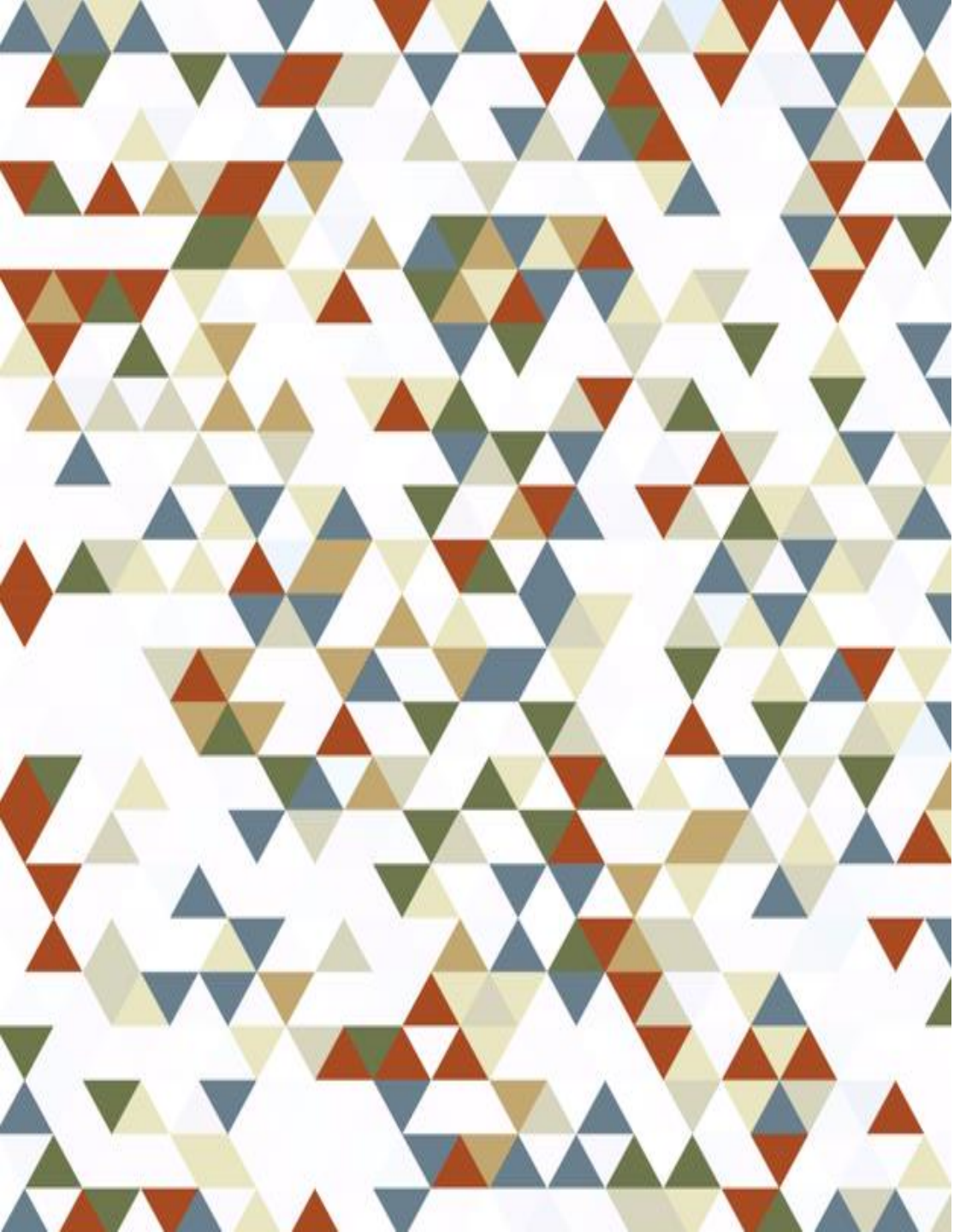




BOY SCOUTS OF AMERICA

# Diversity & Inclusion Strategic Plan

2019-2020



# Guiding Principles

## BSA MISSION STATEMENT

The mission of the Boy Scouts of America is to prepare young people to make ethical and moral choices over their lifetime by instilling in them the values of the Scout Oath and Law.

## BSA DIVERSITY & INCLUSION VISION

To partner with all families and communities in raising young people of high moral character, developing their leadership skills and preparing them to serve and thrive in a world of increasing complexity and challenge.

## GOALS

- Increase growth and representation amongst stakeholders to reflect the communities we serve.
- Foster an inclusive positive culture and enhance cultural understanding and acceptance.
- Expand partnership opportunities and build alliances.
- Operationalize BSA's Diversity & Inclusion (D&I) plan throughout the organization.



