



State of Our Jewish Workplaces

Wednesday, June 16, 2021

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Timing

30 minutes - Presentation

15 minutes - Q&A



**This year plus has shown us that issues of
gender safety, respect and equity in the
workplace and in communal spaces are
*more important now than ever***



safety respect equity



Let's talk about the “She-Cession”



safety respect equity



The “She-Cession”

The She-Cession: Women Disappearing From the Workforce

Economists Fear Long Term Effects of ‘She-Cession’

COVID-19 She-Cession: The Employment Penalty of Taking Care of Young Children

The “She-Cession” Persists, Especially for Women of Color

Women Are Quitting: How We Can Curb The She-Cession’ And Support Working Women



In 2019, women outnumbered men in the U.S. workforce. In December 2020, they accounted for 100% of jobs lost.

Key Sectors Impacted by COVID have predominantly female-identified workforce: Nearly 80% of healthcare workers and 83% of social assistance workers (e.g., childcare and emergency services) are women.

American Women Lost more
Than 5 Million Jobs in 2020.

Drop in Workforce Participation

1988

The last time women's labor
force participation rate
was this low.



“She-Cession”- Impact of Pandemic on Gender in the Workforce

Causes:

1. Majority of frontline workers are women (retail, health, K-12 education, paid care)
2. Job cuts concentrated in female-dominated sectors (leisure and hospitality, restaurants, retail)



“She-Cession”- Impact of Pandemic on Gender in the Workforce

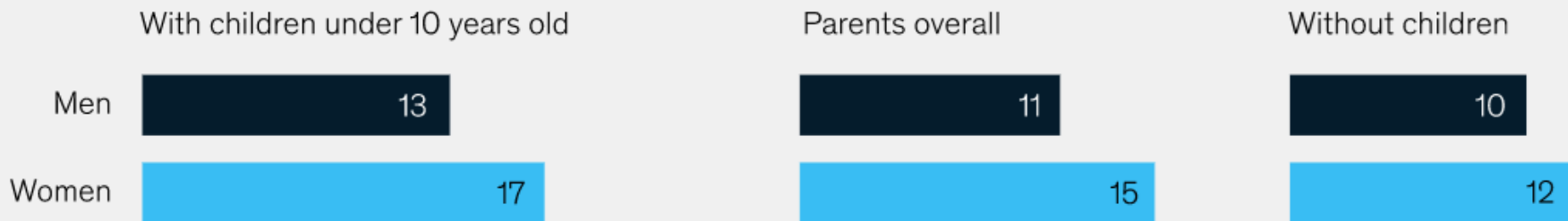
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1. Majority of frontline workers are women (retail, health, K-12 education, paid care)
2. Job cuts concentrated in female-dominated sectors (leisure and hospitality, restaurants, retail)
3. Higher percentage of women **downshifting**



Who is considering downshifting their career?

Workers considering downshifting their career but not leaving the workforce in 2020, %



McKinsey study on Corporate Workplaces:

“The pandemic’s gender effect”

