

National Association of Temple Administrators



**EXECUTIVE DIRECTOR  
TURNOVER STUDY**

Prepared by:  
Gilman Performance Systems, Inc.

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# NATA Executive Director Turnover Study



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*Gilman Performance Systems, Inc.  
499 Federal Road, PO Box 565  
Brookfield, CT 06804  
PH: (203) 740-9767  
FAX: (203) 775-6817  
WEB: [www.gpsadvantage.com](http://www.gpsadvantage.com)  
GPS@[gpsadvantage.com](mailto:gpsadvantage.com)*

### INTRODUCTION

This study was developed under the direction of the NATA Turnover in the Field Task Force and these members:

Livia Thompson, FTA, Chair  
Joe Elbaum  
Adam Inlander  
Roy Feinberg  
Janet Bronitsky, FTA  
Barry Finestone  
URJ - Dale Glasser  
HUC - Richard Siegel

The survey items (questions) and demographic measurements were proposed both by GPS and Task Force members through a series of conference calls. Our focus was to measure as many variables as possible but, at the same time, identify those factors most likely to impact turnover.

The final survey was then validated through phone call discussions with current and past Executive Directors.

The survey respondents include 148 active NATA members and 9 non-members; 28% attend a different Temple than where they are employed.

Geographically, 2% of respondents are from rural areas, 33% from metropolitan, and 65% from suburban.

Respondents report working long hours: 40% work 51-60 hours/week and 38% work 41-50 hours/week.

Men represent 82% of respondents and women 18%.

The survey data include 48 people, or 25% of the total participants, who have thoughts about leaving their Temple and 38 people, or 20%, who have thoughts about leaving the profession.

### EXECUTIVE SUMMARY

As a result of this survey, we are able to identify six (6) factors that show a high correlation to potential turnover.

These factors are:

- ▶ High levels of stress
- ▶ Workload that is either very high or above average
- ▶ Salary package dissatisfaction
- ▶ Benefits package dissatisfaction
- ▶ Clergy Relationship dissatisfaction
- ▶ Expectations lacking clarity

For those participants who have considered leaving their Temple in the past two years, the following factors are significant: (1) stress, (2) workload, (3) salary package, and (4) benefits package.

For those participants who have considered leaving the Executive Director Field in the past two years, the following factors are significant: (1) stress and (2) dissatisfaction with their clergy (Senior Rabbi) relationship.

A comparison of the results of those considering leaving their Temple with those who are not shows a significant rating difference in the following factors: (1) stress and (2) dissatisfaction with their clergy (Senior Rabbi) relationship.

A comparison of the results of those considering leaving the Executive Director field with those who are not shows a significant ratings difference in the following factors: (1) stress, (2) the level of rewarding work, (3) the ease in dealing with the transition of new clergy, (4) the feeling that work is valued by supervisor, and (5) the level that one's supervisor consults for opinions on matters impacting the Executive Director's role.

The survey participants who are no longer employed as Executive Directors indicate that there are three potential turnover factors that are more significant than their employed counterparts: (1) the level of meaningful/substantive communication with their supervisor, (2) the satisfaction with their clergy (Senior Rabbi) relationship, and (3) the feeling that their work is valued by supervisor.

## DATA SUMMARY

As indicated in the Executive Summary, the factors that show a high correlation to potential turnover are the following:

### **High levels of stress**

23% of all participants rate stress as “very high” and 46% “above average”; of those who are considering leaving the field, 82% rate stress as “very high” or “above average”; and of those who are considering leaving their Temple, 85% rate stress as “very high” or “above average.”

### **Workload**

89% of participants report their workload as either “very high” or “above average”; this rises to 98% for those who are considering leaving their Temple.

### **Salary Package as “Fair”**

21% of participants either “disagree” or “strongly disagree” that their salary package is fair, but an additional 32% only “somewhat agree” for a total of 53%, the 53% compares to 65% for those considering leaving their Temple.

### **Benefits Package**

17% are either “dissatisfied” or “very dissatisfied” and 24% are “somewhat satisfied.” This is a total of 41%, which is virtually the same for the group considering leaving their Temple (44%) or profession (45%).

### **Clergy Relationship**

Respondents rate their relationship with their Senior Rabbi as least favorable, either “somewhat satisfied” (17%), dissatisfied (9%), or very dissatisfied (5%),” for a total of 31%. This compares to an overall dissatisfaction with senior staff (15%), board members (13%), volunteers (24%), and Temple members (4%). The overall 31% for Senior Rabbi’s compares to 37% for those considering leaving the field.

### **Expectations Clarity**

Unreasonable or misunderstood expectations usually impact one’s satisfaction; 13% of respondents in this survey are either “dissatisfied” or “very dissatisfied” and 29% are only “somewhat satisfied,” a total of 42% on the lower side of satisfaction. The lower side of satisfaction for those considering leaving their Temple is 46% and leaving the profession, 47%.

## NATA Executive Director Turnover Study

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### DEMOGRAPHICS MEASURED

Total # of People Who Responded	192
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Question	# of Responses
▶ Title	
ED	147
Administrator	34
Office Manager	1
Other	10
▶ Age	
Under 40	13
41-49	27
50-59	91
60+	60
▶ Gender	
Male	69
Female	122
▶ Partner Status	
Partnered	160
Unpartnered	27
▶ Primary Income Source	
Yes	123
No	68
▶ Children at Home	
Yes	78
No	113
▶ Highest Edu. Level	
Bachelor's	82
Master's	72
PhD	9
Other Certification	22
▶ Degree Focus	
Business Adm	37
Communications	9
Economics	2
English	11
Finance/Accounting	12
Law	7
Marketing	4
Psychology	9
Social Work	16
Other	60
▶ Jewish Affiliation	
Orthodox	2
Conservative	34
Reconstructionist	5
Reform	147
Other	0

**NATA Executive Director Turnover Study**

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**DEMOGRAPHICS MEASURED** *(Continued)*

