

# GOOD BUSINESS:

## A Best Practices Guide to Retaining and Advancing Women in Jewish Communal Service

- Achieving Work-Life Balance
- Shattering the Glass Ceiling

Within the framework of a balance between work and life,  
the development, full participation and advancement  
of Jewish women in the Jewish community is good business.

*SULAM:*

*A Career Ladder for Women  
in Jewish Communal Service*



A Project of the  
Jewish Communal Professionals of Chicago

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the Jewish Women's Foundation of Chicago.*



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# Executive Summary

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Women who work and volunteer for Jewish organizations are dedicated to strengthening our community. There is a real concern that without career advancement and improved work-life balance, these talented women will leave Jewish communal service.

Some key statistics:

- There is a salary gender gap throughout the Jewish communal field. The Jewish Communal Service Association 1999 Membership Survey of 576 professionals found that women in top positions earn less than men, by an average of \$20,000. A study commissioned and released by the Rabbinical Assembly in 2004 found that, on average, the total compensation of female Conservative rabbis is \$40,000 less than their male counterparts.
- The number of working women over age 55 is expected to rise by 58% over the next decade, from 8.2 million to 12.4 million (Long, 2004).
- Among mothers of children under 18 years, 79% are in the workforce, representing a sharp increase from 47% in 1975 (Wallis, 2004).
- In 2002, 70% of non-profit sector workers were female, yet female fundraisers and executives earn less than men holding identical positions (Joslyn, 2003).
- Among leaders of groups with annual budgets of \$25 - \$50 million, the median salary for men was 24 percent higher than the median salary for women. The disparity widens at larger agencies - median salaries were 46 percent higher at agencies with budgets of more than \$50 million (Joslyn, 2003).

Commenting on the 2003 General Accounting Office study which confirmed the 20-year salary gap between men and women, Representative Carolyn Maloney (New York) and Representative John Dingell (Michigan) commented: "After accounting for so many external factors, it seems that still, at the root of it all, men get an inherent bonus just for being men."

In January 2004, when Advancing Women Professionals and the Jewish Community (AWP) and United Jewish Communities (UJC) released a joint research report on the challenges faced by women professionals in the Federation system, former UJC CEO Stephen H. Hoffman asserted that "our decision to focus on this initiative is rooted in the pragmatic recognition that cultivating high potential women is a competitive strategy that will expand our talent pool" (Cohen, Bronznick et al., 2004). In this study, women professionals at every level reported differential treatment – both formal and informal – that hindered their career development. The most challenging barriers included male attitudes about women's leadership style and capacity for fundraising, the persistence of an "old boys' network" in search processes, work-life issues that are inconsistent with family life, and overall weaknesses in professional development that affect women disproportionately. The study found that women professionals who leave Jewish federations, even temporarily, to raise their children are given fewer opportunities in the leadership development "pipeline" and are often perceived as "derailing" their own careers. In Jewish communal organizations, there is a perception that women place family needs above their commitment to career development and leadership advancement. This assumption permits men in positions of leadership to neglect women's long-range career development and advancement.

Jeffrey Solomon, President of the Andrea and Charles Bronfman Philanthropies and former Senior Vice President and Chief Operating Officer of UJA-Federation of New York, has summarized the failures of the leadership in advancing women in Jewish Communal Service. Among these is the negative atmosphere that results from a pervasive "command and control" management style, the

absence of published job descriptions, the lack of objective performance standards, and the tensions of the relationship between lay leaders and professionals (Solomon, 2002).

The Glass Ceiling Commission, created by the Civil Rights Act of 1991 (Ahmed, 2002), defined the “glass ceiling” as an invisible and virtually impenetrable barrier between women and the executive suite. In order to shatter the glass ceiling in Jewish communal agencies, we must consider a two-pronged approach: (1) strategies for women to improve their chances of promotion, and (2) changes in organizational culture through policies which create more opportunities for promotion and career development.

The dismantling of the “glass ceiling” in Jewish communal life must be linked to an effort to address issues of work-life balance. The current research literature shows that family-friendly policies increase employee productivity and reduce employee absenteeism, while improving the overall recruitment and retention of the workforce. Studies consistently show that companies and organizations that offer support services to their employees along with flexible work options improve their bottom line (McCracken, 2000).

The SULAM project has three main goals: (1) to engage senior level staff and key volunteers in Jewish communal organizations in addressing gender equity; (2) to increase professional skills and knowledge for female Jewish communal professionals; and 3) to research and implement models of best practices to achieve work-life balance and shatter the glass ceiling.

Programs that support work-life balance must be offered to both women and men and framed as part of long-range career development. There are five major categories for best practices for work-life balance: (1) top management’s public commitment: message, implementation and monitoring; (2) flexible work arrangements: policies and programs; (3) Leave policies and benefits; (4) dependent care benefits; and (5) employee education and support.

There are four major categories of best practices for shattering the glass ceiling: (1) top management commitment to acknowledge and address the glass ceiling; (2) education and awareness building; (3) programs designed to build women’s skills; and (4) policies, practices and accountability.

The recommendations for change in this manual are intended to help Jewish communal professionals maintain and improve their job performance, remain in their positions for longer periods of time, and gain greater satisfaction. Additionally, with the implementation of specific policies and programs, executives, managers and lay leaders will recognize that legitimate efforts to shatter the glass ceiling and improve work-life balance will benefit the Jewish communal arena and the larger Jewish community.

Maintaining the status quo will reinforce a static, inflexible Jewish community where women’s leadership is not valued and where a talent exodus threatens the efficacy of our communal organizations. Challenging the status quo will signal flexibility, encourage new leadership styles and will propel the Jewish community forward alongside the business, academic and secular philanthropic communities.

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**Dear Reader:**

It is in the spirit of Tikkun Olam that this manual brings positive examples of workplace policies and programs to light. Creating a Jewish communal environment that places high value on gender equity, work-life balance and the advancement of women's leadership represents an important challenge.

As Shifra Bronznick, Founding President of the organization, Advancing Women Professionals and the Jewish Community, has written:

*"At a time when challenges of external realities ... threaten to constrain our community's continued growth and development, it becomes even more critical to find ways to unleash the leadership potential of each and every person who is interested in participating in Jewish life."*

*(The Forward, 3/21/03)*

The dismantling of the "glass ceiling" in Jewish communal life must be linked to an effort to address issues of work-life balance. Balancing work and family life is particularly challenging in Jewish communal organizations; inevitably, there is conflict when a religious culture places high value on both family life and a commitment to the community's improvement. According to Cindy Chazan, Director of Alumni and Community Development at the Wexner Foundation in New York and former Executive of the Greater Hartford Jewish Federation:

*"In the Jewish world, where living a Jewish life, raising a Jewish family, and creating a Jewish identity are considered critical to the community's vitality and viability - helping professionals navigate personal and professional responsibilities should be seen as essential. Indeed, it is imperative that the Jewish community accepts this challenge."*

*(Sh'ma, April 2002)*

Women who work and volunteer for Jewish organizations are dedicated to strengthening our community. There is a real concern that without career advancement and improved work-life balance, these talented women will leave Jewish communal service. We must not let this happen. Together we can use the strategies outlined in this manual to shatter the glass ceiling and achieve reasonable work-life balance. By adopting policies and practices that benefit women and men, professionals and volunteers, the community will affirm its shared values and further Jewish continuity and mutual responsibility.

