



The Impact of Commissioner Service on BSA Unit Health and JTE Attainment

A Thesis in Support of a Doctorate in Commissioner Science



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Thesis Overview

It is the author's belief that there may be disparities of value creation and beneficial service between overall unit health and the work of unit-serving Commissioners. Perhaps there are areas where Unit Commissioners are providing what they believe to be important services, but those services are not being received with the same level of appreciation. In other cases, perhaps Commissioners believe that their contributions are minimal, but they are in fact highly regarded by Unit Leaders. To understand the sentiments on both sides of the discussion, an online study was conducted; this paper and an accompanying presentation reflect the initial results. Further analyses of the data may be delivered opportunistically following the completion of the Commissioner doctoral process.

Summary of the Research Process

An online survey was developed in the spring of 2014, with initial testing and survey refinement occurring based on the responses of random Scouting volunteers via Facebook and LinkedIn social media groups. Upon survey finalization, the author coordinated with the senior leadership of the Circle Ten Council (C10) for broad distribution across the Council. Council professionals sent the survey link via email to 1,704 registered volunteers in various Unit Leader and Commissioner roles. Of the 1,704 solicited, 727 responded. In addition, due to widespread positive feedback from the beta participants, the survey was opened up for national usage via LinkedIn and Facebook, with 530 additional non-C10 respondents participating – bringing the survey data set to 1,257.

Definitions

For the purposes of this research, respondents and their resulting data are categorized as follows:

- **Unit Leaders or “Leaders”** – volunteers serving as Cubmasters, Scoutmasters and Committee Chairpersons who participated in this research on behalf of their respective units.
- **Unit Commissioners (UCs)** – volunteer Commissioners who provide direct service to Scouting units, including not only those officially registered as Unit Commissioners, but also other registered ADCs, RTCs and DCs who provide direct service to units.
- **Administrative Commissioners (ACs)** – volunteer Commissioners serving primarily as administrative or organizational support to unit-serving Commissioners.

The online survey gathered initial demographic data from all respondents, and then branched into three similar but customized subsections of questioning based on the three categories listed above. Among the 1,257 respondents, the subsurveys consisted of the following participants:

- 642 Unit Leaders – including 497 from Circle Ten Council plus 145 from throughout BSA.
- 140 Unit Commissioners – including 83 from Circle Ten Council plus 57 from throughout BSA.
- 249 Administrative Commissioners – including 82 from Circle Ten plus 167 from throughout BSA.

In addition, 246 other BSA volunteers in other leader roles participated.

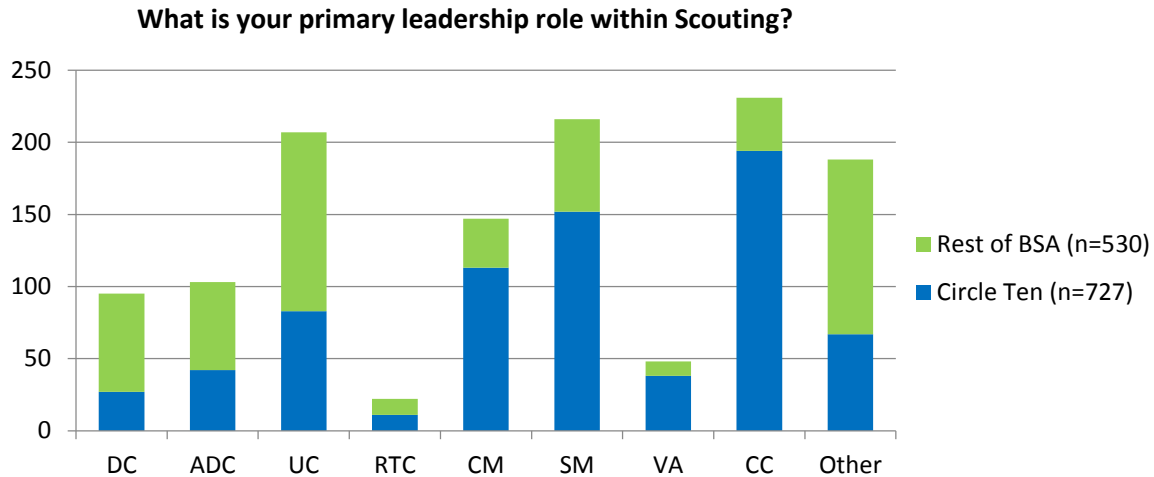
Acknowledgements

This project and the resulting insights could not have been achieved without the support of David Williams, Deputy Scout Executive/COO of Circle Ten Council; and Dave Fornadel, Asst. Council Commissioner for Circle Ten Council. And of course, perpetual thanks goes to my wife, Anita Buffington, who inexplicably endures my investment and interest in Scouting life, outside of my vocational and family responsibilities.

Respondent Demographics

The initial scope of the research was for the benefit of improving Commissioner Service to Circle Ten Council units. Therefore, most of the analyses reflect the specific responses of the Circle 10 respondents, as well as the “Rest of BSA” where appropriate, as noted throughout the paper. Figure 1 shows the breakdown of the respondents.

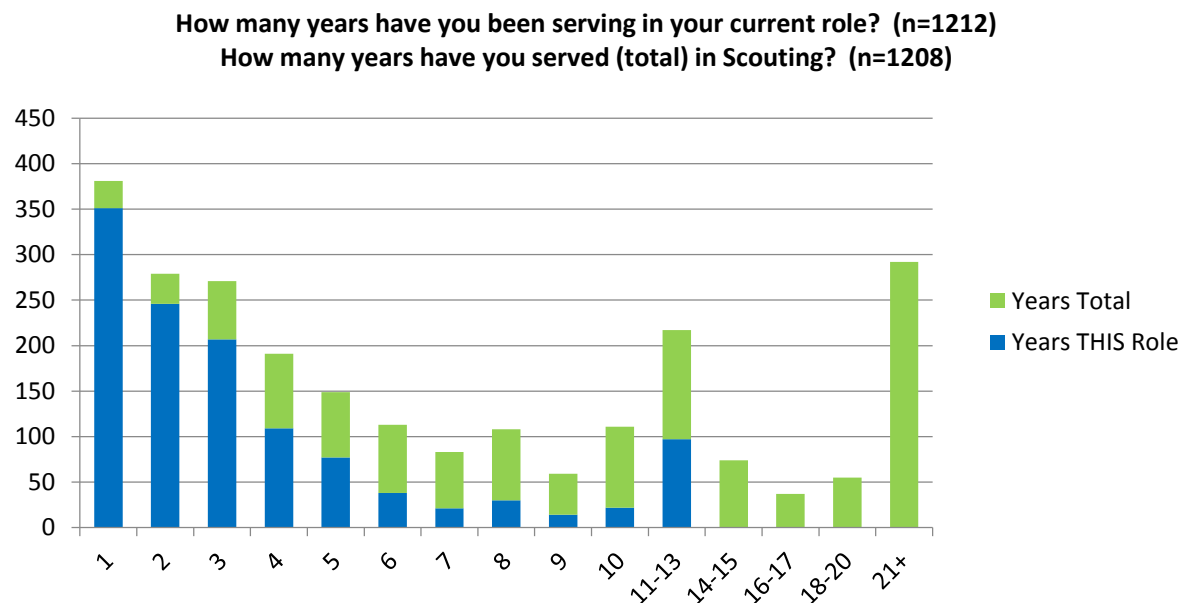
Figure 1: Primary Volunteer Role of BSA Respondent to Survey



Q1

To understand the experience and perspective of the respondents, they were asked about their tenure in their current role and overall in Scouting, as shown in Figure 2.

Figure 2: Respondents' Tenure in Their Current Role and Overall in Scouting

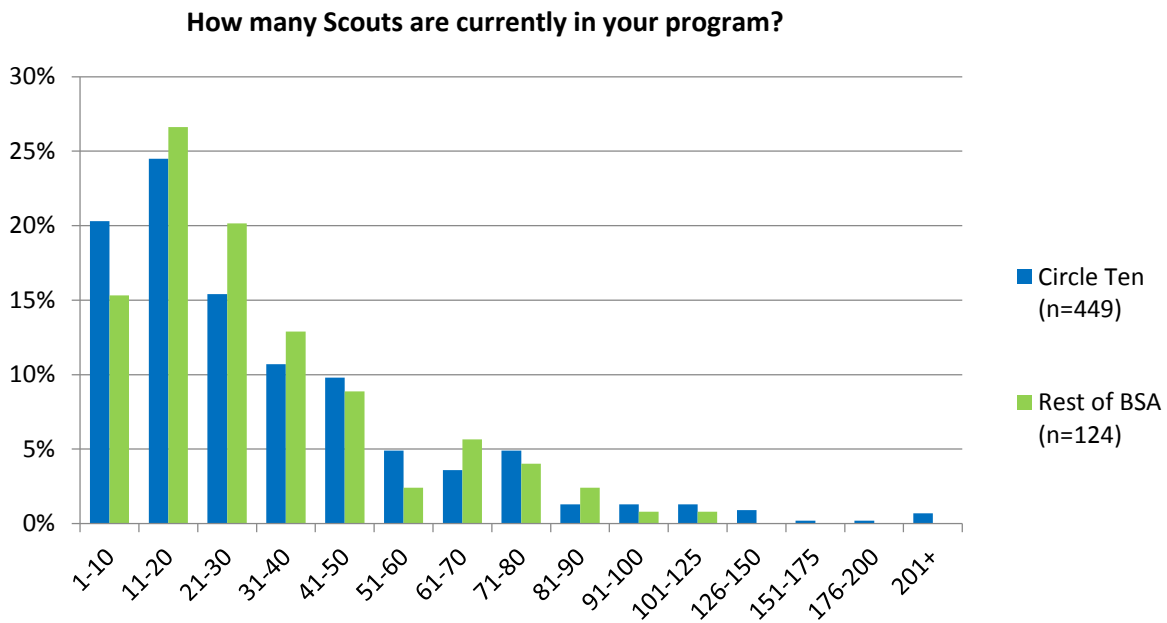


Q2 & Q3

Unit Demographics

Survey respondents represented a wide range of unit sizes (see Figure 3).

