



safety respect equity

**SRE NETWORK  
STANDARDS  
SELF-ASSESSMENT  
MEMBERSHIP  
REPORT**

**FALL 2022**

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## About SRE Network

SRE Network is a Jewish network of nearly 160 organizations rooted in our shared commitment to safety, respect, and equity-for all. We inspire meaningful change in workplaces and communal spaces by bringing people together to address gender-based harassment, discrimination, and inequity. Our work is focused on building community, research & learning, and strategic community investments, using an intersectional lens of gender justice. Learn more at [srenetwork.org](https://srenetwork.org).

## Our work is guided by three key assumptions:

1. Gender-based violence, harassment, and discrimination are age-old, widespread societal phenomena, persisting in all institutions, communal spaces, and communities. Our Jewish communal sector is not immune.
2. Gender issues do not exist in a vacuum but are instead inextricably linked with other forms of violence, bias, and inequity in the workplace and in communal spaces.
3. Organizations are capable of creating and sustaining safe, respectful, and equitable workplaces for all, and addressing gender-based harassment and discrimination, provided they are committed and have the skills, tools, and resources to make meaningful change.

# EXECUTIVE SUMMARY

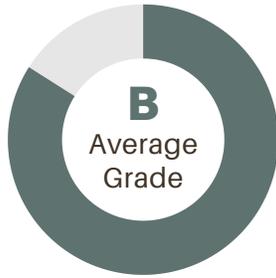
Our work to create safe, respectful, and equitable Jewish workplaces and communal spaces requires persistence, patience, and transparency. SRE Network brings people together from nearly 160 Jewish organizations to address gender-based harassment, discrimination, and inequity. SRE Member organizations strive towards implementing the SRE Standards in four areas: **Leadership & Accountability, Policies & Guidelines, Reporting & Response, and Education & Training.**

This report analyzes the results from the Standards Self-Assessment (SSA), a survey which tracks the annual progress of SRE Network member organizations on their journey toward implementing the [SRE Network Standards](#). It identifies the common strengths and growth areas for large and small member organizations. The report explores how organizations' responses to the SSA have changed in the last year, and identifies their priorities for growth in the year ahead.

**The good and inspiring news is that SRE Network member organizations are successfully making gradual and steady progress along their journeys to building safer, more respectful, and equitable workplaces and communal spaces.** They're implementing intentional incremental change and working to maintain their improvements and progress. And there is still much work ahead.

Incremental progress on this journey has not come easy. This year we saw continued disruption and upheaval in larger society as well as seismic shifts in the workplace. And yet, Jewish nonprofit organizations have continued to prioritize the work of creating and sustaining safe, respectful and equitable workplaces and communal spaces, and addressing gender-based harassment and discrimination. **This was made possible by organizational leaders and internal champions, expert-practitioners, funders, and brave individuals coming forward to share their experiences. It is thanks to their collective efforts and commitment that we are seeing growth, courage, and bright spots.**

# Where We Are Now: Common Strengths



Leadership & Accountability



Reporting & Response

## Leadership & Accountability

### Climate Survey



**90%**

of organizations

Report conducting an internal audit, climate survey, cultural assessment, or engagement survey of employees to assess and address risk factors regarding discrimination and harassment

## Reporting & Response

### Establish Reporting & Response Processes



**90%**

of organizations

Report establishing processes for: reporting discrimination and harassment, requiring the organization to respond to complaints of discrimination and harassment; investigating complaints of discrimination and harassment.

# How We Have Grown

## Most Improved Areas

## Score Change from 2021 to 2022



Policies & Guidelines



Reporting & Response

↑ **50%**

increased their total score

**21%**

maintained their total score

There is a connection between the areas of most improvement and where SRE Network provided the most support in the past year.

# Focus Areas for the Next Year: Common Growth Areas



Education & Training



Policies & Guidelines

Communicating policies and procedures to staff on a regular basis is a common growth area, as is investing more in Education & Training.

# ABOUT THE DATA

## **About SRE Network Membership**

SRE Network member organizations commit to 1) working toward implementing the [SRE Network Standards](#), 2) gauging progress through the SRE Network Standards Assessment, 3) joining a learning community committed to creating safe, respectful, and equitable workplaces for all, and 4) furthering gender equity and addressing gender-based discrimination and harassment in Jewish workplaces.

All members were invited to renew their annual membership in mid-July by completing the Standards Self-Assessment to measure their progress and growth. As of October 1, 2022, the following number of organizations completed the SSA:

<b>107</b>	<b>29</b>
Large Organizations <i>6 or more employees</i>	Small Organizations <i>1-5 employees</i>

View the [2021 Standards Self-Assessment Report here](#).

