u>Leaving the JCC Field</u>
Executive Director	9%
Assistant Executive Director	7
Branch Director	14
Program Director	19
Department Director	10
Camp Director	11
Direct Service	16
HPER Director	13
HPER Staff	25
ECE Director	14
Cultural Arts Director	10
Cultural Arts Staff	13
Other	13
<u>Seniority</u>	
10+ years in field	11
5-10 years in field	11
1-4 years in field	17
<u>Degree Obtained</u>	
MSW	8
Masters or other Graduate Degree	14
Bachelors Degree	14
High School/ Associates Degree	10
<u>JCC Size</u>	
New York City	8
Metropolitan	11
Large	12
Large-Intermediate	15
Intermediate	18
<u>Jewish</u>	
Jewish	12
Non-Jewish	18
<u>Scholarship Status</u>	
Scholarship Recipients	5
Non-Scholarship Recipients	14

Vast Majority of JCC Professionals are Jewish- But Declines in HPER & Administration

Since 1987, the proportion of JCC professionals who are Jewish declined from 85% to 77%, albeit with considerable variations by professional area.

The Jewish proportion is highest in the traditional group work/direct service areas (services to children, teens, older adults, etc.). Here, the vast majority -- 89% of professionals -- are Jewish (down only slightly from 93% in 1987). In contrast, at the other extreme, in HPER just 39% are Jewish compared with 54% in 1987. JCCs have the most trouble attracting Jewish workers in HPER.

Among "other" professionals, a catchall category for several administrative functions (marketing, development, accounting, membership, etc.), the Jewish proportion stands at 70%, as compared with 85% in 1987. Many of these positions did not exist in 1987, making comparisons inexact. While the JCC movement is still a largely Jewish field, the proportion of non-Jewish of JCC workers has grown to meet the personnel demands of growing and more professionally differentiated JCCs.

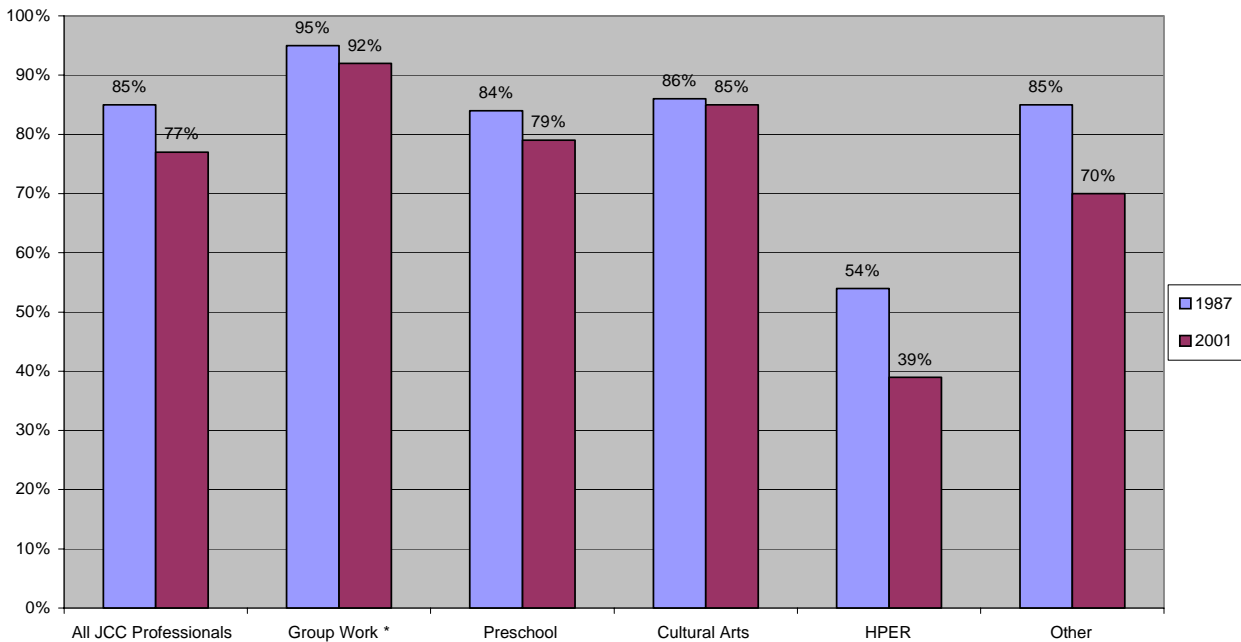
Percent of JCC Professionals who are Jewish, by Professional Area
(Percentages shown)

	<u>1987</u>	<u>2001</u>
All JCC Professionals	85	77
Group Work*	95	92
Preschool	84	79**
Cultural Arts	86	85
Sub-Total: Group Work, Preschool & Cultural Arts	93	89
HPER	54	39
Other	85	70
Newly added positions (included in "other" above)		
Membership	---	88
Development	---	77
Marketing	---	73
Other (Administration and Other)	---	67
Accounting	---	51

*"Group work" includes the following positions: executive director, assistant director, branch director, program director, department director, camp director, and direct service professionals.