It is usually in a *foreword* or *preface* where "thank yous" are listed. This project and this manual is the result of collaboration and cooperation on the part of many dedicated people in our community who are detailed in the Acknowledgements section. In order to realize "the dream," the dedication of many, many more people is needed.

We hope you will join us in realizing this dream.

Jewish Communal Professionals of Chicago/Sulam Project Steering Committee  
and the Sulam Advisory Committee

# About Jewish Communal Professionals of Chicago and the SULAM Project

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## Jewish Communal Professionals of Chicago

Jewish Communal Professionals of Chicago (JCPC) was founded in 1994 by a group of young professionals who were seeking to expand their opportunities for continuing professional education and development. Today, JCPC is an established professional association devoted to enhancing skills and knowledge, facilitating networking and collaboration, and advancing the field of Jewish communal service. JCPC operates as an independent, voluntary organization, and is a local group of the Jewish Communal Service Association (JCSA).

JCPC welcomes professionals working throughout the Jewish community, including the Jewish United Fund/Jewish Federation, social welfare and fraternal agencies, educational institutions, synagogues, and Chicago offices of national Jewish organizations. The current mailing list of nearly 300 professionals (83% women) includes social workers, fundraisers, administrators, youth directors, educators, rabbis, and program directors. Among JCPC's leadership are several graduates of Masters degree programs in Jewish communal service, some of who have received prestigious awards for their leadership in the field and who serve on local and national boards.

## SULAM

SULAM: A Career Ladder for Women in Jewish Communal Service project was developed by JCPC in 2000 and funded by the Jewish Women's Foundation of Metropolitan Chicago from 2002 - 2004.

The vision of SULAM is:

**Within the framework of a balance between work and life, the development, full participation and advancement of Jewish women in the Jewish community is good business and *ki-tov*, good for our community and *ki-tov*, good for the future of our people, *Clal Yisrael*.**

The SULAM project has three main goals: (1) to engage senior level staff and key volunteers in Jewish communal organizations in addressing gender equity; (2) to increase professional skills and knowledge for female Jewish communal professionals; and 3) to research and implement models of best practices to achieve work-life balance and shatter the glass ceiling.

# About This Manual

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## Uses and Target Audiences

This manual is intended as a basis for study and discussion and as a guide to implementation of new policies and practices. JCPC will disseminate this manual to lay and professional leaders and managers, as well as a broad base of Jewish communal professionals, to inform them about the issues and to offer tools for improving working environments in Jewish communal agencies.

While this manual calls for major changes in organizational policies and practices, the SULAM project is keenly aware that change happens slowly. In “A Modest Manifesto for Shattering the Glass Ceiling,” published in the Harvard Business Review, Debra Meyerson and Joyce K. Fletcher advocate for a “small-wins” strategy for change, defined as:

*“Incremental changes aimed at biases so entrenched in the system that they’re not even noticed until they are gone... a powerful way of chipping away the barriers that hold women back without sparking the kind of sound and fury that scares people into resistance.”*

*(Meyerson and Fletcher, 2000)*

Furthermore, the authors note, the “small-wins” strategy creates a culture more disposed to change, through continuous diagnosis, dialogue and experimentation. This approach benefits not just women, but also men and the organization as a whole.

## Goals and Objectives

This manual offers best practices and recommendations for developing policies and programs to enhance work-life balance and to ensure the full participation and advancement of women in the Jewish community. There are three primary goals:

- Identify best practices for work-life balance that would benefit the Jewish community;
- Identify best practices for leadership development that would help women advance within Jewish communal service; and
- Help Jewish communal agencies recruit, retain and ensure women’s professional performance and career advancement within the field.

This manual seeks to achieve these goals by pursuing the following objectives:

- Increase awareness among lay and professional leadership in Jewish communal agencies about work-life balance and the glass ceiling and their relevance to women working in Jewish communal service;
- Introduce best practices - both policies and programs - to improve work-life balance and shatter the glass ceiling;
- Present practical strategies for implementing best practices into Jewish communal agencies; and
- Train and support women to ensure their career advancement in the field.

## Methodology

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JCPC distributed surveys to 25 Jewish organizations nationwide for dissemination to their communal professionals. The surveys addressed employee knowledge of, and attitudes toward, work-life policies and issues related to the glass ceiling. The responses received from 75 Jewish communal professionals were integrated into the “Best Practices” chapters of this manual.

JCPC gathered information on corporate practices from diverse sources: *Working Mother* magazine’s list of *The 100 Best Companies for Working Mothers*, *Fortune* magazine’s *100 Best Companies To Work For*, Award Winners of *The Illinois Governor’s Family Investment*, *Catalyst* Award Winners, *Chicago Area Partnership’s Best Practices*, *National Healthy Mothers*, *Healthy Babies Coalition*, *Avon’s Best Companies to Work For*, and the *National Association of Female Executives*. Additionally, the authors reviewed the current literature related to work-life balance and the glass ceiling and conducted interviews with a diverse group of people who contributed their expertise and knowledge about professional women in the Jewish communal workplace. (See *Appendix C* for complete listing of these corporations, organizations and resources.)

The authors of this manual and its sponsors, Jewish Communal Professionals of Chicago, are indebted to Shifra Bronznick, Founding President of Advancing Women Professionals and the Jewish Community (AWP). The impetus for creating this manual came in part from the pioneering work of AWP, an organization whose mission is to promote the leadership of women professionals within Jewish institutions at the national and local levels. The purposes of AWP are twofold: first, to leverage the talents of women professionals on behalf of the Jewish community, and second, to be a catalyst for change, helping Jewish organizations design more equitable, productive and fulfilling work environments. (See *Appendix D* for more information on AWP.)



# Needs Statement: Making the Case for the Jewish Community

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*Why do we need a manual of best practices?*

It is clear that the glass ceiling and the imbalance between work and personal life persist in the Jewish communal world. We need to do better. More than thirty years after the dawn of the feminist movement, we have not yet witnessed dramatic change in our own community. It is critical to educate ourselves and bring about a commitment to solving these problems. This work exemplifies the Jewish tenet of *Tikkun Olam*, repairing the world.

Throughout the Jewish communal arena, there is consensus that qualified Jewish executives are in short supply. In January 2004, when AWP and United Jewish Communities (UJC) released a joint research report on the challenges faced by women professionals in the Federation system, former UJC-CEO Stephen H. Hoffman asserted that “our decision to focus on this initiative is rooted in the pragmatic recognition that cultivating high potential women is a competitive strategy that will expand our talent pool,” (Cohen, Bronznick et al., 2004).

## Women in the Jewish Communal Workplace

There is very little data available about employee numbers, salaries, or entry and exit trends in Jewish communal organizations. To understand current conditions, we must rely upon a few research studies focused on sub-groups of Jewish communal professionals, several key surveys of executives, professionals, and board members, and qualitative research findings collected by AWP, the AWP-UJC Project on Gender Equity and Organizational Effectiveness and Ma’yan: The Jewish Women’s Project at the JCC in Manhattan.

The following represents some of the pertinent conditions and trends that characterize the Jewish communal field:

### Women and Jewish Communal Organizations: Representative Data

- No women currently lead any of the 20 “Large City” Federations. Among the 40 largest Federations, only three women serve as CEO.
- Only one woman serves as chief executive of a major national Jewish agency responsible for public policy, advocacy, education or community relations. However, more than 25% of Jewish Community Centers are directed by women, including several larger JCCs in North America.