## **About the Standards Self-Assessment (SSA)**

The purpose of this assessment is to help each member organization assess and strengthen its own organizational commitment and expertise in SRE areas over time, based on the SRE Standards. The survey is completed on an annual basis by one senior leader, in consultation with their leadership team.

The Standards were designed by experts<sup>1</sup> to prevent and address discrimination and harassment in Jewish workplaces and communal spaces. SRE Network member organizations complete the SSA when they first become a member and again as part of the annual membership renewal process. Each year, member organizations assess how they have grown and determine their priorities for how they want to improve in the year ahead.

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<sup>1</sup> The 2021 refresh of the SRE Network Standards was conducted in consultation with Sharon Masling, Partner and Director of Workplace Culture Consulting at Morgan, Lewis & Brockius LLP and Dena Robinson, Trial Attorney in the Civil Rights Division of the Employment Litigation Section of the U.S. Department of Justice, with additional input from Dr. Guila Benchimol, Rabbi Sarah Mulhern, Dr. Shira Berkovits and the SRE Network staff team.

There are two versions of the assessment: a) for organizations with six or more employees which are referred to as “large organizations,” and b) for organizations with one to five staff members which are referred to as “small organizations.”

The [Standards Self-Assessment for large organizations](#) consists of 26 questions, including six demographic questions, two open-ended reflection questions, and 18 diagnostic questions focused on the following four areas of the SRE Network Standards:

- Leadership & Accountability
- Policies & Guidelines
- Reporting & Response Procedures
- Education & Training

In contrast, the [Standards Self-Assessment for small organizations](#) asks them to complete a condensed questionnaire consisting of five diagnostic questions, six demographic questions, and to briefly reflect on their strengths and growth areas through open-ended questions.

Participants were asked to rate their diagnostic responses using Yes, Somewhat or No.<sup>1</sup> Each organization who completed the survey received a “score” based on the following weighted system: Yes - 2 points, Somewhat - 1 point, No - 0. Organizations then received an overall assessment score as well as scores for each Standards area. The threshold for identifying strengths was 85% of organizations reporting “yes.”

### **Limitations of the Methodology**

Since the individuals and organizations that took the survey were not randomly selected, and since the group of organizations taking the survey (as well as the individual charged with completing the assessment) has or may have changed each year, it is worth emphasizing that we cannot know to what degree this sample may or may not be representative of the field as a whole, and should be interpreted as general indications, not definitive or precise conclusions.



**The SRE Network is a powerful collection of possibility - to connect with others making change, those who are eager to do so and not yet on the journey, and those who are approaching readiness. We value being in a space that is filled with this variety of voices and perspectives on the journey toward safety, respect and equity.**

<sup>1</sup> [Raw data accessible here.](#)