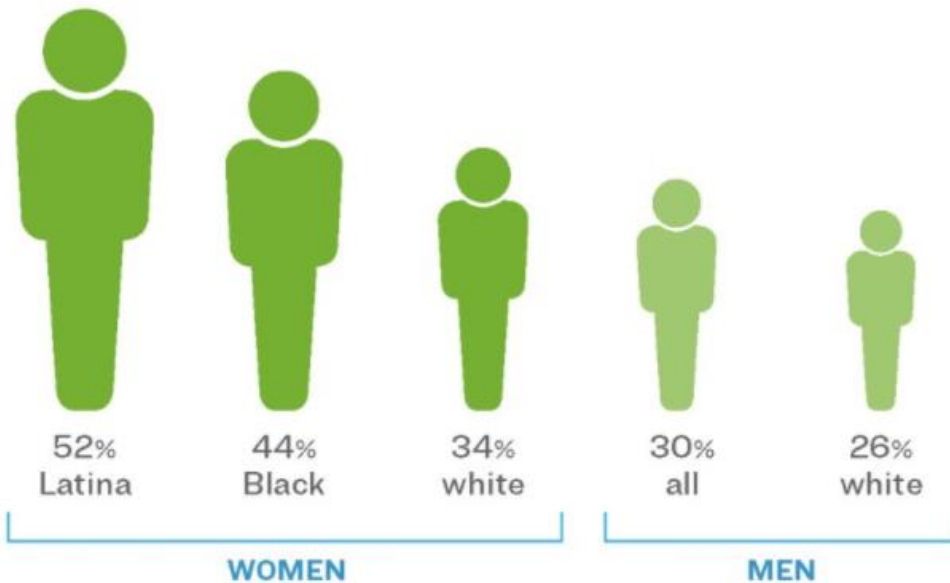


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3. Higher percentage of women downshifting and
4. **Higher percentage of women removing themselves from workforce altogether to meet needs of dependents (childcare, homeschooling, eldercare)**

LOSING PAID WORK DUE TO UNPAID CAREGIVING RESPONSIBILITIES



#JUSTRECOVERY

bit.ly/justrecoverysurvey

COLOR
OF
CHANGE

NELP

TIME'S
UP
FOUNDATION

ILR Worker Institute



“She-Cession”- Impact of Pandemic on Gender in the Workforce

For those who are unemployed, underemployed or not looking:

1. Lost wages and future earning potential = increased economic insecurity/poverty
2. Challenges of reentering the workforce (6+ months unemployed)

Source: Matthew O'Brien, "The Terrifying Reality of Long-Term Unemployment," *The Atlantic*, April 13, 2013



“She-Cession”- Impact of Pandemic on Gender in the Workforce

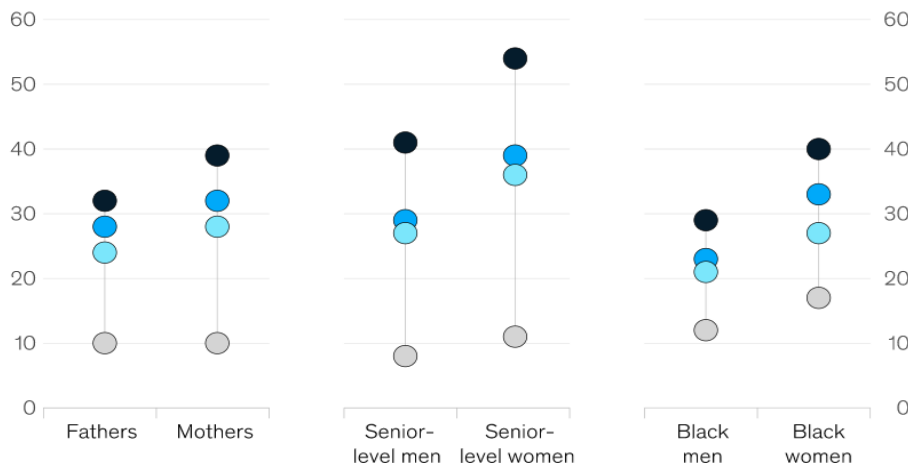
**For Those Continuing in Workforce:
High Burnout
Exhaustion
Fatigue**



Working mothers, senior-level women and Black women report highest levels of burnout and exhaustion

Consistent feelings at work in past few months, % of employees¹

● Excluded ● Pressured to work more ● Burned out ● Exhausted



¹Question: In the last few months, which of the following have you consistently felt at work?
Source: *Women in the Workplace 2020*, LeanIn.Org and McKinsey, 2020