# BSA's DIVERSITY & INCLUSION STAKEHOLDERS



**Employees**



**Scouts**



**Unit serving volunteers**

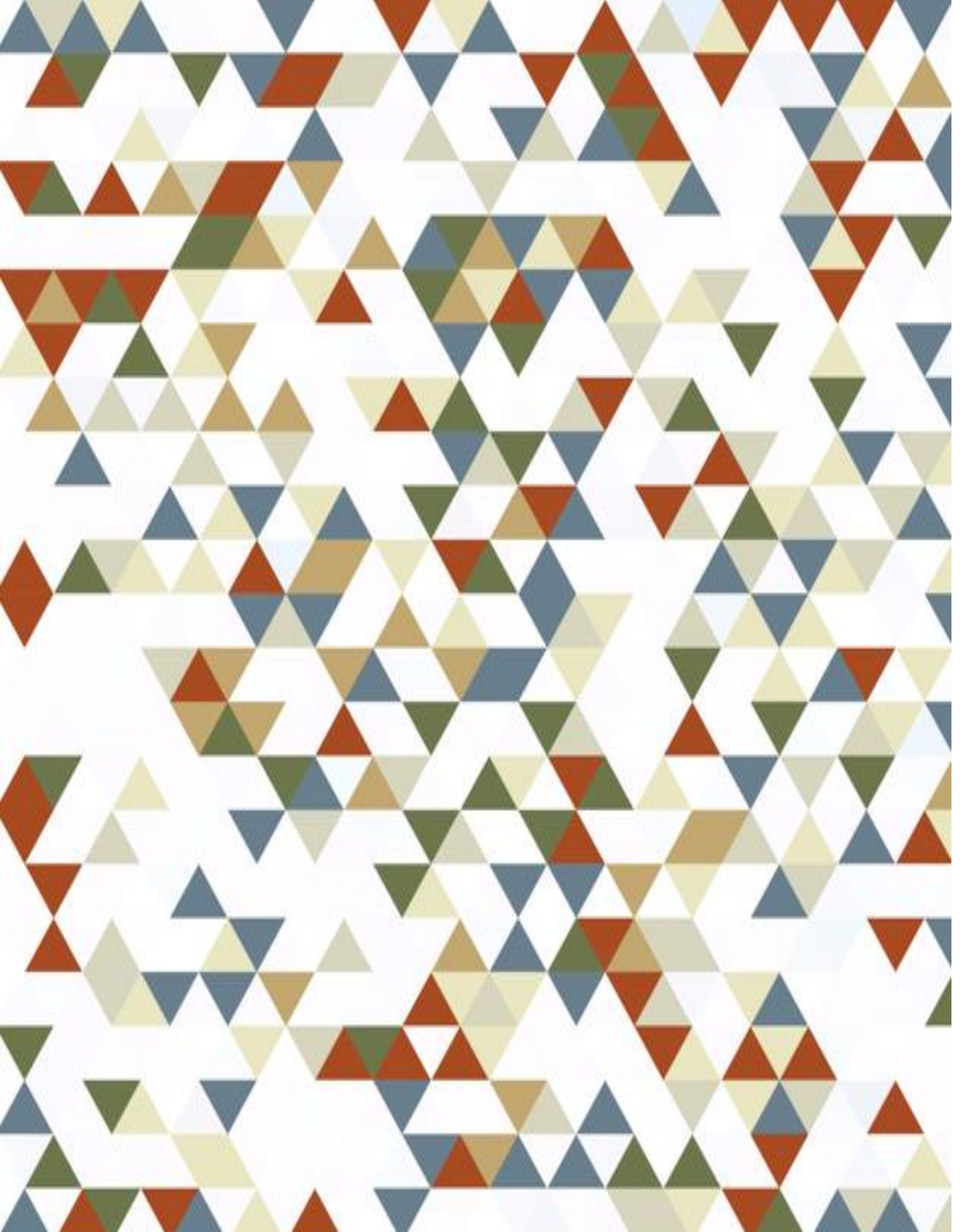


**Board**



**Partnerships**





How do we get there?