Question	# of Responses
▶ Attend Different Temple	
Yes	53
No	135
▶ Immediate Manager	
Rabbi	30
President	99
BOD	43
Other	18
▶ # People Reporting to ED	
3 or Fewer	30
4-8	78
9+	79
▶ # Temple staff	
5 or Fewer	22
6-15	87
16-25	51
26-50	19
51+	11
▶ # Years in Current Position	
2 or Less	34
2-4	46
5-9	53
10+	22
▶ Career Prior to ED	
Lay Leader	
Within Temple	91
but other than ED	39
Other Profession	133
▶ # Member Units	
300 or Fewer	18
301-600	63
601-900	47
901-1200	26
1201-1500	13
1501+	20
▶ Operating Budget	
\$1 Million or Less	33
\$1-3 Million	92
\$3-7 Million	53
\$7-10 Million	4
▶ Temple Geo. Area	
Rural	4
Metro City	62
Suburban	123

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## NATA Executive Director Turnover Study

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### DEMOGRAPHICS MEASURED *(Continued)*

Question	# of Responses
▶ # Hours Worked	
40 or Less	20
41-51	72
51-60	76
61+	0
▶ Senior NATA member	
Yes	81
No	106
▶ FTA Certified	
Yes	18
No	165
▶ Considering Leaving Temple Past 2 Years	
Yes	48
No	108
▶ Considering Leaving ED profession	
Yes	38
No	118



**NATA Executive Director Turnover Study**

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**SURVEY QUESTIONS/ITEMS WITH RELATED SCALE**

1 - The stress level in my work environment is manageable

2 - The level of meaningful/substantive communication with my supervisor(s) is

Very High	Above Average	Acceptable	Below Average	Very Low
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3 - My work load level is

Very High (difficult)	Above Average	Acceptable	Below Average	Very Low (unchallenging)
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4 - For the most part I find my work interesting

5 - For the most part I find my work rewarding

6 - My salary package fairly compensates me for my work and responsibilities

Strongly Agree	Agree	Somewhat Agree	Disagree	Strongly Disagree
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7 - How satisfied are you with your clergy (Sr. Rabbi) relationship?

Very Satisfied	Satisfied	Somewhat Satisfied	Dissatisfied	Very Dissatisfied
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8 - When clergy turn over, how easy did you find the transition working for a new person?

Very Easy	Easy	Somewhat Easy	Difficult	Very Difficult
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9 - How satisfied are you with your senior staff relationships?

10 - How satisfied are you with your Board Member relationships?

11 - How satisfied are you with your volunteer relationships?

12 - How satisfied are you with your relationships with Temple members?

13 - How satisfied are you with your benefits package?

14 - How satisfied are you with education or training needs being fulfilled?

15 - How satisfied are you with the clarity of expectations of your role?

Very Satisfied	Satisfied	Somewhat Satisfied	Dissatisfied	Very Dissatisfied
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16 - When people are proposing to spend outside of budgets, how easy is it for you to say no?

Very Easy	Easy	Somewhat Easy	Difficult	Very Difficult
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17 - How do you feel your work is valued by your supervisor (the person you report to)?

Extremely Valuable	Very Valuable	Moderately Valuable	Slightly Valuable	Not At All Valuable
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18 - Does your supervisor consult you for your opinion on matters that impact your role?

19 - Do you feel you are seen as part of the leadership team? (Senior Staff)

20 - Do you get the information you need to do your job?

21 - Do you get the information you need from the Temple's lay leaders to do your job?

Almost Always	Often	Sometimes	Seldom	Never
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NATA Survey

1/14/2009

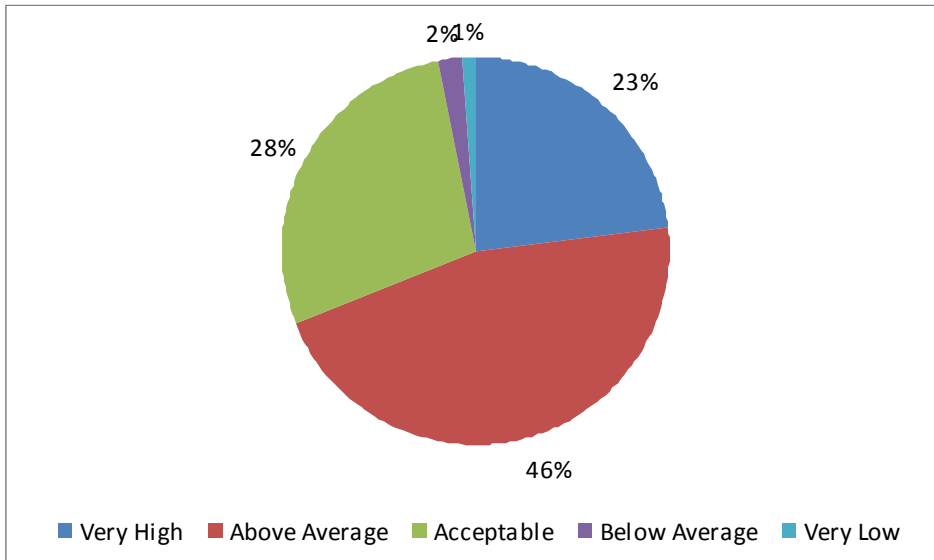
All Data across all groups	Everyone		Currently Employed		Non-Employed		Active NATA Member		Non-NATA Member		1/14/2009				
											5	4	3	2	1
1 - The stress level in my work environment is	3.9	78%	3.9	78%	3.9	78%	3.9	78%	3.4	68%	23%	46%	28%	2%	1%
2 - The level of meaningful/substantive communication with my supervisor(s) is	3.6	72%	3.7	74%	3.2	64%	3.7	74%	4.0	80%	25%	33%	23%	15%	4%
3 - My work load level is	4.2	84%	4.2	84%	4.0	80%	4.3	86%	4.1	82%	33%	56%	10%	1%	0%
4 - For the most part I find my work interesting	4.4	88%	4.4	88%	4.3	86%	4.4	88%	4.5	90%	51%	42%	6%	1%	0%
5 - For the most part I find my work rewarding	4.3	86%	4.3	86%	4.1	82%	4.3	86%	4.4	88%	47%	38%	15%	1%	0%
6 - My salary package fairly compensates me for my work and responsibilities	3.3	66%	3.3	66%	3.3	66%	3.3	66%	2.8	56%	8%	39%	32%	15%	6%
7 - How satisfied are you with your clergy (Sr. Rabbi) relationship	3.9	78%	4.0	80%	3.4	68%	4.0	80%	4.8	96%	41%	28%	17%	9%	5%
8 - "When clergy turn over, how easy did you find the transition working for a new person"	3.9	78%	3.9	78%	3.9	78%	3.9	78%	4.2	84%	31%	40%	18%	7%	3%
9 - How satisfied are you with your senior staff relationships	4.2	84%	4.3	86%	4.0	80%	4.3	86%	4.5	90%	42%	42%	12%	3%	0%
10 - How satisfied are you with your Board Member relationships	4.2	84%	4.2	84%	4.1	82%	4.2	84%	4.4	88%	35%	51%	10%	2%	1%
11 - How satisfied are you with your volunteer relationships	4.0	80%	4.0	80%	4.0	80%	4.0	80%	4.1	82%	31%	45%	20%	3%	1%
12 - How satisfied are you with your relationships with Temple members?	4.5	90%	4.5	90%	4.4	88%	4.5	90%	4.4	88%	50%	46%	4%	0%	0%
13 - How satisfied are you with your benefits package	3.6	72%	3.6	72%	3.6	72%	3.7	74%	2.5	50%	25%	34%	24%	11%	6%
14 - How satisfied are you with education or training needs being fulfilled?	3.8	76%	3.8	76%	3.8	76%	3.9	78%	3.6	72%	24%	46%	20%	9%	0%
15 - How satisfied are you with the clarity of expectations of your role?	3.6	72%	3.6	72%	3.1	62%	3.6	72%	3.7	74%	15%	43%	29%	10%	3%
16 - "When people are proposing to spend outside of budgets, how easy is it for you to say ""no""?"	3.6	72%	3.6	72%	3.3	66%	3.6	72%	3.4	68%	22%	33%	27%	15%	3%
17 - How do you feel your work is valued by your supervisor (the person you report to)	4.0	80%	4.2	84%	3.3	66%	4.2	84%	4.1	82%	36%	40%	16%	4%	4%
18 - Does your supervisor consult you for your opinion on matters that impact your role?	4.1	82%	4.3	86%	3.5	70%	4.3	86%	4.1	82%	48%	25%	21%	5%	1%
19 - Do you feel you are seen as part of the leadership team (senior staff)	4.5	90%	4.7	94%	3.8	76%	4.7	94%	4.3	86%	70%	16%	12%	2%	0%
20 - Do you get the information you need to do your job?	4.3	86%	4.4	88%	3.8	76%	4.4	88%	4.6	92%	47%	36%	17%	0%	0%
21 - Do you get the information you need from the Temple's lay leaders to do your job	4.1	82%	4.2	84%	3.7	74%	4.2	84%	4.1	82%	37%	36%	26%	1%	0%
<b>Number of Returns:</b>			180		153		27		145		8				