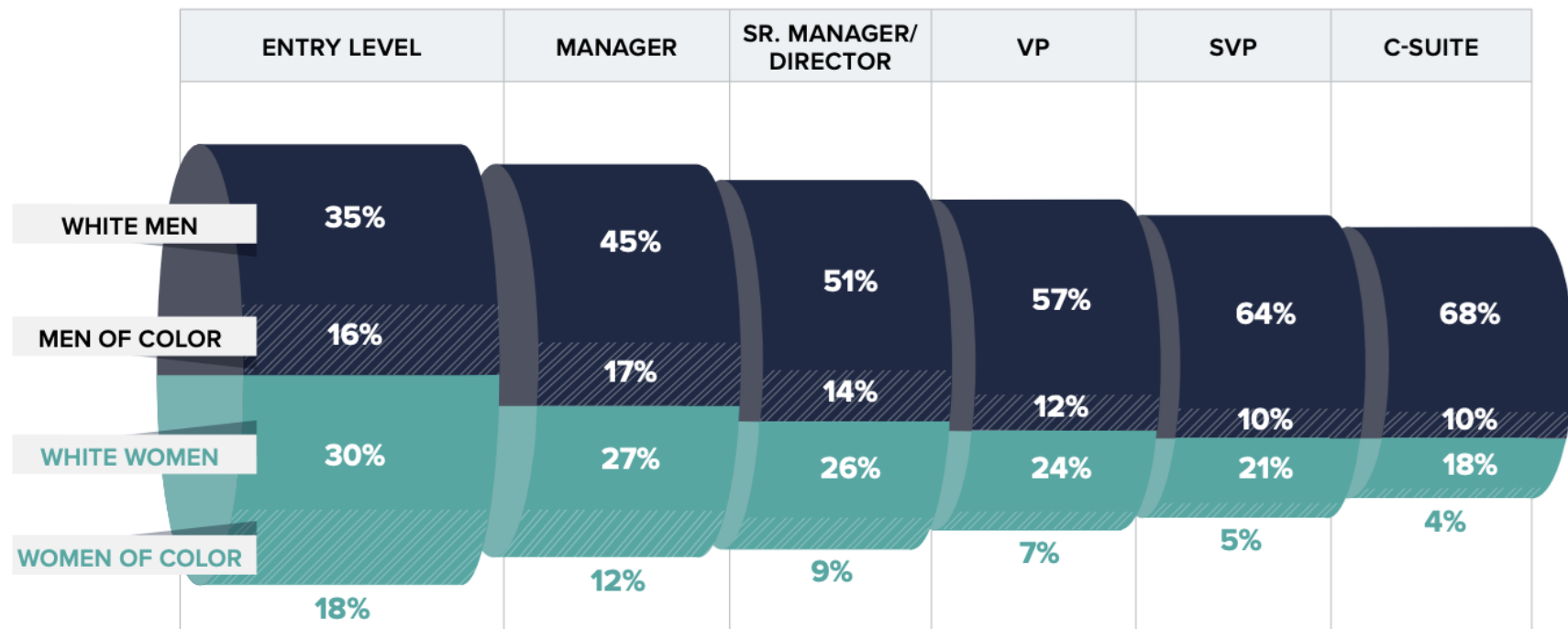
“She-Cession”- Impact of Pandemic on Gender in the Workforce

For the Sector:
Major setbacks in gender parity
and racial equity
Pipeline issues
Unresolved policy issues
(e.g., childcare, paid leave)

REPRESENTATION IN THE CORPORATE PIPELINE BY GENDER AND RACE

% OF EMPLOYEES BY LEVEL IN 2019²

MEN ■ WOMEN ■



Source: 2019 Women in the Workforce Report, McKinsey & Lean In, <https://womenintheworkplace.com/>



What does this look like in Jewish Workplaces?