## GOALS

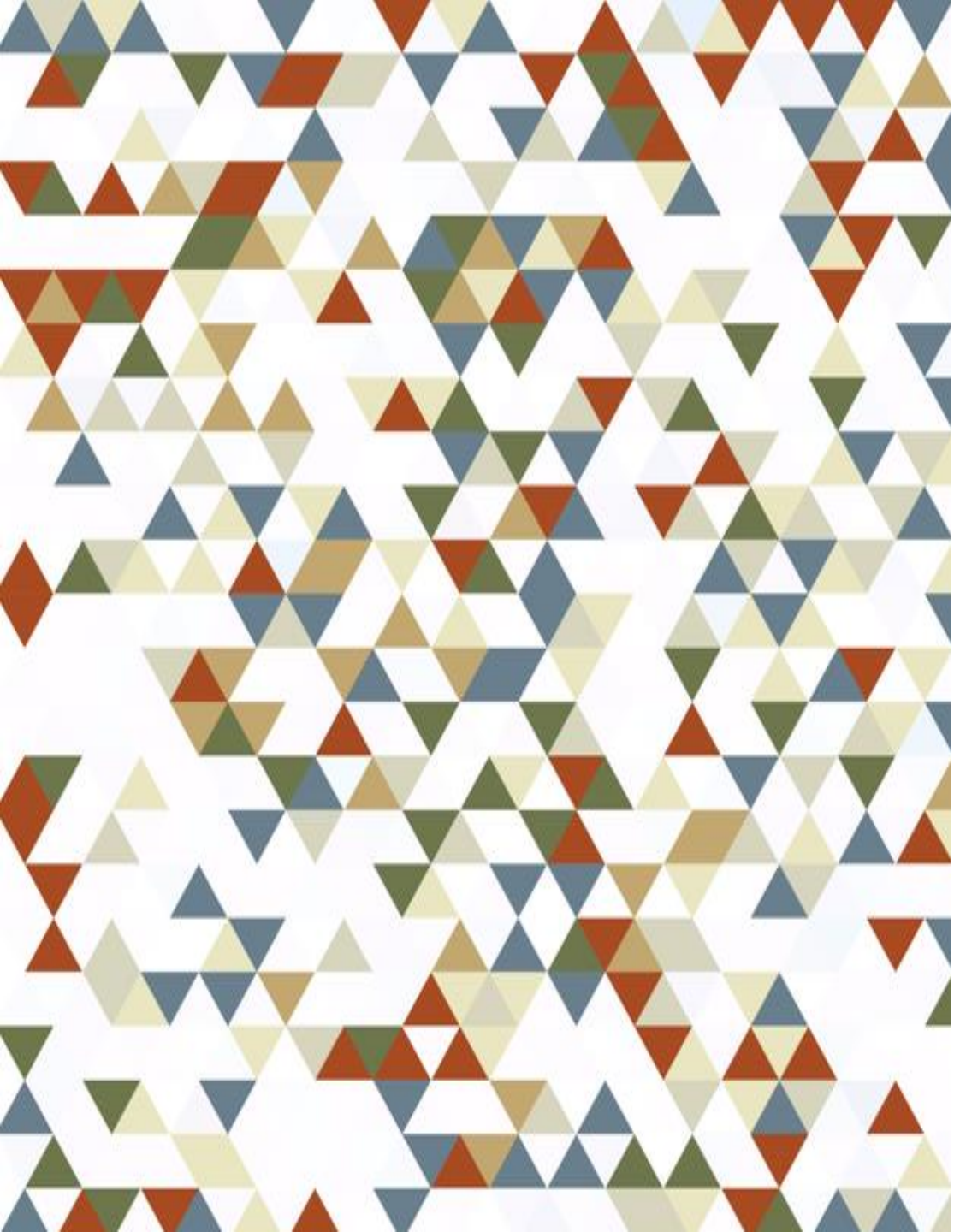
## OBJECTIVES

## STRATEGIES

## TACTICS

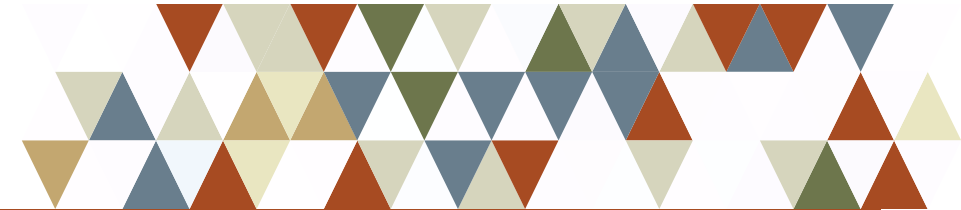
- Increase the diversity of all Scouting stakeholders.
- Create a culture that welcomes and respects diverse perspectives.
- Provide opportunity for workforce to excel and drive growth.
- Grow ethnic and gender workforce diversity by 3%.
- Grow ethnic membership diversity by 2% (based on the demographic profile of the designated market area).
- Increase engagement score of national and local council employees by 2%.
- Maintain or exceed diversity makeup of the national and local executive board over the previous year (national board is currently at 26%).
- Build alliances with three or more multicultural partners, along with government, community and corporate entities.
- Target recruiting of qualified professionals who are diverse.
- Provide development and advancement opportunities that increase job satisfaction and promote retention.
- Create multi-channel marketing efforts to attract youth membership from multicultural and all socio-economic backgrounds.
- Generate awareness and increase cultural competency.\*
- Identify and expand multicultural networks.
- Align D&I operational practices.
- Create leadership accountability and commitment to the D&I vision.
- Administer targeted workforce recruiting campaigns via college recruiting events, community associations, social media networks and specific organizations.
- Conduct qualitative and quantitative research to assess the needs and appeal of multicultural audience in order to create culturally relevant, marketing and recruitment materials.
- Create training modules that increase awareness of D&I topics such as Unconscious Bias and Cultural Sensitivity.
- Form Workforce Resource Groups in order to provide a platform for networking, development, and growth.
- Educate leaders by sharing D&I best practices through development programs like Leader Advantage.
- Build alliances with ethnic charter partners, community partners, trade associations partners, and corporate partners by hosting events, conducting service projects, and thought leadership initiatives.
- Integrate D&I mission into all functional and operational areas by seeking leadership commitment and detailed plans of action.

*\*Cultural competency refers to the ability to interact effectively with people of different cultures. Cultural competence is comprised of four components: Awareness, Attitude, Knowledge and Cross-cultural skills.*