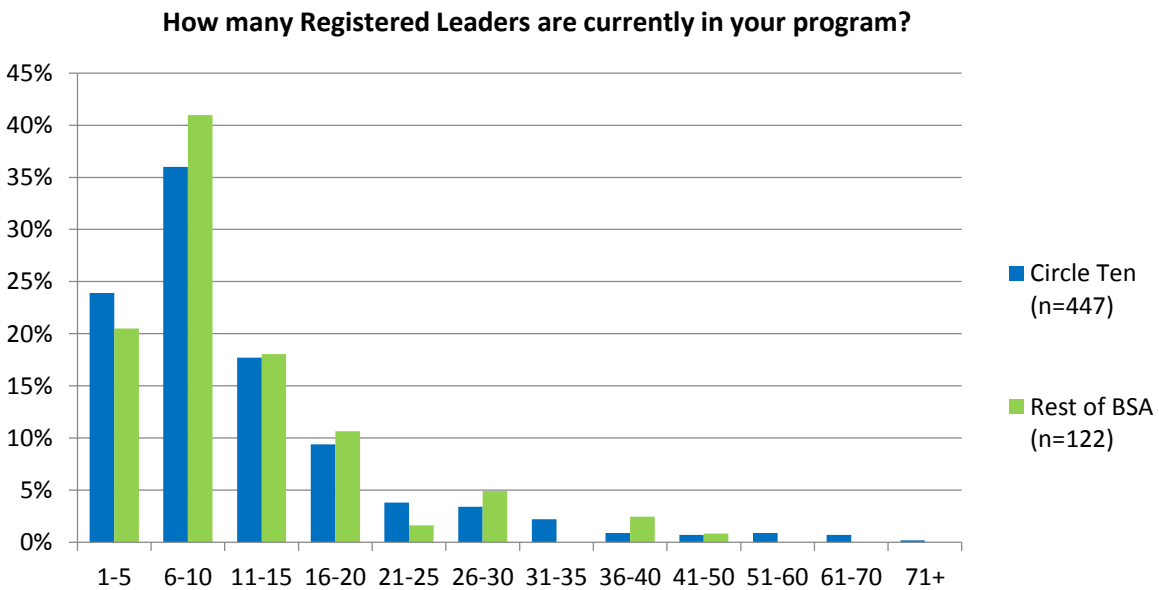
Figure 3: Number of Youth Members in Units that Responded to Survey



Q33

Survey respondents also reported the number of Registered Leaders (see Figure 4).

Figure 4: Number of Registered Adults in Units that Responded to Survey



Q34

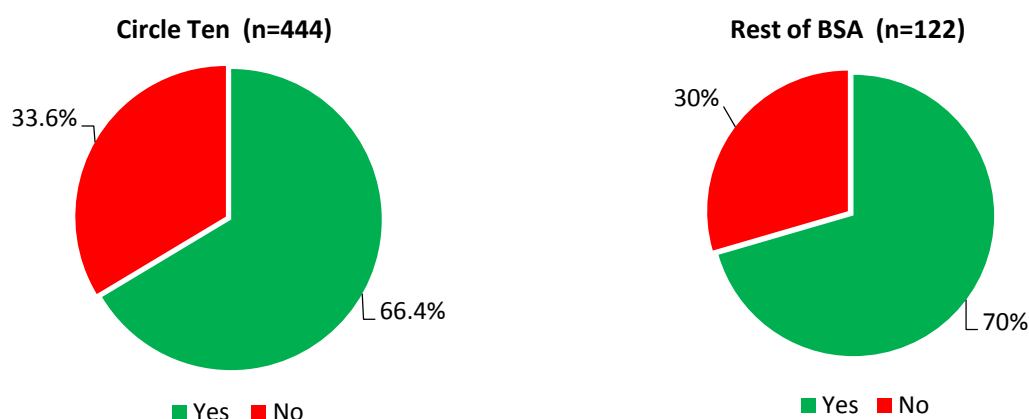
Commissioner Engagement Statistics – with JTE Gold Comparatives

The primary goal of this project was to analyze how Unit-facing Commissioner Service is actually being performed by the Commissioners, as well as how that service is being received by the Unit Leaders.

Do Units Know Who Their Commissioner Is?

Perhaps no statistic from this research is as revealing as the responses from Unit Leaders when they were asked whether they knew who their assigned Unit Commissioner is (see Figure 5).

Figure 5: Do Unit Leaders Know Who Their Assigned Unit Commissioner Is?



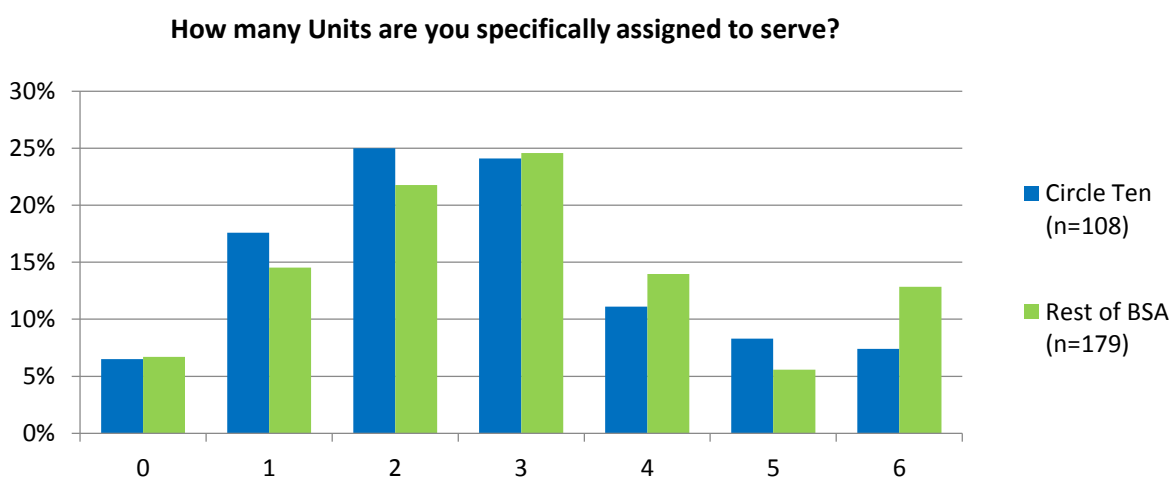
Q47

It is worth noting that 76% of JTE Gold Unit Leaders reported knowing their Commissioner, but units that either “did not earn” or “did not calculate” JTE only knew their Commissioner 59% of the time.

Unit-to-Commissioner Ratios

The average number of units assigned to be served by a Commissioner is 2.7 in Circle Ten and 2.9 in the rest of the BSA, with specific breakdowns shown in Figure 6.

Figure 6: Number of Units Assigned to Be Served by a Unit Commissioner

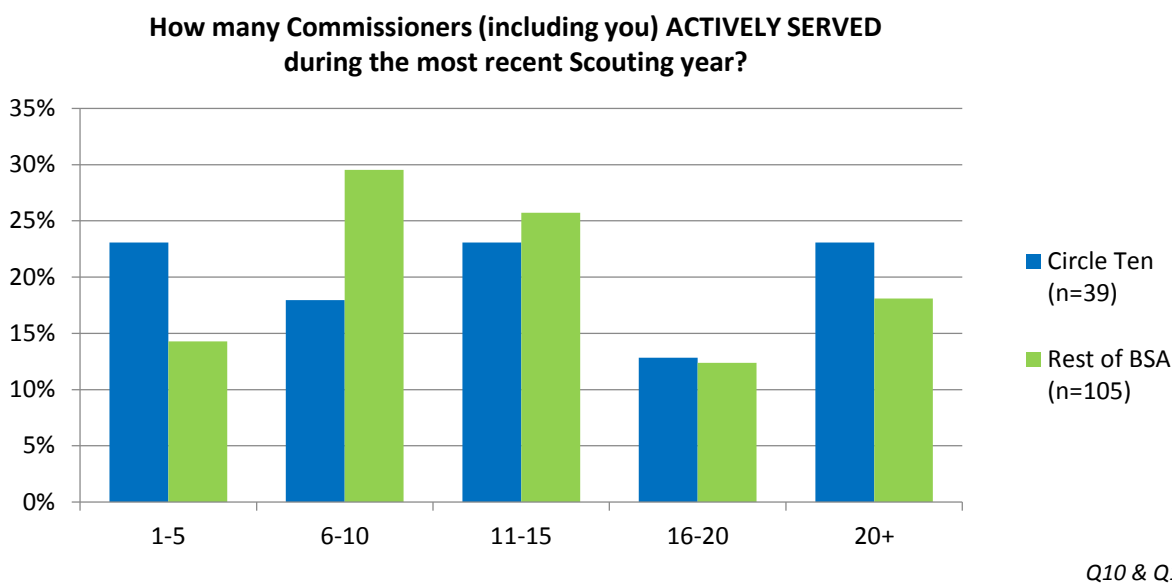


Q17

And while the actual Unit-to-Commissioner (U:C) ratio is a measurable factor in one JTE metric, the effective performance of Commissioners affects the units’ ability to deliver programs and achieve their own JTE recognition, which in turn affects and reflects the District’s quality even more.

While the U:C ratio is a JTE metric on its own, it is often calculated from the registered Commissioners statistic, so the administrative Commissioners (i.e., DCs/ADCs) were asked their specific numbers of registered and “active” Commissioners, as shown in Figure 7.

Figure 7: Active (vs. Registered) Commissioners – as Reported by District Commissioners



According to Figure 7, the overall average of “active” Commissioners was 13.3, which is 74% of the number of Commissioners who are actually registered within the District (overall average of 18.0):

- In Circle Ten, the average number of active Commissioners per District was 13.6, which is 75% of 18.2 registered Commissioners.
- Outside of Circle Ten Council, the average number of active Commissioners per District was 13.2, which is 74% of 17.9 registered Commissioners.

With those ratios being so similar, why are one out of four registered Commissioners not “active,” as perceived by their District Commissioner leadership?

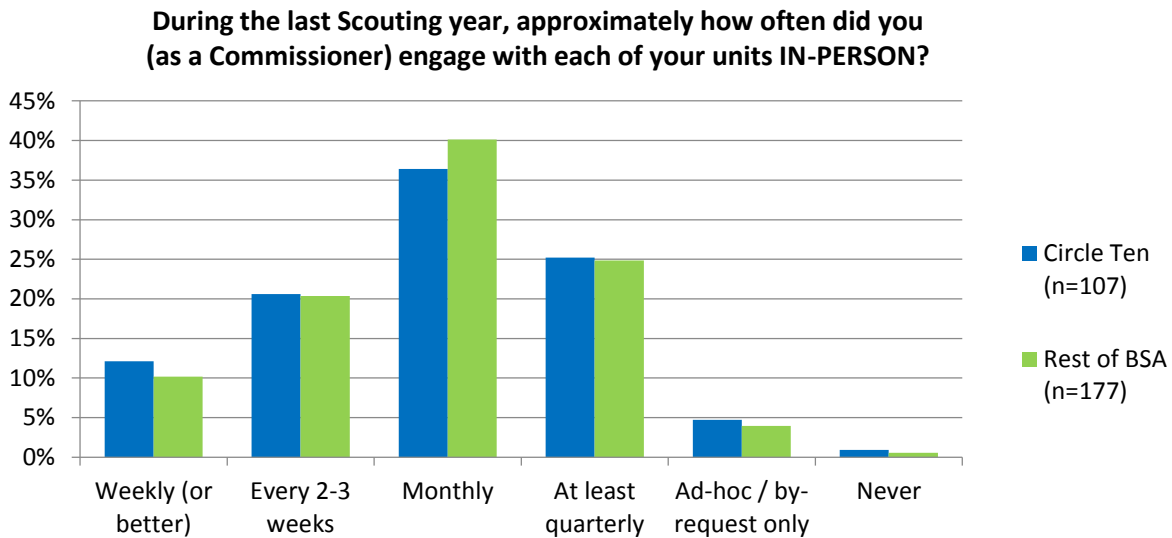
Beyond the simple number of Commissioners who are available to serve the units, UCs were asked how often they connect with each of their units on average -- which is the real key to understanding the engagement activity for Unit-serving Commissioner Service. As part of the analysis of each of the engagement statistics, the Unit Leaders were also asked about their perceptions on the frequency of engagement by a Commissioner.

