

# **Jewish Federation Professionals: Status and Outlook\***

**Andrew B. Hahn, D.S.W.**

*Research Associate*

and

**Arnold Gurin, Ph.D.**

*Professor of Social Administration*

*The Florence Heller Graduate School for Advanced Studies in Social Welfare,  
Brandeis University, Waltham, Massachusetts*

*We end up then with the need to move in two directions, simultaneously. The first is to strengthen and intensify the quality of personnel work. The other is to open up the present system to a greater influx of high quality professionals . . .*

The subject of this article is the professional employed in Jewish Federations; the background, training, mobility, sources of job satisfaction and career aspirations involved in being a Jewish communal servant. The data cited in the article originated in a study commissioned by a special Task Force on Federation Personnel of the Council of Jewish Federations. The Task Force had been charged with developing a program to meet the emerging needs of Federations in regard to recruitment, placement, career counseling, education, in-service training, and other aspects of a comprehensive approach to personnel development. As part of that process, the Task Force decided to gather a body of data that would provide an empirical foundation for the recommended programs. The CJF contracted with the authors to conduct data gathering on the numbers and types of positions in the field and to learn as much as possible about the people occupying the positions.

## **The Process of Studying Federation Professionals**

The study was conducted in close collaboration with the activities of the CJF Personnel Study Task Force. The Task Force was

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composed of lay and professional leadership who were especially knowledgeable and interested in the future of Federation personnel. The Task Force in turn coordinated its activities with a CJF Review Committee which had undertaken a comprehensive examination of the CJF.

The Brandeis component of the project was to provide the hard facts for the value judgments that were to be made by the lay and professional members of the Task Force and Review Committees. It is well known, however, that facts do not speak for themselves, and the researchers found themselves continuously testing interpretations of data in the light of their own as well as the Committees' assumptions. This close consultation between the fact finders and the committee members meant that many of the pitfalls of community studies would be avoided.<sup>1</sup> First, the process assured that program goals were not set unrealistically. The composition of the Task Force included executives in Federations as well as budget-minded lay leaders; both mitigated utopian tendencies. Second, in the deliberations neither the researchers' facts nor

<sup>1</sup> These shortcomings are discussed in detail in Robert Vinter and John Tropman, "The Causes and Consequences of Community Studies" in *Strategies of Community Organization* (Second Edition) by Fred Cox et al, F.E. Peacock Publishers, Itasca, Illinois, 1974.

the values and assumptions of lay and professional leaders overshadowed each other. Third, the completed study was intended and was in fact utilized as a planning guide for the implementation of a new CJF personnel program emphasizing recruitment, career development and continuing education. In contrast to much social research where policy-makers have no assurance that they will be informed by sponsored research, the process utilized in the present study virtually guaranteed a consensus on the major contours of a new personnel program. Throughout the life of the project, data were gathered, formulated, discussed and circulated back through the Federation representatives for comments and revisions. The process was not the most efficient or speedy but it did unite both reflection and action in a common enterprise.

#### **Method of Data Collection**

Several different instruments were used for gathering information. The first phase of the study was designed to obtain an overall view of the entire field. A questionnaire was distributed to all Federations with a professional executive, either full-time or part-time. There are 166 such Federations. All Federations serving Jewish populations with 15,000 Jews or more responded. Since the communities not responding were mostly small cities with very few if any professional staff besides the executive, this "organization" questionnaire yielded a virtually complete inventory of professional positions as they now exist in the field. The organizational questionnaire, which was directed to the executive of each Federation, requested general information as to the personnel situation in that Federation, as well as data on current growth in numbers of positions over a period of time, anticipated retirements, and frequency of vacancies.

A second major source of information was a detailed questionnaire distributed directly to all professional staff that had been identified in the first phase of the study. The purpose of this part of the study (to be identified as the

"individual" questionnaire) was to obtain detailed information on the characteristics, backgrounds, perceptions, and opinions of professionals in all types of Federation positions. A total of 424 usable questionnaires were returned—i.e., about half of all professionals to whom the questionnaire was sent. Where comparisons could be made between this sampling and the more complete inventory obtained through the organizational questionnaire, on objective characteristics such as age or salary, the results are quite close, indicating that the sample is a good representation of the total.

