

# LEADERSHIP EXCELLENCE & CULTURE STRATEGIC PILLAR

## OUR VISION

Scouting's youth, volunteer leaders, and employees exemplify leadership excellence across all aspects of the movement.

## STRATEGIC OBJECTIVES & GOALS

**Objective I:**        **The BSA's national, regional, and council executive boards all model leadership excellence in their active governance, resourceful commitment, and visionary guidance.**

### Strategies to Achieve the Objective:

- Boost volunteerism by building and expanding relationships with our alumni.
- Ensure that all top leaders in the BSA have the resources necessary to fulfill their appointed roles.
- Promote and implement best practices for corporate governance.

### Specific Goals:

1. We have developed and delivered a joint training resource featuring best practices for each council's top leaders, both professional and volunteer, to foster a new level of professional-volunteer relationships and potent, true partnerships for achieving the council's strategies and objectives. [December 2014]
2. Each council has conducted an annual orientation for new board members using the most up-to-date edition of *Orientation Guide for Council Officers and Executive Board Members* as a resource. [December 2011]
3. We have implemented three new methods to re-engage alumni in support of Scouting. [May 2012] We have developed a system to track and measure alumni involvement and established effective channels for two-way communication. [December 2013]

**Objective II:**        **The BSA attracts, recruits, develops, rewards and retains talented individuals who provide excellent professional leadership and management to Scouting.**

### Strategies to Achieve the Objective:

- Reward excellent performance with compensation comparable to that available in the private sector.

- Clearly describe to applicants the realities of BSA jobs, in terms of the tangible and intangible rewards and performance expectations.
- Ensure that the BSA:
  - Is the employer of choice
  - Has a healthy employee population
  - Is technologically astute and innovative
  - Is a developer of talent
  - Is ethnically diverse

**Specific Goals:**

1. We have developed and implemented new, reliable methods for attracting and recruiting qualified, committed individuals who, before they begin working for the organization, clearly understand the demands and expectations of the work so they are better positioned to become long-term, high-impact employees. [December 2011]
2. We have implemented an employee development support structure that uses a cadre of mentors to help grow and nurture employees by sharing perspectives, encouraging innovation and risk taking, and providing encouragement for career advancement. [May 2012]
3. We have developed and implemented a robust and innovative employee development/training curriculum centered on career-long growth and learning. [December 2012] We have deployed the process, resources, and tools to identify and nurture our highest potential employees toward being high-impact contributors to the organization. [December 2013]
4. We have integrated wellness into the foundation of all we do for our employees, creating a more enjoyable and productive work environment. [December 2014]
5. We have selected a national cadre of highly capable volunteers to support the national and local councils in providing opportunities for BSA employees to learn and use the best tools and thinking available in the private sector. [December 2013]

**Objective III: The BSA has designed and embraced a corporate culture that enables it to deliver on the vision for Scouting’s future and adjust its approach to be relevant and adaptive to the needs, preferences, and approaches of an ever-changing society.**

**Strategies to Achieve the Objective:**

- Design the corporate culture to focus on key leverage areas, including accountability, life-long learning, and innovation.
- Ensure participation in cultural changes by all employees throughout the organization.

**Specific Goals:**

1. Led by the office of the chief operating officer, we have committed to and begun a thorough transformation of the corporate culture of the BSA to achieve our designed future. [June 2011]
2. We have trained all employees in the new BSA Performance and Development System (a tool for developing employees and tracking accountability), and all employees are applying the principles and techniques discussed in the training. [December 2011]
3. Each year, beginning in 2011, local and national BSA employees have reported in a national employee survey a noticeable transformation of the organization's corporate culture and intended behaviors. [December 2015]
4. We have completed the transformation of the professional culture of the BSA as evidenced by the accomplishment of a set of strategic results to be determined by the core team of individuals accountable for leading the organization's transformation. [December 2015]