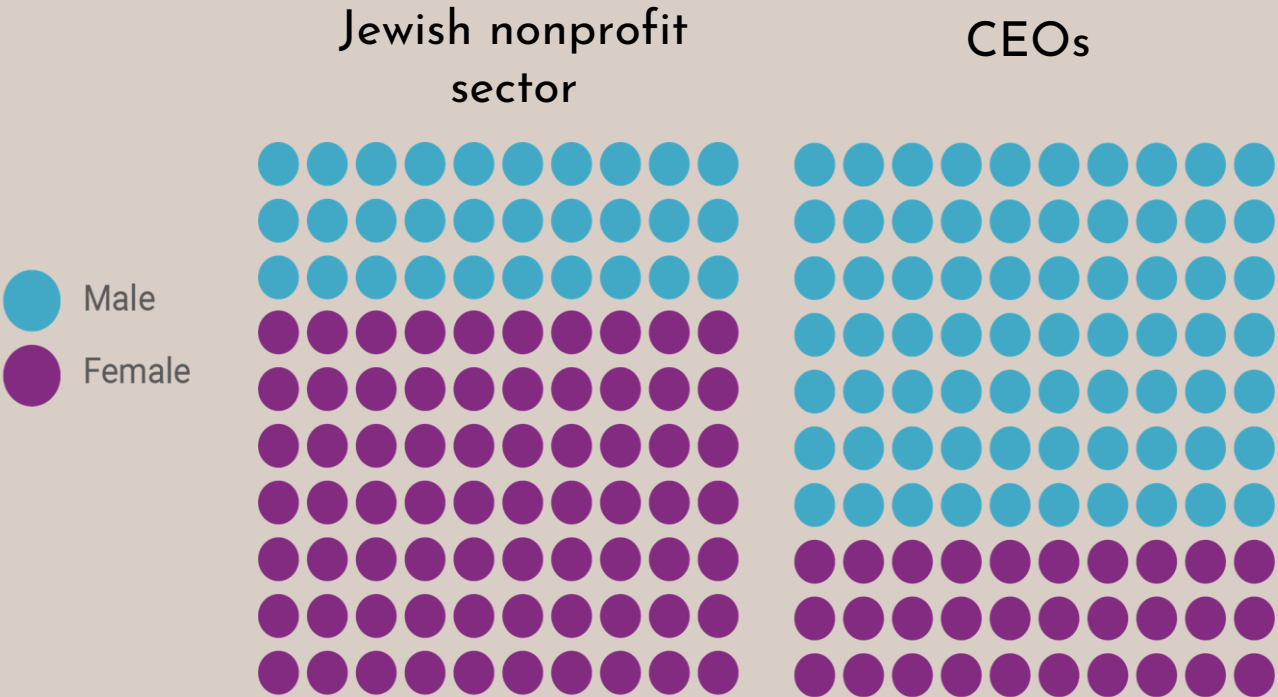


Leading Edge was founded in 2014 to create a forum for the Jewish community to address the leadership pipeline issues facing the American Jewish nonprofit sector.

LEADING  EDGE



SECTOR HAS A GENDER GAP AT THE TOP



The Jewish community needs vibrant, diverse leadership to thrive.

To achieve that, we must tap into *all* of our talent and potential.

Why is there a persistent gender gap in top leadership
at Jewish nonprofit organizations?

SOME KEY DATA (CURRENT)

We have made some progress to date:

- **Federations:** Nearly 50% of Jewish federation CEOs are women
- **High Profile Searches:** JDC, JTS
- **Jewish Human Services Agencies:** 70% of CEOs are women

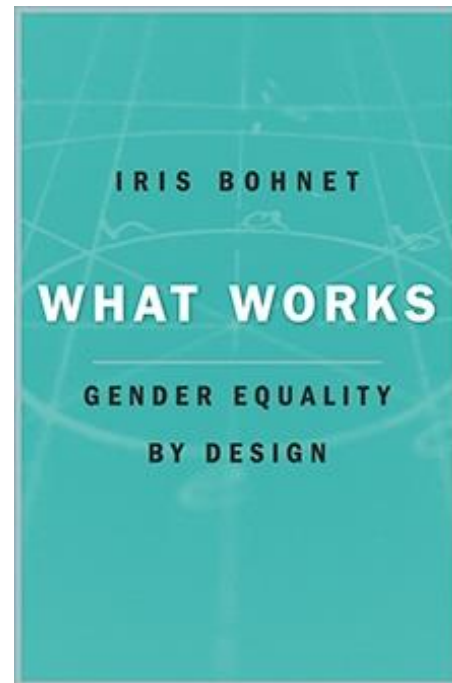
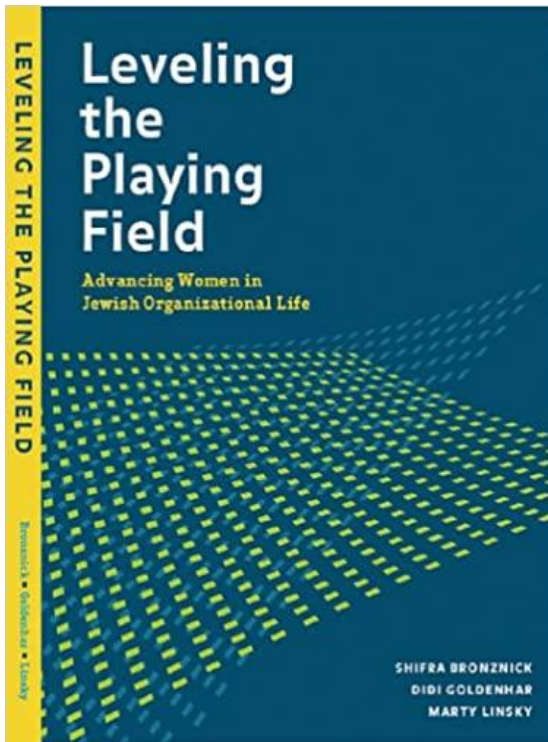
And we can do better. As of 2020:

- **Federations:** Out of 17 federations of large cities, 16 CEOs (94%) are men.
- **JCCs:** Almost two thirds of JCC CEOs are men.



We Need to Talk:

A Review of Public Discourse and Survivor
Experiences of Safety, Respect, and Equity in
Jewish Workplaces and Communal Spaces



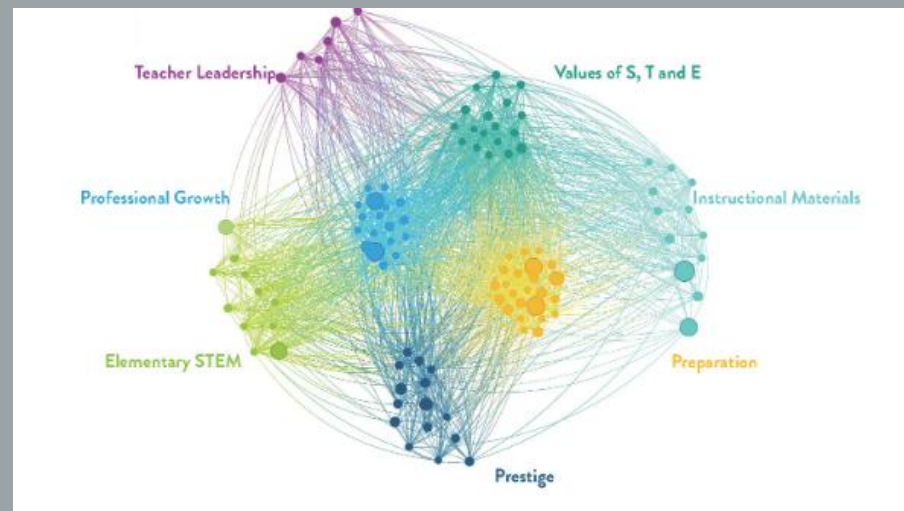
Education

Ending Teacher Shortages with Network Mapping

A project to end teacher shortages in the United States is demonstrating how thinking about social systems as networks can help us prioritize the most effective strategies.