# Key Strategies

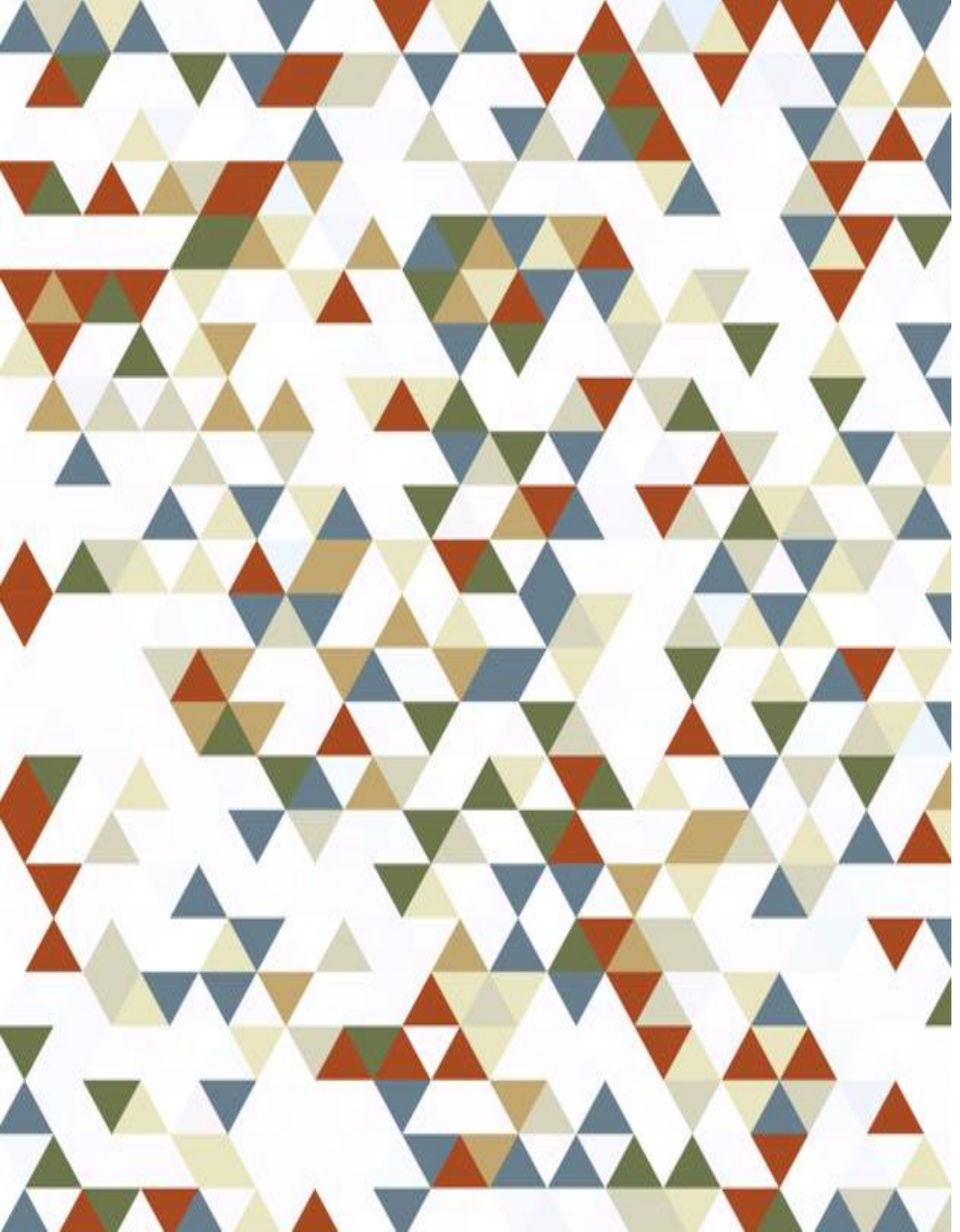
# KEY STRATEGIES WITH TIMELINE



| 2019           |  |  |   |  |
|----------------|--|--|---|--|
|                | Q1   | Q2   | Q3  | Q4   |
| Key Strategies | <b>Drive workforce recruitment, development, advancement and retention efforts</b><br>Formalize Hispanic WRG<br>Identify external benchmarks for workforce stats | Announce criteria for 2020 Chairman's Diversity Award<br>Create a cohort group of 2019 D&I Leadership Conference participants  | Create a dashboard to monitor National Council workforce stats<br>Host D&I Leadership Conference at Top Hands   | Create a dashboard to monitor local council workforce stats<br>Provide continuous learning and mentoring opportunities to D&I Leadership Conference participants                                 |
|                | <b>Refine/ Create marketing and research efforts to drive multicultural membership growth</b><br>Create an inventory of bilingual assets and identify gaps       | Fine tune marketing/communication strategy to emphasize "Inclusion"<br>Conduct primary & secondary research to identify cultural nuances of ethnic and sub-ethnic groups to create recruiting strategies | Promote D&I at World Scout Jamboree through marketing & communication efforts<br>Create materials to educate the Field staff about cultural differences of ethnic & sub-ethnic groups | Include D&I indicators in Voice of the Scout survey<br>Collaborate with Membership Growth Coaches to develop effective recruitment and retention strategies for multicultural families and youth |
|                | <b>Generate D&amp;I awareness and increase cultural competency</b><br>Strategize and prioritize D&I workforce training   | Offer D&I leadership training to senior executives   | Equip Leader Advantage participants with D&I best practices   | Launch Phase 1 of the D&I workforce training   |
|                | <b>Identify and expand national and local multicultural networks</b><br>Identify partnership and presentation opportunities at D&I conference                    | Promote thought leadership at D&I conference and network with other D&I focused organizations  | Build alliances with corporations, charter partners, trade associations and community organizations to promote Scouting and drive growth  |  |
|                | <b>Align D&amp;I operational practices</b><br>Finalize D&I strategic plan & seek approval from the Executive Board<br>Release 2018 Annual D&I Report             | Offer tactical steps to create an Inclusive culture at the National Annual Meeting   | Educate professionals about the importance of Inclusion for organizational success at Top Hands<br>Refine key strategies for 2019 and create a detailed task timeline                 | Present key updates and progress to key leadership<br>Seek approval and alignment on 2019 priorities/ task & timeline  |
|                |  | <b>Create leadership accountability &amp; commitment</b><br>Launch D&I Leadership Council (DILC)   | Finalize PDS goals of DILC members<br>Conduct Q2 quarterly meeting with DILC members  | Conduct Q3 quarterly meeting with DILC members   |