As noted, these two major questionnaires were directed to persons already in Federation positions. A third part of the inquiry was addressed to a pool of applicants who were seeking positions in Federations for the first time. The purpose of this part of the study was to learn something about the people who are being attracted to the field at the present time, through whatever recruitment efforts or natural contacts are now operating. For this purpose, a review was undertaken of the active applicant files of the CJF. As of April, 1978, these files were found to include 242 individuals who were not then working in Federations but who had registered with CJF within approximately the past year.

Finally, the study made a limited attempt to tap the opinion of volunteer leaders of Federations on a number of issues that had arisen both in the discussions of the Committee and in the responses received from professionals. A mail questionnaire was distributed for this purpose to lay members of the Personnel Committee and Personnel Study Committee of the CJF and also to presidents and chairpersons of key committees in local Federations. Usable replies were received from 189 respondents, or 33 percent of those whose views were solicited. While this is clearly not a representative sample of all volunteers in Federation activity, it gives some indication of the views of those leaders who are most interested and involved in personnel matters.

### Current Personnel in Federations

Table 1 shows close to 1,000 individuals are employed in professional positions in the Federation of North America. This figure surprised some Federation watchers who thought that the professional Federation field was significantly larger. The range of positions fall into approximately 43 categories. The following represent the major categories: executive, assistant executive, campaign, planning, community relations, women's services, staff associate, endowment, public relations, controllers, accountants, and office managerial staff.

Sixty percent of all positions are concentrated in the largest cities with Jewish population of 40,000 or more, and less than 20 percent in cities with Jewish population of 15,000 or less.

Among Federations there are variations in size of staff that reflect differences in community size and in the historical development of communities. It is apparent from Table 2, however, that there has been continuous expansion in staffing patterns over the past dozen years affecting all population groups and most dramatically the intermediate cities. The larger Federations have employed more specialists e.g. endowment, public relations, while the smaller cities have added associate or assistant directors or staff assistants.

The research study examined staffing levels by relating the number of professional staff to both population size and amounts raised. On an average, current staffing appears to be the equivalent of one full-time professional for about 5,000 Jewish population and for approximately each \$500,000 raised.

In all population groups, a majority of respondents reported that additional staff will be needed over the next five years. On the basis of these perceived needs, it would be reasonable to expect further expansion in the field. That conclusion is somewhat speculative, however, since expansion is dependent not only on need but on available resources.

There is considerable variation among communities of comparable size in the size of their staffs, probably reflecting both their resources and the particular history of their communal development. A limited analysis was made of these variations in order to determine whether any relationship could be found between size of staff and the results achieved by Federations. In that analysis, communities were compared by *per capita* amounts raised (as a rough measure of campaign achievement), and by ratio of staff to total Jewish population. This analysis throws some light on the question of whether communities with "better" campaign results tend to have more or fewer professionals (per population) than those whose fund-raising performance yields less per capita. Table 3 indicates that there is in fact a positive relationship. In the larger communities, the more "successful" campaigns have relatively more professional staffing than the less successful ones.

Admittedly, there are many factors that enter into this relationship, and no pattern of cause and effect should be implied. A reasonable interpretation would be that Federations whose per capita fund raising is high tend also to be those which are more active in all aspects of communal responsibility and therefore employ larger members of staff to direct their broad range of activities.

### General Characteristics of Professionals

Who are the professionals now working in Jewish Federations? How old are they, what is their background and education, both Jewish and general? These are the kinds of questions addressed below.

Viewed as a total group, Federation professionals are in their middle years, with a median age of 41. They are highly educated and have considerable prior Jewish communal experience. Almost 80% are married with an average of two children.

For those who have graduate education, a Master's in social work is the modal type of education, being true of one-third of all the

professionals in all positions and close to half of all who have had graduate education (Table 4). Since that total includes positions for which social work is clearly not indicated (e.g. accounting), it is clear that social work has been, by far, the preferred form of educational preparation for professional work in Federation. In recent years combined training in social work and Jewish communal studies has become an increasingly important route for entry into Federation positions.

Professionals in Federations seem to have a greater degree of Jewish education, background and affiliation with Jewish institutions than are found in the general population (Table 5). About three-fourths are affiliated with synagogues; two-thirds have had formal Jewish education beyond the Sunday school level. Jewish motivation is by far the major reason given by professionals for entering the field. It is of interest to examine how this motivation is developed and nurtured. Formal Jewish education may be one indicator. Volunteer activity seems to be another, as indicated in Table 6, which shows that over half of all respondents were active as volunteers in the Jewish community before becoming professionals. To a somewhat lesser degree, this was also true of their families. Professional work in the Jewish community also seems to be a shared family experience for a substantial proportion of the respondents. Over one-third reported that close family members are or have been professionals in Jewish organizations.