In-Person Engagement

Commissioners are asked to engage monthly with each of their assigned units in order to remain aware of the units’ needs and be seen as a visible resource to accelerate their programs. Ideally, this engagement happens in-person, but email/phone are also acceptable in order to increase regularity of communication.

Figure 8 shows the average frequency of in-person engagement by Commissioners to their units.

Figure 8: In-Person Engagement Frequency, as Performed by Unit Commissioners



Q48

It is notable that the goal is to engage monthly, but the average shown in Figure 8 appears to be slightly less regular than that – every 4.8 weeks, on average – with consistency between C10 and non-C10 Commissioners in this regard.

Because effective engagement goes both ways, Unit Leaders were also asked how often they were engaged by their Commissioners. Figure 9 shows the national frequency.

Figure 9: In-Person Engagement Frequency, as Reported by Unit Leaders

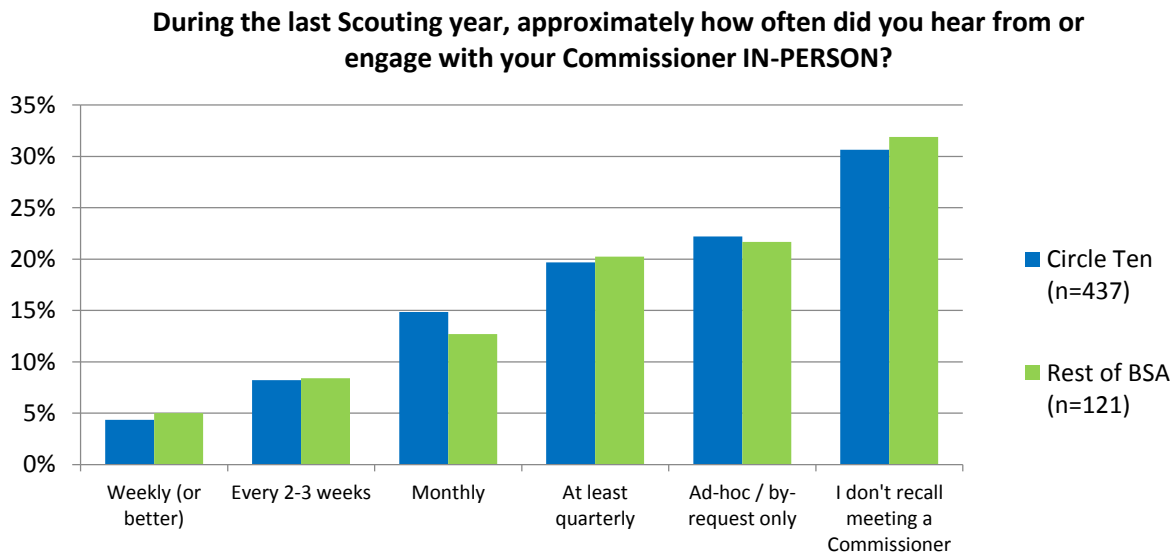


Figure 9 (above) shows that the national average by Unit Leaders being contacted by their Commissioner is significantly different:

- For those units that were regularly contacted (a combined 46%), the average was every 5.1 weeks, which is consistent between C10 units and non-C10 units, as well as nearly equal to how often Commissioners reached out to their assigned units, as shown earlier in Figure 8.
- Unfortunately, the majority of units (54%) were not engaged in-person regularly, with 22% stating only ad-hoc/by-request in-person engagement and 32% stating no recollected in-person engagement with a Commissioner at all.

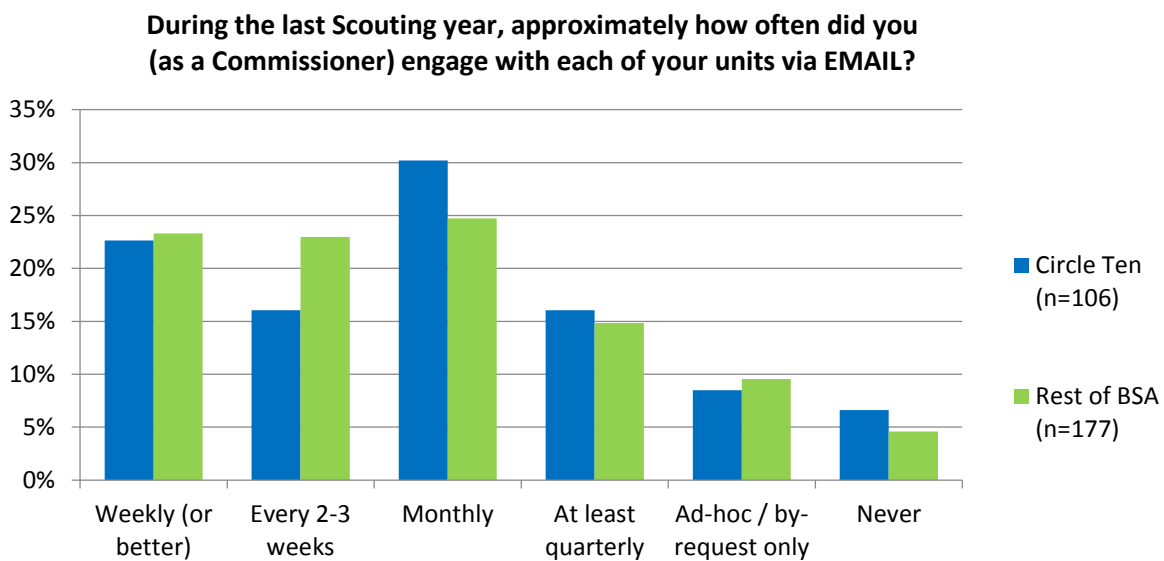
The correlation between those units who stated that they were engaged in-person (Figure 9) and the frequency of Commissioner in-person engagement (Figure 8) implies that consistent contact for units that are assigned – with the gap being almost certainly being felt by those units who are not directly assigned to a Unit Commissioner for ongoing service.

Looked at from a JTE perspective, Gold units were visited every 6.1 weeks, while units that didn't earn or didn't calculate JTE were visited every 5.3 weeks. One might infer that UCs are putting slightly more effort into units that require improving over units that are presumed "good."

Email Communication

While in-person engagement is ideal for relationship building, the Commissioners' calling to bring information to the units can also be achieved through email. Figure 10 shows the average frequency of email engagement by Commissioners to their units.

Figure 10: Email Engagement Frequency, as Performed by Unit Commissioners

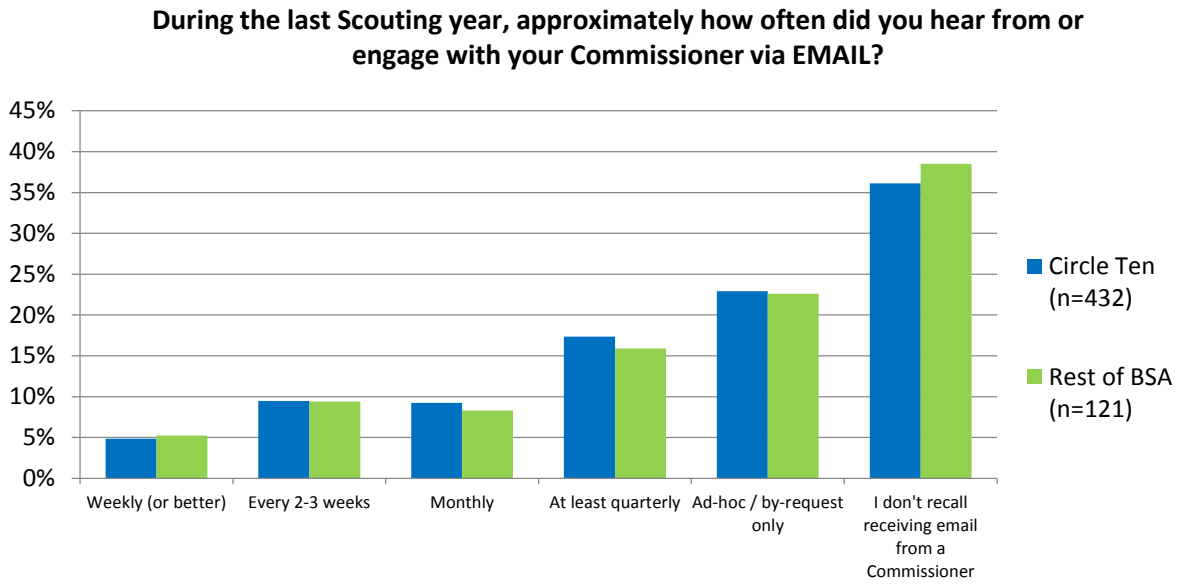


Q19

With an emailing average of every 4.5 weeks (overall) and an average of every 3.5 weeks for those units that were regularly contacted (discarding "ad-hocs" and "nevers"), email and in-person contacts appear to be equally common means of Commissioner outreach, as seen in Figure 10 (above).

Unit Leaders were also asked how often they received emails from their Commissioners, with the national frequency shown in Figure 11.

Figure 11: Email Engagement Frequency, as Reported by Unit Leaders



Q49

Figure 11 shows that the national average by Unit Leaders being emailed by their Commissioner is every 5.5 weeks overall – and every 4.9 weeks for those units with regularity (ignoring ad-hoc and never):

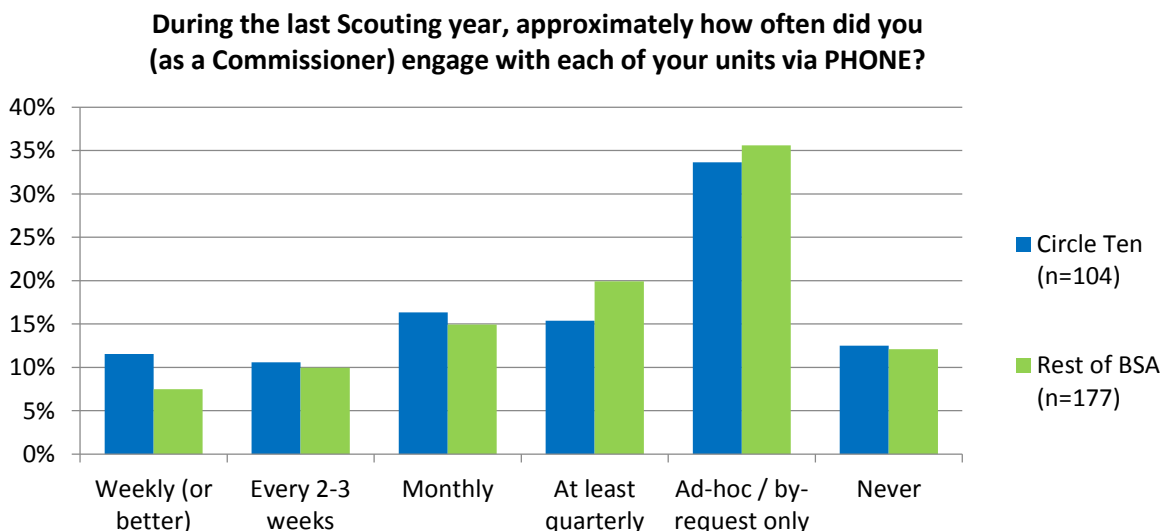
- C10 units were emailed every 5.8 weeks overall, and every 5.0 weeks with regulars.
- Non-C10 units were emailed every 4.8 weeks overall, and every 4.3 weeks for those with regularity.
- Of those regularly contacted, C10 Gold Units were contacted by phone nearly as often as non-Gold units (C10-Gold = 4.8 weeks vs. All-C10 = 5.0 weeks).