# OVERVIEW OF 2022 STANDARDS SELF-ASSESSMENT

## Large Organizations

6 or more employees

**107**

Participating Organizations

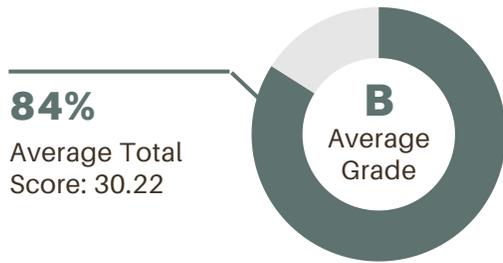
**18**

Diagnostic Questions

**36**

Total Possible Score

### Average Total Score



## Small Organizations

1-5 employees

**29**

Participating Organizations

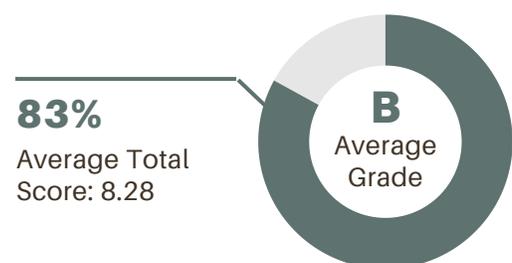
**5**

Diagnostic Questions

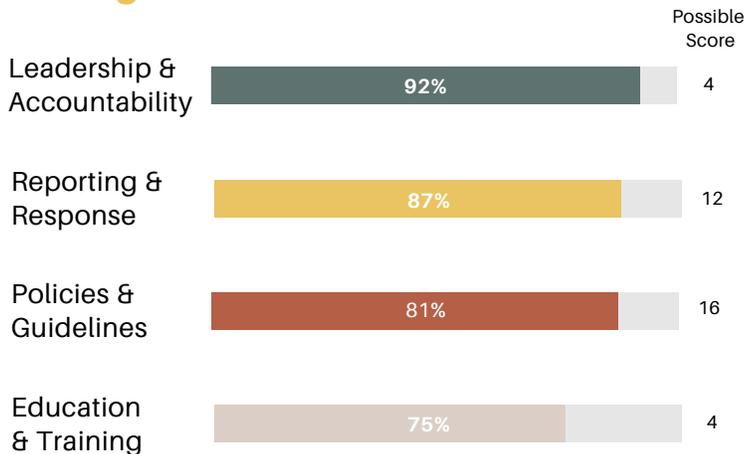
**10**

Total Possible Score

### Average Total Score



### Average Standards Score



# COMMON STRENGTHS & GROWTH AREAS: LARGE ORGANIZATIONS

## Key Learnings

- **Education & Training is the area with the most room for growth.** Many organizations that provide only one training a year indicate it is insufficient and cite a need for more frequent in-depth trainings. 54% report providing training to employees regarding policies and reporting. 64% provide training on preventing and addressing discrimination and harassment. 18% of organizations declined in these two training areas from 2022 to 2021.
- **While Policies & Guidelines and Education & Training had the lowest cumulative scores, it is noteworthy that their scores are not actually low.** While Policies & Guidelines and Education & Training don't meet the common strength threshold and are thus identified as the most common growth areas, it bodes well that they are still above 75%.
- **Communicating policies and procedures to staff on a regular basis is a key growth area priority.** This includes regularly communicating the fair and equitable hiring and advancing policies; reporting and response procedures; and non-discrimination policies.
- **While most organizations have successfully established processes for Reporting & Response, many have not yet communicated these procedures to staff on a regular basis nor provided training to the individuals responsible for conducting internal investigations.** Organizations continue to indicate that the individuals responsible for conducting investigations into discrimination and harassment within their organization are not trained in this area (neither prior nor since joining the organization).

Our main focus this year will be to communicate out/educate staff about the policies that we have in place, to have those policies in an easily accessible location, and to create the systems that allow them to be regularly shared with staff.

## Summary of Common Strengths & Growth Areas

	Cumulative Score	Percent mentions as a strength*	Percent mentions as a growth area*
Leadership & Accountability	92%	50%	11%
Reporting & Response	87%	14%	21%
Policies & Guidelines	81%	49%	36%
Education & Training	75%	25%	48%

\*Mentions in open-ended responses when asked to identify their "current organizational strengths" and the areas they're "seeking workplace improvement." Color code: Green=Common Strength, Red=Common Growth Area



We strive to follow best practices and to 'walk the talk.' We attend as many trainings as possible and try to apply a racial equity and gender lens at all times to our standards and when responding to real situations that arise within our community.



## Common Strengths

The following are the questions for which member organizations have the highest average scores:

### Policies & Guidelines

Has a written non-discrimination policy

**95%**

### Reporting & Response

Reporting process includes multiple points of access for reporting (e.g., through CEO, direct supervisor, other manager, and/or HR department)

**95%**

### Reporting & Response

Has a process for individuals to report discrimination or harassment

**93%**

### Reporting & Response

Has a process that requires the organization to respond to complaints of discrimination and harassment

**91%**

### Leadership & Accountability

Conducts an internal audit, climate survey, cultural assessment, or engagement survey of employees to assess and address risk factors regarding discrimination and harassment

**90%**

### Reporting & Response

Has a process for investigating complaints of discrimination and harassment

**87%**

“ We recognize that we are still learning and evolving, and no one is an expert, so we rely on trainings, and seek continuous skills improvement to hold ourselves accountable and continue to be leaders in our community. ”

## Common Strengths: A Closer Look

When asked about their “current organizational strengths,” organizations identified frequent actions they took to build safer, more equitable, and respectful workplaces and communal spaces.

**Leadership & Accountability:** Organizations that view Leadership & Accountability as their organizational strength most frequently attribute it to 1) allocating time and money to this work; and 2) providing training and education to the leadership team. Some organizations mentioned open lines of communication between staff and leadership or surveying staff through pulse surveys, [Leading Edge](#)<sup>1</sup>, or other means. A few organizations mentioned new staff roles dedicated to SRE and DEI (Diversity, Equity, and Inclusion) work.

“Our leaders are very interested and aware of what it means to hold ourselves accountable... [We] did a self examination to probe for our weak areas and to commence formulating plans to fill any gaps in explicit policies that align with best practices and to review our training schedule and plan for more formal trainings so that we can be proactive instead of reactive.”