Data were also collected on the last and next to the last jobs held by Federation professionals. The purpose was to trace the route by which a professional comes to Federation work, after completing his/her education. The data show that more than half of *all* professionals were employed in a Federation or related Jewish agency in their last prior job. There are, however, some important differences among the various positions.

There is a rather clear career pattern for executives and assistant executives. Half or more of the executives and assistant executives

have come to their present Federation positions from another Federation. Almost ninety percent of all executives have come to their present jobs either from another Federation or from another Jewish organization, and the same is true for three-fourths of all assistant executives. In their earlier backgrounds (i.e. two positions back) about one-fourth of these professionals had experience in public or nonsectarian agencies, but the bulk of earlier experience was in Jewish organizations. Very few (5-10 per cent) had experience in the private sector.

Professionals in other categories come from a more varied background. Jewish organizations (Federations and other) are the single largest recruiting source for campaign, community relations, and planning personnel, as they are for executives. Almost half the personnel in campaign and community relations positions come from Federations and other Jewish organizations, but one-third come from the private sector, and half or more of the public relations and fiscal-management personnel come from the business world. Staff associates are a more heterogeneous group and more of them are younger and without prior experiences, but Jewish organizations are an important source of recruitment for this category as well as for the more advanced "generalist" positions.

#### Turnover Rate

Various measures collected on the study indicate that there is a good deal of job stability in Federation work, and that this is true across all of the professional sub-groups, although there are some differences among them. A key figure in this respect is the proportion of professionals who have come to their present positions within a previous one-year period. This is perhaps the best approximation available of an annual turnover rate. That proportion is about one-fifth for executives, assistant executives, campaign, and planning personnel, lower for community relations professionals and for fiscal and management personnel, and somewhat higher

for public relations professionals and staff associates.

The available data indicate that the great majority of Federation professionals tend to stay in Federation work or at least in the Jewish field. One telling finding is that the overwhelming majority of professionals report that they think of Federation work as a long-term career. This is true not only for executives and assistant executives but for all program and management staff. The only exception is public relations personnel, but even in that category fully half indicate a commitment to long-term Federation service.

One aspect of movement out of the field that can be estimated with some degree of precision is retirement. In their responses to the organizational questionnaire, Federation executives indicated the number of retirements expected over the next decade. It is estimated that retirements would total about 30 per year, or roughly 3 percent of total positions, over the next decade.

While more than three-fourths of all professionals expect to stay in Federation work, many of them do expect to leave their present jobs within the next five years and most are willing to do so for reasons of advancement. There are some variations in regard to job categories, with executives and fiscal-management personnel less likely to move than the others. For most people, there seem to be no major impediments to moving.

#### **Women Professionals**

Women in the field constitute about one-fourth of the total universe (Table 7) but occupy quite different positions from men. They are almost totally absent from top executive and campaign director positions, are most heavily represented in women's division activities and constitute about half of the personnel in public relations and community relations.

Women tend to be somewhat younger, are less highly educated professionally and have less Jewish background. More of the women are single and without family responsibilities.

There is, however, less difference found among men and women in the younger professional group; this reflects CJF recruitment policy as well as changing attitudes in the field and in society.

We found some feeling of sex discrimination on the part of women in the field, particularly on the issue of salary. Since salary is usually a function of the type and level of position, it follows that the major issue is the narrow range of positions in which women were represented in any substantial numbers.

Men and women differ also in the route that they follow toward employment in Federations. That difference is related directly to the positions they occupy, each of which has a somewhat different career pattern. Many more men than women have come into present positions from other positions in Federations, indicating that there has been thus far more of a career pattern within Federations for men than for women. On the other hand, more women than men come into Federation work from positions in the private sector. Jewish organizations (other than Federations), especially those in the same community, provide an important source of personnel for both men and women.