- There is a salary gender gap throughout the Jewish communal field. The Jewish Communal Service Association 1999 Membership Survey of 576 professionals found that women in top positions earn less than men, by an average of \$20,000. A study commissioned and released by the Rabbinical Assembly in 2004 found that, on average, the total compensation of female Conservative rabbis is \$40,000 less than their male counterparts.
- For the first time, women now serve as Board Chairs or Presidents of the following national Jewish organizations: the American Israel Public Affairs Committee, Anti-Defamation League, Jewish Museum, Central Conference of American Rabbis, United Synagogue of Conservative Judaism and the Jewish Agency for Israel.

### **Jewish Communal Professionals: Attitudes and Beliefs**

In 2001, the Progressive Jewish Alliance published their survey of 168 professionals and interviews with 15 senior and mid-level managers in Jewish non-profit agencies in the Los Angeles area. According to this study, while most employees were very satisfied with their work lives, they acknowledged the existence of significant problems:

- Career advancement for women in Jewish organizations is harder than for men: 71% of women and 50% of men agreed.
- Demands from lay people make work-family conflict difficult to avoid: 66% of women and 70% of men agreed.
- Professionals experience conflict between family needs and work demands at least occasionally: 80% of all respondents agreed, 25% saying they experience this conflict often.
- Family responsibilities inhibit the careers of women more than men: 93% of women and 75% of men agreed.

The Progressive Jewish Alliance offered the following salient conclusion from their study:

- *“The Jewish Community operates with a set of powerful norms that affect the (implicit) social contract around work. Foremost among these is the concept that the work is never done”* (Progressive Jewish Alliance, 2001).

## Barriers to Women's Advancement

Research studies that draw upon interviews with Jewish communal professionals and lay leaders offer additional perspectives about the barriers to women's advancement and the factors that contribute to the imbalance between work life and personal life.

In the 2004 AWP-UJC "Gender Equity and Organizational Effectiveness" research study, women professionals at every level reported differential treatment – both formal and informal – that hindered their career development. The most challenging barriers included male attitudes about women's leadership style and capacity for fundraising, the persistence of an "old boys' network" in search processes, work-life issues that are inconsistent with family life, and overall weaknesses in professional development that affect women disproportionately.

**Women and Work-Life Issues:** The Progressive Jewish Alliance's 2001 study found that some board members believe that women are not expected to work or should not work. The result is that women are less likely to be considered in executive searches for high-level posts or enlisted as key lay leaders. Similarly, the 2004 AWP-UJC study found that women professionals who leave Jewish federations, even temporarily, to raise their children are given fewer opportunities in the leadership development "pipeline" and are often perceived as "derailing" their own careers. Here and elsewhere in Jewish communal organizations, there is a perception that women place family needs above their commitment to career development and leadership advancement. This assumption permits men in positions of leadership to neglect women's long-range career development and leadership advancement.

**Women and Career Development:** Women tend to outnumber men in entry-level and mid-level positions in many Jewish communal agencies; there is a steep drop-off at the higher leadership levels.

Among the reasons given for this decline is the perception that women lack the **fundraising capacity** required by these positions. The 2004 AWP-UJC study found that, despite rising trends in women's philanthropy and the presence of women in top fundraising positions, many male lay and professional leaders continue to believe in the predominance of men as successful one-on-one fundraisers.

Another barrier to women is their **limited access to resources** and staff support. In a study by Pearl Beck (2001), she cites many Jewish communal organizations where women in leadership positions report that they are allotted fewer budgetary resources and staff than their male counterparts. They also are given less opportunity to interact with trustees, which limits their ability to perform at the highest levels.

Among all the barriers to women's advancement, ***inadequate professional development*** is frequently reported throughout the Jewish communal arena. While the overall weaknesses affect both male and female professionals, women tend to suffer disproportionately from the weaknesses in human resource development, given other conditions that constrain women's leadership advancement, such as work-life challenges and the shortcomings of the executive search process.

Jeffrey Solomon, President of the Andrea and Charles Bronfman Philanthropies and former Senior Vice President and Chief Operating Officer of UJA-Federation of New York, has summarized the failures of the leadership in advancing women in Jewish Communal Service. Among these is the negative atmosphere that results from a pervasive "command and control" management style, the absence of published job descriptions, the lack of objective performance standards, and the tensions of the relationship between lay leaders and professionals (Solomon, 2002).

## **Women in the Secular Workplace**

The conditions for women in the Jewish communal workplace can be illuminated further by looking at the broader picture of working women in the United States. The following facts and trends are offered as context for understanding the challenges faced by women communal professionals.

### **Trends in Work and Education**

- Work is a way of life for most women in the United States. In fact, nearly half (47%) of the U.S. workforce is female (Cleaver, 2003).
- The number of working women over age 55 is expected to rise by 58% over the next decade, from 8.2 million to 12.4 million (Long, 2004).
- Women account for more than half of the graduates from America's undergraduate colleges and universities, medical schools and law schools; more than one-third of students in graduate business schools are women (Wellington et al., 2003).

## **The Salary Gender Gap**

- As of 2000, working women were paid an average of 80 cents for every dollar that men were paid, even when accounting for occupation, industry, race, marital status and job tenure, according to a study by the General Accounting Office (GAO). This wage gap has remained consistent from 1983 to 2000 (US General Accounting Office, 2003).
- The GAO study found that women are less likely to work full-time and are more likely to leave the labor force for longer periods of time, further suppressing their earnings. These statistics suggest that women are penalized for their dual role as wage earners and those who care for home and family obligations (US General Accounting Office, 2003).

## **Women and Family Responsibilities**

- Among mothers of children under 18 years, 79% are in the workforce, representing a sharp increase from 47% in 1975 (Wallis, 2004).
- Among dual-career couples with children under 18, the combined work hours have increased from 81 per week in 1977 to 92 in 2002 (Wallis, 2004).
- Studies show that working women assume two-thirds of all household tasks.

## **Women in the Non-Profit Sector**

- In 2002, 70% of non-profit sector workers were female, yet female fundraisers and executives earn less money than men holding identical positions (Joslyn, 2003).
- Among leaders of groups with annual budgets between \$25 and \$50 million, the median salary for men was 24% higher than the median salary for women. The disparity widens at larger agencies: median salaries were 46% higher at agencies with budgets of more than \$50 million (Joslyn, 2003).
- In the education arena, women lead 3 of the 8 Ivy League universities, 26% of colleges and over 50% of philanthropic foundations, including some of the largest foundations.

## **On the Road to Equality**

The road toward equality for women professionals, across the public and private sectors, presents significant challenges. Commenting on the 2003 GAO study, which confirmed the 20-year salary gap between men and women, Representative Carolyn Maloney (New York) and Representative John Dingell (Michigan) commented: "After accounting for so many external factors, it seems that still, at the root of it all, men get an inherent bonus just for being men. If this continues, the only guarantees in life will be death, taxes and the glass ceiling. We can't let this happen" (WomenOf.com, 2004).