**Policies & Guidelines:** In the past year, many organizations reviewed and updated their policies and employee handbooks or are in the process of completing these updates to reflect best practices and standards. Organizations describe reviewing their policies through a SRE lens, an inclusion lens, and with outside experts.

“We incorporated SRE guidance and best practices into the latest revision of our Employee Handbook...Everyone knows where to find the handbook, and it is available and accessible at all times.”

**Education & Training:** Many organizations note working with external consultants, DEI experts, and SRE grantee partners [Ta’amod](#) and [Sacred Spaces](#) to lead their trainings on anti-harassment, anti-discrimination, and a variety of DEI topics. Specific topics include psychological safety, bystander training, creating a culture of belonging, and implicit bias.

“We spent four hours in anti-harassment, anti-discrimination, psychological safety, and bystander trainings, and we came back to many of those concepts ...in DEI trainings. We are currently working on the training calendar for this program year, but we will still reserve significant time to train on these concepts.”

<sup>1</sup> [Leading Edge](#) helps Jewish organizations improve their workplace culture and leadership so that they can better achieve their missions. To support organizations in creating even better places to work, Leading Edge conducts an annual Employee Experience Survey, studying how employees in the Jewish nonprofit sector experience their work.

## Common Growth Areas

The following are the questions for which member organizations have the lowest average scores:



In organizations' responses about the areas they are "seeking workplace improvement and greater alignment in the coming year," they shared details of their priorities and intentions for improving in the year ahead.

**Education & Training:** Organizations that seek improvement in this area are at different points along their SRE journeys:

- Some mentioned not yet providing any training, while others provide an annual staff training or comprehensive trainings throughout the year.
- Some identified the need for providing more comprehensive training throughout the year, while others mentioned that following their recent completion of updating their policies and procedures, they need to start providing training.

**Policies & Guidelines:** Organizations seek improvement by focusing on a few different areas including:

- Making their policies more easily accessible to staff and communicating them more frequently.
- Reviewing and updating all their policies or their handbooks to ensure they meet the evolving best practices.
- Enhancing hiring and advancement processes to make them more equitable.

**Reporting & Response:** Organizations aim to:

- Clarify and improve the reporting processes already in place.
- Better communicate their reporting and response procedures to their staff as their next phase of improvement after recently updating policies.
- Train the individuals who conduct investigations (only mentioned by one organization).

## Takeaways for Assessing Large Organizations

SRE Network member organizations are doing well overall with an average total score of 84%. Their key strengths are **Leadership & Accountability** and **Reporting & Response**. They still have significant room for growth and should continue implementing intentional incremental changes.

**Education & Training** is the area with the most room for growth, with **Policies & Guidelines** coming in second. Specifically, organizations need to work on communicating policies and procedures to staff on a more regular basis; training internal investigators, and providing staff with trainings regarding their policies and reporting systems as well as preventing and addressing discrimination and harassment.

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I believe there can be more time, training, and energy spent on reporting and responding, and assuring that all staff feel well-versed and trained on how to take the proper steps should anything arise.

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”

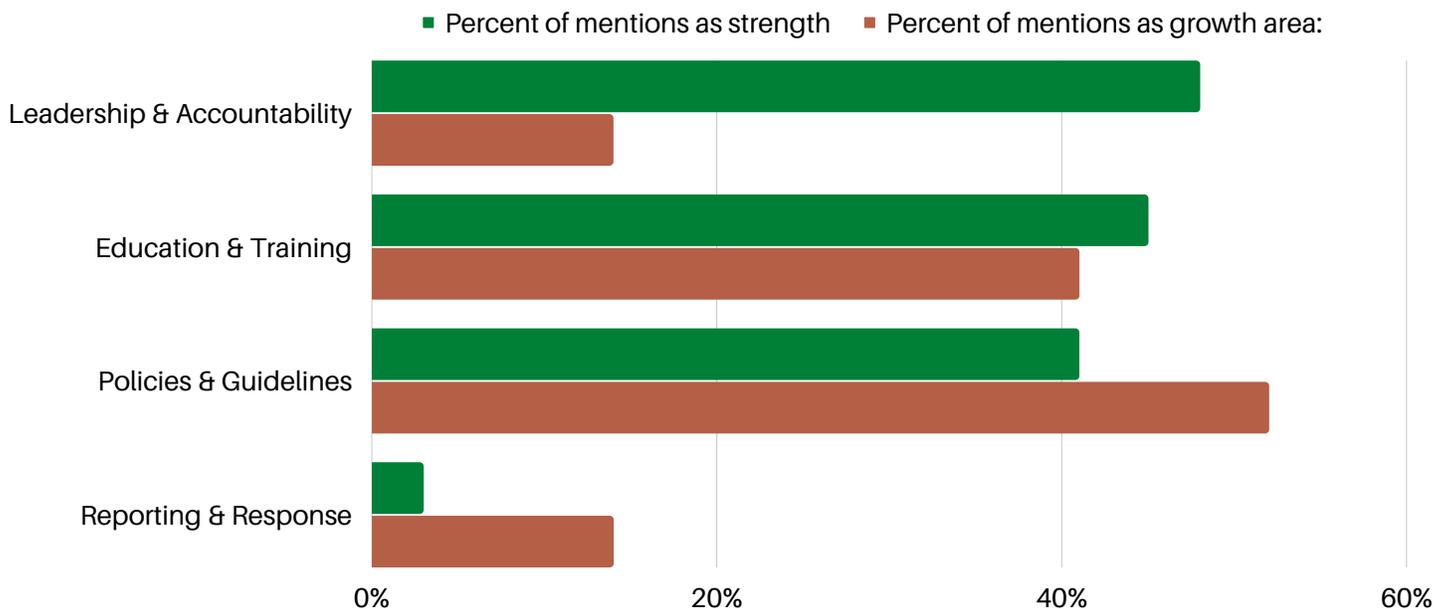
# Common Strengths & Growth Areas: **Small** Organizations