Phone Connection

While email works well for information distribution and beginning a discussion, and in-person is great for coaching and availability – phone-based communication can also be effective as a supplement.

Figure 12 shows the average frequency of phone engagement by Commissioners to their units.

Figure 12: Phone-based Connections, as Performed by Unit Commissioners



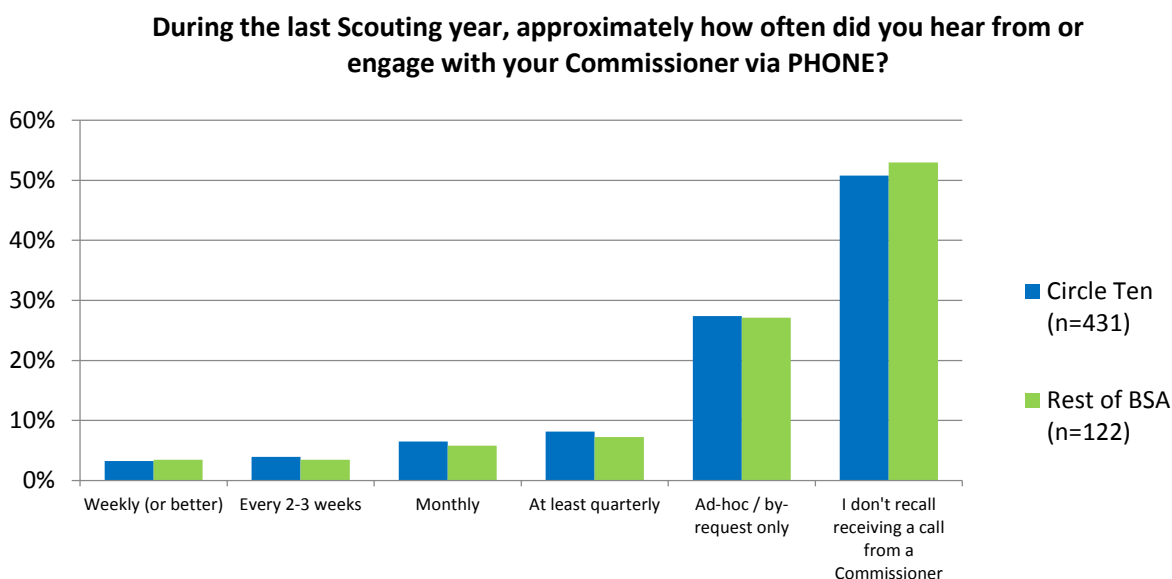
Q20

On average (overall), Figure 12 reveals that Commissioners call their units every 8.2 weeks, with the following notations:

- Overall, C10 Commissioners call every 7.6 weeks, while non-C10s call every 8.5 weeks.
- Looking only at those regularly contacted (ignoring ad-hoc and never), the national average is to call every 4.8 weeks, with C10s calling every 4.2 weeks and non-C10s calling every 5.2 weeks.

Unit Leaders were also asked how often they connected with Commissioners by phone, with the national frequency shown in Figure 13.

Figure 13: Phone-based Connections Frequency, as Reported by Unit Leaders



Q50

Figure 13 shows that the national average of Unit Leaders being contacted via phone by their Commissioner is every 5.3 weeks – and every 4.7 weeks for those units who were contacted regularly (ignoring ad-hoc and never):

- C10 Commissioners called every 5.4 weeks, and every 4.8 weeks (for those with regularity).
- Non-C10 Commissioners called every 4.7 weeks overall and every 4.1 weeks with regularity.
- Circle Ten Gold Units were called every 6.1 weeks overall and every 4.3 weeks with regularity, which shows a greater disparity compared with C10 units overall. Those that were contacted regularly were called more often than the C10 average, with the opposite being true overall.

In summary, Table 1 shows the average frequency of in-person-, email- and phone-based engagements of Commissioners to Units, from the perspectives of both the Commissioners and Unit Leaders.

Table 1: Frequency (# of weeks) of In-Person, Email and Phone Connections by Commissioners

	Unit Commissioners	Unit Leaders
In-Person Visits*	4.8	5.1
Email Connections*	3.5	4.9
Phone Connections*	8.2	4.7

* Only Units who were regularly visited are included – “I don’t recall” and “ad hoc only” are excluded

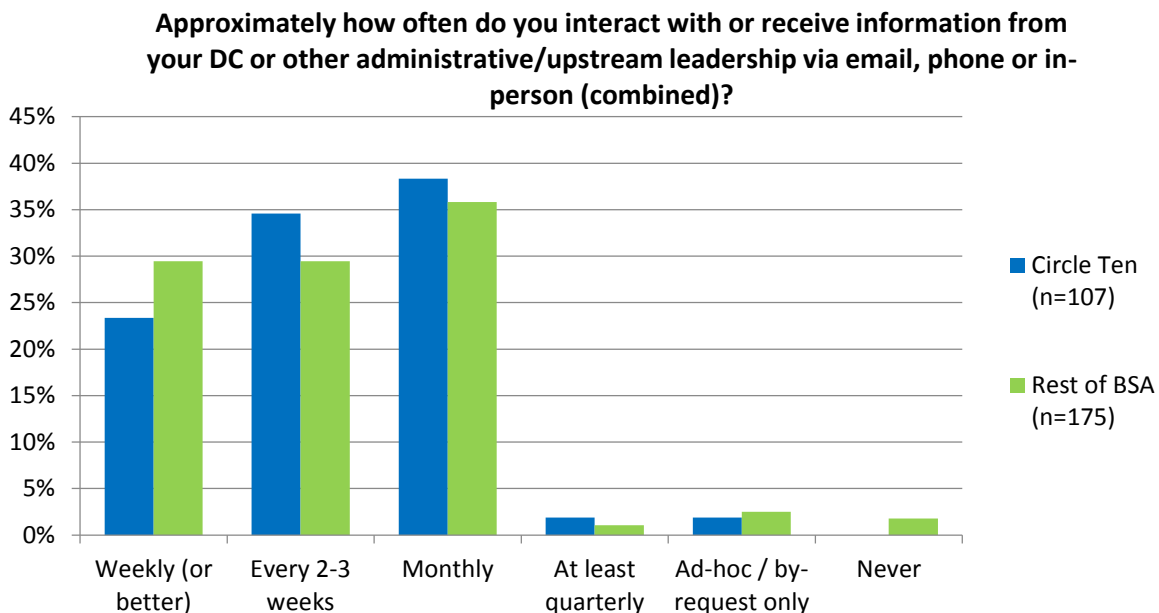
Q14, Q28, Q51

While it is heartening that Table 1 shows relative consistency in terms of in-person visits (approx. every five weeks), the disparity between Commissioner and Unit Leader recognition in email and phone frequency is interesting. Perhaps Commissioner emails may be underappreciated by Unit Leaders, whereas Commissioners may not be recalling all of the phone calls that they are making.

Administrative-Commissioner to Unit-Facing Commissioner Engagement

In much the same way that engagement between UCs and Unit Leaders is critical to the program, engagement between Administrative Commissioners (DC/ADC or Council Commissioner staffs) to Unit Commissioners is equally important – as an enabler for those UCs to then carry the messages to the units. Figure 14 shows the frequency that District/Council Commissioners connect to their UCs.

Figure 14: Frequency of Administrative Communications to Unit Commissioners



Q27

Figure 14 shows an average “upstream” communication from Commissioner leadership averaging every 2.9 weeks, with non-C10 units averaging the same 2.9 weeks overall, while C10 Commissioners average every 3.1 weeks (slightly less frequently).

Presumptions and Realities Regarding What Commissioners Do

All respondents were asked what they believe the role of a Unit Commissioner is, with consistent responses seen BSA-wide (and C10-specific respondents mentioning the following options):

- Health Inspector for unit – *“Is everything going okay?”*
- Coach/Mentor for Unit Leaders – *“You could try doing this ...”*
- Communications from district/council – *“Here are some upcoming activities”*
- Fundraising – *“It’s that time of year again”*
- Membership – *“Let’s recruit some more!”*
- Escalation Management – *“Houston, we have a problem”*
- It’s what Leaders do after they ‘retire’ from their units

Table 2 shows the national consensus of what the Commissioner role is presumed to be.

Table 2: Presumed Commissioner Functions

	Administrative Commissioners	Unit Commissioners	Unit Leaders
Health Inspector for unit	84%	87%	54%
Coach/Mentor for Unit Leaders	83%	82%	57%
Communications from district/council	80%	80%	47%
Fundraising	58%	61%	32%
Membership	47%	50%	22%
Escalation Management	18%	24%	14%
It's what Leaders do after they 'retire'	5%	8%	8%

Q14, Q28, Q51

Table 2 also shows the percentages of each volunteer group that believe that the left-listed functions are part of the Commissioner's role. The table reveals three consistent bands of presumed service:

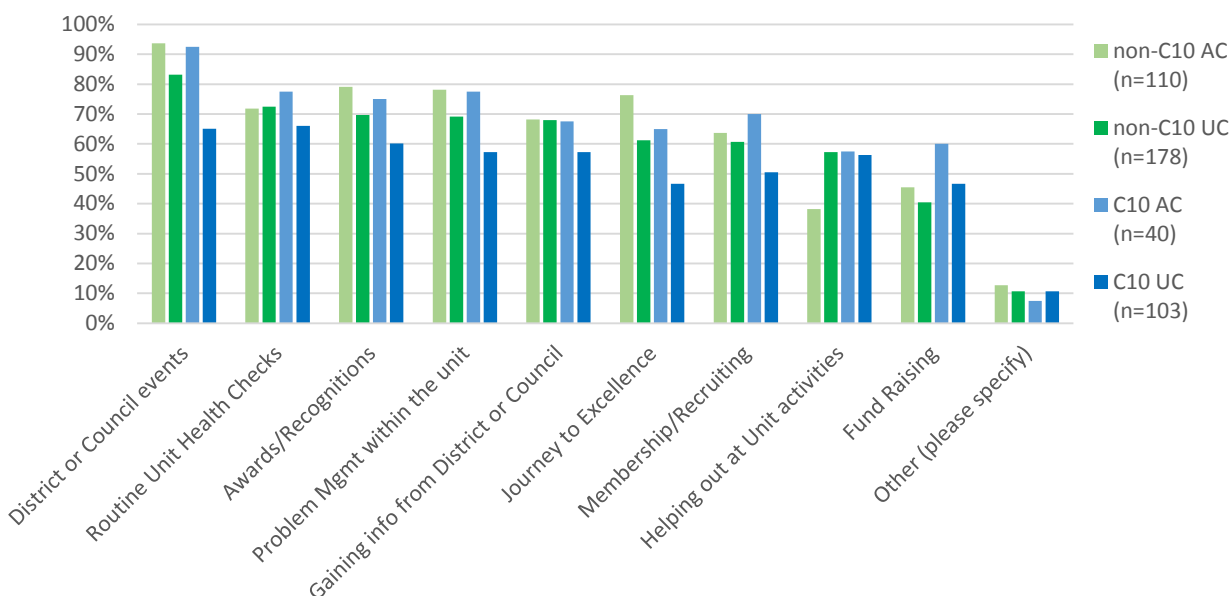
- **The top three functions** are "health inspector," "coach/mentor," and "communications" with nearly consistent ranking among the three organizations (note that C10 and rest-of-BSA were consistent in their responses).
- **A distinct second band** of service showed "Fundraising" and "Membership" – neither of which is technically in the charter of Commissioner Service – and is explored in greater detail in the next section of this report.
- **The two remaining options**, "Escalation management" and "Retired Leaders" are reasonably on the bottom.