#### **Applicants**

It is useful at this point to compare applicants who are seeking to enter Federation work for the first time with professionals already in the field on a number of the measures that have just been discussed. The overall conclusion derived in the study is that the applicant pool is generally consistent with the profile of professionals already in the field. Although the applicants are on the average a little younger than those already employed, the difference is small—38 years old compared with 42. The applicant pool is clearly not dominated by beginners; they are on the average a mature group, with substantial work experience, who are seeking a career shift into Federation work. The great majority have family responsibilities. The ratio of men to women is roughly the same as among those

already employed—three to one.

The data collected on applicants indicate that most applicants who are now employed are working in Jewish organizations, which is consistent with the career route traveled by employed professionals into the Federation field. Approximately one-fourth of the applicants are already in executive or sub-executive positions in related Jewish organizations. Most others have specific backgrounds that are relevant to one or another aspect of Federation work, such as campaigning, program development, or business administration. These findings suggest that the present pool of applicants may have adequate background in the general knowledge and skills needed for Federation work and would need further preparation mostly in the specifics of the federation setting and its responsibilities.

#### **Attitudes**

There is a general picture of high levels of job satisfaction among Federation professionals; almost all feel their work to be important and challenging. Professionals feel that lay leaders value their work and respect their profession although many tend to think that the lay leadership have unrealistic expectations about what their jobs entail and what are achievable objectives.

The responses are not quite so uniform in regard to salaries and fringe benefits, although large majorities of executives, assistant executives, community relations professionals, and public relations personnel express satisfaction in this area as well. Half or more of respondents in all groups except fiscal and management personnel also express satisfaction with the social relationships surrounding their jobs. Only the long hours of work are a clearly negative element.

Professionals were asked to compare salaries in the Federation field with salaries in other fields for work demanding a similar level of qualification. Three-fourths of the executives gave the opinion that Federation personnel are paid at least as well as others and over half believe that Federation salary levels are higher.

Considerable variation was also found in response to questions concerning advancement. For most assistant executives, clearly, advancement is not likely within the same Federation but requires moving. For most other professional sub-groups, responses were about equally divided between those who see opportunities for advancement within their present Federations and those who do not, except for community relations and fiscal and management personnel, who are apparently more sanguine about their opportunities.

Besides job stability and job satisfaction, the field is also characterized by a sense of relative job security. Large majorities in all categories of personnel believe that they could find another job easily if they were to leave their present positions. For the most part, they also believe that there is no shortage of jobs in the field.

Professionals were asked whether they thought it likely that they might lose their positions involuntarily within the next few years. The background for this question was the general perception of many people in the field that there has been an increase in recent years of dismissals of professional staff. Most responses to this question were in the negative. However, the minority responses may be significant. In the view of the general levels of job satisfaction expressed, it is somewhat surprising that 28 percent of the executives should indicate some likelihood of losing their positions. That is a higher proportion than was evident in any of the other job categories. It may point to a growing sense of insecurity among executives, particularly in the smaller communities, as a reaction to recent events.

#### **Opinions of Lay Leadership**

A general question was asked of lay leaders as to "how well executives and other professionals now in the Federation field are able to meet the requirements of Federation work today." The responses are subject to varying interpretations. A clear majority of lay leaders expressed the opinion that profes-

sionals are at least "reasonably well" prepared for their responsibilities. A smaller number find executives "very well" prepared. Most obvious is the distinction that the lay leaders make between executives and staff, indicating more concern about the quality of professionals in the lower staff positions. While 69 percent of all respondents consider executives at least "reasonably well prepared" for their responsibilities, that proportion drops to 52 percent in regard to Federation staff. (Table 8)

Table 9 reports the opinions of lay leaders as to the qualifications that they consider most important in a Federation executive. It is clear from this table that the ability to motivate lay leadership is perceived by virtually all lay leaders as very important, and that Jewish commitment and community organization skills are put in the same category almost as universally. Since most of the suggested attributes are considered important by most respondents, the differences noted are matters of emphasis only. Thus, for example, financial management skill is considered important by 86 percent of the total group, but only 27 percent consider it "very important" in comparison with other attributes. In a subsequent question in which respondents were asked to give their first three choices among all these attributes, the same three qualifications—ability to motivate lay leadership, Jewish commitment, and community organization skills (in that order) were those chosen by most of the lay leaders. There were no substantial differences in these priority ratings among lay leaders from cities of different Jewish population sizes.