While most SRE Network member organizations fall under the large organization category, 29 small organizations completed the assessment.

## Snapshot

- The most common strength areas are: 1) Leadership & Accountability, 2) Education & Training, and 3) Policies & Guidelines.
- The most common growth areas are: 1) Policies & Guidelines and 2) Education & Training
- It is noteworthy that Policies & Guidelines and Education & Training were both a common area of strength and growth.
- Reporting & Response was both the least common strength and growth area.
- The responses showed that all five diagnostic practices need improvement as none crossed the common strength threshold of 85%.

## Summary of Common Strengths and Growth Areas



“There's always room to grow and improve. SRE puts us in an accountable relationship with other organizations and allows us to learn from their best-practices.”

## Common Strengths

Organizations' responses about their "current organizational strengths" identified frequent actions they took to strengthen their work in these areas.

**Leadership & Accountability:** Many organizations shared a deep commitment to building safer, more respectful, and equitable workplaces and communal spaces. Some are putting this commitment into practice by prioritizing working on the other SRE Network Standards areas. Women-focused organizations recognize that the work of SRE is integrally tied to their mission and field work.

“

Our organizational leadership is absolutely behind our DEJ [Diversity, Equity, Justice] initiatives and we are supporting our constituents in doing anti-racist works...to train our leaders and implement policies that increase diversity.

”

**Education & Training:** When organizations shared the details of their Education & Training work, their comments fell into two categories:

1. Organizations addressing the internal training of their staff.
2. Organizations whose mission and services involve providing educational trainings to Jewish professionals and other nonprofits.

This subset of small organizations generally does not provide their own team trainings and often sought trainings externally due to their small size.

“

We are spearheading a multi-organizational training through Ta'amod for any small organization that wants to re-up their training or be trained for the first time as it is easier for a group of organizations to both work and to afford to have high-quality Jewish-based training.

”

**Policies & Guidelines:** Organizations indicate this area as a strength due to:

- Their handbook.
- Being connected with a fiscal sponsor or umbrella organization that provided them with the foundation of their policies and guidelines.

“

We will be striving for more alignment and transparency in our policies and guidelines, their communication, prominence/ease of availability, etc.

”

## Common Growth Areas

Organizations shared details of their priorities and intentions for improving

**Policies & Guidelines:** Some organizations are:

- In the process of monitoring or reviewing their policies to ensure they reflect best standards.
- Lacking policies due to so few staff and recognize a need to further develop their policies as their organizations continue to grow and evolve.

**Education & Training:** Small organizations have a range of priorities for improving their Education & Training efforts. Organizations mention:

- A need for training their board members,
- Expanding participation in internal and external trainings,
- Supplementing the one annual training from their fiscal sponsor,
- Incorporating SRE topics into their professional development,
- Further investing resources in these efforts.

## Common Growth Area by Questions

The following are the five diagnostic questions, which were all identified as growth areas as they did not meet the threshold for common strength.

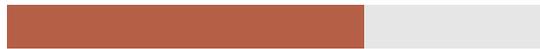
### Train Employees on Policies & Reporting



59%

Provide training and education to employees regarding policies and reporting systems (e.g., non-discrimination policies, anti-harassment policies, reporting and response procedures).

