



**Junior Achievement USA  
Diversity, Equity and Inclusion Framework**

*The following plan coordinates with the JA USA 2020 -2022 Strategic Plan. Because some of the initial items involve assessments, this plan will be updated based on the results of those assessments and the additional action items identified.*

**JA USA 2020 -2022 Strategic Plan Goal: *Make JA a more inclusive organization with diversity at all levels and a commitment to equity by overcoming unintended and/or systemic bias.***

| <b>Strategic Objective: Prioritize diversity, equity and inclusivity (DEI) across the entire organization, including students, board, staff and volunteers.</b>  |
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| 1. Develop partnerships that enhance JA’s DEI efforts <ul style="list-style-type: none"> <li>• Ongoing effort</li> <li>• National African American Insurance Association partnership launched fall 2020</li> </ul>   |
| 2. Host Partner Summit to enhance strategies that increase impact of DEI <ul style="list-style-type: none"> <li>• Summit planned for Spring 2021</li> </ul>  |
| 3. Secure funding to support Diversity, Equity and Inclusion efforts and initiatives. <ul style="list-style-type: none"> <li>• Fundable projects list developed; fundraising in process</li> </ul>   |
| 4. Provide awareness and DEI action planning training for all JA Areas and associates who want to participate <ul style="list-style-type: none"> <li>• DEI “Listening Sessions” implemented in August 2020</li> <li>• Securing other external training resources is funding dependent</li> </ul>                                     |
| 5. Launch a Multicultural Business Resource Group to provide a platform for all JA associates in the U.S.A. to discuss perspectives and manage projects that will make JA more inclusive. <ul style="list-style-type: none"> <li>• Leadership Council selected; formal large group launch TBD</li> </ul>                             |
| 6. Provide benchmarks and ongoing metrics on diversity of staff, students, volunteers and board members to help the organization increase diversity. <ul style="list-style-type: none"> <li>• Determine gaps in data in Workday and BCRM</li> <li>• Will require assistance from JA Areas to complete missing or new data</li> </ul> |

**Strategic Objective: Ensure that JA USA’s products (curriculum, education experiences), practices and partnerships align with the inclusivity goal.**

1. Establish DEI goals for JA USA National Board of Directors

- Evaluate Board Committees and processes to make them more inclusive of all board members

2. Assess and leverage a framework to continually learn, test and measure the culture, development, policies and practices associated with our learning experiences.

- Initial focus groups complete; plan development based on feedback in process

3. Review content, development process and trainings related to programs and learning experiences to eliminate bias and promote inclusivity. Apply results of assessment (#2 above) to ensure learning experiences and related processes represent the lived lives of JA Students.

4. Establish internal review process to ensure JA donors model accepted DEI principles.

- Review and update of JA USA gift acceptance policy complete; being applied as a routine step in securing funds

5. Review JA USA website and messaging to reflect our commitment to diversity and make JA more inclusive

- Website update expected by May 1, 2021

6. Define JA’s narrative and communicate our DEI principles as part of our mission internally and in the cultivation of our national Partnerships.

- Language for fundraising grants distributed to JA Areas
- *Why JA and Why JA Now?* Thought leadership document distributed
- 2 videos released for JA Area use

7. Work with outside experts to review brand resources and strategies to develop a plan to ensure JA outreach initiatives align with DEI efforts.

8. Review internal business processes to identify systemic barriers to diversity, equity, and/or inclusion – make changes as necessary

- Secured pro bono consulting assistance to conduct organization-wide culture assessment in 1<sup>st</sup> quarter 2021; results of assessment will frame priorities and issues for subsequent improvements.

9. Refine the evaluation process for vendor selection to ensure inclusivity and identify minority- and women-owned vendors to include in the RFP process

10. Revise all associate training to incorporate DEI principles and strategies relevant to the training content

- PMT, EFS and AMT to be reviewed and updated in 2020-2021
- eLearning programs to be reviewed and updated by June 30, 2022

11. Review and revise JA USA’s recruiting and hiring practices; develop templates and tools that can be shared with JA Areas

12. Enhance cross-functional engagement for JA USA National Office associates

- Increased frequency of all-associates Town Hall from quarterly to monthly
- Launched “Staying Connected” cross-functional groups