The lay leaders were asked their opinions as to what kind of educational background they consider to be most useful for Federation work. Their views indicate that there is no single educational track which is considered overwhelmingly as being essential. Over a third consider a professional social work degree to be essential but an almost equal proportion hold the same view of a specific educational background in Jewish communal service, while another 22 percent consider

Jewish studies (not specifically Jewish communal service) to be essential. It would appear from these responses that this group of lay leaders put somewhat more weight on specifically Jewish preparation for Federation work than on generic social work education, although many undoubtedly would want to combine both. There is also considerable support for educational background in administration as "desirable," if not "essential."

Like the professionals, our data show that these lay leaders consider Jewish Federation work to be a rewarding and satisfying field, particularly in regard to intellectual challenge, ability to influence decisions, and satisfying social and personal relationships. Almost all believe that the field pays at least as well as others requiring equivalent qualifications, but 57 percent are nevertheless of the opinion that higher salary levels would help to attract more highly qualified people.

#### Summary of CJF Recommendations

The major recommendation resulting from the research and adopted by the CJF Personnel Committee and Task Force was that the CJF should provide a comprehensive Personnel Development Program which would include the following components:

- A concerted, ongoing recruitment effort and continuation and expansion, as needs may dictate, of the Federation Executive Recruitment and Educational Program (FEREP) as the primary track for preparing young professionals for entry level positions.
- Development of an Alternative Track Program to recruit mature, experienced individuals from related professions and businesses who would assume executive positions in Federations after a one-year period of intensive training. This program calls for the establishment of a number of training sites around the country and for financial participation by the community hiring the recruit as well as special funding through the CJF.
- Development of a "Training Center Without Walls" offering a full range of con-

tinuing education programs, institutes and seminars related to upgrading professional knowledge and skills. These continuing education programs would focus on skill development for staff currently employed by Federations and education aimed at providing a basis for promotion to executive positions. There would also be special orientation programs for new Federation staff and new executives.

- Provision of consultation to Federations for development of local in-service training programs.
- Continuation of consultation services to individual professionals related to career counseling and career development.
- CJF, through its general and specialized staff, should continue to refine and expand its services to Federations relating to recruitment, referral, placement, consultation, on personnel practices, and standards for personnel practice. The CJF Personnel Services Department should be provided the manpower and fiscal resources to implement the recommendations of the study.

### **Discussion**

It will be obvious from this summary that the study did not produce any major surprises. The findings did not vary in any significant way from the impressions of knowledgeable people in the field, although it did yield some detailed information which helped to make those impressions more specific and precise. Given the way that the study was organized and the limitations by which it was governed, there was indeed no reason to expect that it would yield any surprises. It was very much an internal study and thus governed by the orientations and structure of the Federation field as it now exists.

Two basic constraints should be kept clearly in mind. A basic decision was made to limit the study of the Federation field and not to try to cover the broader field of Jewish communal service. As noted earlier, the study grew out of the CJF Review process and was designed to guide the CJF in carrying out its responsibilities in the area of personnel which are of course tied to the functions of its own constituency. The other major limitation was

that the study was descriptive rather than evaluative. The survey staff has no independent way of determining the quality of professional performance or the relationship of different kinds of educational backgrounds to quality. It is not clear that there exists anywhere a good way of measuring quality, but certainly that was altogether beyond the scope of this study. What the study could and did deal with were perceptions, attitudes, and opinions held by both professionals and lay leaders now involved in the work of Jewish Federations.

It was possible, theoretically, within these limitations, that the study could have revealed contradictions and disparities between the perceptions and opinions of the committee and the broader sampling of people in the field who were reached by the surveys. But that turned out not to be the case. The Committee's thinking and its recommendations do seem consistent with the prevalent views we were able to tap. If the Committee's thinking was biased, it reflects a bias that is widespread in the field. What we have, then, essentially, is the insider's view of the field.

That limitation must be kept in mind in considering both the findings and the recommendations in regard to a number of key issues such as recruitment, professional education, and continuing education or in-service training.

### **Recruitment**

Although the study, as stated, was not designed in any way to evaluate the quality of personnel now serving Jewish Federations, it is undeniable that questions about quality were in the background and in the minds of those involved in the project. In the early phase of the CJF review the consultants who visited communities reported that this was a matter of great concern. In a few cities, Federation executives were fired. While people debated how typical or extensive these incidents were, they got wide publicity and set off some shock-waves in professional circles. There seemed to be a general impression that quality of professional performance was not up to the



complex and difficult requirements of Federation work in the current period.