### Allocate Resources



66%

Allocates time, money and resources annually to prioritize diversity, inclusion and harassment prevention.

### Equitable Hiring Practices



66%

Has written policies in place to help ensure fair and equitable hiring and advancement practices.

### Training on Discrimination & Harassment Prevention



69%

Conducts other training around preventing and addressing discrimination and harassment (e.g., implicit or unconscious bias, bystander intervention, workplace civility/respectful workplaces).

### Non-discrimination policy



76%

Has a written non-discrimination policy.

## Takeaways for Assessing Small Organizations

With small organizations having up to five staff members, smaller capacities, and such a wide variety of day-to-day circumstances, their needs for support and areas of growth vary significantly. Their data doesn't tell as clear cut a story as the large organizations.



We are allocating a budget this fiscal year for staff trainings, professional development and team building and we are seeking to incorporate the SRE Standards.



Small organizations are doing well overall with an average total score of 83%. Policies & Guidelines and Education & Training are clearly the most common areas small organizations view as their priorities for improvement. Meanwhile, their responses to the five diagnostic questions demonstrated they have significant room for improvement in all areas.



We believe that the skills and frameworks we train in will help create better work environments for staff of all identities and will create spaces in which the SRE Standards can become fully integrated into an organization's culture.



# CHANGES REPORTED BETWEEN 2021-2022: LARGE ORGANIZATIONS

This section reviews the year-to-year comparisons to assess how large organizations have grown and changed in their SRE journeys from 2021-2022. The data in this section is based on the responses of the 88 large organizations who completed the SSA both years. View the [2021 Standards Self-Assessment Report here](#).

## Snapshot

- 52% of organizations improved from 2021 (46 organizations), 15% sustained their progress (13 organizations), and 33% declined (29 organizations).
- While the average score for organizations only increased by 0.5 points, individual organizations saw a much wider range of score changes, ranging from an increase by 10 points to a decrease by 13 points. The most frequent change was an improvement of 1-2 points.
- The most common areas of improvement were Policies & Procedures and Reporting & Response.
- Most (5/7) of the lowest ranked questions in 2021 maintained that ranking in 2022.
- Providing training and education to employees on their policies and reporting systems became one of the lowest ranked areas in 2022.

“

Over the past year, in part due to our responses to last year's SRE survey, we really revamped our employee handbook to make sure it was as thorough as possible.

”

## Change by Total Score

	2022	2021	Change <b>+0.5</b>
Average Score	30.22	29.73	

## Change by Total Score

	Organizations that Changed Scores
Increased by 6-13 points	13%
Increased by 3-5 points	15%
Increased by 1-2 points	<b>24%</b>
No Change	15%
Decreased by 1-2 points	15%
Decreased by 3-5 points	14%
Decreased by 6-13 points	4%

## Change by Standards Area

	Organizations' Scores Changes		
	Increased	Maintained	Decreased
Policies & Procedures	<b>42%</b>	32%	<b>26%</b>
Reporting & Response	<b>34%</b>	<b>48%</b>	18%
Leadership & Accountability	30%	<b>61%</b>	9%
Education & Training	22%	<b>51%</b>	<b>27%</b>

## Change By Diagnostic Question

### Leadership & Accountability

Conduct internal review to assess and address risk factors regarding discrimination and harassment.

↑ **30%**  
increased their score

### Reporting & Response

Communicate reporting and response procedures to staff on a regular basis

↑ **26%**  
increased their score

### Policies & Guidelines

Communicate fair and equitable hiring and advancing policies to staff on a regular basis

↑ **25%**  
increased their score

### Policies & Guidelines

Fair and equitable hiring and advancing policies are easily accessible (e.g., on a website).

↑ **20%**  
increased their score

### Reporting & Response

The individuals who conduct investigations into discrimination and harassment are trained.

↑ **19%**  
increased their score

### Policies & Guidelines

Have written policies in place to help ensure fair and equitable hiring and advancement practices.

↑ **18%**  
increased their score

### Education & Training

Provide training and education to employees regarding your policies and reporting systems.

↓ **18%**  
decreased their score

### Education & Training

Conduct other training around preventing and addressing discrimination and harassment.