**Teachers are included in the 1987 preschool computations, but not in those for 2001.

Percent of JCC Professionals who are Jewish



Practice and Policy Implications

JCCs: JCCs can implement enterprising efforts to recruit and identify capable candidates, even at a young age, through a variety of local venues. For example, JCCs can nurture young workers already employed in their camping and teen programs for a career in Jewish communal service. They may also work in conjunction with synagogues and other local Jewish organizations to identify potential candidates.

JCC Association: The JCC movement needs to be more aggressive in recruitment at every level. There should be more intensive recruiting from within local talent pools in addition to extending recruitment efforts on college campuses with significant Jewish populations. Local commitment and assistance are essential to making this happen.

The special challenges posed by the HPER field may require efforts beyond more aggressively seeking to attract qualified Jewish professionals for HPER. In addition, the movement may need to provide potential candidates with targeted scholarships from the JCC Association.

High Levels of Jewish Identity, Especially with Respect to Israel, Jewish Ethnicity

JCC professionals (those who are Jewish) score relatively high on many measures of Jewish identity and involvement. They report significantly higher levels of Jewish involvement than American Jews generally in all almost all available comparisons.

We compare their responses with results from the 1990 National Jewish Population Survey (NJPS), using a sub-sample of NJPS respondents who are 25 and over and who identify their religion as Jewish. The comparisons include:

- Attending a Jewish school as a youngster (83% for the professionals versus 69% for American Jews),
- Having mostly Jewish close friends (77% versus 49%),
- Belonging to a synagogue (69% vs. 44%),
- Attending synagogue (High Holidays or more: 88% vs. 59%), and
- Fasting on Yom Kippur (83% vs. 63%).

What may be the largest gap of any indicator is associated with travel to Israel. As many as 74% of Jewish JCC professionals have been to Israel, as compared with less than half as many, 33%, in the NJPS. In fact, almost half the Jewish professionals in JCCs (49%) have visited Israel at least twice, more than three times the comparable number of among NJPS American Jews generally (16%).

These high rates of Israel travel reflects a JCC Association program, implemented in 1986, which brings JCC professionals to Israel on study seminars. Since then, the JCC Association has conducted well over 150 trips for JCC professionals, reaching a total of more than 3,000 professionals.

Beyond the behavioral indicators, JCC Jewish professionals also widely attest to the importance of being Jewish. The vast majority (88%) claim that being Jewish is very important in their lives, while almost half (47%) say that religion is very important to them. These percentages are significantly greater (almost

double) than those found in a recent comparable national survey of American Jews conducted by the Florence G. Heller – JCC Association Research Center (see Steven M. Cohen, *Religious Stability and Ethnic Decline*, 1998).

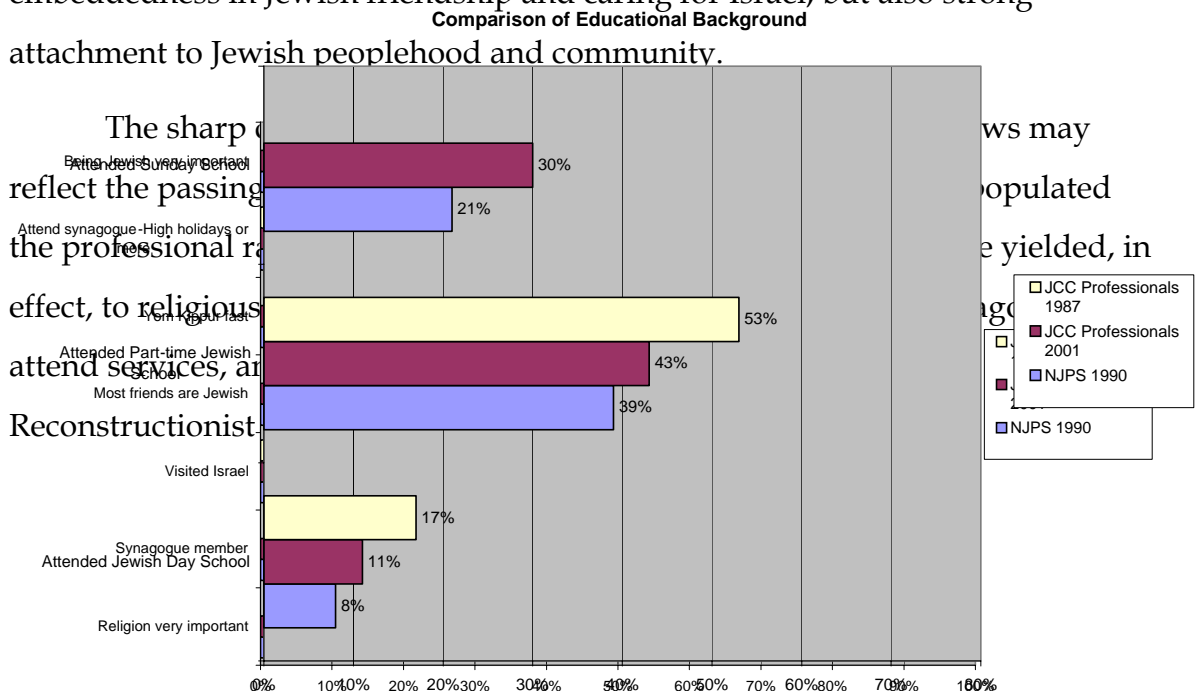
The few comparisons possible between the 2001 results and the 1987 study of JCC professionals point to increases in comparable indicators of Jewish identity over the intervening years. These include the percentages fasting on Yom Kippur, religious service attendance, and having been to Israel.