Our study has little to offer on this subject, except to say that we did *not* find evidence of a groundswell of dissatisfaction. On the contrary, the professionals seemed both satisfied and secure in their positions and lay leaders considered the professionals at least reasonably well prepared for their jobs. However, not too much should be made of these data. They are based on responses to a mail questionnaire which provided no opportunity for probing and discussion. In the occasional, more systematic personal interviews and conversations that we had during the study, we found a greater sense of unease than was reflected in these flat responses. It would be better in this matter to err on the side of a critical view rather than on the side of complacency.

Whatever the merits may be on the issue of quality, there seems no doubt that the pool of personnel from whom Federations draw for their positions is too narrow quantitatively. As we know from college admissions, there is a direct relationship between quality and the size of the applicant pool. The larger the pool, the more selective one can be in choosing people. Recruiting for Federation work is limited today to a very great extent to the field or fields of Jewish communal service. This has been largely by design. Through the Conference of Jewish Communal Service and other channels, deliberate efforts have been made to develop the concept of a Jewish civil service—of a professional career line without the orbit of Jewish organizations. Part of this approach has been the stress on Jewish commitment as an indispensable element in all aspects of Jewish communal work.\*\*

\*\* It may be worth repeating that to a very large extent turnover in positions is within the Federation field and related Jewish organizations, rather than through people entering and leaving the field. Another way of putting this point is that most professionals entering Federation work are likely to stay in the Jewish community for the bulk of their adult careers. This makes recruitment policy all the more important.

Without arguing the merits of this approach, it is important to recognize that it has some costs and possibly unanticipated consequences. It means that the professional quality of the field is a function increasingly of the quality of the personnel who find their entry positions in Jewish organizations. This raises the question as to whether such entry positions are sufficient in quantity and quality to attract a high calibre of young professionals.

To think about this more concretely, it is well to recall the experience of the 1960's when numbers of talented young people were attracted to the human service professions because of concerns with social injustice. Some of them were Jews and many may have had strong Jewish commitments. They chose nevertheless to begin their careers in the public sector rather than in the Jewish field. Under the present conditions of recruitment and placement, such people, although potentially suitable for important professional positions in Jewish Federations, would be unlikely to come into view as possible candidates.

In order to increase the pool and thereby to make possible a strengthening of quality in professional personnel, it is essential that recruitment be expanded to include not only the entry-level positions but the more advanced positions in Federations. The committee's recommendation for recruiting experienced people from other fields and providing them with a one-year training experience is an attempt to meet that objective.

Recruitment efforts should give special attention to women. It is clear from the research findings that women are under-represented in many Federation positions. Experience in other fields has indicated that women comprise an important potential resource for leadership. The fact that women are now entering Federation work through a special recruitment program provides the Federations with an opportunity to help guide their careers toward maximum utilization of their potential.

### Professional Education

The Task Force asserted as a basic premise "that graduate education in Social Work Community Organization, or its equivalent, combined with Jewish studies is the optimum and desirable education base for entry-level professional positions in the Federation field." Note that this was a premise, not a research finding. Is there anything in the findings to contradict that premise? The answer is no. But that says very little, since the findings are limited to opinions of people in the field who conform with the model adopted by the Task Force. So the argument is really a circular one. There is no real way of testing the premise, since there is not a wide variety of backgrounds represented in the field.

While research cannot test the premise, there is certainly room for argument about it on the basis of judgments as to the needs of Federation not only today but in the future. We have heard a great deal, for example, about the fact that Federations handle very large sums of money, and sometimes rather large scale operations, at least as far as the campaign is concerned, and that its professionals therefore need "management" or "business" skills. It is not always clear in these discussions just what this means, since management skills cover everything from personnel to organization and planning to fiscal control to information systems. It is also being emphasized that Federation professionals today must be very sophisticated in regard to grantsmanship, especially in relation to Government funding. Less often does one hear that there is a need for research skills or skills in policy analysis, but a case could be made for those as well.