↓ **18%**  
decreased their score

### Policies & Guidelines

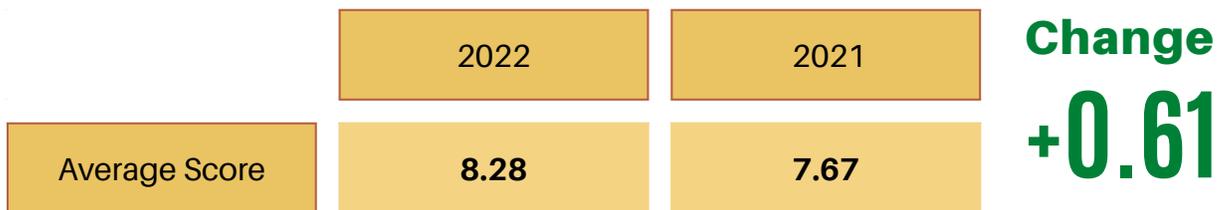
Communicate fair and equitable hiring and advancing policies to staff on a regular basis.

↓ **20%**  
decreased their score

# CHANGES REPORTED BETWEEN 2021-2022: **SMALL ORGANIZATION**

This section reviews the year-to-year comparisons to assess how small organizations have grown and changed in their SRE journeys from 2021-2022. The data in this section is based the responses of the 24 small organizations who completed the SSA both years.

## Change by Total Score



While the average score for organizations only increased by 0.61 points, individual organizations saw a wider range of score changes from 2021 to 2022. Scores increased by as much as 7 points and decreased by as much as 2 points. 41% of organizations improved from 2021 (10 organizations), 45% did not change (11 organizations), 12% decreased (3 organizations). The most frequent score change (29% of organizations) was by an increase of 1 point.

## Change by Diagnostic Question

Percent of organizations whose score increased

### Policies & Guidelines

**Equitable Hiring Practices**

Have written policies in place to help ensure fair and equitable hiring and advancement practices.

**25%**

### Leadership & Accountability

**Resources Allocated**

Have time, money and resources allocated annually to prioritize diversity, inclusion and harassment prevention.

**90%**

### Policies & Guidelines

**Non-discrimination Policy**

Have a written non-discrimination policy.

**17%**

### Education & Training

**Train Employees on Policies & Reporting**

Provide training and education to employees regarding your policies and reporting systems (e.g., non-discrimination policies, anti-harassment policies, reporting and response procedures).

**17%**

# CONCLUSION

## Key Learnings & Impact

### **Are SRE Network member organizations progressing in their journeys towards becoming more safe, respectful, and equitable workplaces?**

**Yes! SRE Network member organizations are successfully making progress along this journey as they implement intentional incremental change and work to maintain their improvements and progress.**

Change doesn't happen overnight or in a vacuum. The challenges and realities the entire national workforce are navigating also influence Jewish organizations (such as The Great Resignation, navigating the pandemic's impact and lasting changes in the way we work). SRE Network's members commit to "being on a journey towards implementing the SRE Network Standards," recognizing that lasting change requires a long-term commitment with incremental change along the way.

The gradual progress reflected in the assessment's first two years echos SRE Network's broader successes since its launch in 2018 to create field-wide culture change, specifically regarding anti-discrimination and sexual harassment awareness and policies. According to Leading Edge's 2022 Employee Experience Survey, a strong majority of employees currently report that their organizations have anti-discrimination policies and sexual harassment policies. Almost all of those employees say they know what to do if a policy is violated. In 2022, 83% reported that they know their organization has a sexual harassment policy and of that, 93% know what to do if it is violated. Only 67% of respondents knew about their organizations' sexual harassment policies in 2017.

**Large organizations** have an average total SSA score of 83% or a B in grading terms. Organizations are moving in the right direction with 52% improved in the last year. Organizations are changing at a reasonable pace, making intentional and maintainable improvements.

In addition, 15% of organizations remained stable. Amongst the realities of the last year with high staff turnover, capacity challenges, and continuing to navigate the changing circumstances of the pandemic, organizations' ability to maintain progress and remain consistent in their SRE practices is an achievement.

**Small organizations** have an average total SSA score of 84%, which is also a B grade. They're on their journey towards improvement. 41% of organizations showed improvement since 2021.

## Has SRE Network made an impact in the most common areas of improvement?

Yes, SRE Network invested the most support in 2022 in Policies & Guidelines and Reporting & Response which are the two most common areas where large organizations improved their scores.

**Policies & Guidelines was the most common area of improvement with 42% of organizations increasing their scores. This coincides with the launch of Sacred Spaces' [Keilim Policy Toolkit](#)**, a SRE Network-funded initiative. The Keilim Policy Toolkit was developed to meet the communal demand for deeper policy toolkits and resources for Jewish organizations to fully integrate safety, respect, and equity in their workplaces and communal spaces. In addition to funding, SRE Network staff and advisors have provided the initiative with in-depth guidance since inception. Since its March 2022 launch, Keilim has reached over 2,300 users including a significant number of SRE Network member organizations, with additional modules to be released in the coming months. The first toolkit modules launched in January and March 2022 on Foundational Elements, Prohibited Conduct, and Response. The SRE Network June Convening also provided a learning session on ["Innovations in Workplace Communications & Policies"](#) with accompanying [resources](#).