Denominational identification has changed as well. In 2001, more JCC professionals than in 1987 identify as Conservative and Reform, and fewer see themselves as Orthodox or as non-denominational (e.g., “just Jewish”).

Three findings here are especially significant –

- The large number of JCC Jewish professionals with Jewish friends,
- The vast number who have been to Israel, and
- The large proportion for whom being Jewish is important, even if religion is not important to them.

These findings point to the special character of the professionals’ Jewish identities. While many of them certainly identify with being Jewish primarily in religious terms, a very large number primarily identify with other aspects of being Jewish, namely, the ethnic side of being Jewish. This side entails not just embeddedness in Jewish friendship and caring for Israel, but also strong attachment to Jewish peoplehood and community.



**Comparison of Jewish Background and Identity Measures:
JCC Professionals in 1987 & 2001; American Jews in 1990**
(Percentages shown)

	<u>JCC Professionals 1987</u>	<u>JCC Professionals 2001</u>	<u>NJPS 1990</u>
Denomination			
Orthodox	13	6	7*
Conservative	22	37	34*
Reform	23	38	35*
Reconstructionist	11	2	2*
Other	31	16	22*
Jewish Schooling			
Day School	17	11	8
Part-time (excl Sunday)	53	43	39
Sunday School	--	30	21
Other, none	--	17	31
Jewish Studies Class (one +)	21	40	
Most friends are Jewish	---	77	49
Synagogue member	---	69	44
Service Attendance			
High holidays or more	76	88	59
Monthly or more	---	33	27
Yom Kippur fast	---	83	63
Being Jewish very important	---	88	47*
Religion very important	---	47	26*
Visited Israel			
Twice or more	--	49	16
Once or more	68	74	33

*Percentages taken from, Steven M. Cohen, Religious Stability and Ethnic Decline (Florence G. Heller / JCC Association Research Center, 1998).

Practice and Policy Implications

JCCs: JCCs should make conscious efforts to create opportunities for staff members to make Jewish connections with each other. If the movement seeks staffs that are committed to and capable of building Jewish community for others, then it would do well to help them build and experience Jewish community themselves.

JCC Association: The JCC movement can take pride in the relatively high levels of Jewish involvement among its Jewish professionals. The movement should continue to nurture and enrich the Jewish identity of its Jewish professionals, as well as the knowledge and understanding of Jewish matters among its non-Jewish staff. Working with JCCs, the JCC Association should create and promote initiatives by JCC Jewish educators to expand learning opportunities for JCC staffs.

Jewish Socialization from Birth

As children and teenagers, JCC professionals received a variety of Jewish educational experiences. In fact, they seem to report a large number of experiences connected with JCCs, suggesting a pattern, for some, of long-term affiliation with JCCs. As children,

- 12% attended a JCC-sponsored preschool or nursery school,
- 33% attended a JCC-sponsored day camp,
- 19% attended a JCC-sponsored sleep-away camp, and
- 65% were involved somehow with a Jewish youth group, some of which were undoubtedly JCC-affiliated.

Forty-three percent of Jewish respondents indicated that they had at least one JCC experience during their youth and 92% had at least one Jewish socialization experience during their youth. We have no comparative data for the population at large, but we suspect that JCC professionals report disproportionately high JCC socialization experiences in their youth, and other informal Jewish educational experiences.

JCC professionals' college experiences reflect a similar pattern of seemingly above-average Jewish involvement: 17% were in a Jewish fraternity or sorority, 37% participated in a Jewish campus group and 40% enrolled in a Jewish studies course (compared to 21% in 1987).

Jewish Educational & Socialization Experiences as Youngsters & Teenagers

Preschool or nursery school sponsored by a JCC	12%
Preschool or nursery school sponsored by another Jewish organization	18
Day camp sponsored by a JCC	33
Day camp sponsored by another Jewish organization	19
Sleep away camp sponsored by a JCC	19
Sleep away camp sponsored by another Jewish organization	35
Organized trip to Israel when you were 14-22	25
JCC Maccabi Games	3
Jewish Youth Group	65
JCC Youth Group	10

Practice and Policy Implications

JCCs: Given the high numbers of JCC professionals who participated in JCC camps (day camp or sleep-away), JCCs should implement recruitment policies specifically targeting camp workers every summer.

Fewer Master's Degrees, and Big Declines in MSWs

The vast majority (89%) of full-time JCC professionals hold at least a bachelor's degree, and 42% hold a post-graduate degree. In addition, as one might expect, educational attainment varies dramatically by job category.

Noteworthy is the extent to which graduate education, particularly the MSW degree, is associated with those holding more senior positions. As we move from executive director, to assistant executive, to branch director, to department director, to program director, the proportion with MSWs declines, as does the proportion with any post-graduate degree.

The job categories with noticeable number of staffers lacking even a BA include, most prominently, HPER workers.