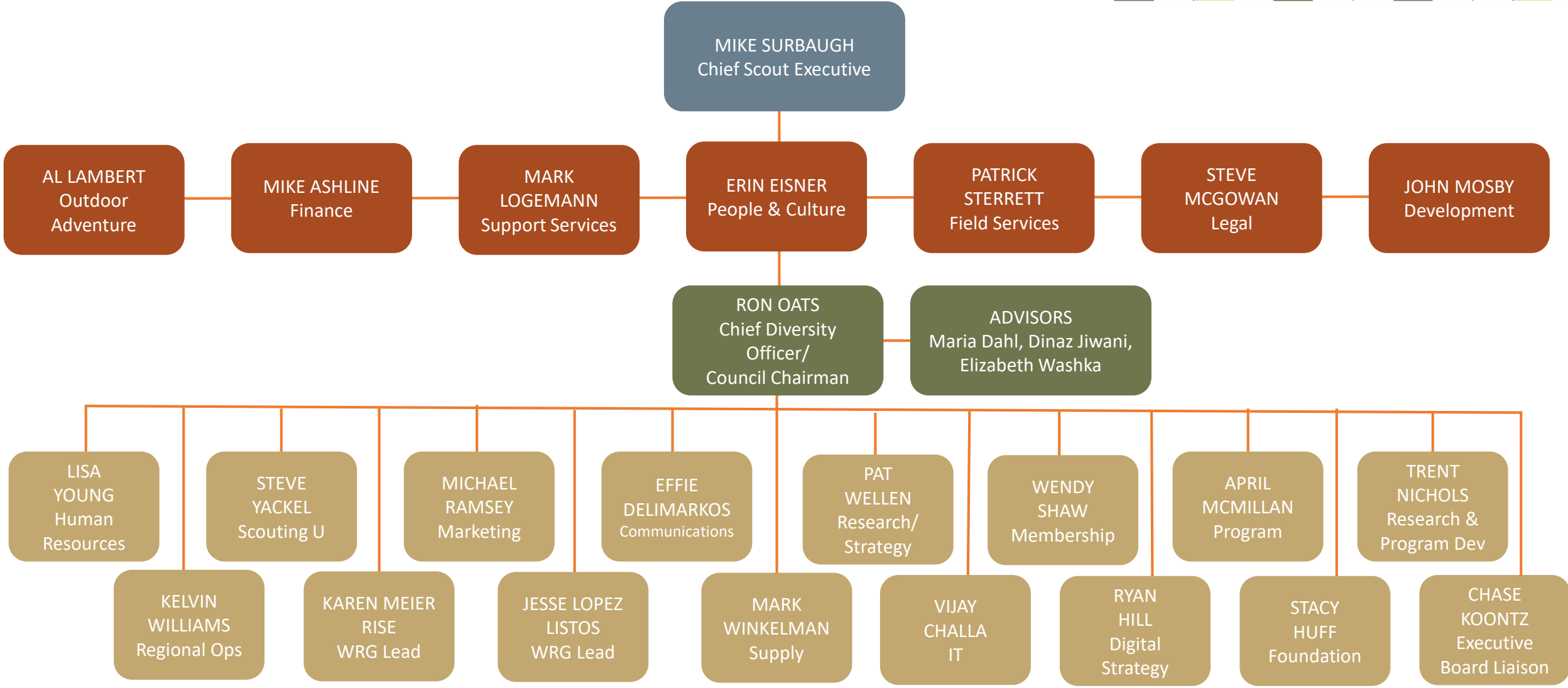
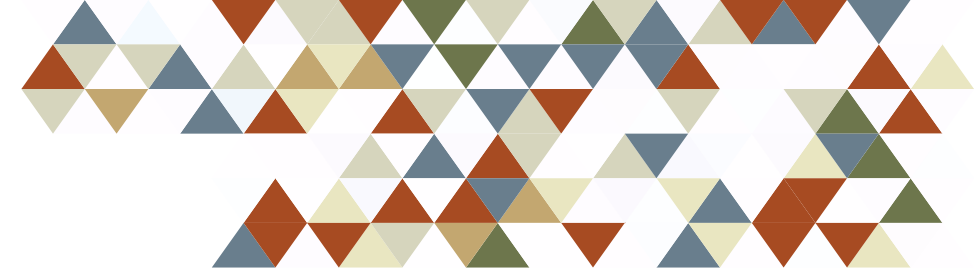
\*2020 timeline will be drafted in Q4 2019