The model that dominates the field today and that is reinforced powerfully in the recommendations of the Task Force is the classic community organization model that developed in the social work profession and to which the Jewish field has added the component of Jewish ideological commitment. This model stresses the generic skills of the

enabler who is able to motivate lay leadership, build structures and leadership for problem solving and development, geared toward the goals of increasing the resources of as well as participation in Jewish communal endeavors. For the present, this is probably a reasonable model. However, the complexities and contradictions of Jewish life in America in the last fifth of the 20th Century and the complexities and contradictions of Federation responsibilities suggest that no one model can be relied upon to meet the challenges of the future. Recognizing this, the committee was ready to concede "that persons who have achieved professional status in related fields can, with specialized education and supervised practice, acquire the knowledge, skills and values required for service in the Federation field." While this opens the door to some interesting innovation, it does not deal with a whole set of issues that merit further investigation and debate—like what kind of Jewish background toward what end . . . or what should be the balance between generic background in community organization and specialized skills of various kinds?

### Continuing Education

There was widespread support for a systematic approach to in-service training among both professionals and lay leaders. The CJF has a clear mandate from the study to build a broad program in this area that will meet many different stages in their career development. Hopefully, the support for such a program that was expressed in the study will be backed by the financial resources to make it possible.

We would like to suggest, however, that the concept of in-service training should be deepened to encompass what might better be called career development. We have stressed that the field is a small one and that those who enter it are more than likely to remain. It follows from these two findings that it is both desirable and feasible to undertake a very individualized program of placement, training, and upgrading for those who make their

careers within Jewish communal service. Even if the gates should open somewhat more widely than at present to those from other fields, we can continue to expect that a large proportion of Jewish communal workers will have life-time careers in Jewish communal service. There is need for a closer articulation of personnel development work between the Federations and the Jewish agencies from which they draw most of their personnel. Part of such a program should include opportunities for specialized training of various kinds at different points along the road.

We end up, then, with the need to move in two directions simultaneously. The first is to strengthen and intensify the quality of personnel work (placement, career development, and training) for those who are now in the field or who are reached by its current recruitment efforts. The other is to open up the present system to a greater influx of high quality professionals from business, govern-

ment, academic life or other fields. These should be people who have the interest and desire to serve the Jewish community although they have not been within the Jewish communal orbit. They should be sought out for the new skills and viewpoints that they might bring to the Jewish communal services that need so much to find their way in a rapidly changing social and communal environment. Such transfers should be facilitated at all levels of Jewish communal service but particularly at points beyond the entry level.

The two trends may seem to be moving in opposite directions. We think that there is no contradiction but that they are two complementary prongs of a common thrust. But even if they are contradictory, we are tempted to say "So what else is new?" They merely mirror the contradictions of the field we serve and of the community life in which that field is embedded.

Table 1: Numbers of Professional Staff

	Jewish Population Group			
	I 40,000 and over	II 15,000- 40,000	III 5,000- 15,000	IV Under 5,000
<b>Executives</b>				
Full-time Occupied	17*	32	27	29
Part-time Occupied	0	1	2	17
Vacancies	<u>0</u>	<u>0</u>	<u>1</u>	<u>1</u>
Total Executives	17	33	30	47
<b>Other Staff</b>				
Full-time Occupied	513	121	42	11
Part-time Occupied	22	17	12	10
Vacancies	<u>7</u>	<u>14</u>	<u>4</u>	<u>0</u>
Total Other Staff	542	152	58	21
Total —All Staff	559	185	88	68
Total Staff—All Communities	900			

\*Includes 2 executives in New York City

**Table 2: Average Number of Professionals by Selected Years\***

Year	Jewish Population Group			
	I**	II	III	IV
1965				
Full Time	15.6	1.6	1.2	0.6
Part Time	0.6	0.4	0.2	0.4
1969				
Full Time	16.5	1.8	1.4	0.7
Part Time	0.4	0.5	0.2	0.4
1971				
Full Time	18.3	2.1	1.7	0.7
Part Time	0.3	0.5	0.2	0.4
1975				
Full Time	19.1	3.9	2.3	0.9
Part Time	0.9	0.7	0.4	0.5
Current				
Full Time	20.8	4.9	2.3	0.9
Part Time	1.2	0.5	0.5	0.6

\*Includes executives

\*\*Excludes New York and Los Angeles

**Table 3: Jewish Population\***

	Large (14 cities)**	Large Intermediate (28 cities)	Small Intermediate (26 cities)
Total Raised—1976	\$193,654,200	\$68,931,000	\$34,234,500
Total Full-Time Staff	282	142	61
Total Raised Per Staff Member	\$686,716	\$485,430	\$561,221
Total Population	1,902,000	812,500	236,800
Total Raised Per Capita	\$102	\$85	\$145
<b>No. of Staff Per 10,000 Population</b>			
All Cities	1.48	1.75	2.58
Cities in Top Half on Amount Raised Per Capita	1.88	2.40	3.18
Cities in Bottom Half on Amount Raised Per Capita	1.29	1.36	2.05

\*Cities under 5,000 are excluded from this analysis because almost all of them have no more than one full-time staff.