Educational Attainment by Job Category, 2001
(Percentages Shown)

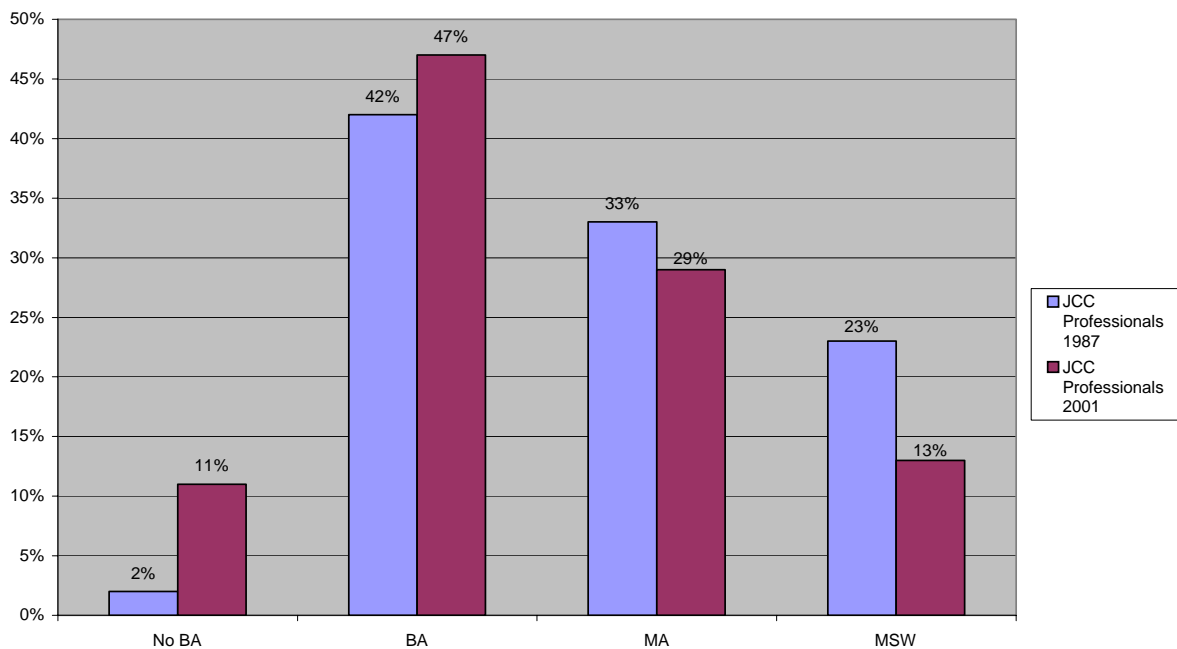
	<u>No BA</u>	<u>BA</u>	<u>MA*</u>	<u>MSW</u>
All Full-Time JCC Professionals	11	47	29	13
Executive Director	1	16	33	50
Asst. Executive Director	2	24	40	34
Branch Director	0	33	43	24
Department Director	8	43	27	22
Program Director	6	50	26	18
Camp Director	8	58	22	13
Direct Service	11	45	25	19
All Group Workers	7	40	29	26
HPER Director	13	56	31	1
HPER Staff	29	52	19	0
ECE Director	5	50	42	3
Cultural Arts Director	0	53	42	4
Cultural Arts Staff	8	52	36	4

*MA or other graduate degree, excluding MSW.

Although JCC professionals are, as a group, highly educated today, their counterparts were even more highly educated in 1987. From 1987 to 2001 the number of MSWs declined from 23% to 13%. This trend did not embody a shift to other graduate degrees, as the number with any sort of master's or other graduate degree shrank from 56% to 42%. At the same time, the number without a BA grew several-fold, from 2% to 11%. In this period, the educational levels of the North American Jewish population increased, while those of JCC professionals decreased. Thus, whereas in 1987 the professionals were largely more well-educated than their clientele, in 2001 their educational distributions largely parallel those of the larger Jewish population.

(A methodological note: The published 1987 data included full-time and the small number of part-time professionals, with no way of distinguishing the two groups. The 2001 tabulations below include only full-time professionals, so as not to introduce a distortion owing to the increasing number of part-time staffers in the JCC system.)

Educational Levels Among JCC Professionals, 1987 vs. 2001



Educational Levels Among JCC Professionals, 1987 vs. 2001
(Percentages Shown)

	<u>No BA</u>	<u>BA</u>	<u>MA</u>	<u>MSW</u>
All Full-Time JCC Professionals 2001	11	47	29	13
JCC Professionals 1987	2	42	33	23

More detailed information on the declines in education can be gained from examining the educational distributions for each job category. We find that all job categories exhibit declines in MSWs. By 2001, hardly any professionals in ECE or HPER held an MSW. The decline in master's degrees of any sorts is much more limited, characterizing particularly program directors and HPER directors.

The shift from MSWs to other sorts of master's degrees, accompanied by a slight decline in the overall proportions with master's degrees, may not necessarily signal a decline in levels of educational training for specific job categories. Anecdotally, senior JCC professional staff members report increasing numbers of professionals with specialized graduate training, tied to their particular areas of responsibility.