## **Making the Connection: Work-Life Balance and the Glass Ceiling**

It is virtually impossible to separate the glass ceiling from issues of work-life balance. There is a wealth of research that demonstrates how the multiple challenges entailed in managing high-level jobs alongside family responsibilities results in greater stress for women. According to the Families and Work Institute, companies "have a clear competitive edge when they offer high-quality jobs and supportive workplaces. Jobs that offer autonomy, learning opportunities, meaningful work experiences and job promotion help employees be more effective workers, people, and parents" (Families and Work Institute, 1997).

## **A Call to Action**

While conditions and trends for women in the Jewish communal workplace may reflect the larger workplace, the Jewish community has a special responsibility and, at the same time, an opportunity. The sociological picture painted by these statistics demonstrates that the road to reach gender equity and to create a more progressive work environment is long and complex. This manual offers best practices for leaders, volunteers and women professionals to create communal organizations characterized by greater gender equity in work-life balance and career development. As a community, we have the potential and the capacity to set positive examples in the areas of advancing women and work-life balance and to continue to demonstrate our leadership and influence.

# Work-Life Balance

## Introduction

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Many employers today, both in the corporate and not-for-profit sectors, offer flexible work arrangements to help their employees balance professional and personal demands. The current research literature shows that family-friendly policies increase employee productivity and reduce employee absenteeism, while improving the overall recruitment and retention of the workforce. Studies consistently show that companies and organizations that offer support services to their employees along with flexible work options improve their bottom-line (McCracken, 2000).

*Working Mother* magazine annually devotes an issue to the “100 Best Companies for Working Mothers.” In 2003, the editors explicitly listed their criteria for inclusion as: “(1) flexible scheduling, because it is essential for working mothers; (2) advancement of women, because it is critical for women in the workplace; and (3) child-care options, because without them, parents can’t work” (Working Mother, 2003.). This statement succinctly articulates the needs of working parents, both men and women, as well as the inextricable link between glass ceiling and work-life balance.

Programs that support work-life balance must be offered to both women and men and framed as part of long-range career development. Too often, women’s advancement has been adversely affected by taking maternity leave or by requesting an abbreviated workweek or telecommuting option. However, increasingly, both women and men are making job choices based on an organization’s willingness to design policies and programs that support the balance between professional and personal responsibilities.

**There are five major categories for best practices for work-life balance:**

- 1. Top management’s public commitment: message, implementation and monitoring**
- 2. Flexible work arrangements: policies and programs**
- 3. Leave policies and benefits**
- 4. Dependent care benefits**
- 5. Employee education and support**

# Work-Life Balance

## Best Practices

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### 1. Top Management's Public Commitment

The successful integration of work flexibility initiatives begins with the leader of the organization. Top management must convey clear messages about the relationship of work-life balance to the organization's overall success. Throughout the implementation and monitoring stages, the CEO's consistent encouragement and commitment will determine whether the effort can be monitored and sustained over the long term.

**Top management must support work-life balance through consistent public messages, implementation of flexible work arrangements and a systematic approach to monitoring and accountability.**

***Example:** Deloitte & Touche launched its groundbreaking flexibility initiative "3-4-5" program to experiment with a new approach to consulting. Instead of spending the full week away from the home office, "3-4-5" consultants spent three nights and four days at the client site, returning to their local Deloitte office on the fifth day. The consultants embraced the new program, and the firm's clients preferred the schedule as well. This program was part of a comprehensive effort, led by CEO Douglas McCracken, to advance women on the partner track and retain valued employees.*

### 2. Flexible Work Arrangements

Flexible work arrangements offer employees a range of options for balancing their careers with family life. These include: compressed workweeks, telecommuting, flextime, part-time schedules and job shares. Many studies indicate that parents with flexible work arrangements are more productive at work and are less likely to suffer the negative effects of work-family stress. Recent surveys also show that working parents, both men and women, rate flexible scheduling highly when assessing current or future job choices. Working Mother Magazine's "100 Best Companies for Working Mothers," rates companies according to the flexibility offered to employees.



Once top management has made the commitment to flexible work options, supervisors and managers should be brought into a sustained, systematic process to determine their department's needs and to help develop policies and programs. The transition to flexible work arrangements is not an overnight process. Managers and supervisors will need training, both to re-shape the design of work within their departments and to assess their employees' flex requests.

**Organizations should consider the full spectrum of flexible work options: part-time work, flextime, compressed workweeks, telecommuting, and job shares.**

***Examples:** At the Jewish General Hospital Foundation, employees can work 8-4, 8:30-4:30, or 9-5. Even this small amount of flexibility is enough to permit employees to work around their children's school schedules and other personal needs. Employees also have the flexibility to use comp time for personal matters.*

*At the Jewish Board of Family and Children's Services, a multi-site agency in New York, AWP launched a "flex" pilot project in 2002-2003 in collaboration with Catalyst. Among the early results of the project is the summer time conversion of the Human Resources Department to a "full-flex" schedule that expanded HR hours from 9:00 a.m. - 5:00 p.m. to 7:00 a.m. - 7:00 p.m. The schedule addresses the personal and family needs of HR employees while improving the department's service to all employees throughout the agency.*

**Human Resources should develop flexible work arrangements, in collaboration with managers and supervisors. Training will be required to help managers and supervisors respond to employee requests and to monitor and assess the implementation process.**

***Example:** The accounting firm of Ernst and Young created the nation's first public database, recording the status of their own Flexible Work Arrangements program. Ernst and Young showed that in 2001 and 2002, women professionals who elected flexible work arrangements were promoted on the same time table as other professionals in the firm, rather than being relegated to the "mommy track."*

### 3. Leave Policies and Benefits

Policies and benefits for personal and family leave range widely. The 1993 Family and Medical Leave Act (FMLA) grants eligible employees up to a total of 12 weeks of unpaid leave during any 12-month period for one or more of the following reasons:

- Birth and care of a newborn child of the employee;
- Placement with the employee of a son or daughter by adoption;
- Care for an immediate family member with a serious medical condition;
- or
- Medical leave because of the employee's serious medical condition.

Not all organizations are required to comply with FMLA, depending on their size or activity, and not all employees are eligible for its benefits, depending on their tenure or schedule.

Many organizations in the public and private sectors adhere to the guidelines of the Family and Medical Leave Act. Other organizations have moved beyond strict compliance to offer other types of benefits, including leaves linked to length of service and paid maternity leave. Regardless of the scope of options, employers should provide comprehensive information to their employees about the organization's family leave policies and benefits. Employees also should be able to return to their prior jobs upon return from a leave, even when the organization is not required to do so by law.

**Whenever possible, organizations should develop policies for paid maternity, paternity and adoption leaves.**

*Examples: Temple Judea of Coral Gable, Florida offers all employees two months of paid leave, with the option of taking a month of paid vacation.*

*PriceWaterhouseCoopers offers two weeks paid vacation for a birth.*

*KPMG launched a two-week paid paternity leave policy in 2002. Since its inception, 87% of eligible employees took paternity leave; only 6.5% took leave prior to the new policy and firm support.*

### 4. Dependent Care Benefits

Organizations that assist their employees with childcare and the care of other dependents (e.g. ill spouses or aging parents) benefit from a more productive, loyal workforce. In the corporate world, and in some corners of the nonprofit and Jewish communal arena, there are examples of employers

who have developed and supported creative solutions that meet their employees' family needs. These include on-site childcare, summer camp support, and social service support for employees with elderly parents or seriously ill spouses.