RESPONSES OF SIGNIFICANCE

Findings relative to factors potentially correlating with turnover:

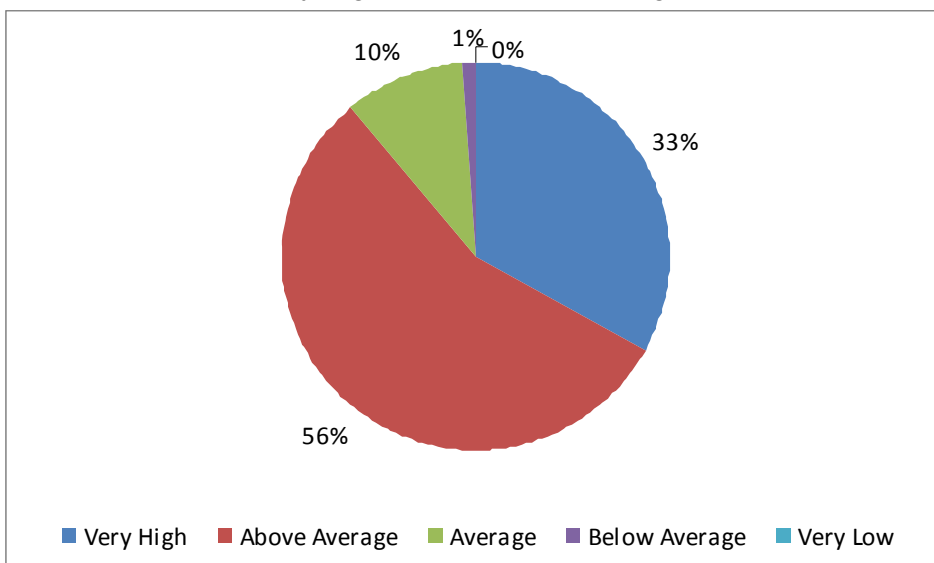
- *Stress Levels*—69% of respondents place themselves above the “Acceptable” level:

23% Very High + 46% Above Average



- *Workload*—89% of respondents are above the mid-point of “Average”:

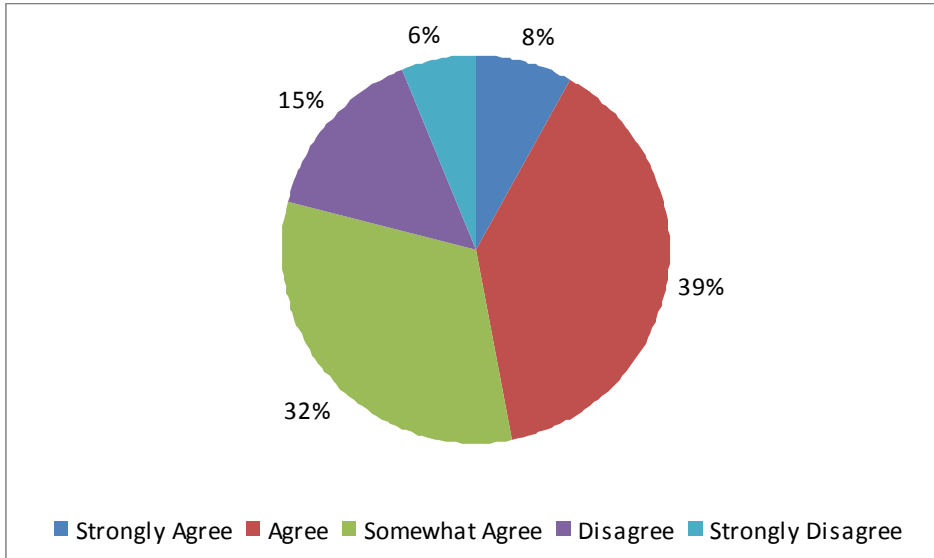
33% Very High + 56% Above Average



**Findings relative to factors potentially correlating with turnover:**

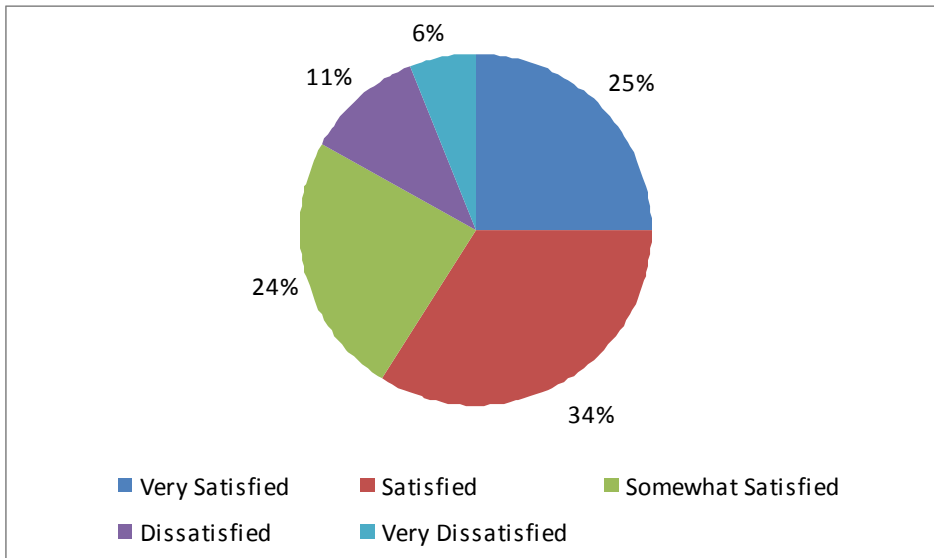
- ▶ *Salary Package as “Fair”*—53%, or more than half of the respondents, are not entirely satisfied that the salary package compensates them fairly:

32% Somewhat Agree + 15% Disagree + 6% Strongly Disagree



- ▶ *Benefits Package*—41% of the respondents rate the benefits package on the low side of satisfaction:

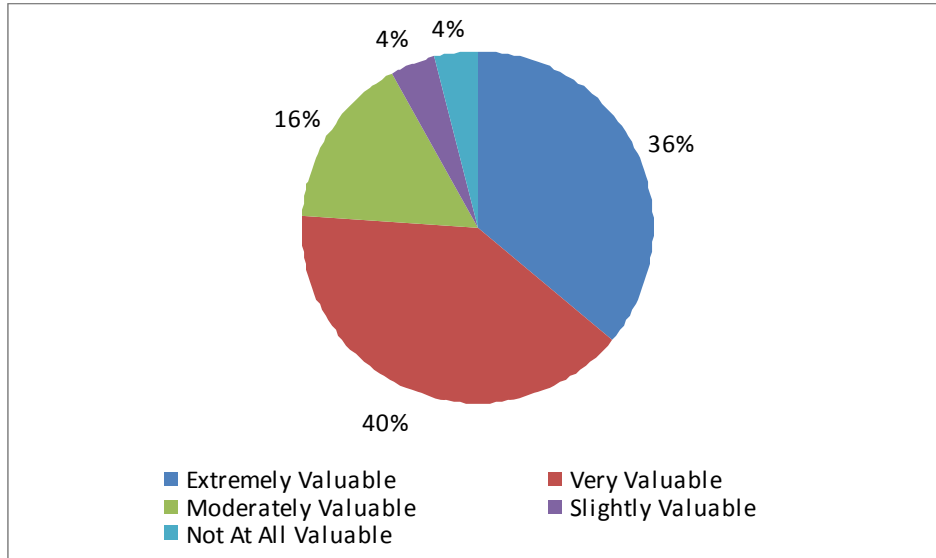
24% Somewhat + 11% Dissatisfied + 6% Very Dissatisfied



**Findings relative to factors potentially correlating with turnover:**

- ▶ *“How do you feel your work is Valued by your supervisor?”*—Although most respondents feel their work is valued by their supervisor (76%), consider the 24% who feel their work is either moderately valued, slightly valued, or not valued at all:

16% Moderately Valuable + 4% Slightly + 4% Not at all



- ▶ *Satisfaction with Relationships*—96% are “very satisfied” and “satisfied” in their relationships with Temple members, followed by their relationships with senior staff at 86%. Compare this to respondents’ satisfaction in their relationships with clergy (Senior Rabbi): 69% are “very satisfied” and “satisfied,” while 31% are “somewhat satisfied,” “dissatisfied,” and “very dissatisfied.”

(NO GRAPHIC)

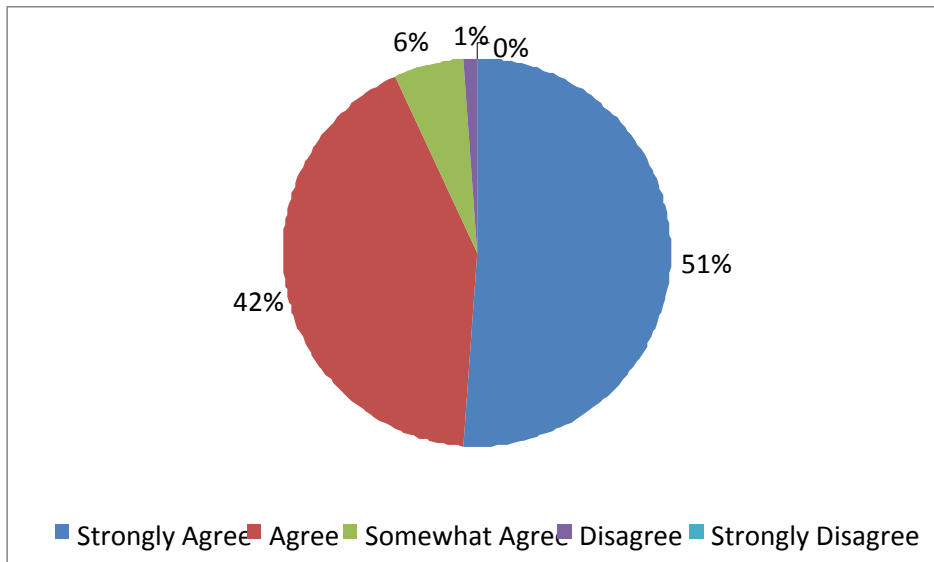
- ▶ *Satisfaction in Clarity of Expectations of role*—a total of 42% are “somewhat satisfied,” “dissatisfied,” and “very dissatisfied.”