**Comparisons in Graduate Degrees, 1987-2001,
for Selected Job Categories**
(Percentages shown)

	MSWs <u>1987</u>	MSWs <u>2001</u>	All Masters 1987 <u>(including MSWs)</u>	Graduate Degrees 2001 <u>(including MSWs)</u>
Executive Director	66	46	86	85
Asst. Executive Dir.	55	33	83	75
Branch Director	42	24	67	67
Program Director	35	18	66	46
Department Director	27	21	52	51
Camp Director	27	12	61	59
Direct Service	24	18	47	47
All Group Workers	43	24	73	56
HPER Director	31	1	48	35
All HPER	21	0	36	30
Preschool Director	34	2	48	48

Practice and Policy Implications

JCCs and JCC Association: The JCC movement needs to again “raise the bar” on educational attainment by developing hiring standards. The movement needs to make the field more attractive to master’s degree holders in each specialty. This objective means expanding personnel recruitment efforts beyond the schools of Jewish communal service. Such efforts need to target health and physical education, early childhood, marketing, membership, special needs, cultural arts, etc.

Identifying the best and brightest JCC professionals to receive JCC Association scholarships should become a goal of the movement. Perhaps, salary incentives could be implemented for those considering obtaining graduate degrees.

JCC Professional Salaries Kept Pace With Inflation, 1987-2001

Salary Increases of Executive Directors, Others Surpassed Inflation

From 1987 to 2001, the salaries of full-time JCC professionals, in all categories, kept pace with inflation. Applying annual changes in the Consumer Price Index to the 1987 salaries, the actual mean salaries in 2001 equaled or surpassed the expected values, adjusting for inflation.

Some positions have actually experienced average increases that have substantially surpassed the rate of inflation from 1987 to 2001 (a cumulative increase of 156%). Most notably here, ECE directors and executives increased their salaries by about 260%. Others with larger than average salary increases include cultural arts professionals, and direct service professionals (generally, entry level positions).

NOTE: These figures rely on averages computed from broad categories. More precise and accurate information will be available following the salary survey of JCC professionals to be conducted by the Florence G. Heller - JCC Association Research Center in the fall of 2002.

Practice and Policy Implications

JCCs: JCCs need to raise salaries, especially for entry-level positions in order to successfully compete in today's job market. They need to be aware of the salaries offered for comparable positions in the local community. JCCs may also use the suggestions found in the "Standards for JCCs," published by the JCC Association in 1999, as a guide for implementing strategies for competitive salaries.

Average Salaries by Professional Category: 1987 vs. 2001

	<u>1987</u>	<u>2001 Inflation- Adjusted</u>	<u>2001 Actual</u>	<u>1987-2001 Actual Percent Increase</u>
Executive Director	\$47,000	\$73,062	\$121,427	258%
Asst. Executive Director	\$34,974	\$54,367	\$81,055	232%
Branch Director	\$30,762	\$47,820	\$64,261	209%
Program Director	\$21,972	\$33,876	\$35,625	163%
Department Director	\$19,128	\$29,735	\$40,943	214%
HPER Director	\$24,638	\$38,300	\$40,793	166%
ECE Director	\$17,600	\$27,359	\$45,727	260%
Camp Director	\$22,150	\$34,432	\$39,806	180%
Cultural Arts Director	\$19,506	\$30,322	\$48,480	243%
Direct Service	\$14,876	\$23,125	\$35,834	241%
Cultural Arts Worker	\$16,487	\$25,629	\$40,000	243%
HPER worker	\$15,994	\$24,863	\$32,385	202%

Growing Number of Women Professionals at All Levels, Including Executive Ranks

The JCC field is overwhelmingly comprised of women. In comparison with 1987, the percentage of women has grown from 64% to 72%. In fact, the growth in the percentage of women JCC professionals is even more substantial than the above figures show. The 1987 study included in its ranks the early childhood education teachers (overwhelmingly female), and the 2001 study excluded them. We estimate that were we to have included the ECE teachers, the proportion of women today would stand at 77%, in contrast with the 64% in 1987.

That said, gender distributions vary substantially by job category. Almost all ECE directors are women, as are the vast majorities of other department and program heads, as well as direct service professionals outside of HPER. In contrast, men make up a slight majority of the PE staff. Men also comprise over three quarters of the executive directors.

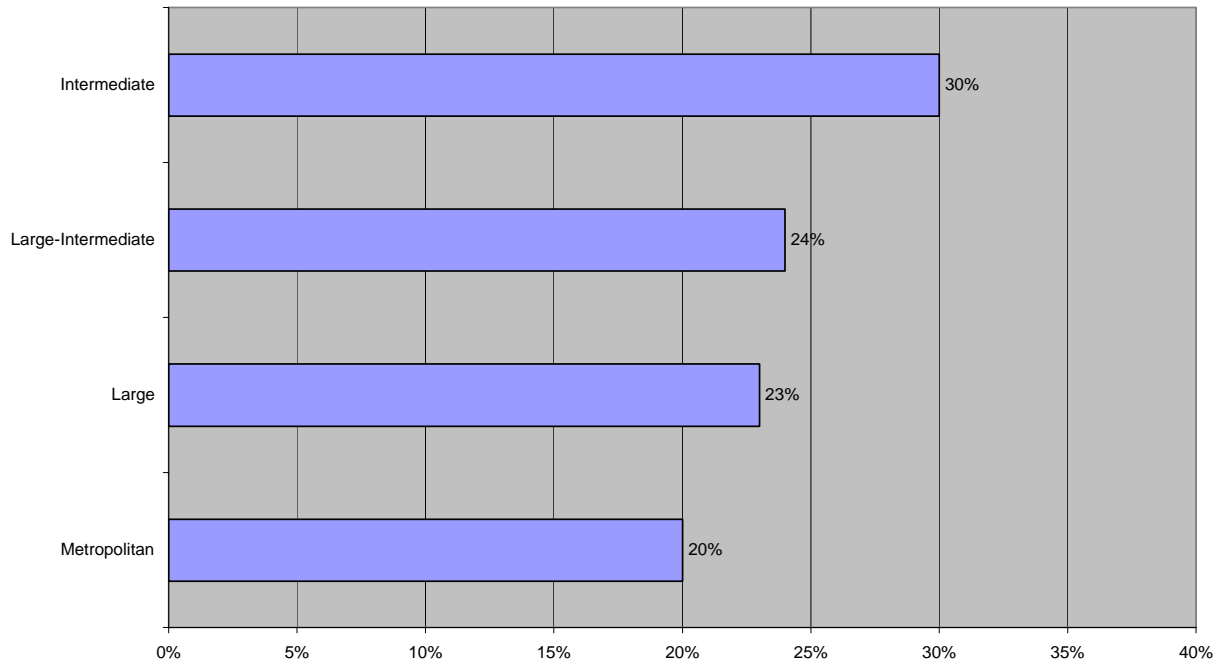
According to the JCC Association's database, women now comprise 26% of the Executive Director positions, up from 6% in 1987. However, among the executives, gender varies considerably according to the size of JCC. Among all metropolitan JCCs, 20% of the executives are women, compared to 30% at the intermediate size JCCs.