Unfortunately, 17% of the Unit Leaders did not know what a Commissioner does (in both C10 and BSA), while barely half (57%) of Unit Leader respondents saw their Commissioners as Coach/Mentors (our primary role).

Commissioner Activities in Reality

The challenge may not be in the disparity between Leader assumptions and Commissioner charter as much as in the disparity between what Commissioners are chartered to do and what they actually do (or don't do), as seen in Figure 15.

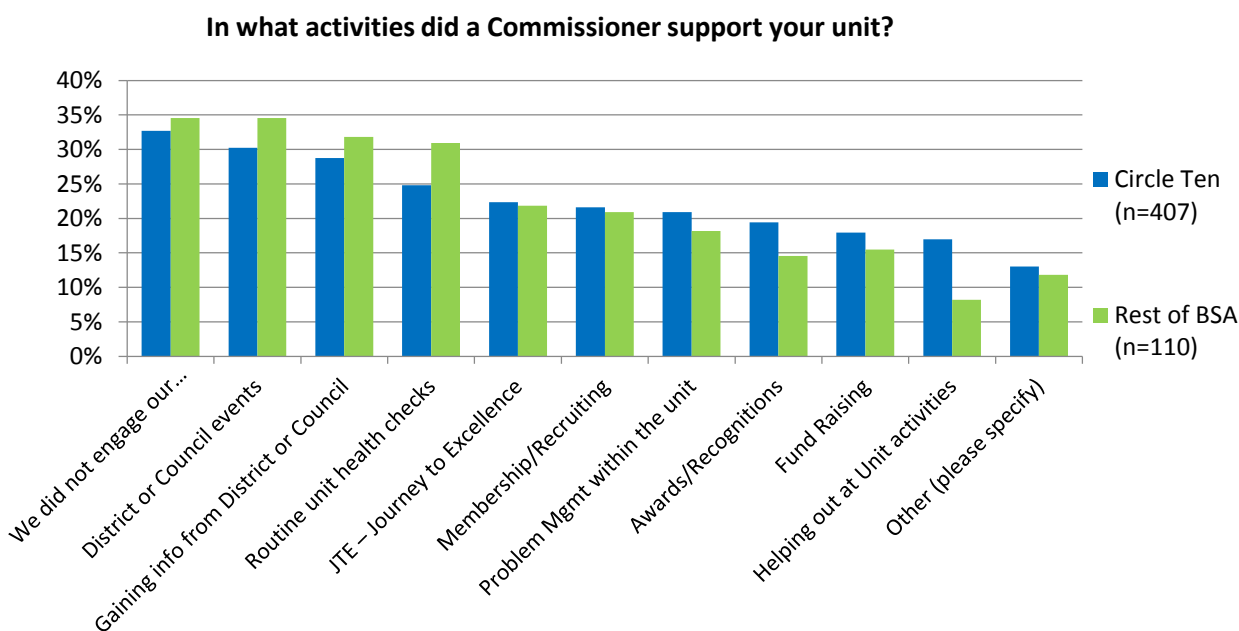
Figure 15: Scouting Activities Actually Performed by Administrative and Unit-Serving Commissioners



Q15 & Q30

While the Commissioner service areas are relatively similar, the Unit Leaders gave the following answers regarding the activities that their units engaged with Commissioners on, as shown in Figure 16.

Figure 16: Commissioner Activities Engaged by Units, as Reported by Unit Leaders



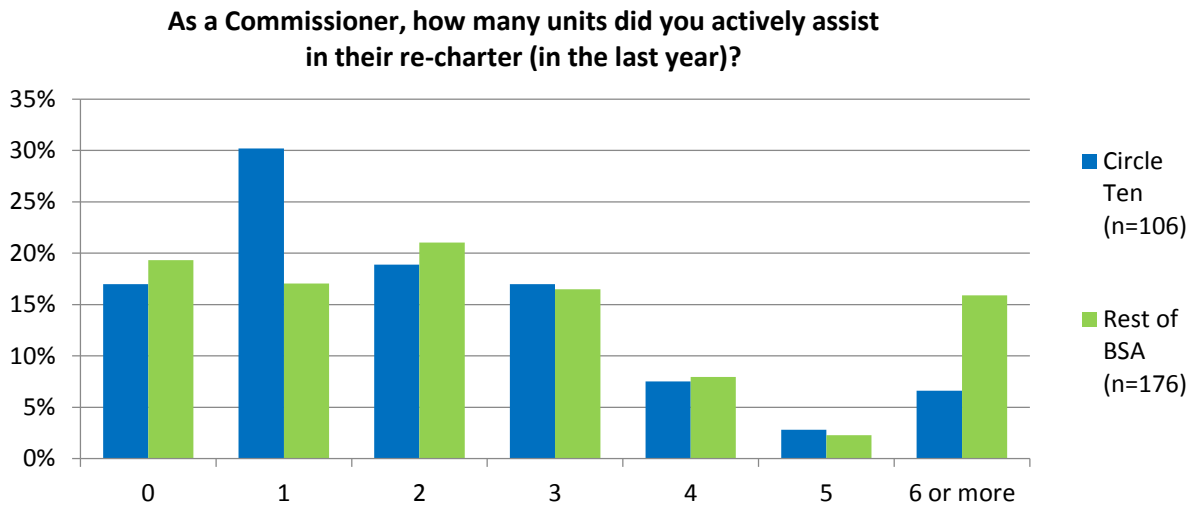
Q53

Unfortunately, Figure 16 also reflects that **33% of Unit Leaders stated that they did not engage their Commissioner during the past year.**

Commissioner Involvement in Unit Re-charter

As a key operational requirement for any Council or District, Unit Re-charter is a perpetual challenge. So it should come as no surprise that Commissioners are often asked to assist with unit re-charters, as seen in Figure 17.

Figure 17: Number of Unit Re-charters Supported by Commissioners



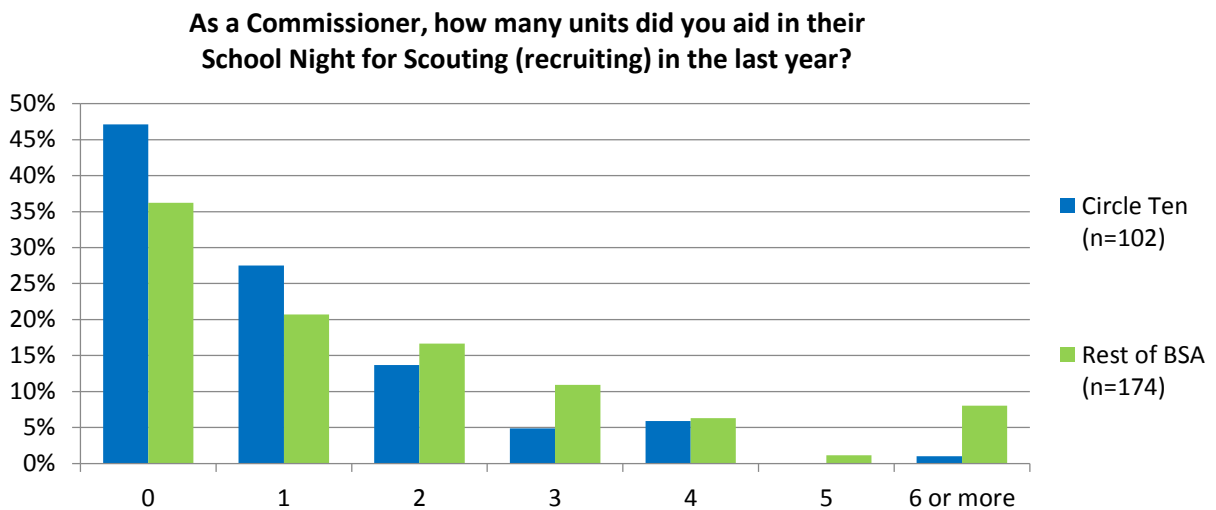
Q24

Figure 17 (above) reveals a national average of 2.3 re-charter assistances per Commissioner, compared with each Commissioner averaging 2.85 assigned units – thus equating to 81% of units receiving re-charter assistance from a Commissioner.

Commissioner Involvement in Recruiting

Particularly in Cub Packs in which less institutional knowledge might exist, the help of a Commissioner can be a great benefit – particularly for a new Cubmaster, Committee Chairperson or both. Figure 18 shows the number of units that a Commissioner helped last year.

Figure 18: Number of Units Helped with School Night for Scouting by Commissioners



Q26

Looking closer, SNfS support appears to be an area in which Circle Ten Commissioners serve somewhat differently than other Councils:

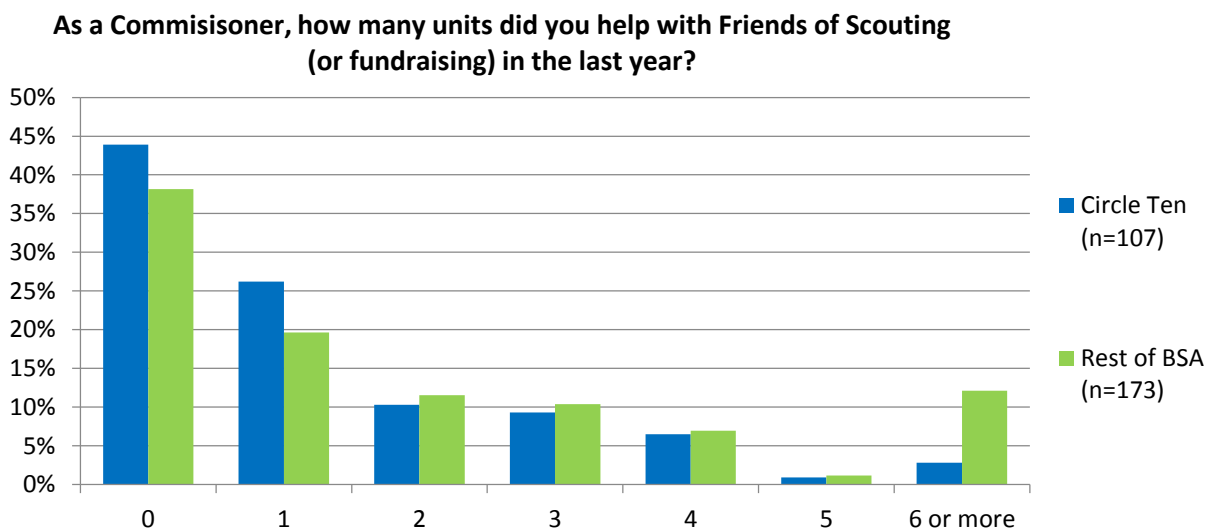
- Each C10 Commissioner averaged helping 1.0 unit with SNfS, while non-C10s helped 1.6 units.
- 47% of C10 Commissioners didn't help with SNfS vs. 36% of non-C10 Commissioners.
- 1% of C10 Commissioners helped 6 or more units vs. 8% of non-C10 Commissioners.