(NO GRAPHIC)

**Findings relative to factors potentially correlating with turnover:**

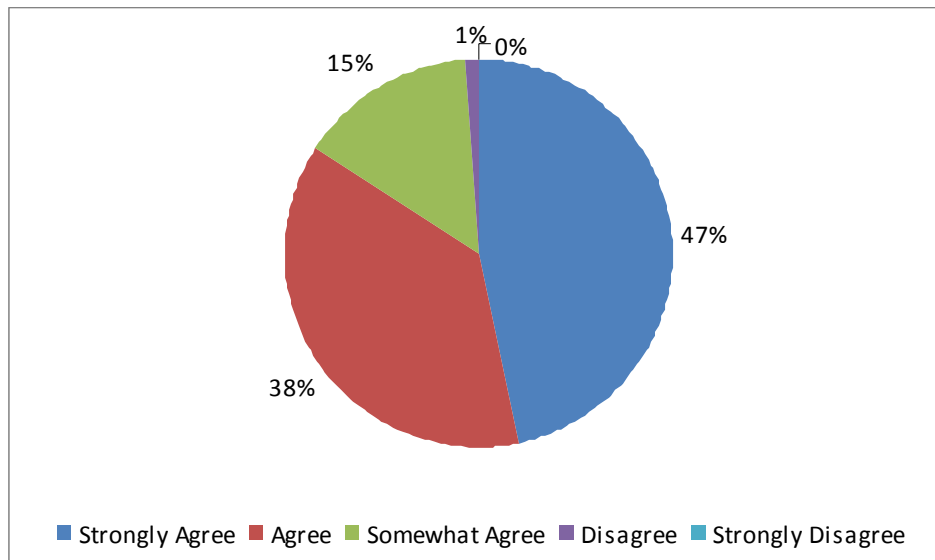
- ▶ *"...I find my work interesting."*—93%:

51% Strongly Agree + 42% Agree



- ▶ *"...I find my work rewarding."*—85%:

47% Strongly Agree + 38% Agree



- ▶ *Educational and Training Needs*—70% report their educational and training needs are met; a group of 29% are not satisfied that their needs are met.
- ▶ *"Does your supervisor consult you for your opinion..."*—73% believe this "almost always" and "often"; 83% are "almost always" and "often" getting the information they need to do their job; and 73% are "almost always" and "often" getting needed information from lay leaders.

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### FACTORS VARYING BY 10% OR GREATER BY TEMPLE STAFF SIZE

(Highest Rating—Strongly Agree/Very Satisfied = 100%)

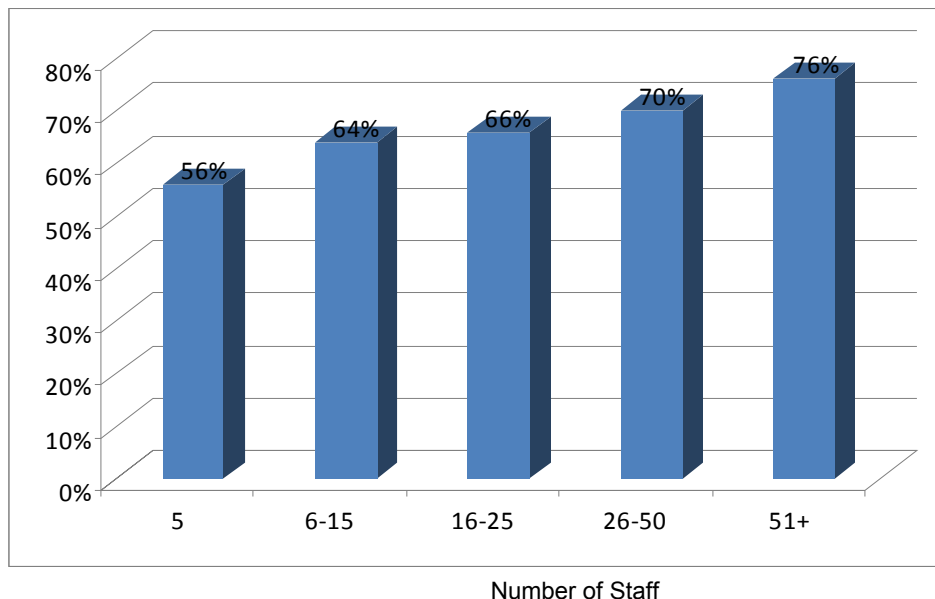
(Lowest Rating—Strongly Disagree/Very Dissatisfied = 20%)

(NOTE: Scale is below the question)

Question			# Staff exclusive of teachers/camp				
			5	6-15	16-25	26-50	51+
Salary package fairly compensates me			56%	64%	66%	70%	76%
Strongly Agree	Agree	Somewhat Agree	Disagree		Strongly Disagree		
Level of satisfaction with Sr. Rabbi relationship			88%	76%	78%	78%	76%
Very Satisfied	Satisfied	Somewhat Sat.	Dissatisfied		Very Dissatisfd.		
Level of satisfaction with BOD relationships			86%	82%	82%	86%	92%
Very Satisfied	Satisfied	Somewhat Sat.	Dissatisfied		Very Dissatisfd.		
Level of satisfaction with Volunteer relationships			72%	80%	84%	80%	84%
Very Satisfied	Satisfied	Somewhat Sat.	Dissatisfied		Very Dissatisfd.		
Satisfaction with benefits package			50%	70%	76%	86%	80%
Very Satisfied	Satisfied	Somewhat Sat.	Dissatisfied		Very Dissatisfd.		
Level of satisfaction with fulfilled education or training needs			70%	76%	78%	86%	82%
Very Satisfied	Satisfied	Somewhat Sat.	Dissatisfied		Very Dissatisfd.		