Percent of Female Executive Directors by City Size

	<u>Number Female Executive Directors</u>	<u>Total Number of JCCs</u>	<u>Percent Female</u>
Metropolitan	4	20	20%
Large	7	30	23%
Large-Intermediate	10	42	24%
Intermediate	23	77	30%

Source: JCC Association Directory, 2002

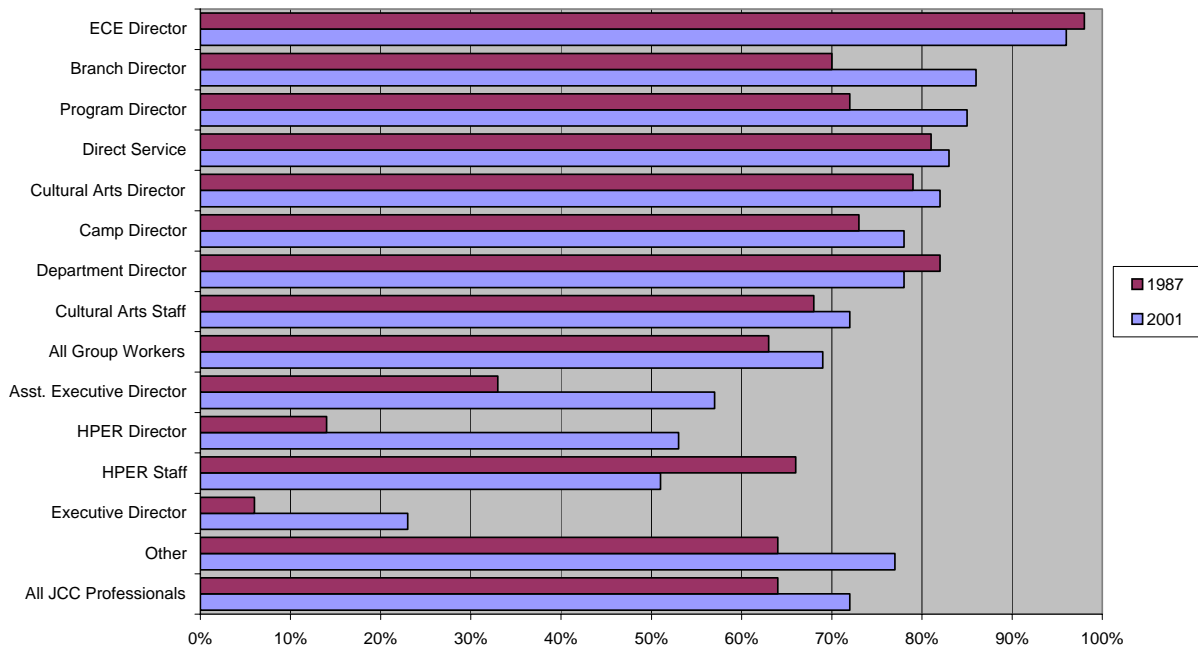
Percent of Female Executive Directors by City Size



Percent Female in Selected JCC Occupations, 1987 vs. 2001

	<u>1987</u>	<u>2001</u>
All JCC Professionals	64%	72%
Executive Director	6	23
Asst. Executive Director	33	57
Branch Director	70	86
Program Director	72	85
Department Director	82	78
Camp Director	73	78
Direct Service	81	83
All Group Workers	63	69
HPER Director	14	53
HPER Staff	66	51
ECE Director	98	96
Cultural Arts Director	79	82
Cultural Arts Staff	68	72
Other	64	77

Percent Female in JCC Occupations



Practice and Policy Implications

JCCs and JCC Association: JCC recruitment efforts need to work to remedy gender imbalance by job category. Although women have made substantial progress in obtaining senior management-level positions, the movement needs to continue to promote talented women into high-ranking positions. At the same time, to advance gender balance, JCCs need to actively recruit men for entry level and mid-management level positions. Efforts to make such positions more attractive for men will also help make JCC professional positions more attractive for all, resulting in higher morale, more job stability, and even more experienced and dedicated professionals.