**Organizations should design and support programs that meet their employees' child care needs near their homes or near the office.**

**Examples:** *The Jewish Community Centers of Chicago offers its full-time staff (not covered by the Bargaining Unit) a discount on full coverage for on-site childcare.*

*UJA-Federation of New York subscribes to Children First, a childcare organization with a very secure location near the Federation offices. UJA pays an annual membership fee and offers emergency childcare at no charge to its employees.*

*The Lincoln Financial Group helps nearby home day care facilities get licensed, provides small grants for equipment, and furnishes a list of these providers to their employees. Lincoln also offers a Summer Camp Fair for their employees to gather information and provides camp scholarships for those in financial need.*

**For employees to continue working during a child's illness, employers should provide high-quality emergency care and supervision.**

**Example:** *For full-time employees, the Ford Motor Company's "Safe-At-Home" program offers "round-the-clock" trained caregivers for children who are too sick to attend school or day care, when regular day care arrangements fail, or when employees must travel or work overtime on short notice. Ford covers 80% of the costs, for up to 80 hours per year, for families with one child and up to 120 hours per Ford family with more than one child.*

**Employers should address the needs of employees with aging or ill parents and spouses.**

**Example:** Kodak offers "Services for Seniors" for its employees' older relatives. The services include companionship, senior-sitting, transportation, shopping, and help with daily living tasks. Kodak offers these "back-up" services at a reduced rate, for up to 40 hours per year.

## 5. Support Services for Employees

Employers that offer a variety of family support services find that their employees are less stressed, more focused, and more productive. These services may include: health and wellness programs, parenting support groups, assistance with locating elder care, and volunteer opportunities. The best way to begin is by surveying employees to determine the areas of greatest interest and need. The services may range from information and education to intranets and support groups.

***Employers should survey their workforce and then develop the services that meet the needs of their employees.***

**Examples:** Met Life offers free in-home elder care assessments to employees.

First National Bank in Omaha offers private nursing rooms to new mothers with two staff consultants, prenatal classes and a "Parents at Work" support group.

Sallie Mae offers a resource library for its employees, with work-life publications on such topics as infant care, teen issues and elder care.

Texas Instruments offers The Parents Network on-line, connecting more than 1,000 employees with dependent-care resources, including the Disabled Kids Network, TI Twin/Multiple Network and New Mothers Network.

## Work-Life Balance: Issues Unique to Jewish Communal Service

### Looking at How We Use Our Time

Many Jewish communal organizations are characterized by a "24/6" work environment to meet agency needs and satisfy expectations of professional and lay leaders. To achieve more reasonable working hours, it may be necessary to revise the assumption of "face time" as the predominant measure of work commitment and effectiveness.

The goal of a 40-hour workweek will require a more disciplined approach to meetings and scheduling. When evening meetings and other tasks compel employees to work extra hours, “comp time” should be used to give employees the flexibility to attend school events or to volunteer in the community.

**Revise “24/6” work expectations to achieve more reasonable expectations of the average workweek.**

### **Flexible Work Arrangements**

Many of the professionals surveyed by SULAM felt that Jewish communal organizations could take a more generous approach to family leave and flexibility. Of those who are working flexible schedules, the majority made individual arrangements with their supervisors. Among their recommendations: paid maternity/paternity and adoption leaves, creative approaches to other kinds of employee leave, including job sabbaticals, the use of sick leave to care for ill children, spouses or elderly family members, and creating a “leave-sharing pool” for employees. For adoptive parents, a more enlightened approach from organizations would include: adoptive family leave and assistance by employers with the adoption process.

### **Supporting Jewish Family Life and Education**

Jewish communal organizations can meet the family needs of their employees by recognizing the high costs of Jewish family life. Organizations should seek to support their employees by offering reimbursements or subsidies to cover Jewish pre-school and day school fees. Jewish organizations – JCCs and synagogues, for example – might also come together to develop childcare options, after school programs and summer camps for the children and teenagers of their employees.

**Organizations should find ways to support their employees’ commitment to Jewish values and Jewish education.**

# The Glass Ceiling

## Introduction

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The Glass Ceiling Commission, created by the Civil Rights Act of 1991 (Ahmed, 2002), defined the “glass ceiling” as an invisible and virtually impenetrable barrier between women and the executive suite. The glass ceiling prevents women from reaching the highest levels of management regardless of their accomplishments and merits. The term refers to specific attitudes and organizational barriers that severely limit opportunities for the upward mobility of qualified women candidates.

According to the *Women Employed Institute*, a Chicago-based organization advocating improvements in women’s economic status,

*“The glass ceiling is comprised of artificial barriers often exhibited in day-to-day practices, management and employee attitudes, and internal systems that operate to the career disadvantage of women and minorities.”*

*(Women Employed Institute, 2002a)*

Several organizations, including the Women Employed Institute, Catalyst, and AWP, have identified specific barriers that prevent women from advancement both in the corporate sector and in the Jewish communal world. These barriers include:

- Lack of recruitment of women for top positions
- Fewer career development opportunities for women
- Unsupportive work environments
- Salary gender gap
- Differing performance standards for men and women

To shatter the glass ceiling in Jewish communal agencies, we must consider a two-pronged approach: (1) strategies for women to improve their chances of promotion and (2) changes in organizational culture, through policies which create more opportunities for promotion and career development. For women to advance to leadership, they need to “develop a personal career plan, network, get visibility, develop contacts and resources, develop a skills inventory and continue to develop the specific skills to advance in the field” (Beck, 2001).

**There are four major categories of best practices for shattering the glass ceiling:**

- 1. Top Management Commitment to Acknowledge and Address the Glass Ceiling**
- 2. Education and Awareness Building**
- 3. Programs Designed to Build Women’s Skills**
- 4. Policies, Practices and Accountability**

# The Glass Ceiling

## Best Practices

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### 1. Top Management Commitment

Any effort to shatter the glass ceiling must be led by the senior management of the organization. Organizational leaders need to make a public commitment, with sustained public messages and a systematic approach to implementing new policies and programs. To be effective in these initiatives the chief executive must secure participation of top management, key lay leaders and employees.

The organization's commitment to shattering the glass ceiling must be built upon a business case, beginning with the collection of data about current trends in salary, promotions, retention and job turnover, as well as anecdotal data about the organization's cultural norms and behaviors.

Once initiatives have been launched to improve professional opportunities for women, the leadership must continue to present a consistent public message about the importance of the effort. Top leadership must ensure the success of the initiative by a consistent effort to monitor and sustain the effort over the long term.

**Senior leadership must demonstrate the commitment to acknowledge and dismantle the glass ceiling in their own organizations.**

***Example:** At UJA-Federation-New York, Executive Director John Ruskay has said publicly that advancing talented women is one of his goals. When he first came on board, he articulated this goal in several speeches and in a paper distributed to all UJA employees. During his tenure, several women have advanced to significant leadership positions, including the two most senior positions.*

**“Glass ceiling” initiatives should begin with the collection of comparative data about salaries, rates of promotion, and job turnover for female and male employees.**

**Example:** Deloitte & Touche launched its initiative on behalf of women professionals by collecting data about consulting assignments. They discovered that women were assigned to health care, non-profit and retail accounts while men were assigned to the more lucrative and visible financial services and manufacturing accounts.