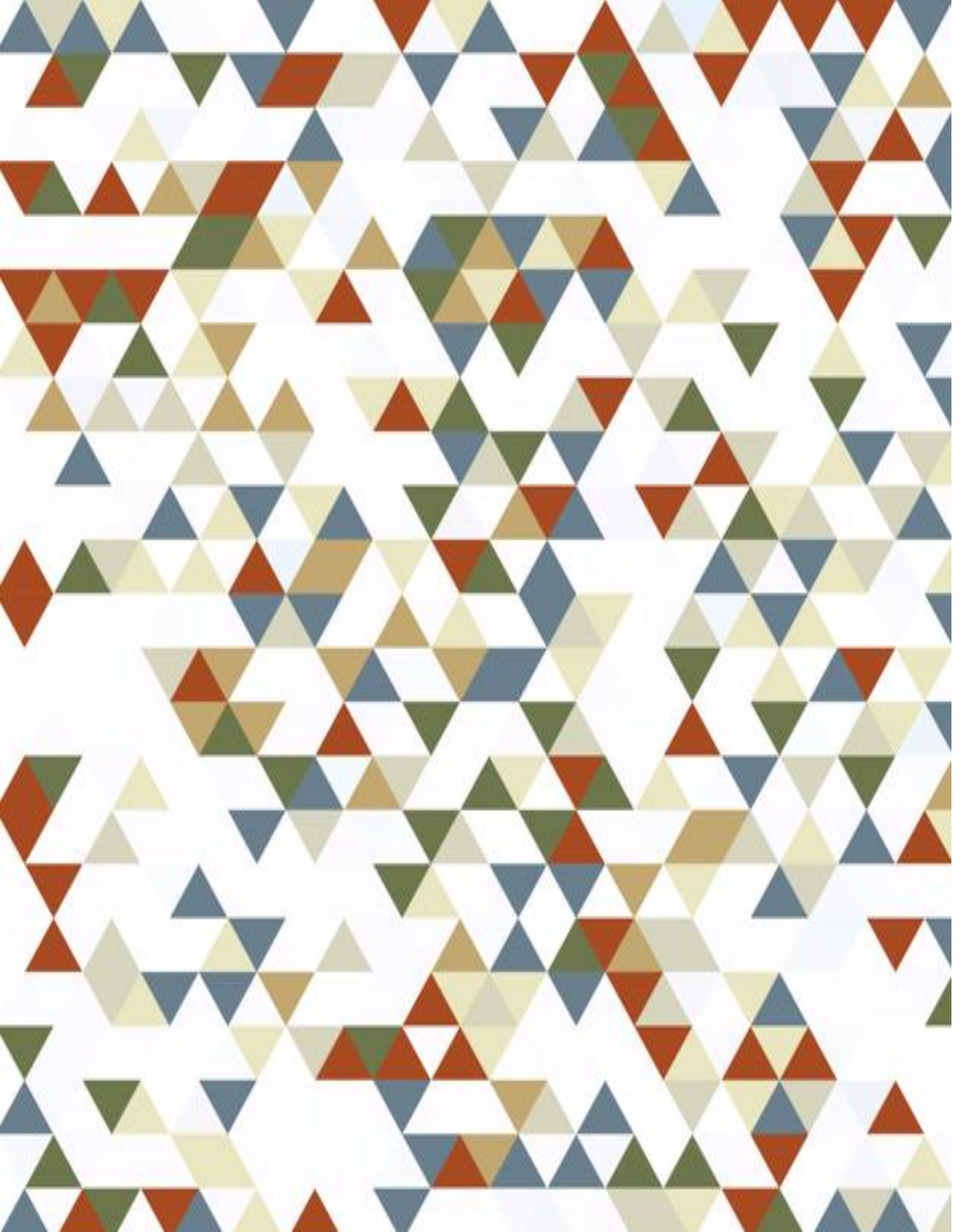


# Diversity & Inclusion Leadership Council

# D&I LEADERSHIP COUNCIL



\*Need to identify representative for Outdoor Adventures.



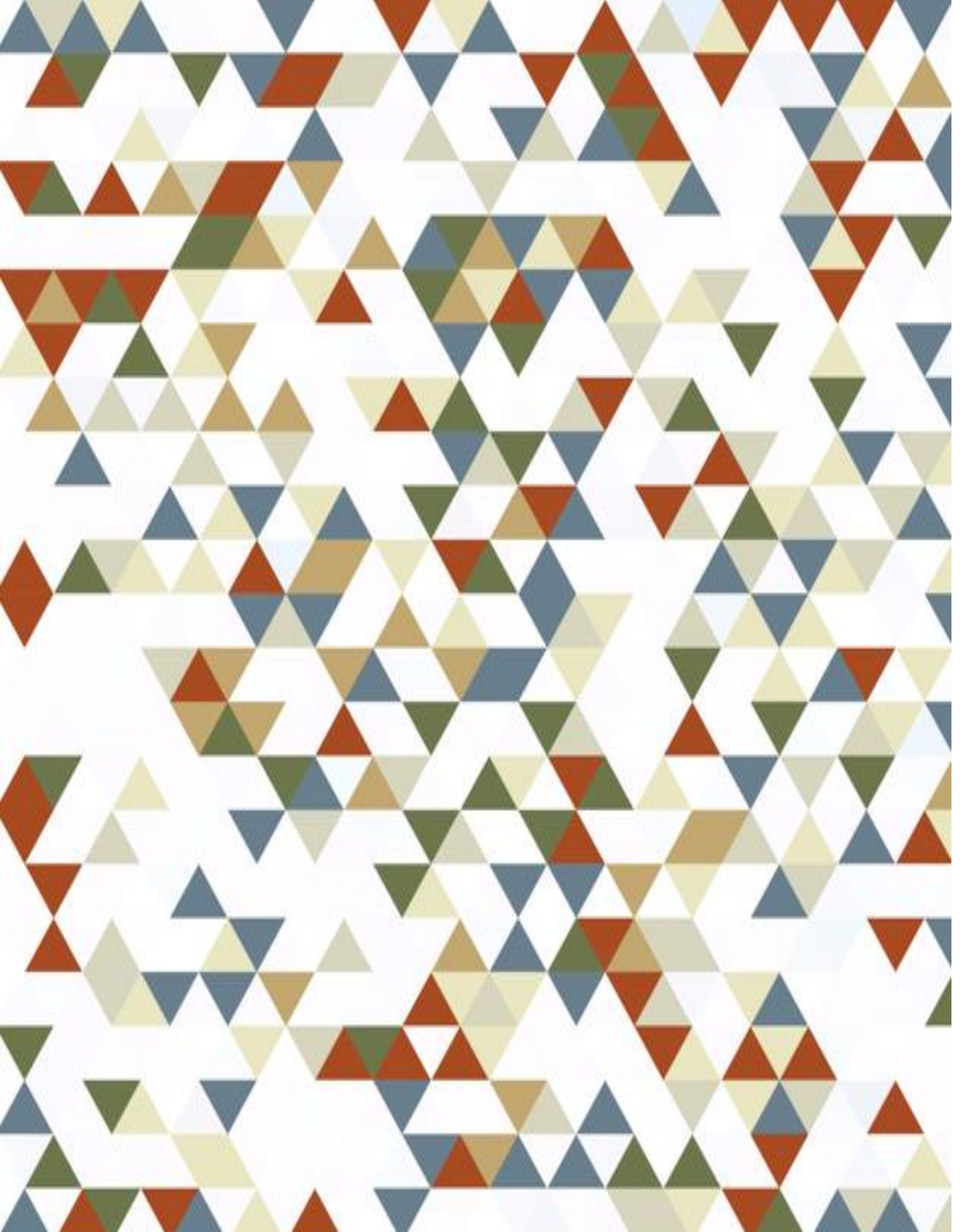
# Tactics & Accountability

# LEADERSHIP TACTICS & ACCOUNTABILITY



In addition to operationalizing the below tasks, every leader will create and present a plan to the Chief Diversity Officer that outlines steps to integrate Diversity & Inclusion into their functional area. This plan will become a part of each leaders individual annual evaluation.