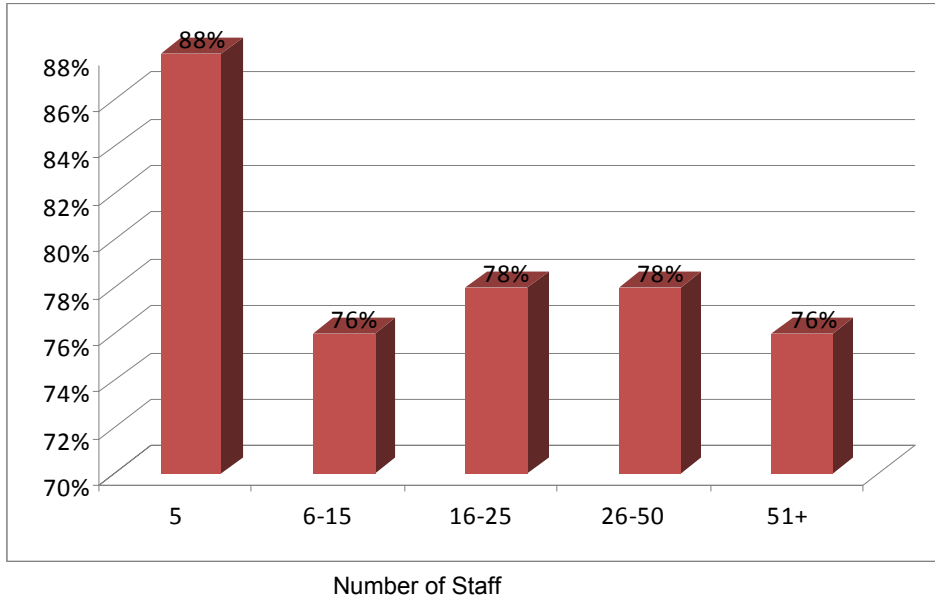
Bar Graphs of above data follow on the next several pages.

#### Salary package fairly compensates me

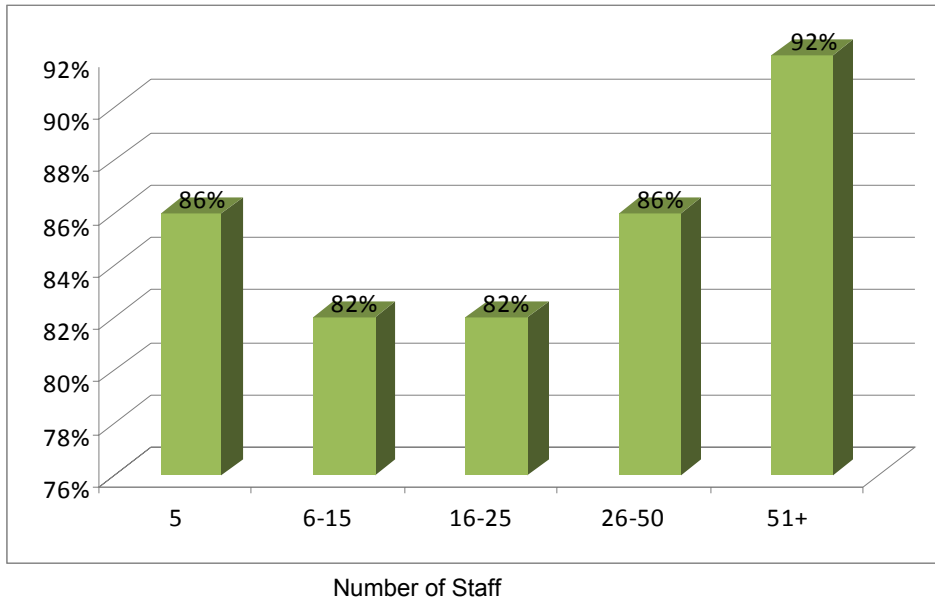


FACTORS VARYING BY 10% OR GREATER BY TEMPLE SIZE:

Level of satisfaction with Senior Rabbi relationship



Level of satisfaction with Board Member relationships

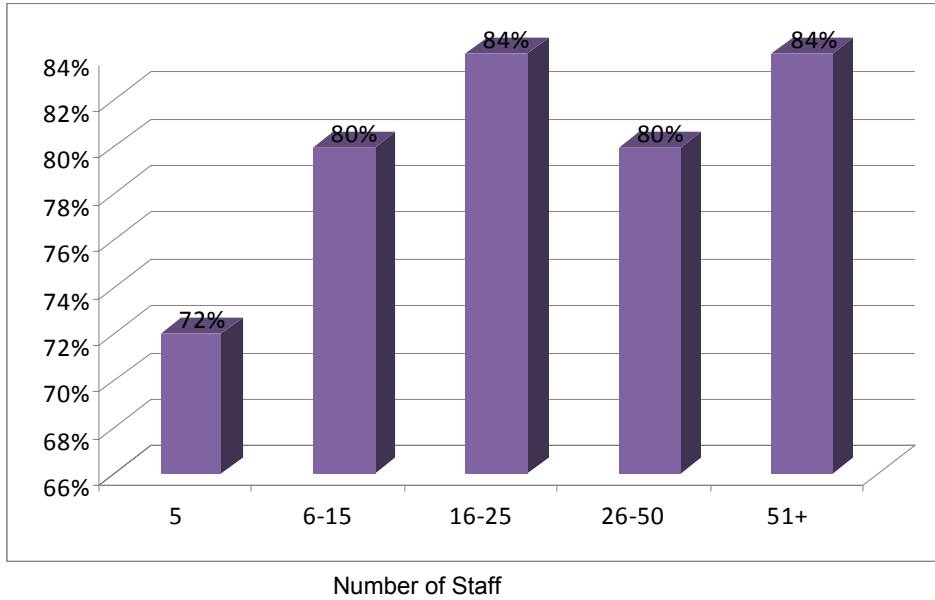




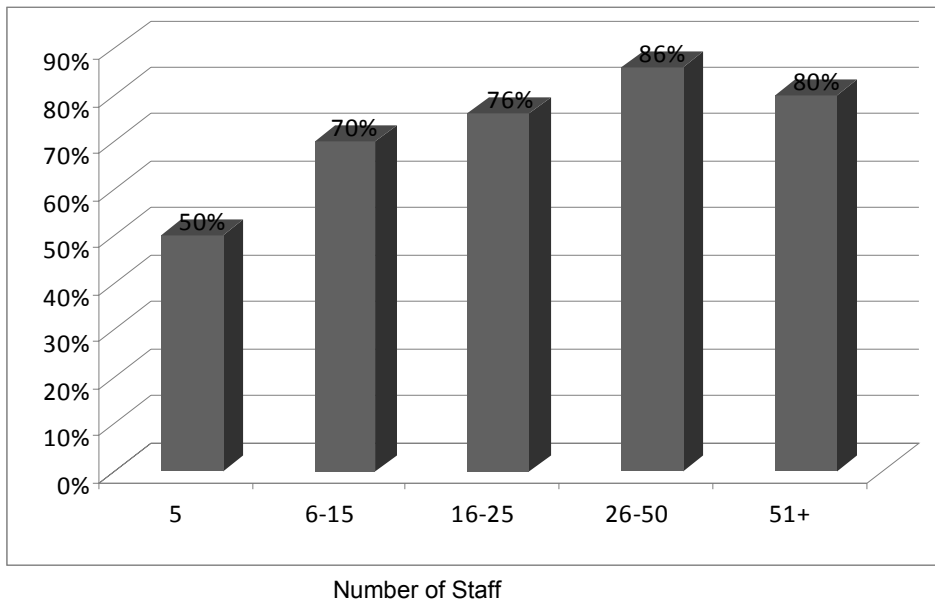
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### FACTORS VARYING BY 10% OR GREATER BY TEMPLE SIZE:

#### Level of satisfaction with Volunteer relationships



#### Satisfaction with benefits package



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**Factors Showing a Significant Difference between Those Who Have Considered Leaving Their Temple in the Past Two Years And Those Who Have Not**

(Scale is below each item factor)

<b>Factor</b>	<b>Group Considering Leaving</b>	<b>Group Not Considering Leaving</b>
Stress level in my work environment	84%	74%
100% = very high stress; 80% = above average stress; 60% = acceptable stress		
Satisfaction with Senior Rabbi	72%	84%
80% = satisfied with relationship; 60% = somewhat satisfied		

**Factors Showing a Significant Difference between Those Who Have Considered Leaving Their Temple in the Past Two Years And Those Who Have Not**

(Scale is below each item factor)

<b>Factor</b>	<b>Group Considering Leaving</b>	<b>Group Not Considering Leaving</b>
Stress level in my work environment	86%	76%
100% = very high stress; 80% = above average stress; 60% = acceptable stress		
I find my work rewarding	78%	90%
100% = strongly agree work is rewarding; 80% = agree work is rewarding		
Ease in dealing with transition of new clergy	70%	80%
100% = very easy; 80% = easy; 60% = somewhat easy		
Satisfaction with Board member relationships	76%	86%
80% = satisfied with relationship; 60% = somewhat satisfied		
Work valued by supervisor	76%	86%
100% = extremely valued; 80% = very valued; 60% = moderately valued		
Level supervisor consults you for opinion on matters impacting ED role	78%	88%
100% = almost always consulted; 80% = often consulted; 60% = sometimes consulted		

**FINDINGS DEFINED BY DEMOGRAPHIC PARAMETERS**

Survey Item	Notable Responses
1. The stress level in my work environment	<ul style="list-style-type: none"> <li>▶ The higher the # of staff, the lower the reported stress</li> <li>▶ The greater the direct reports under the ED, the lower the stress</li> <li>▶ No significant difference in stress was reported by gender or age</li> </ul>
2. The level of meaningful/substantive communication with my supervisor(s)	<ul style="list-style-type: none"> <li>▶ Females reported a greater level of meaningful communication</li> <li>▶ Those with a staff of 5 or fewer people reported the highest level of meaningful communication</li> <li>▶ EDs in the field for 2 or less years reported the highest level of meaningful communication</li> </ul>
3. My work load level is...	<ul style="list-style-type: none"> <li>▶ Work load levels were the lowest as reported by Temples with 5 or less staff members</li> <li>▶ The lower the direct reports, the lower the perceived work load level</li> </ul>
4. For the most part I find my work interesting	<ul style="list-style-type: none"> <li>▶ The older the group, the greater the reported level of finding work interesting</li> </ul>
5. For the most part I find my work rewarding	<ul style="list-style-type: none"> <li>▶ The older the group, the greater the reported level of finding their work rewarding</li> </ul>
6. My salary package fairly compensates me for my work and responsibilities	<ul style="list-style-type: none"> <li>▶ Those with a staff size of 5 or less people expressed the least satisfaction with their salary package as being fair</li> <li>▶ The larger the staff, the greater the satisfaction</li> <li>▶ Those with 3 or less direct reports rate significant dissatisfaction compared to those with a larger number of reports</li> <li>▶ Those who have been an ED for 5-9 years reported the lowest satisfaction; the highest in the 10+ tenure group.</li> <li>▶ EDs in Temples with 300 or less member units reported the least satisfaction; the highest with those in Temples with 1501+ member units</li> </ul>

**FINDINGS DEFINED BY DEMOGRAPHIC PARAMETERS**

<b>Survey Item</b>	<b>Notable Responses</b>
7. How satisfied are you with your clergy (Sr. Rabbi) relationship?	<ul style="list-style-type: none"> <li>▶ The least satisfied groups are under age 40, male, those with children at home, those with 9+ reports, and those who have been an ED for 2 or less years</li> <li>▶ The longer one has been an ED, the greater the level of satisfaction</li> </ul>
8. When clergy turn over, how easy did you find the transition working for a new person?	<ul style="list-style-type: none"> <li>▶ Males find it least easy</li> <li>▶ Those with 4-8 reports find it least easy</li> <li>▶ EDs for 2 or less years find it least easy</li> </ul>
9. How satisfied are you with your senior staff relationships?	<ul style="list-style-type: none"> <li>▶ The greater the number of Temple member units, the greater the level of satisfaction</li> </ul>
10. How satisfied are you with your Board Member relationships?	N/A
11. How satisfied are you with your volunteer relationships?	<ul style="list-style-type: none"> <li>▶ The greater the age, the greater satisfaction</li> <li>▶ The larger the staff, the greater satisfaction</li> </ul>
12. How satisfied are you with your relationships with Temple members?	<ul style="list-style-type: none"> <li>▶ The greater the age, the greater satisfaction</li> </ul>
13. How satisfied are you with your benefits package?	<ul style="list-style-type: none"> <li>▶ Those with a staff of 5 or less have significantly lower satisfaction than any other group</li> <li>▶ The same for those who have 3 or less direct reports</li> <li>▶ Significant dissatisfaction is reported for EDs who have been in the field for 2-9 years</li> <li>▶ Satisfaction is significantly low in Temples with 300 or less member units, but this improves as member units increase</li> </ul>
14. How satisfied are you with education or training needs being fulfilled?	<ul style="list-style-type: none"> <li>▶ Significant dissatisfaction is noted for those with a staff of 5 or less and direct reports of 3 or less but increases with Temples with larger staffs and number of direct reports</li> <li>▶ Significant dissatisfaction is noted with EDs in the field for 2 years or less</li> <li>▶ Satisfaction is lowest among Temples with 300 or less member units and improves the larger the number of member units</li> </ul>