“SRE Network has been an invaluable partner and financial supporter of Sacred Spaces and, in particular, the Keilim Policy Toolkit. Sacred Spaces first approached SRE with the kernel of an idea for Keilim. SRE saw the big vision and became thought partners in its very development.”

**Reporting & Response saw the second most improvement with 34% of organizations increasing their scores** which aligns with the launch of the Response module in the Keilim Policy Toolkit) and the focus of SRE monthly workshops on Reporting & Response. Workshop topics provided in 2022 included “Responding to Disclosures” with Dr. Guila Benchimol; “The ABCs of Responding to Complaints” with Sacred Spaces; and “Responding to Workplace Complaints & Conducting Investigations” with Rahel Bayar.

## Why have some areas declined?

While we cannot identify for certain what led to decline, there are a few national trends that may come into play and influence these areas:

**Deepening Knowledge:** It is common with self assessments that as participants learn more they become more self critical. As organization's learn with SRE and their knowledge of building safe and respectful workplaces, gender equity, and the complexities of gender-based harassment improves, we may see a decline in their assessment scores.

**Staff Turnover & Retention:** In the age of the “Great Resignation,” organizations across the nonprofit landscape have seen major staff retention challenges with high turnover.<sup>1</sup> This inconsistency in staffing may have led to losing some of the progress organizations had made, or new staff members bringing differing experiences and frameworks to the assessment process.

**Stretched capacity:** High staff turnover combined with increased demands and expectations of nonprofit output have led nonprofit organizations’ capacities to be stretched beyond their limits.<sup>2</sup> While the comments in the open-ended questions reflect a high commitment to SRE’s mission, some organizations were not able to prioritize the work of SRE as much as they intended from 2021-2022 due to significant and high workloads.

## **What are the key areas of growth (listed in order of priority) that member organizations should be investing in and addressing?**

### **Large Organizations**

- **Education & Training**

- Provide trainings- starting with one per year and then expanding to more frequent training about focusing on specific topics.

- **Policies & Guidelines**

- Prioritize communicating policies and procedures to staff on a regular basis (specifically, fair and equitable hiring and advancing policies; non-discrimination policy; and anti-harassment policy).
- Update their handbooks and policies to reflect the evolving best practices.

- **Reporting & Response**

- Communicate their reporting & response procedures to staff on a regular basis
- Provide training to the individuals responsible for conducting investigations of harassment and discrimination.

- **Leadership & Accountability**

- Foster further buy-in and commitment to their SRE work from their board members and lay leaders.

### **Small Organizations**

Organizations need to improve in all five practices evaluated in the assessment. None of them cross the threshold of common strengths with at least 85% of organizations in alignment. Organizations most frequently reported the need to improve their Policies & Guidelines and Education & Training practices.

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<sup>1</sup> According to the Leading Edge Fall 2022 Report *Are Jewish Organizations Great Places To Work?* "One-third (33%) of employees surveyed have been with their organizations for less than two years. And the proportion of employees who are in their first year with their organizations (21% in 2022) is almost twice as high as it was among the organizations we surveyed in 2021 (12% in 2021)."

<sup>2</sup> In Leading Edge’s Fall 2021 Report *Are Jewish Organizations Great Places To Work?* only 42% of respondents agreed that “There are enough people to do the work we need to do.” The report highlights one respondents’ anonymous feedback stating “We were stretched thin in my department even before the staff reductions, and since then we’ve been pushed to the breaking point.”

# CONCLUSION

“Being a part of the SRE Network gives me a sense of belonging to a greater group of agencies and professionals that are dedicated to the same values we are.”

The findings in this report will guide the SRE Network team in developing upcoming learning, resource, and grantee opportunities to support organization's future growth and sustain their progress for lasting change.

While there is still much work ahead in this long-term journey, member organizations are poised to continue learning from, supporting, and growing with each other. Together, our SRE community can create safe, respectful, and equitable Jewish workplaces and communal spaces for all.

We look forward to another year of growth in the work of both gender equity and creating healthy workplaces for all.

We could not do this work without our talented and committed [Staff and Advisory Board](#), [Grantee Partners](#), [Supporters](#), and [Network Members](#). This work is generously supported by:



**sre**

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