**Organizational leaders must present the “business case” about the value of developing and advancing women employees, and the risks of failing to do so.**

**Example:** CEO Douglas McCracken personally spearheaded DeLoitte and Touche’s “initiative for the Retention and Advancement of Women.” DeLoitte and Touche studied women’s retention rates and surveyed women in the firm about their professional experiences. The result was a compelling report about the financial impact of women leaving the firm, the high cost of turnover, the absence of women in top positions, and the risks of losing high-achieving, high-potential women. The initiative was driven throughout by McCracken’s public championship.

## 2. Education and Awareness Building

Education and awareness building is an important part of developing initiatives to address the glass ceiling. Leaders and employees need to have access to the current data about conditions in the organization and also need to be informed about the larger cultural barriers to women’s advancement. Diversity training programs should include education about the “gender lens” and its effect on women in the workplace. Education and awareness building should also include opportunities for women and men to discuss current conditions within the organization.

**Education about the glass ceiling and work-life balance is an important first step in any initiative to advance women, starting with the leadership and extending to all employees.**

**Example:** The Marriott Corporation requires that its 58,000 employees attend the company-training program, “Our Diverse Workforce.” The workshops are required for all managers, supervisors and hourly associates.



**Education and awareness-building should include opportunities for women and men to discuss issues of gender equity and how to create change within their organizations.**

*Example: During the summer of 2004, the AWP-UJC partnership for Gender Equity and Organizational Effectiveness launched a project to enlist every UJC professional, male and female, in discussion about gender equity throughout the federation system. Over a three-month period, nearly 150 employees participated in these discussion groups.*

### **3. Programs Designed to Build Women's Skills**

#### **Skills Training and Career Development**

Women who aspire to executive positions need training and experience in functional areas that may fall outside their current job titles. These skill sets may include finance, fundraising, negotiating contracts and marketing. Professionals on the executive track also need to become fluent public speakers and learn how to work effectively with their boards. If training is not available within the agency, then women should be offered external opportunities to develop these skills.

Training should be linked to long-range career development. By guiding women through individual career planning, supervisors and managers will signal their commitment to advancing their employees and can identify work assignments and training opportunities that are consistent with long-range goals. In launching any program to advance women professionals, the involvement of supervisors and managers cannot be overemphasized. The senior leadership must ensure that every supervisor and manager is accountable for their employees' career development.

**Organizations should offer training for women, internally or externally, that develops executive-level skills, including finance, fundraising, negotiating contracts, marketing, public speaking and working effectively with boards and lay leaders.**

*Example: UJC's Mandel Executive Development Program (EDP) is a two-year program designed specifically to prepare high-potential*

professionals for executive positions at federations. As a result of the AWP-UJC Gender Equity Initiative, the next cycle, to be launched in 2005, aims for 50% representation by women.

**Career development should begin with individual career planning for women professionals at every level in the organization.**

***Example:** The Mandel Center for Professional Excellence at the Jewish Federation of Palm Beach County trains supervisors to monitor and support career development plans for all professional staff. Each employee completes a work plan with specific goals. Consistent review of these work plans enables the Mandel Center, along with department heads and executives, to target individuals who show potential for senior positions.*

**Supervisors need to be held accountable for the training and professional development of their employees.**

***Example:** At Procter and Gamble, training and career development is considered part of each manager's portfolio of responsibilities. Managerial performance reviews include: "Building Organizational Capacity." Procter and Gamble also provides training to managers to improve their skills in developing employees.*

**Provide a formal process for career counseling for women.**

***Example:** Ernst and Young's "Women's ACCESS Program" includes a career-counseling component, with career counseling from direct supervisors, the human resources staff and the employee's managing partner. The employee's skills, abilities, interests and aspirations are discussed, along with emerging opportunities within the business unit and throughout the firm. These candid discussions include recommendations for personal and professional development that will enhance the employee's current job performance and future prospects.*

## **Talent Identification and Showcasing**

Organizations with high-potential women in their ranks need to make every effort to cultivate and showcase these professionals, as part of an overall program of talent identification and development. Women with executive potential need an additional measure of training, mentoring and networking in order to build momentum and gain visibility. To gain necessary skills, these women professionals should be given opportunities to rotate through every department, to get a secure grasp of the entire organization, and to build strong internal networks. These women also need to be showcased at high-level meetings, presentations and conferences, both within and outside the organization.

**Women with potential for executive level positions need to be identified, trained and showcased.**

***Examples:** The Sara Lee Company uses a confidential management review process to identify and track high-potential employees; department heads target selected employees and recommend them for training and advancement.*

*At PriceWaterhouseCoopers, the Women's Initiative Network's primary purpose is to showcase the knowledge of senior women in the firm. Through a series of educational breakfast seminars, senior women present lectures on a variety of topics of expertise. Company executives and clients attend these seminars. Senior management is expected to support talent identification and showcasing programs.*

**High-potential women should be given opportunities to rotate through every functional area of the organization in order to build skills and experience, gain visibility, and develop networks.**

## **Mentoring**

The goal of a mentoring relationship is to provide guidance, support, and to enhance performance and career development. The mentor acts as a role model, teacher, coach and champion to his or her "mentee" within the organization. Through the mentoring relationship, the mentee builds skills and develops new relationships.

Organizations should offer formal mentoring programs as part of an overall effort to develop their workforce. Men should be recruited along with women as mentors to give aspiring women professionals greater access to high-level networking opportunities. Mentoring programs need to be designed with an appropriate level of oversight and training in order to establish clear guidelines and goals.

In selecting a mentor, women should seek out those professionals who offer knowledge and expertise that match their career planning goals. Having a mentor within the agency is useful for acquiring a better grasp of the organization; however, women professionals in Jewish communal service may find it useful to enlist a mentor from outside the field as well, to benefit from alternative perspectives on professional issues and career development.

**Organizations should create mentoring programs to partner executives, both male and female, with women professionals.**

***Examples:** Both the Kehilla Mentoring Program of the Jewish Communal Professional Association of Greater Baltimore and the United Jewish Communities Federation Planners sponsor programs matching students and/or new Jewish communal professionals with veteran employees. Mentor “matches” are required to speak and meet at least monthly.*

*Ernst & Young’s “Women’s ACCESS” Program pairs male partners with women senior managers for one-to-one mentoring.*

*At Kraft Foods’ “View from the Top” program, women are mentored by high-level executives to better understand the demands, as well as the rewards, of being a Kraft executive.*

**Mentor programs require training for mentors and mentees.**

***Example:** In the “Wo-Mentoring” program of the Jewish Vocational Service of Los Angeles, mentees are given six hours of training to learn how to utilize the mentoring program to achieve career success. The mentors also receive two hours of training on how to be an effective mentor. Topics include communication, goal setting, guidelines for the relationship and values assessment.*

## Networking

Networking includes a wide range of activities that allow professionals to share experiences, collect information, build expertise and gain visibility in their field. Women professionals should take advantage of networking opportunities to cultivate their collegial relationships, promote their own achievements, and develop their leadership skills.

Organizations should create networking opportunities and mechanisms and support them with the appropriate resources and technology. Networking can range from informal get-togethers to more formal lectures, discussions and speaker presentations.