**FINDINGS DEFINED BY DEMOGRAPHIC PARAMETERS**

<b>Survey Item</b>	<b>Notable Responses</b>
15. How satisfied are you with the clarity of expectations of your role?	<ul style="list-style-type: none"> <li>▶ Somewhat low for ages under 40-49</li> <li>▶ Low satisfaction for EDs in the field for 2 or less years through 9 years; 12% higher in the 10+ years group</li> </ul>
16. When people are proposing to spend outside of budgets, how easy is it for you to say "no"?	<ul style="list-style-type: none"> <li>▶ Easier for females surveyed</li> <li>▶ Easier for those without children at home</li> </ul>
17. How do you feel your work is valued by your supervisor (the person you report to)	<ul style="list-style-type: none"> <li>▶ The group under age 40 reports the lowest level of feeling that their work is valued.</li> <li>▶ Those with staffs of 5 or less report having the highest level of feeling that their work is valued</li> <li>▶ Those with children at home feel that their work is more valued</li> </ul>
18. Does your supervisor consult you for your opinion on matters that impact your role?	<ul style="list-style-type: none"> <li>▶ By a significant margin, EDs under the age of 40 report the lowest level of being consulted</li> <li>▶ Those with children at home report a somewhat higher level of being consulted</li> </ul>
19. Do you feel you are seen as part of the leadership team? (Senior Staff)	<ul style="list-style-type: none"> <li>▶ Those under the age of 40 report the lowest level of feeling that they are part of the leadership team</li> <li>▶ EDs in Temples with a staff of 5 or less also report the lowest level of feeling that they are part of the leadership team</li> <li>▶ The greater the # of ED direct reports, the greater the feeling of being part of the leadership team</li> <li>▶ The highest level of being seen as part of the leadership team is with the group under 2 years of tenure and those 10+ years as an Executive Director</li> </ul>

**FINDINGS DEFINED BY DEMOGRAPHIC PARAMETERS**

20. Do you get the information you need to do your job?	No significant demographic differences seen
21. Do you get the information you need from the Temple's lay leaders to do your job?	<ul style="list-style-type: none"><li>▶ By age, the lowest ratings are given by those under age 40 and the highest ratings (“almost always”) are given by those 60+</li><li>▶ Those with no children at home report the highest level of getting necessary information</li><li>▶ The greater the number of reports, the higher the rating</li><li>▶ Relatively low ratings are given by the group of EDs with 2-9 years of experience; the highest ratings are from those with 10+ years experience</li><li>▶ EDs with Temples of 1201-1501+ member units report this at the highest level of ratings; 300 or less report this at the lowest levels</li></ul>

**OPEN QUESTIONS**  
**Most Frequently Mentioned Responses**  
**(Italics = exact quotes)**

What would enable your Temple to be not just a GOOD place to work but a Great place?

Three themes emerged as most frequently mentioned (not in rank order):

1. Team & Teamwork

- ▶ *A spirit of partnership – not just boss/employee*
- ▶ *Less silos; more team sharing*
- ▶ *Greater openness*
- ▶ *Elimination of territorialism*
- ▶ *A feeling of being a partner with the clergy, not just another member of their support staff*

2. Leadership

- ▶ *Clarity of roles; that others understand the role of the Executive Director, that individual board members and lay leadership have well-defined roles*
- ▶ *Truly educating lay leadership in how to lead and work with professionals*
- ▶ *Better communication (most frequent response)*
- ▶ *Less interference by the board*
- ▶ *Far more engagement by the clergy*
- ▶ *I almost never receive positive feedback from my President*

3. Need for Larger Staff

- ▶ *We are very staff driven and need more lay involvement*
- ▶ *Need more staff so that I don't have to be present for everything*
- ▶ *My ¾ time position is really full time*
- ▶ *If we are able to build up the number of member units and thereby increase the number of staff*

What factors at work, if not changed, might cause you to consider changing jobs?

The most frequent factors mentioned involve (1) heavy workload and compensation below expectations for that workload and (2) the number of hours both required and demanded to perform the Executive Director role.

- ▶ *The sheer volume of work*
- ▶ *Stress levels*
- ▶ *Lack of ability to have staff support*
- ▶ *Long hours, no assistant*
- ▶ *Continued adding of responsibilities without compensation*

**OPEN QUESTIONS**  
**Most Frequently Mentioned Responses**

What current services of NATA directly impact your success as a Temple Executive Director? (119 Responses)

- ▶ NATA Net (most frequent response)
- ▶ Annual Conference (second most frequent response)
- ▶ Camaraderie with members via various communications
- ▶ NATA Journal
- ▶ Monthly Newsletter

What NATA services not currently available would you recommend to enhance your success as a Temple Executive Director? (87 Responses; most frequent in rank order)

- ▶ More hands-on sessions to teach the “how to do...”
- ▶ Training for lay leadership
- ▶ More regional interfaces & conferences
- ▶ Mentoring programs
- ▶ ANNUAL salary survey
- ▶ Computer training
- ▶ More effective use of website



**EXECUTIVE DIRECTOR COMPETENCIES**

Survey participants were asked, “*What are the most critical competencies/skills an Executive Director must have to be successful?*”

A total of 20 competencies were provided and additional ones could be added at the discretion of the survey participant. Participants were then instructed to pick 5 for each of three categories: Critical, Desirable, and Useful.

The results are as follows (in rank order):

**CRITICAL**

1. Staff Management
2. Organizational Skills
3. Interpersonal Skills
4. Priority Management
5. Financial Administration

**DESIRABLE**

1. Meeting Management
2. Liaison with various Temple constituencies
3. Fund Raising
4. Technology application

**USEFUL**

1. Leadership within the external community
2. Security
3. Knowledge of Reform Judaism
4. Knowledge of Jewish Ritual and practices

Under the Critical category, it is evident that Organizational and Interpersonal Skills correlate directly to the factors that the survey participants rate as significant in relationship to turnover (as shown in previous pages).

In the Desirable category, Liaison with various Temple constituencies relates to the factors shown as significant in relationship to turnover (such as clergy relationships).