\*\*Excluding New York and Los Angeles.

**Table 4: Percent of Federation Professionals with Different Types of Graduate Education\***

	<b>Total</b>	<b>Male</b>	<b>Female</b>
Professional Social Work (M.S.W.)	37	37	19
Arts and Sciences	17	16	20
Business Management and Accounting	8	9	5
Jewish Communal Service	4	4	5
Other Jewish Studies	3	2	3
Law	2	3	
Education	2	2	2
Rabbinate	2	2	
No Graduate Education	29	25	46
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

\*Based on replies from 380 respondents to the individual questionnaire who were occupying full-time positions in Federations.

**Table 5: Jewish Background of Federation Professional\***

	<b>Percent</b>		
	<b>Total</b>	<b>Male</b>	<b>Female</b>
Percent Jewish	97	97	97
<b>Religious Identification</b>			
Reform	30	29	34
Conservative	45	44	48
Orthodox	8	10	2
Secular	10	9	12
Other	7	8	4
<b>Synagogue Affiliation</b>			
Reform	22	22	22
Conservative	38	39	35
Orthodox	12	14	4
Other	2	2	1
None	26	23	38
<b>Language Fluency</b>			
Fluent in Hebrew	24	25	20
Fluent in Yiddish	57	56	62
<b>Jewish Education</b>			
Sunday School	21	17	35
Afternoon School	57	62	38
All Day School	9	10	7
None Indicated	13	11	20

\*Based on replies from 380 respondents to the individual questionnaire who were occupying full-time positions in Federations.

**Table 6: Jewish Communal Background\***

	Percent		
	Total	Male	Female
Family member works professionally in			
Jewish organization	<u>35</u>	<u>38</u>	<u>25</u>
Spouse	14	16	8
Mother	8	8	7
Father	6	7	5
Other	7	7	5
Family active or very active in voluntary Jewish activities	40	38	45
Repondent formerly active or very active as volunteer in Jewish community	52	52	51

\*Based on replies from 380 respondents to the individual questionnaire who were occupying full-time positions in Federations.

**Table 7: Females in Occupied Full-Time Positions (including Executives)**

Population Group	Total Occupied Full-Time Positions	Females	
		No.	Percent
I	530	167	32
II	153	31	20
III	69	13	19
IV	<u>40</u>	<u>12</u>	<u>30</u>
Total	792	223	28

**Table 8: Opinions of Lay Leaders on Preparation of Professionals to Meet Requirements of Federation Work\***

	Percent of Lay Leaders Responding:	
	in Regard to Executives	in Regard to Staff
Very well prepared	24	5
Reasonably well prepared	45	47
Just adequate	15	30
Not well enough prepared	10	11
No opinion	<u>6</u>	<u>7</u>
	100	100

\*Based on 189 completed questionnaires

**Table 9: Opinions of Lay Leaders on Importance of Qualifications  
for Federation Executive Position\***

<b>Qualification</b>	<b>Percent of Lay Leaders Rating Qualification:</b>		
	<b>Very Important</b>	<b>Important</b>	<b>Not So Important</b>
<b>Jewish Qualifications</b>			
Jewish Commitment	82	17	1
Knowledge of Jewish Community	50	47	3
<b>General Professional Skills</b>			
Community Organization	78	20	2
Ability to Motivate Lay Leadership	89	9	2
Ability to Run Efficient Office	42	53	5
Knowledge of Social Welfare	24	58	18
Fund-Raising Skill	50	42	8
Financial Management	27	59	14
Ability to Manage Staff	67	31	2
Creativity in Program Design	27	56	17
Public Speaking Ability	14	59	27
<b>Personal Attributes</b>			
Outgoing Personality	42	51	7
Ability to Compromise	37	55	8
Assertiveness	31	60	9
Inspirational Qualities	30	49	21
Ability to Moderate Conflicts	32	56	12

\*Based on 189 completed questionnaires