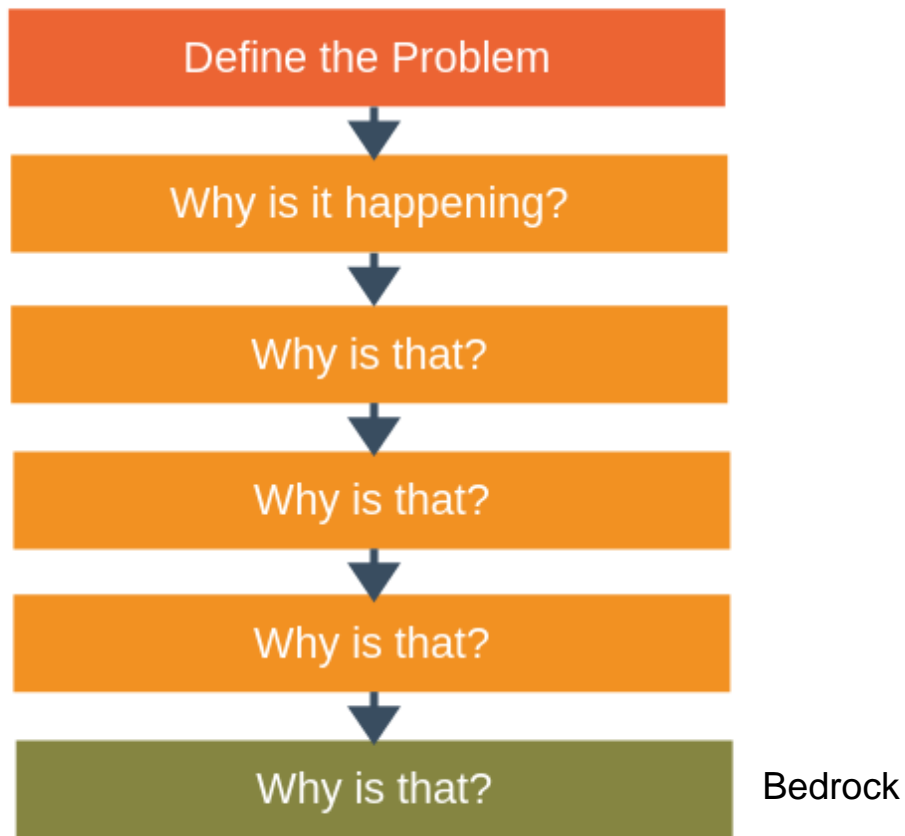
SHARE COMMENT PRINT ORDER REPRINTS

By Talia Milgrom-Elcott & Eric L. Berlow | Apr. 25, 2018



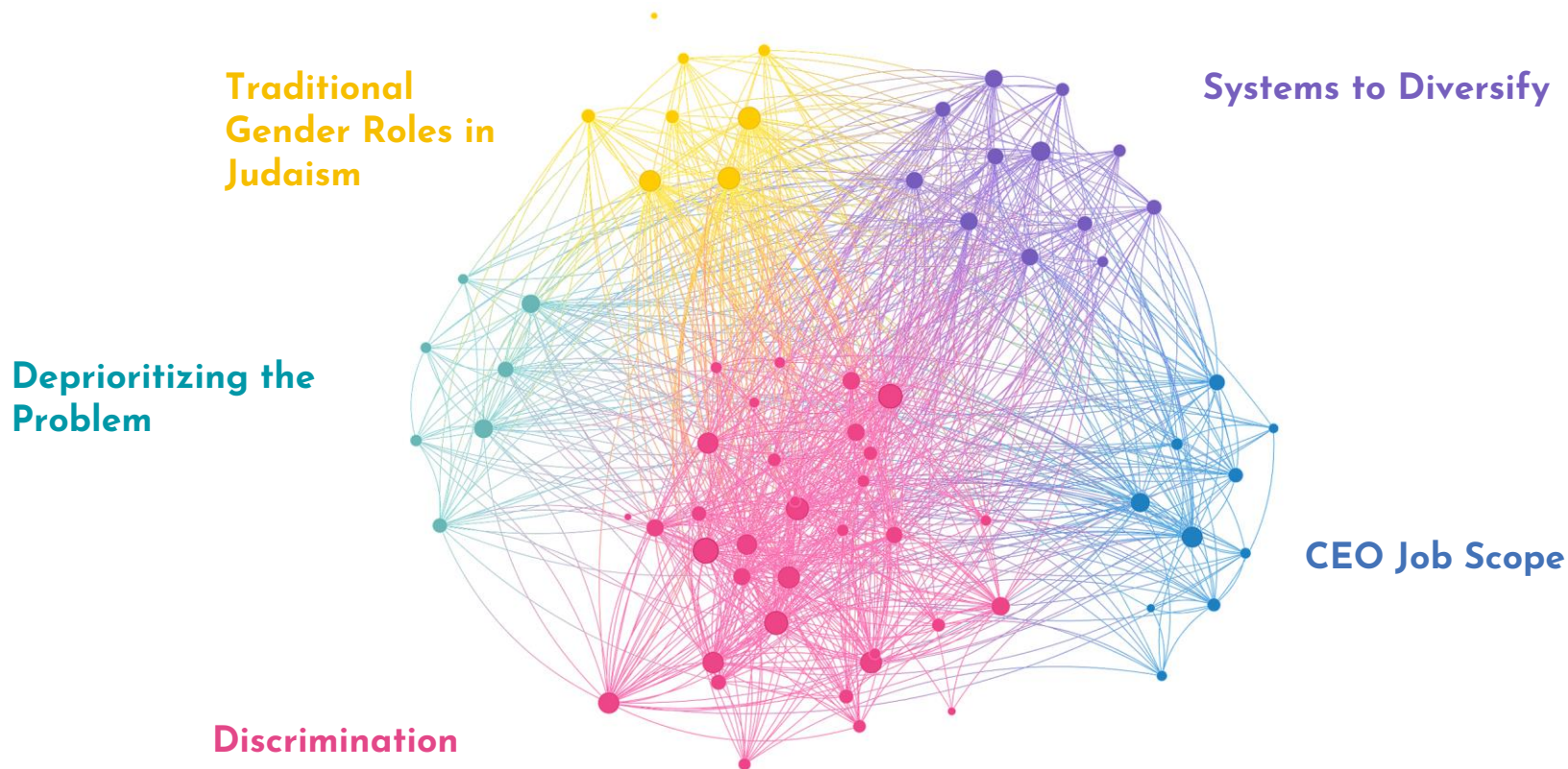


The 5 Whys



Top leadership jobs include too many stated and tacit requirements for any one person, including cisgender white men.	Those in power preserve the status quo.