| HUMAN RESOURCES   | SCOUTING U                      | MARKETING & COMMS   | RESEARCH & STRATEGY  | MEMBERSHIP   | PROGRAM   | REGIONAL OPS  | WORKFORCE RESOURCE GROUPS                               | SUPPLY  | IT/DIGITAL   | FOUNDATION                           | OUTDOOR ADVENTURES  |
|---|---------------------------------|---|--|--|---|---|---|---|--|--------------------------------------|---|
| Drive diverse workforce recruitment & retention                                   | Co-develop & design training    | Develop annual Marketing & Communications plan                              | Monitor D&I trends through Employee Engagement & Voice of the Scout                    | Identify tools and techniques required to build cultural competency & drive growth of multicultural youth membership | Review curriculum to ensure multi-cultural representation | Recognize and promote diverse talent                              | Celebrate diversity                                     | Ensure merchandise is customized for diverse groups | Re-tool and maintain digital properties that facilitates diversity, marketing & PR efforts | Expand multi-cultural donor outreach | Tailor activities to cater to the interest of diverse youth |
| Implement relevant D&I trainings among workforce                                  | Track & monitor training intake | Develop targeted marketing content for digital & traditional media channels | Direct research initiative to identify cultural nuances of different sub-ethnic groups | Expand National Partnerships opportunities in underrepresented communities   |   | Help administer campaigns & initiatives at a local level          | Offer platform to recognize & promote diverse workforce |   |  |                                      |   |
| Monitor & report workforce stats  |                                 | Create workforce MarCom engagement strategy for different WRG's             | Monitor progress of diverse workforce talent   |  |   | Implement the dashboard to monitor local council workforce stats. | Assist to resolve business issue as needed              |   |  |                                      |   |
| Review & customize policies to foster an inclusive, safe, and progressive culture |                                 |   |  |  |   |   | Mentor workforce  |   |  |                                      |   |
| Recognize & promote diverse talent  |                                 |   |  |  |   |   |   |   |  |                                      |   |

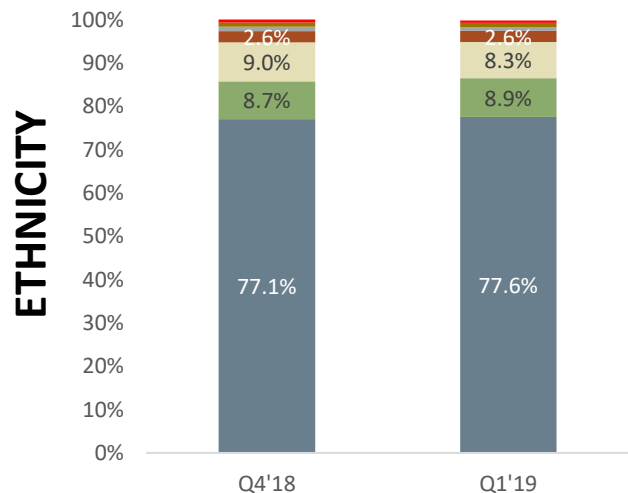


# Diversity Scorecard

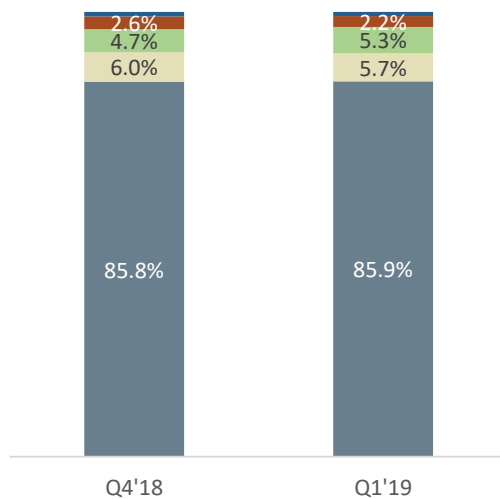


# Q1'2019 National Council Diversity Scorecard Workforce

## OVERALL



## MANAGEMENT (Team Lead & above)

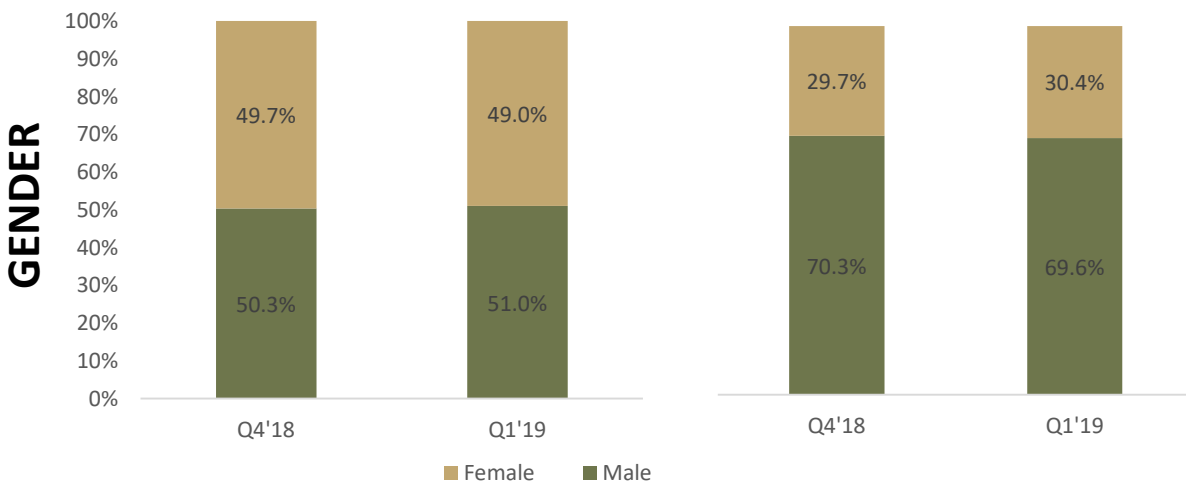


## MANAGEMENT POSITION

|                                | Asian | African America | Hispanic | Two Or More | White  |
|--------------------------------|-------|-----------------|----------|-------------|--------|
| Executive Cabinet (3%)         | 0.0%  | 0.0%            | 0.0%     | 0.0%        | 100.0% |
| Regional / Group Director (5%) | 18.2% | 9.1%            | 0.0%     | 0.0%        | 72.7%  |
| Area Director (11%)            | 0.0%  | 12.5%           | 4.2%     | 0.0%        | 83.3%  |
| Department Manager (13%)       | 0.0%  | 3.2%            | 3.2%     | 3.2%        | 90.3%  |
| Team Lead (59%)                | 2.2%  | 5.9%            | 6.7%     | 0.7%        | 84.4%  |
| Territory Manager (9%)         | 0.0%  | 0.0%            | 5.0%     | 0.0%        | 95.0%  |