**Organizations should create networking opportunities for women that will help improve performance, broaden career opportunities and increase visibility.**

***Examples:** Ernst and Young assembled a 30-member National Professional Women's Network Steering Committee to help new groups get established and guide the firm on the development of new content for forums. Ernst & Young also created a "Professional Women's Networking Database" that includes a calendar of networking events and a listing of professional networks within and outside the firm. Its "Women's ACCESS" on-line discussion board encourages participants to talk about their mentoring and networking experiences.*

*The Jewish Communal Professionals of Chicago is run by and for Jewish communal service professionals. The group sponsors skill-building seminars and networking opportunities, and has initiated the Sulam Project.*

## **4. Policies, Practices and Accountability**

The implementation of new policies and practices to advance women must be linked to accountability at every level of the organization. In the corporate and academic fields, successful experiments and innovations in gender equity have been the result of the leadership demanding measurable results from their management teams.

**Organizational goals for gender equity need to be made explicit, specific and measurable.**

***Examples:** At Abbott Laboratories, the overall objective of the Women's Leadership Initiative is to attract and retain the best talent. Other objectives include: promoting women's leadership and development throughout the ranks, building an internal support system and encouraging diversity and inclusion at all levels.*

*American Express created the initiative "Building a Winning Culture: Accountability Counts," with the expectation that leaders integrate diversity into their business objectives, with a strong emphasis on accountability.*

**To meet "glass ceiling" objectives, accountability measures must be integrated into executive and manager performance reviews.**

***Examples:** At Deloitte & Touche, meeting annual business objectives related to women's advancement contribute to managers' year-end evaluations and compensation.*

*American Express uses a Leadership Competency Model to set expectations and coach managers on key elements of leadership, including diversity. Exhibiting effective behaviors and achieving results comprise 50% of a leader's evaluation. The annual Employee Survey addresses diversity issues and accounts for an additional 12.5% of a leader's assessment.*

*At Northwestern Memorial Hospital, managers are evaluated in part on their ability to recruit and retain women employees in their departments.*

## **The Glass Ceiling: Issues Unique to Jewish Communal Service**

### **Consider Alternative Models of Leadership**

Shifra Bronznick, Founding President of AWP, has challenged Jewish organizations to review their internal cultures and current leadership models. Most Jewish communal organizations rely on a male-dominated hierarchical

leadership style. Bronznick suggests that women's leadership – often characterized as more collaborative and consensus-driven, could serve as an important asset for Jewish organizations in a time when executives must orchestrate multiple interests and affiliations (Bronznick, 2002a, Bronznick, 2002b).

**To advance women and improve organizational effectiveness, adopt more inclusive leadership styles at the organization's highest levels.**

### **Engage the Lay Leadership**

To change the Jewish organizational culture, it is critical to involve lay leaders and secure their mandate for change. Lay leaders must be informed about how improving opportunities for women is linked to organizational performance -- by encouraging diverse perspectives, by calling upon a broader spectrum of talents and by making the best use of everyone's talents and skills.

Lay leaders need particular guidance in creating search processes that effectively match potential candidates with job criteria, qualifications, attributes and experiences. With appropriate training, it is likely that the slate of candidates will include more women and more women will be invited to serve on search committees.

**To become champions of the effort to advance Jewish women professionals, lay leaders need education and awareness-building.**

### **Build a Community Effort**

The effort to dismantle the glass ceiling in Jewish communal service will require many leaders and organizations working together. Jewish agencies should join forces with other local or regional agencies or affiliates for the purposes of investigating successful models for women's advancement, development of policies and programs, training and evaluation.

Jewish communal organizations also have much to learn from organizations in the secular nonprofit sector and the corporate sector. While successful policies and programs from another organization or sector may not be entirely replicable, the lessons learned and best practices gleaned from these initiatives can be analyzed and customized to the needs and culture of each Jewish communal organization.

## **Implementing Best Practices: Recommendations for the First Year**

- 1) Form a Steering Committee, Advisory Group or Task Force.** With the Executive Director at the helm, include executives, managers and non-managers, human resources personnel and lay leaders.
- 2) Begin a conversation about work-life issues and the glass ceiling.** Starting with the Steering Committee, ask whether employees in your agency are confronting these issues.
- 3) Survey all employees, male and female, about the glass ceiling and work-life balance.** Analyze and report on the results. Determine whether additional surveys or focus groups are needed to clarify relevant issues and give employees another forum to voice their needs. An independent consultant should facilitate focus groups and present a report.
- 4) Collect data on women's employment trends in your agency.** Set up a system to collect and monitor this data on an annual basis.
- 5) Review current personnel policies and programs linked to glass ceiling and work-life balance issues.** Analyze policies and programs in the context of this manual's best practices.
- 6) Prepare a proposal for the Steering Committee.** Identify gaps in the organization's policies and programs and present recommendations for changes.
- 7) Address the training needs of the Steering Committee.** Is the Committee informed about glass ceiling and work-life balance issues and the range of potential policies and programs? Develop training programs for the Steering Committee led by outside experts.
- 8) Develop short- and long-term plans for implementing recommendations.** Draft a sequenced plan that prioritizes the recommendations and includes timelines, goals, outcomes, and action steps, linked to individuals and departments that will be responsible for implementation.
- 9) Broaden the implementation effort to the full organization.** Disseminate the plan to the organization's employees. Convene training sessions for managers and supervisors, followed by training sessions for employees.
- 10) Implement the first set of plans for changes in policies and programs.** Evaluate progress after six months and again after one year. The evaluation might consist of an employee survey to assess whether the new policies and programs have been accepted and implemented effectively.



# Conclusion

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***SULAM – The Career Ladder.*** Women in Jewish communal service are climbing the “ladder” of career growth, but the ladder is long and the progress upward is very slow. This manual has demonstrated the barriers and opportunities to women’s advancement and the challenges of managing work-life balance. This publication also has strived to emphasize the value of creating equality between men and women in both the lay and professional worlds of Jewish communal service.

This manual is a call to action for the Jewish community, to look inward at our biases and inequalities, to search for new ways of doing business and creating new methods of leadership, and to make diligent, long-term efforts to correct past wrongs. Jewish communal agencies suffer when qualified, talented and committed women turn down positions because of limited career growth or a lack of work-life balance. Many such women have left the field. We must recognize the loss of their potential contribution to our community.

To fulfill the missions of our many wonderful and essential Jewish communal organizations, male leaders must make room on the “ladder” for more women. Women leaders need to mentor and train other women to follow them up the ladder. Furthermore, the Jewish community must encourage women in their careers over the long term and implement modifications at different stages in the life cycle to support balance between serving the Jewish community and nurturing happy, healthy Jewish families. To support Jewish continuity, all lay leaders and professionals must support work-life balance.

The recommendations for change in this manual are intended to help Jewish communal professionals maintain and improve their job performance, remain in their positions for longer periods of time, and gain greater satisfaction. Additionally, with the implementation of specific policies and programs, executives, managers and lay leaders will recognize that legitimate efforts to shatter the glass ceiling and improve work-life balance will benefit the Jewish communal arena and the larger Jewish community.

The Jewish community is at a crossroads. Maintaining the status quo will reinforce a static, inflexible Jewish community where women’s leadership is not valued and where a talent exodus threatens the efficacy of our communal organizations. Challenging the status quo will signal flexibility, encourage new leadership styles and will propel the Jewish community forward alongside the business, academic and secular philanthropic communities. This manual offers many suggestions for challenging the status quo. The Jewish community must be ready to embrace change and work for justice in the workplace.