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An ecosystem map of the gender gap in top Jewish leadership

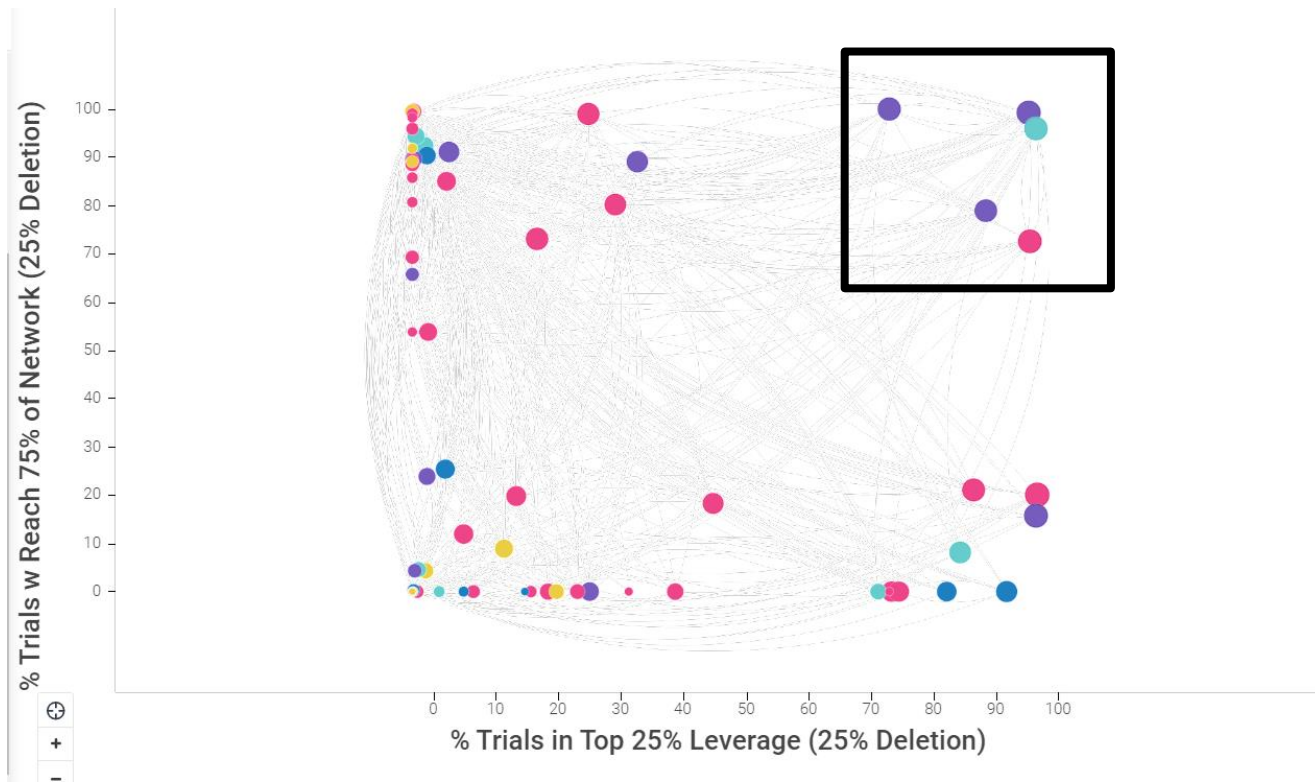


Keystone Species

If problem “A” improved,
would it make some other problem “B”
better, worse, or leave it the same?