Salary Differentials: Higher-Earning Men, Lower-Earning Women

The disparities in the sorts of positions held by men and women are reflected in disparities in salaries between men and women. To take one striking comparison: Fully 20% of all male JCC professionals earn \$100,000 or more. In

contrast, less than 3% of the women earn as much (adding in the teachers would drop this figure to 2%).

The following table shows the average salaries for each job category by gender, and includes only those employees reporting that they work 40 or more hours per week.

Mean Salaries by Gender and Job Category

	<u>Men</u>	<u>Women</u>	<u>Gap</u>	<u>Adjusted Gap*</u>
Executive Director	<u>\$125,267</u>	<u>\$107,838</u>	<u>\$17,429</u>	\$9,516
Asst. Exec./Branch Director	<u>\$91,832</u>	<u>\$69,542</u>	<u>\$22,290</u>	\$18,820
Department Director	<u>\$40,446</u>	<u>\$41,122</u>	<u>(\$676)</u>	---
Camp Director	<u>\$41,590</u>	<u>\$39,228</u>	<u>\$2,367</u>	---
Direct Service	<u>\$37,036</u>	<u>\$35,419</u>	<u>\$1,617</u>	---
All HPER	<u>\$40,404</u>	<u>\$34,545</u>	<u>\$5,859</u>	---

*Adjusted for JCC size, education, and seniority (years in the JCC field).

As can be seen from the table above, on a position-by-position basis, the salary gaps between men and women are much smaller. For the HPER staff, the gender gap averages just \$5,859; for direct service professionals, the differential is only \$1,617; and for department directors, women are actually paid, on average, \$676 more than men. However, among the senior management and among the executives, large gaps still separate men's salaries and women's salaries.

Among the group consisting of Executive Directors, men's salaries exceed those of women by \$17,429. Among assistant executives and branch directors, the gap is slightly bigger, \$22,290. A large part of this gap, however, can be explained by the fact that women executives serve in smaller JCCs, with smaller budgets, smaller staffs, and lower salaries for the executive.

What would happen to these gaps (in the salaries of the senior staff and executives) if we could eliminate the disparity attributable to position? Using a statistical procedure (known as MCA), we controlled for the size of JCC, as well

as education and seniority, factors that might explain the gender gap in salaries for executive directors. When these factors were considered, the remaining gender gap in executive directors' salaries amounted to \$9,516, or about half the original gap. In other words, assuming a man and woman held the same executive position, at the same size JCC, with the same education and seniority, the man would be earning about \$9,516 more than the woman.

When we statistically control for the size of JCC, education, and seniority for the assistant executives and branch directors, the gap in income between men and women shrinks from \$22,290 (unadjusted) to \$18,820 (adjusted). That means that a man who is an assistant director or branch director with the same education, seniority, and at the same size JCC earns, on average, \$18,820 more than his female counterpart.

Several additional factors might well explain this disparity. A critical issue is the willingness to move to advance one's career. Even at these upper levels, men are currently several times more willing to relocate than women, and presumably they (or their counterparts) were willing to do so in the past. (Of the male executive directors, assistant executive directors, and branch directors, 21% reported that they are very willing to move in order to advance their career, compared to only 4% of women in these positions.)

Nevertheless, dramatic gender gaps related to position, size of JCC, and salary remain. Addressing these gaps remains an important matter of equity, image, and making most effective use of available managerial and leadership talent.

Practice and Policy Implications

For JCCs and JCC Association: There is no getting away from the responsibility to equalize salaries by gender, especially at the senior management level.

Scholarship Recipients: More Dedicated, More Successful

The JCC Association, the Jewish Federation movement, and other Jewish communal agencies have been awarding scholarships to promising graduate students who agree to spend the early years of their careers working in Jewish communal agencies. A significant number of JCC professionals (9%) now in the field have received such scholarships.

Apparently, the scholarship programs are remarkably effective in recruiting, identifying, and/or nurturing successful professionals for the JCC system. Comparing scholarship recipients with other Jewish professionals, whether we include the entire work force, or just those who have been in the system four years or more, we find notable differences. More frequently than others, scholarship recipients:

- Are younger
- Are more highly educated
- Occupy more senior positions and have greater seniority
- Earn higher salaries
- Identify more strongly as JCC and Jewish communal professionals
- Are more committed to staying in the JCC field
- Have more formal Jewish schooling
- More often participated in JCC socialization experiences
- Took a Jewish studies course or participated in a Jewish campus group in college
- Are synagogue members in greater number
- Attend services more frequently
- Have more Jewish friends
- Have more often visited Israel, attended a JCC seminar in Israel, visited as a teen
- Are more Jewishly knowledgeable, ritually observant, and identified