Admittedly, this finding may be misleading because some UCs serve only Packs (and would likely help with SNfS), or only Troops/Crews (and therefore be less likely to help) or some mixture. However, with membership being so key to overall Unit, District and Council health, it would be reasonable for Commissioners – regardless of their assigned unit roster – to strive to provide support in an “all hands on deck” manner in supporting local SNfS events.

Commissioner Involvement in Fundraising

Including both “Friends of Scouting” and other efforts, Commissioners assisted with fundraising with an average of 1.6 units per year, as shown in Figure 19 – which is still appreciably smaller than the 2.85 assigned units that Commissioners carry nationally.

Figure 19: Number of Units Helped with Fundraising by Commissioners



Q25

Again, a closer look at the averages reveals some disparity between Circle Ten Commissioners and those outside of Circle Ten:

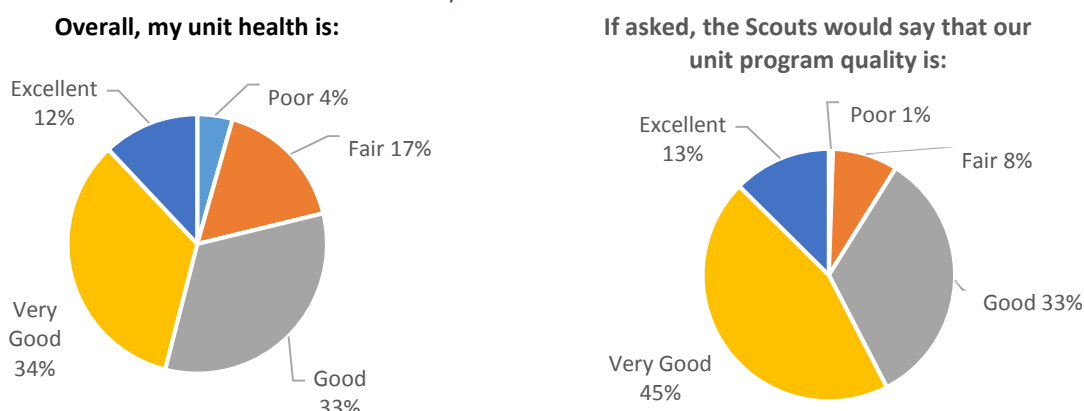
- Each C10 Commissioner averaged helping 1.2 units with FoS, while non-C10s helped 1.8 units.
- 44% of C10 Commissioners didn't help with fundraising vs. 38% of non-C10 Commissioners.
- 3% of C10 Commissioners helped 6 or more units vs. 12% of non-C10 Commissioners.

While fundraising may not be a formally defined aspect of Commissioner service, Commissioners' Scouting experience and their recurring presence as a visible District representative often puts them in a position to help with FOS campaigns and other efforts that are best accomplished by a trusted outsider (in partnership with the Unit's own leadership team).

Journey-To-Excellence (JTE) Enablement

Before looking directly at JTE attainment, survey respondents were asked their opinions of the health of their unit, as well as what they believe their youth perceive their unit health to be, as seen in Figure 20.

Figure 20: Unit Leader and Presumed Youth Opinions on Overall Unit Health



Q35 & Q36

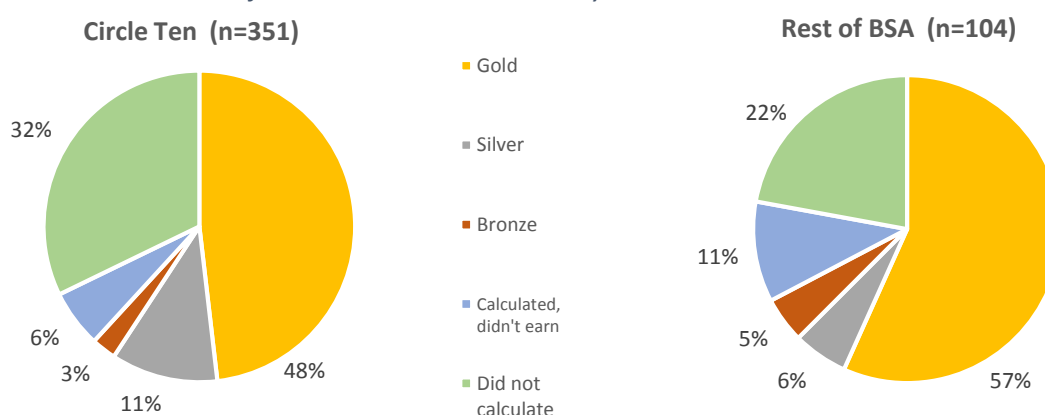
By converting the subjective responses to a five-point scale, the national responses equate to the Unit Leaders scoring their units as averaging 3.3 (slightly better than “good”), while they believe that their youth would score their units as a 3.6 (rounding closer to “very good”).

It is worth noting that Circle Ten and non-C10 Unit Leaders scored themselves nearly even with the national average, with the same 3.3 adult and presumptive 3.6 youth scores.

Unit JTE Attainment by Respondents

Unit Leaders reported their most recent JTE attainment rating and their JTE attainment rating from the year prior, as shown in Figure 21.

Figure 21: Unit JTE Status for the Most Recent Award Cycle



While Figure 21 (above) is interesting, equally meaningful is the comparison to the prior year:

- Circle Ten scored approximately the same awards (47% gold, 13% silver, 3% bronze, 4% unearned), as well as a similar third of units (34%) that didn't calculate their JTE status.
- Non-C10 units also showed similar behaviors in the prior year (58% gold, 13% silver, 5% bronze, 4% unearned), as well as a similar fifth (20%) that didn't calculate their JTE status.

A few conclusions can be inferred from Figure 21:

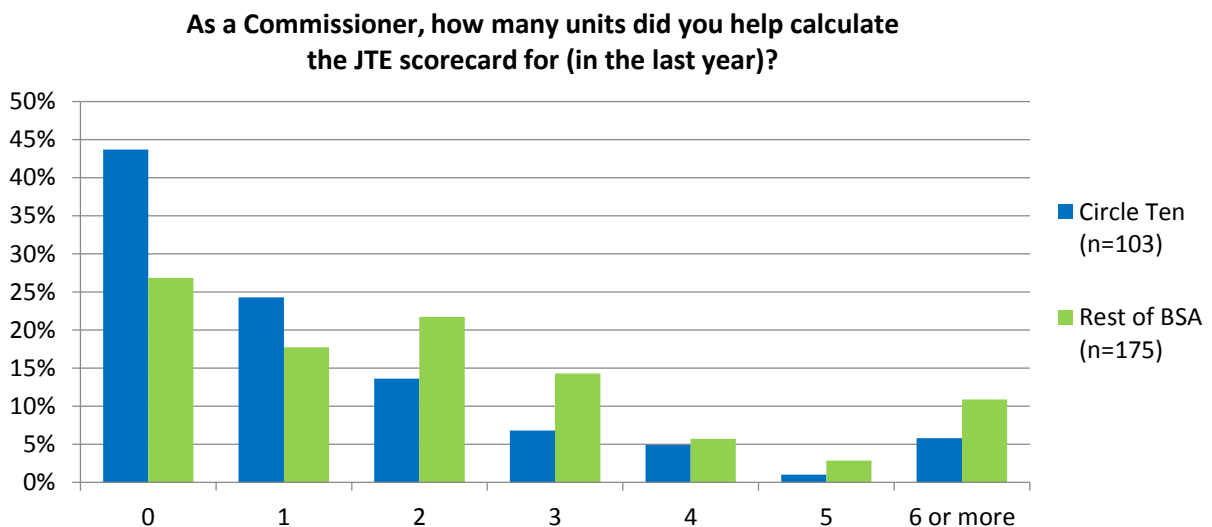
- Circle Ten can and should increase the emphasis on calculating JTE among its units, as its 33% non-calculated (average across years) is notably down from the rest of the BSA (21%).
- Emphasis across BSA for the JTE to be an aid in annual planning and affecting overall program goals (instead of simply a means to get recognition or a duty to get rolled up for District/Council numbers) should be considered.

Commissioner Involvement in JTE Scorecard Calculation

The JTE scorecard can be an extremely effective enabler for good diagnostic conversations between the Unit Leaders and the Commissioner – so that all parties can understand where the unit has opportunities to grow (and where the Commissioner and District teams can offer aid). Too often, units view JTE as simply an annual process in order to earn a streamer for their unit. The difference between an authentic/ongoing diagnostic discussion and earning-a-streamer is the involvement of a Commissioner.

To that end, Commissioners were asked how many units they helped with their JTE scorecard calculations. Overall, 67% of Commissioners stated that they helped with JTE calculations, with the number of units assisted shown in Figure 22.

Figure 22: Number of JTE Scorecards Commissioners Assisted with Calculating



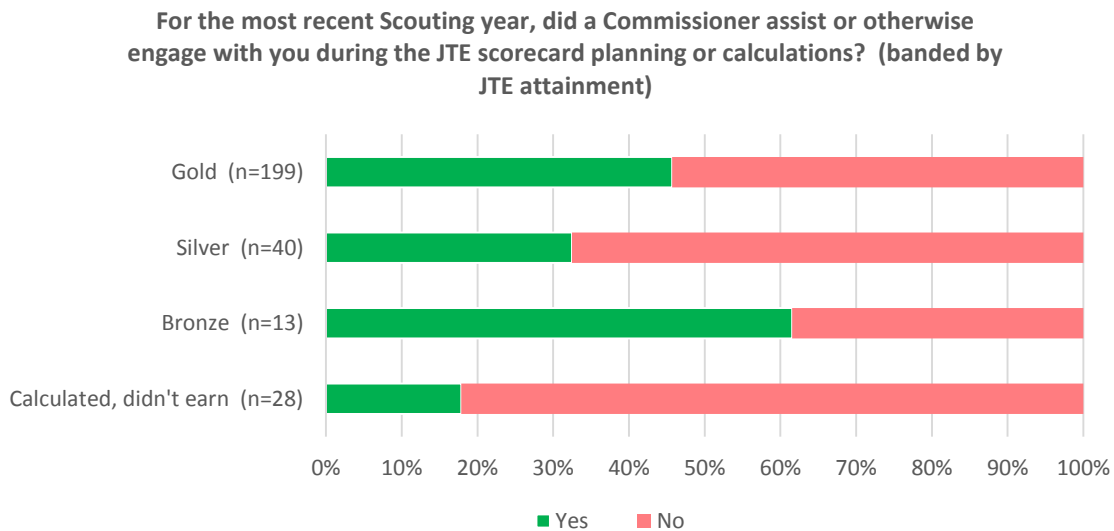
Q22

The national average is that each Commissioner assisted with 1.8 JTE scorecards, which on its own is interesting but more so when recognizing that each Commissioner averages 2.8 assigned units overall.