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---

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Leslie Landman\*  
Ann Hartman Luban\* \*\*  
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# Citations: Corporations and Organizations

## Appendix B

### Secular Corporations and Organizations

Abbott Laboratories <a href="http://www.abbott.com">www.abbott.com</a>	Lincoln Financial <a href="http://www.lfg.com">www.lfg.com</a>
Allstate <a href="http://www.allstate.com">www.allstate.com</a>	Marriott <a href="http://www.marriott.com">www.marriott.com</a>
American Express - <a href="http://www.americanexpress.com">www.americanexpress.com</a>	Met Life <a href="http://www.metlife.com">www.metlife.com</a>
Bank One <a href="http://www.bankone.com">www.bankone.com</a>	Northwestern Memorial Hospital - <a href="http://www.nmh.org">www.nmh.org</a>
Baxter <a href="http://www.baxter.com">www.baxter.com</a>	Price Waterhouse Coopers - <a href="http://www.pwcglobal.com">www.pwcglobal.com</a>
Ceridian <a href="http://www.ceridian.com">www.ceridian.com</a>	Procter and Gamble <a href="http://www.pg.com">www.pg.com</a>
Deloitte & Touche <a href="http://www.deloitte.com">www.deloitte.com</a>	Republic Bancorp - <a href="http://www.republicbancorp.com">www.republicbancorp.com</a>
Ernst & Young <a href="http://www.ey.com">www.ey.com</a>	Sallie Mae <a href="http://www.salliemae.com">www.salliemae.com</a>
First National Bank of Omaha - <a href="http://www.fnbomaha.com">www.fnbomaha.com</a>	Sara Lee <a href="http://www.saralee.com">www.saralee.com</a>
Ford Motor Company <a href="http://www.ford.com">www.ford.com</a>	Texas Instruments <a href="http://www.ti.com">www.ti.com</a>
Kodak <a href="http://www.kodak.com">www.kodak.com</a>	
KPMG <a href="http://www.kpmg.com">www.kpmg.com</a>	
Kraft <a href="http://www.kraft.com">www.kraft.com</a>	

### **Jewish Organizations**

Advancing Women Professionals and the Jewish Community  
[mail@betterorg.com](mailto:mail@betterorg.com) 212-869-9700, x224

Jewish Communal Professionals of Chicago [jcpcsulam@sbcglobal.net](mailto:jcpcsulam@sbcglobal.net)

Jewish Community Centers of Chicago, IL [www.jccofchicago.org](http://www.jccofchicago.org) 312-357-4700

Jewish General Hospital Foundation, Montreal, Quebec, Canada 514-340-8222.

Jewish Vocational Service of Los Angeles, CA [www.jvsla.org](http://www.jvsla.org) 323-761-8888

Kehilla: Jewish Communal Professional Association of Greater Baltimore, MD  
[www.baltimorekehillah.org](http://www.baltimorekehillah.org) 410-578-6932

Mandel Center for Professional Excellence, Jewish Federation of Palm Beach County, FL.  
[www.jewishpalmbeach.org](http://www.jewishpalmbeach.org) 561-478-0700

Temple Judea, Coral Gables, FL [www.judeagables.org](http://www.judeagables.org) 305-667-5657

UJA - Federation of New York, NY [www.ujafedny.org](http://www.ujafedny.org) 212-980-1000

United Jewish Communities [www.ujc.org](http://www.ujc.org) 212-284-6500

# Resources

## Appendix C

The following websites provide information on women, families, and the workplace. This list is in no way exhaustive and JCPC is not endorsing the information provided.

### Secular Resources

[www.catalystwomen.org](http://www.catalystwomen.org)

[www.nafe.com](http://www.nafe.com)

[www.nationalpartnership.org](http://www.nationalpartnership.org)

[www.pbs.org/workfamily](http://www.pbs.org/workfamily)

[www.aflcio.org/issuespolitics/workfamily](http://www.aflcio.org/issuespolitics/workfamily)

[www.familiesandwork.org](http://www.familiesandwork.org)

[www.laborproject.org/bargaining](http://www.laborproject.org/bargaining)

[www.theprogressfund.org](http://www.theprogressfund.org)

[www.iwpr.org](http://www.iwpr.org)

[www.womenemployed.org](http://www.womenemployed.org)

[www.fatherhoodproject.org](http://www.fatherhoodproject.org)

[www.winningworkplaces.org](http://www.winningworkplaces.org)

[www.glass-ceiling.com](http://www.glass-ceiling.com)

[www.workforce.com](http://www.workforce.com)

[www.pay-equity.org](http://www.pay-equity.org)

[www.ms.foundation.org](http://www.ms.foundation.org)

[www.parentswork.org](http://www.parentswork.org)

[www.careerplanning.about.com](http://www.careerplanning.about.com)

[www.9to5.com](http://www.9to5.com)

### Jewish Resources

Advancing Women Professionals and the Jewish Community  
[mail@betterorg.com](mailto:mail@betterorg.com) 212-869-9700, xx224

Association of Jewish Community Organization Personnel [www.ajcop.org](http://www.ajcop.org)  
14619 Horseshoe Trace, Wellington, FL 33414 561-795-4853

Jewish Women's Foundation of Chicago 312-357-4850  
1 S. Franklin, Chicago, IL 60606 [http://www.juf.org/womens\\_foundation/index.asp](http://www.juf.org/womens_foundation/index.asp)

Jewish Communal Service Association [www.jcsana.org](http://www.jcsana.org)  
15 East 26<sup>th</sup> Street, Suite 917, New York, NY 10010 212.532.0167

Jewish Communal Professionals of Chicago [jcpsulam@sbcglobal.net](mailto:jcpsulam@sbcglobal.net)

Ma'yan Project, JCC of Manhattan [www.mayan.org](http://www.mayan.org) 212-580-0099

# Advancing Women Professionals and the Jewish Community

## Appendix D

The impetus for creating this manual came in part from the pioneering work of Shifra Bronznick, Founding President of *Advancing Women Professionals and the Jewish Community* (AWP). The mission of AWP is to promote the leadership of women professionals within Jewish institutions at the national and local levels.

AWP interventions focus on identifying and developing high potential women professionals, creating public education initiatives on professional excellence and gender equity, strengthening the executive search process and promoting flexibility and work-life balance. Over the past four years, AWP has completed an *education and consensus-building initiative* that has engaged Jewish organizational leaders in discussions that explore the status of women, completed innovative *pilot projects* with three Jewish institutions to develop customized intervention strategies, and launched a *partnership with United Jewish Communities* (UJC) for Gender Equity and Organizational Effectiveness. The partnership has produced a major research study on the obstacles faced by women who seek executive positions in the federation system; the resulting report, *Creating Gender Equity and Organizational Effectiveness in the Jewish Federation System: A Research-and-Action Project*, has received broad coverage in the Jewish media and has been distributed to federations nationwide. Starting in 2004, the AWP-UJC partnership launched several interventions designed to cultivate and promote women within the federation system. The expectation is that the AWP-UJC project will serve as an innovative model for the entire organized Jewish community.

The SULAM project has included findings from the AWP-UJC study in this manual and seeks to integrate the best practices identified by AWP projects into future versions of this manual.

For more information on the initiatives of AWP, contact Audra Berg at [aberg@betterorg.com](mailto:aberg@betterorg.com).