Scholarship Recipients vs. Others on Several Characteristics

	<u>Scholarship Recipients</u>	<u>Non- Recipients</u>
Age 50+	31%	47%
Age 35-49	52%	39%
Age 26-34	13%	12%
Under age 25	4%	2%
Hold master's degree	87%	46%
Executive Director	35%	7%
Assistant Executive Director	17%	8%
Average personal income	\$84,310	\$49,044
In JCC field 10+ years	70%	54%
Definitely or probably leaving JCC field	5%	11%
View self as a Jewish communal professional (strongly agree)	76%	47%
View self as JCC professional (strongly agree)	73%	59%
Attended Jewish day school/yeshiva	12%	10%
Attended afternoon school that met more than once a week	56%	41%
Attended JCC day camp	46%	30%
Attended JCC sleep away camp	30%	18%
Took a Jewish studies course in college	49%	36%
Joined a Jewish campus group in college	46%	34%
Member of a synagogue	81%	70%
Attend religious services monthly or more	44%	29%
All or most Jewish friends	89%	79%
Visited Israel	91%	73%
Attended a JCC seminar to Israel	57%	37%
Took a trip to Israel as a teen	36%	19%
Jewish knowledge score (1-100)	95	89
Jewish ritual score (1-100)	78	70
Jewish identification score (1-100)	84	79

Practice and Policy Implications

JCCs: JCCs should actively identify and nurture potential scholarship recipients from a young age.

JCC Association: The movement needs to create scholarship opportunities for young talent in all positions, especially those outside the traditional areas of Jewish communal service. Scholarship recipients need to be nurtured to stay in the field, and, as noted earlier, special attention should be given to creating a path for HPER to become a career track in the JCC movement.

Summary and Concluding Remarks

To review, we learned that ...

- JCC professionals are generally highly satisfied in their jobs, especially with respect to the intrinsic nature of their work.
- However, they express concerns about salaries, on-the-job training, recognition, and possibilities for growth and advancement.
- Turnover has slowed considerably since 1987, and job stability has increased commensurately.
- However, the following sorts of characteristics are associated with higher turnover: the recently hired, smaller JCCs, and non-Jews.
- The vast majority of JCC professionals are Jewish, as they were in 1987.
- However, the number of Jews has declined in HPER, as well as in administration where new job titles have been added since 1987.
- The Jewish staff exhibits high levels of Jewish identity, especially with respect to Israel and other aspects of Jewish ethnicity.
- Salary increases in all job categories have equaled or surpassed inflation, since 1987.
- However, salaries for entry-level staff are still quite low, trailing those of more senior professionals more than they did in 1987.
- Women are heavily represented in lower-level and mid-management positions, and their proportions decline in the more senior ranks.
- However, the proportion of women has grown throughout the system, and particularly in senior management and executive positions.
- Women's salaries significantly trail men's salaries in senior management and executive positions.
- The scholarship recipient programs seem extraordinarily successful.

These findings, in turn, generated the following implications for policy and practice. The movement (The JCC Association and the JCCs working together) should:

- Devise better ways to recognize professional accomplishment
- Provide improved on-the-job training
- Attend to issues of supervision
- Provide for growth and advancement both nationally and within JCCs
- Attend to the HPER field by more aggressively recruiting Jewish professionals, improving stability, and creating a career framework
- More aggressively recruit Jewish professionals for entry-level positions
- Attend to Jewish education and community-building among the professional staff
- Address gender imbalance by job category, improving the recruitment of women for executive positions and of men for middle management and entry level positions
- Close the gender gap in salaries for executives and senior management
- Expand and enhance the scholarship programs.

Implementing these policy recommendations requires both staffing and funding.

In addition, there are clear advantages to working with partners in various parts of the organized Jewish community. Among these partners are the Federation movement, schools of Jewish communal service, and Hillel – The Foundation for Jewish Campus Life. There are many opportunities for collaboration, and the JCC Association should consider taking a leadership role in such areas as recruitment, scholarships, and salary equalization.

In many respects, this report serves “merely” to underscore the insights and understandings already held by experienced observers, both lay and professional, of personnel issues in the JCC field. In some instances, this study

sharpened and updated perceptions; and, in others, it opened up and crystallized issues that have not as yet received their due recognition.

The challenge for the field, now, is to grapple seriously with the findings presented above, and to take action to bring up desired changes in personnel policy and practice in the JCC movement. At the outset of this report, we suggested that the findings presented here approximately characterize Jewish communal life in other sorts of agencies. In like fashion, we would argue, that action by the JCC movement to address the issues raised here would, in all likelihood, serve to lead the way to better personnel policies and practices, not only in the JCCs of North America, but also in the other systems of Jewish communal agencies in the United States and Canada.

Appendix

Response Rates

We compared the distributions of size of JCC, region, and gender for our sample and for the entire database of JCC professionals. The comparisons show very little variation, demonstrating that response rates were nearly identical for professionals from JCCs of varying size and region, as well as for men and women.

Response Rate Comparisons: Distributions of Respondents and JCC Association Lists, by Size of JCC, Region, and Gender (Percentages Shown)

	<u>2001 Survey of JCC Professionals</u>	<u>JCC Association Data Base</u>
Size of JCC		
Metropolitan	17	18
Large	25	24
Large-Intermediate	22	21
Intermediate	23	21
Branch/Camp	14	15
TOTAL	100%	100%
Region of the Country		
New England	11	11
New York City	13	14
Mid-Atlantic	21	20
South	14	14
Florida	7	7
Mid-West	20	18
West	10	11
Canada	6	5
TOTAL	100%	100%
Gender		
Male	28	28
Female	72	72
TOTAL	100%	100%

The Questionnaire with Marginal Frequencies