- Unfortunately, 44% of C10 Commissioners did not assist with JTE calculations, compared with 27% of non-C10 Commissioners who didn't calculate JTEs.
- Similarly, C10 Commissioners averaged 1.3 JTE scorecards, compared with 2.1 JTE scorecards by non-C10 Commissioners.
- On the other side, 6% of C10 Commissioners assisted at least 6 units, compared with 11% of non-C10 Commissioners.

For another perspective, Unit Leaders were asked how often their units were assisted by a Commissioner in JTE calculations, as seen in Figure 23.

Figure 23: Units Reporting Having Been Assisted by Commissioners in JTE – by JTE Achievement



Q44

Overall, Figure 23 (above) shows that only 32% (overall) of Unit Leaders said that they were assisted with JTE Scorecards by a Commissioner. Though it is interesting that with the exception of the few JTE-Bronze (n=13), there appears a relatively consistent pattern that a unit scores higher when engaged with a Commissioner.

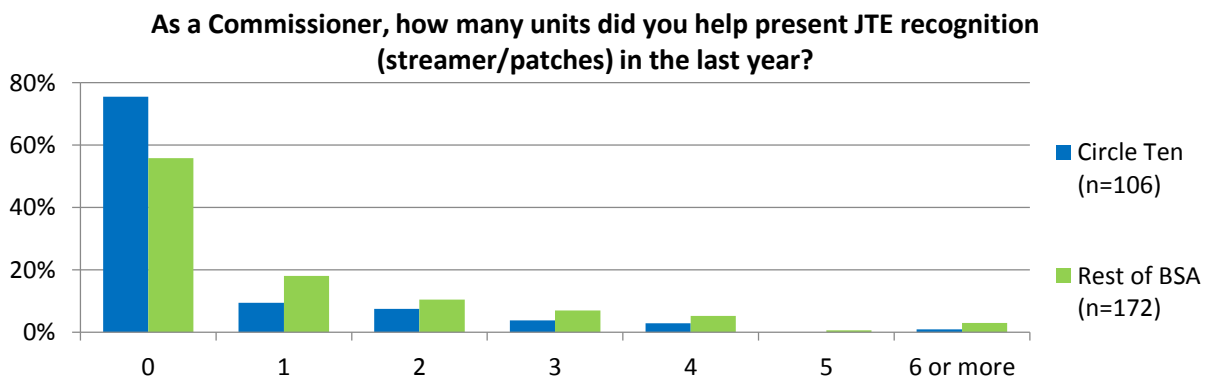
- Circle Ten Units reporting being assisted by a Commissioner for JTE calculation: 33%.
- Non-C10 Units reporting being assisted by a Commissioner for JTE calculation: 29%.

Also notable is an increase in Commissioner assistance in JTE calculation (32%), compared with the previous award cycle (23%).

Commissioner Involvement in JTE Recognition

In addition to Commissioners being collaborative and helpful in calculating the JTE achievement rating, they can serve as presenters of the JTE streamer at Pack Meetings or Troop Courts of Honor. This is another way to be perceived as adding value, instead of the “inspector” reputation that legacy Commissioners struggled with. Figure 24 shows the number of JTE awards presented by Commissioners.

Figure 24: Number of JTE Presentations Performed by Commissioners



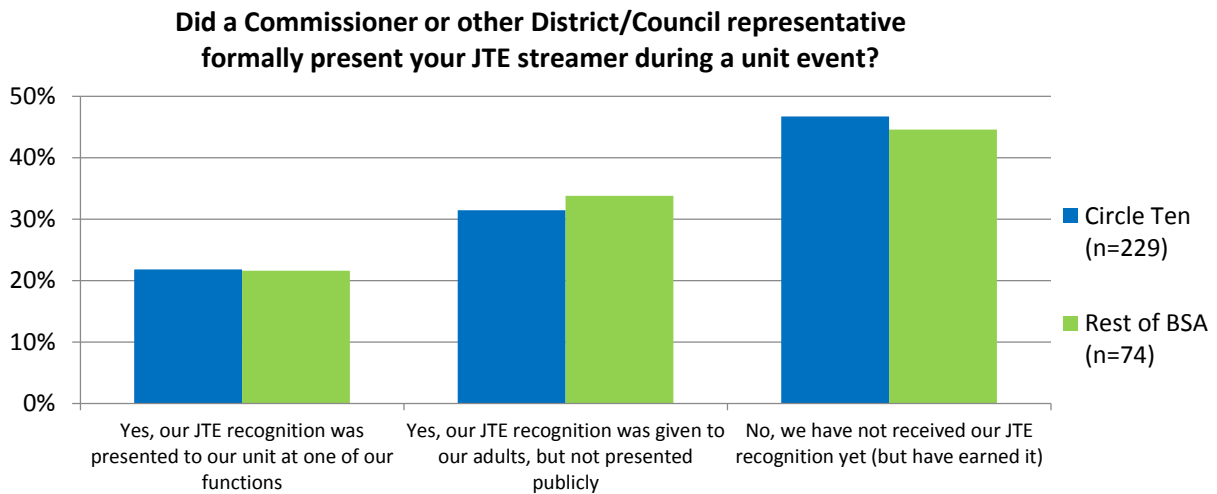
Q23

Based on Figure 24 (above), the average Commissioner presented JTE awards to 0.8 units, meaning less than one JTE presentation per Commissioner. But that finding is significantly distorted based on the large percentage of Commissioners who presented no JTE awards versus those who did:

- Of those Commissioners who did give JTE awards, they averaged 2.3 award presentations per Commissioner, both overall and within Circle Ten.
- 76% of C10 Commissioners did not present JTE awards, compared with 56% of non-C10.

As was customary for this survey, a similar question was asked of Unit Leaders regarding whether a Commissioner had presented their latest JTE award, as seen in Figure 25.

Figure 25: JTE Presentations by Commissioners, as Reported by Unit Leaders



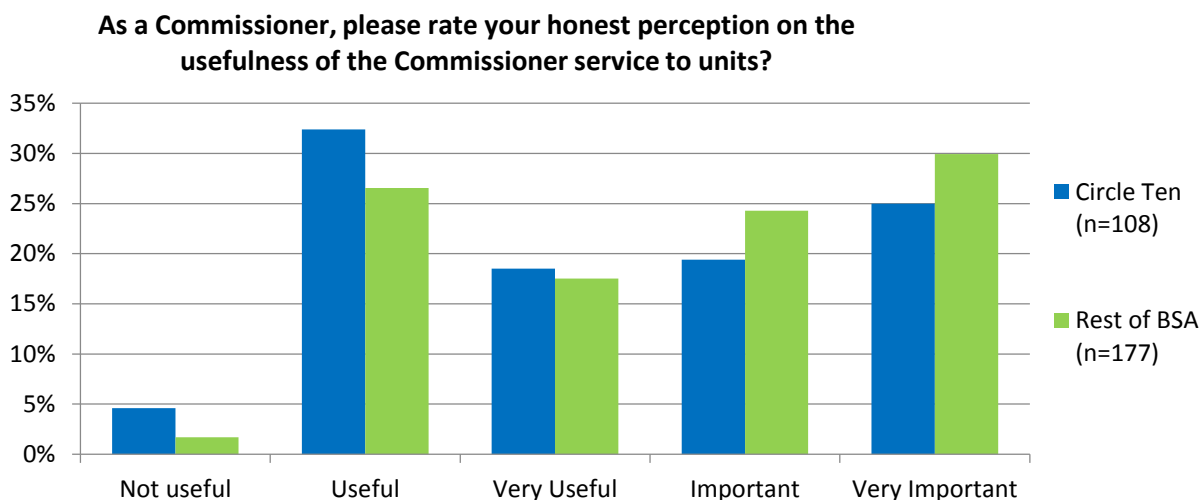
Q43

Overall, Figure 25 reveals that barely half (54%) of the surveyed units had received their JTE recognition, with only 22% having been presented their JTE award by a Commissioner at a unit event, and another 32% being given the award outside of an event, presumably with the intent that Unit Leaders recognize the unit themselves later.

The Relevance of Commissioner Service

A key facet for this project was to understand the shared perception of Commissioners and Unit Leaders regarding the actual usefulness or importance of the role of Commissioner in Scouting. Figure 26 shows the opinion of Unit Commissioners as to their relevance to the units.

Figure 26: The Usefulness/Importance of the Role of Commissioner – as Seen by Commissioners

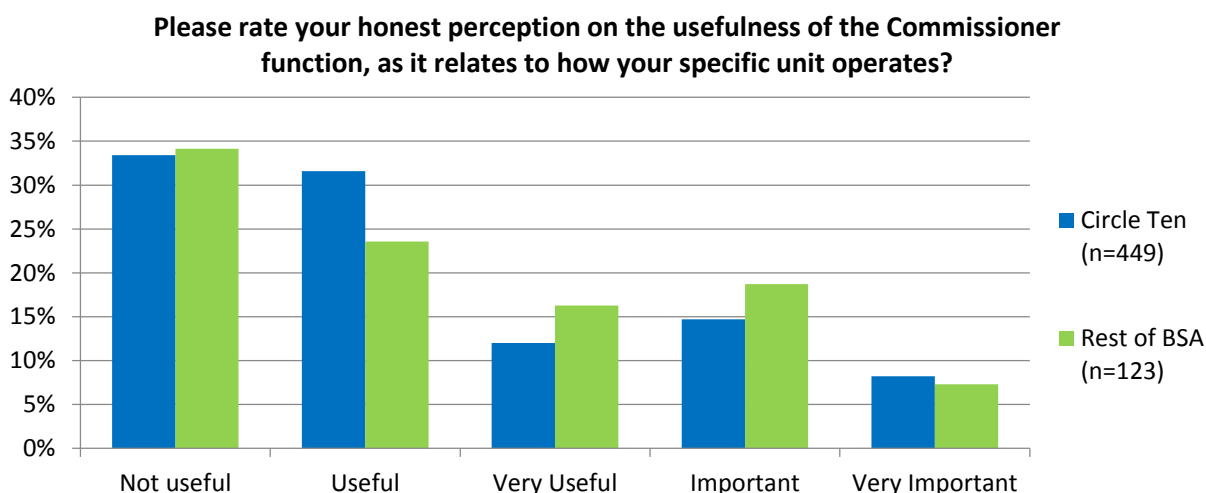


Q29

If one were to convert Figure 26 to a five-point scale, the overall average of Commissioner-perceived relevance is 3.4 (in-between “very useful” and “important”), with C10 Commissioners seeing themselves as 3.3, while non-C10 Commissioners see themselves as 3.5.