THERE ARE FIVE KEYSTONE CAUSES

Keystones have high leverage and high reach in the ecosystem



THERE ARE FIVE KEYSTONE FINDINGS

Keystones have high leverage and high reach in the ecosystem

1. **Boards, funders and others in power** don't always hold Jewish organizations accountable for addressing the diversity of their top leadership.
1. Many Jewish organizations have no **talent strategy** for diversity, equity and inclusion (DEI).
1. Some members of **search committees and boards** hold biases about what makes a qualified leader.
1. There is a **perception** that you cannot be both a top leader and primary caregiver.
1. Not enough **men** speak out about or prioritize addressing the gender gap in top leadership.

#1 **Boards, funders, and others in power don't always hold Jewish organizations accountable for addressing the diversity of their top leadership.**

Opportunity: Boards, funders, and other powerful stakeholders can hold Jewish organizations accountable and incentivize them to elevate diverse leadership teams.

#2 **Many Jewish organizations have no talent strategy for diversity, equity, and inclusion (DEI).**

Opportunity: Jewish nonprofit organizations can implement talent strategies to advance diversity, equity, and inclusion (DEI).

#3 **Some members of search committees and boards hold biases about what makes a qualified leader.**

Opportunity: Search committees, and the boards that appoint them, can implement processes to ensure that the work of the search committee is professional, equitable, and fair and that the most qualified candidate is chosen for the role.

#4 **There is a perception that you cannot be both a top leader and a primary caregiver.**

Opportunity: Community members can work actively to shift our cultural assumptions about the capacity to be a leader and a primary caregiver at the same time.

#5 **Not enough men speak out about or prioritize addressing the gender gap in top leadership.**

Opportunity: Institutions can give men the knowledge, support, and incentives to speak out and address the gender gap in leadership (and DEI more broadly).

BRIGHT SPOT

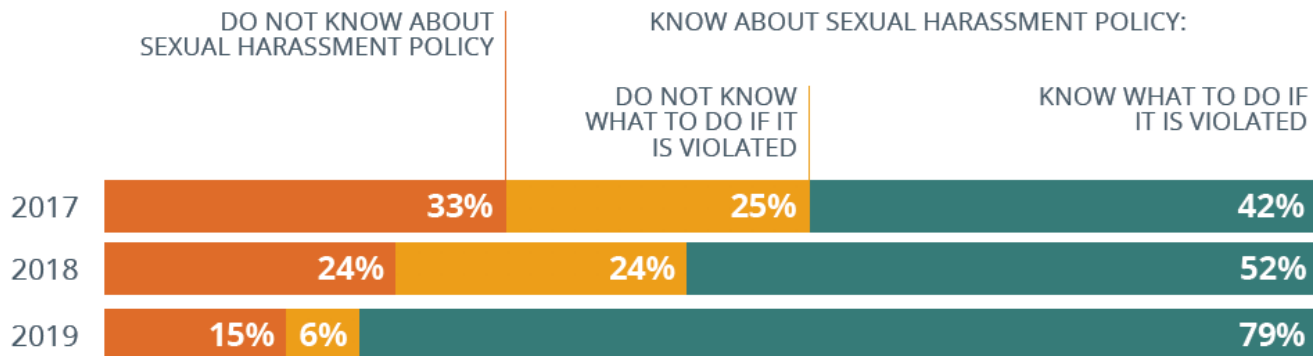


THE CHARLES AND LYNN SCHUSTERMAN FAMILY PHILANTHROPIES AND LGBTQ INCLUSION


BRIGHT SPOT



JEWISH COMMUNITY FEDERATION AND ENDOWMENT FUND'S "JOB ARCHITECTURE"



LEADING EDGE'S NEXT STEPS

- **Share these findings** with the field
- Research further women's leadership in the **Orthodox community**
- Apply behavioral science methodology to **CEO search committees**, in partnership with  ideas⁴²
- Gather **research-backed interventions** in each Keystone



Questions?





Thank You!

Join Us at the 2021 SRE Network Convening:
<https://srenetwork.org/sre-convening-2021/>

Stay in Touch:
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gali@leadingedge.org