*\*The percentages in italics account for the total distribution of the management staff.*

White Hispanic African American Asian Non Specified Two Or More Am. Indian Pacific Islander



|                                | Female | Male  |
|--------------------------------|--------|-------|
| Executive Cabinet (3%)         | 16.7%  | 83.3% |
| Regional / Group Director (5%) | 18.2%  | 81.8% |
| Area Director (11%)            | 4.2%   | 95.8% |
| Department Manager (13%)       | 25.8%  | 74.2% |
| Team Lead (59%)                | 37.0%  | 63.0% |
| Territory Manager (9%)         | 35.0%  | 65.0% |

*\*The percentages in italics account for the total distribution of the management staff.*

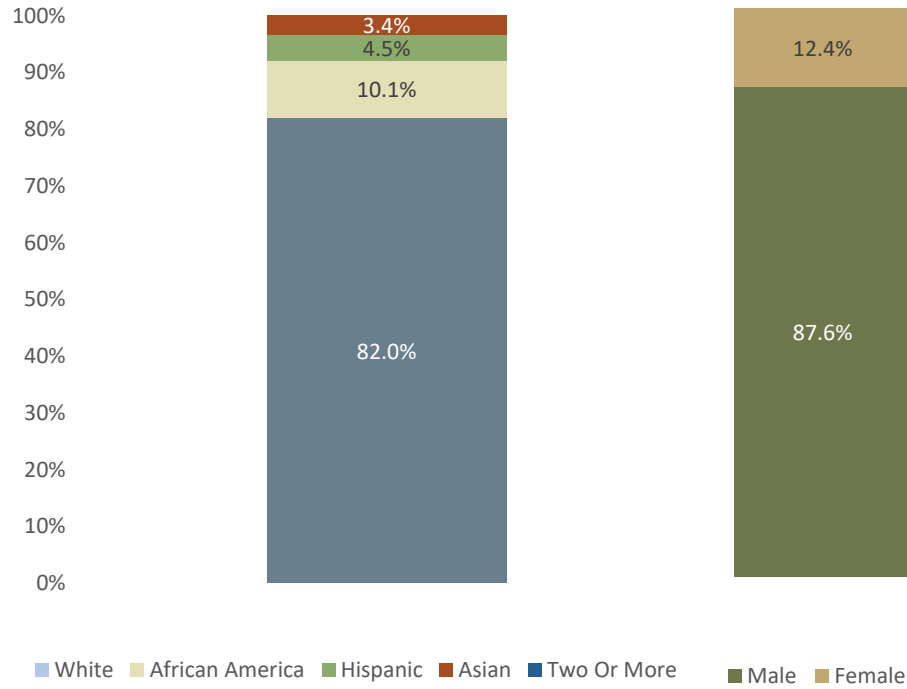


# Q1'2019 National Council Diversity Scorecard Executive and Regional Boards

## National Executive Board

### ETHNICITY

### GENDER

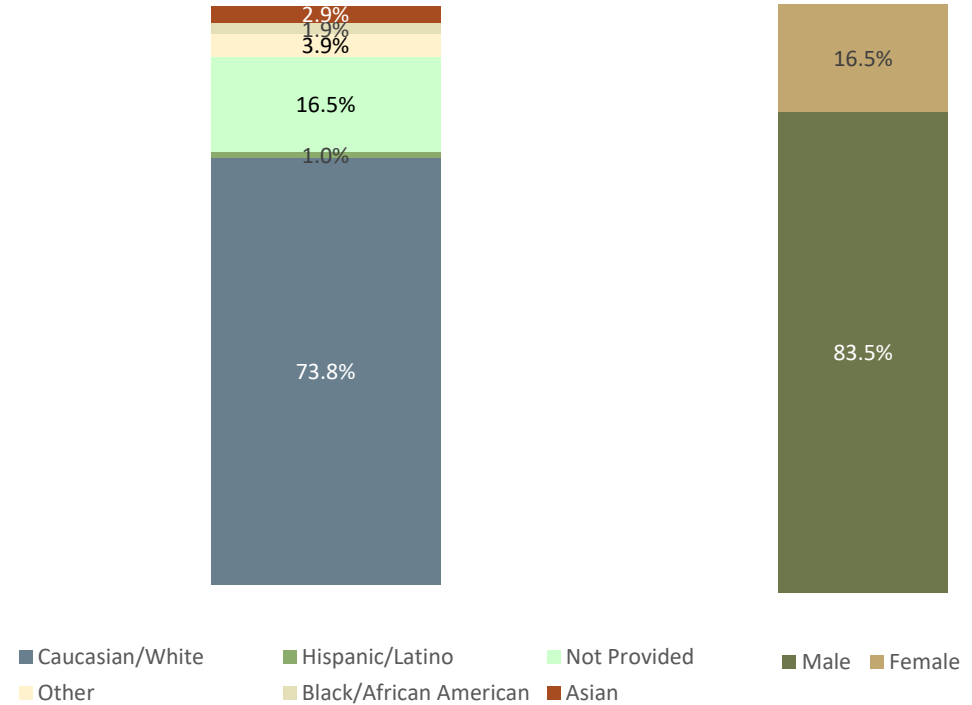


\*There are currently 89 individuals on the BSA National Board. Since 2014, we have seen an average 2.5% increase (on an annual basis) in the diversity make-up of the national executive board.

## Regional Boards

### ETHNICITY

### GENDER



\*We are making conscious efforts to collect complete ethnicity related information from the regional boards.