In contrast, Figure 27 shows the same question of Commissioner relevance, as seen by Unit Leaders.

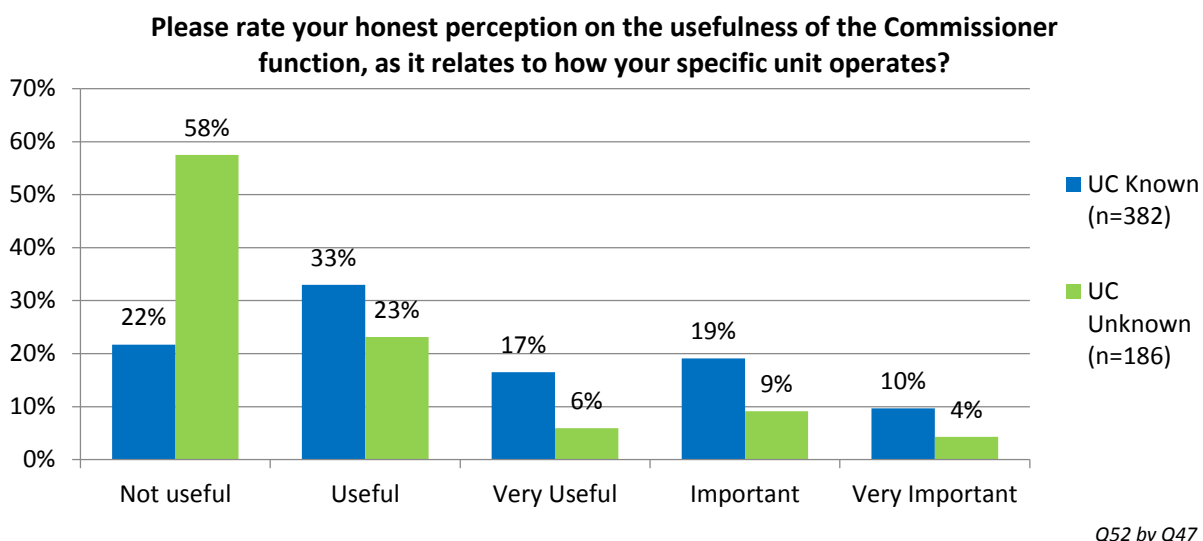
Figure 27: The Usefulness/Importance of the Role of Commissioner – as Seen by Unit Leaders Overall



Q52

As seen in Figure 27, Unit Leaders have a slightly lower opinion of relevance for Commissioner service, with an overall score (using the same five-point conversion) of 2.3; with very similar sentiment among C10 and non-C10 Unit Leaders. *But that is not the complete story.*

This sentiment changes greatly based on whether the Unit is well-engaged with a Commissioner or not – as well as the overall health of the Unit. Figure 28 compares the Unit Leaders’ opinion of Commissioner Service, based on whether they know their Unit Commissioner.

Figure 28: Unit Leaders' View of Commissioner Service – Based on UC Engagement

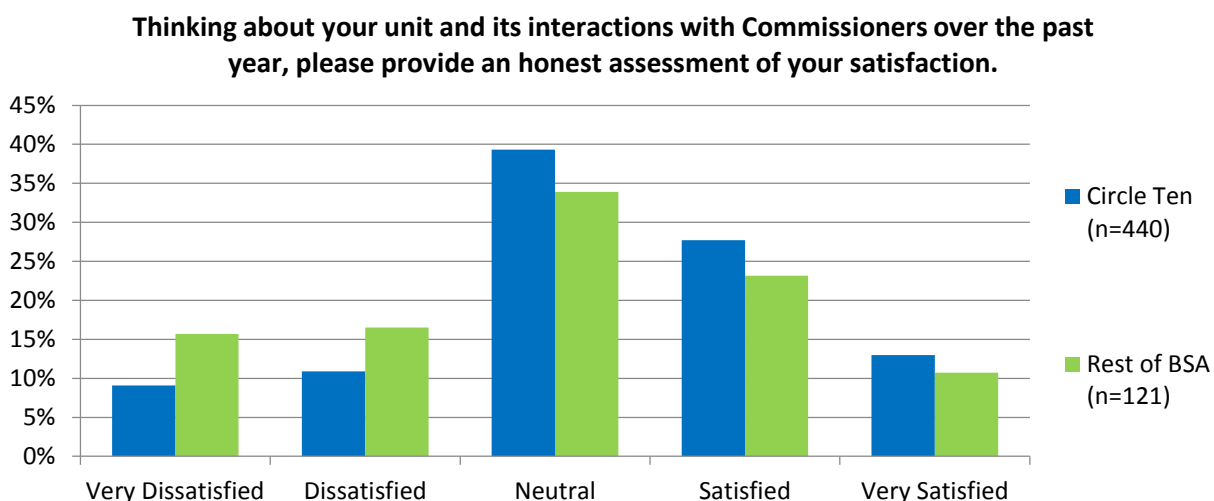
In Figure 28, using the same five-point scale, we see that:

- Unit Leaders who knew their assigned UC (as counted in Figure 5) perceived Commissioner service as 2.6 (“very useful”).
- Unit Leaders who did *not* know their assigned UC perceived Commissioner service as 1.8 (less than “useful”).
- Units scoring Gold in JTE perceived Commissioner service as 2.6, vs non-JTE perceived as 2.1.

In other words, Unit Leaders who were engaged by their UC and their units were thriving, and they perceived a significantly higher benefit in Commissioner service than those that were disengaged or struggling.

Unit Satisfaction in Commissioner Service

From a scorecard perspective, Unit Leaders were asked their overall satisfaction with the Commissioner Service provided to their unit over the past year, as shown in Figure 29.

Figure 29: Unit Leaders' Satisfaction of Their Commissioner's Service for the Past Year

By converting Figure 29 (above) to a five-point system:

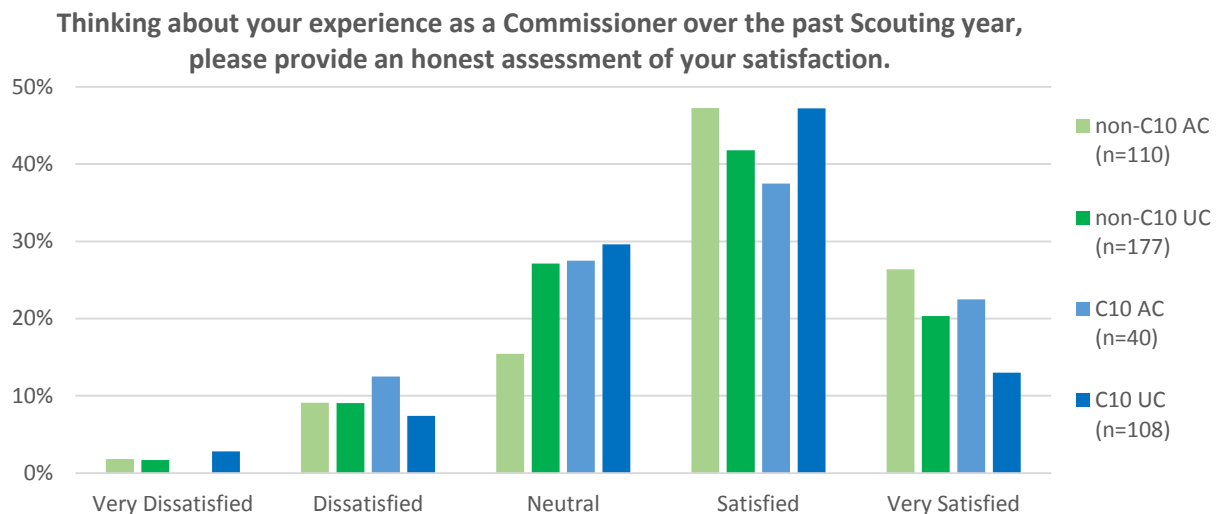
- Circle Ten Gold-JTE Units reported satisfaction of Commissioner Service as 3.5.
- Circle Ten Units (overall) reported satisfaction of Commissioner Service as 3.2.
- Non-C10 Units reported satisfaction of Commissioner Service as 3.0.

Using these comparisons, one can again see that a thriving unit appreciates Commissioners more than a non-thriving unit, suggesting that Commissioner service is impacting that unit's effectiveness.

Commissioner Satisfaction in Their Role

Perhaps as an insight into the alignment of Commissioner roles and their actual areas of service, both the administrative and unit-serving Commissioners were asked of their satisfaction in their role, as shown in Figure 30.

Figure 30: Commissioner Satisfaction in Their Role



Q16 & Q31

Concluding Remarks and Key Statistics Summary

As a summary of the information contained in this report, this section highlights a few notable statistics that summarize Circle Ten Commissioners' service to their units.

Frequency of Commissioner Engagement with Units

Circle Ten Commissioners engaged with their assigned units on a regular basis:

- C10 Commissioners visited their assigned units in person every 4.8 weeks (Figure 8).
- C10 Commissioners emailed their assigned units every 4.5 weeks (Figure 10).
- C10 Commissioners called their assigned units every 7.6 weeks (Figure 12).

In contrast, the experience from C10 Unit Leaders paints a slightly different picture:

- C10 Unit Leaders were visited by a Commissioner in person every 5.1 weeks (Figure 9).
- C10 Unit Leaders were emailed by a Commissioner every 5.8 weeks (Figure 11).
- C10 Unit Leaders were called by a Commissioner every 5.4 weeks (Figure 13).

It is admirable that the in-person-visit statistics are as close to each other, though one must presume that any variation is likely due to the fact that not every unit is assigned to a specific Commissioner. With that reality in mind, it is even more notable that Unit Leaders received phone calls as often as they did – showing that Unit Leaders had frequent enough interaction to ensure connectedness to the District. The only statistic pairing of concern is the disparity between emails, which would presumably also show congruency between respondent groups – particularly when the Commissioner staff can do broadcast emails to all units within their District, regardless of assigned UC coverage.

Commissioner Involvement in Key Unit Functions

In regard to key Circle Ten Council's areas of District operation:

- Commissioners actively assisted 81% of units with their annual re-charter (Figure 17).
- Half (52%) of Commissioners assisted with recruiting at School Nights for Scouting, helping an average of 1.0 unit (Figure 18).
- Half (53%) of Commissioners helped with fund raising, e.g. Friends of Scouting, campaigns, helping an average of 1.2 units (Figure 19).

In all three cases (re-charter, recruiting and fundraising), *the C10 Commissioner statistics were below the national average.*

Consideration Areas for Circle Ten Commissioner Improvement

- Nearly 1/3 of Unit Leaders do not know who their unit's assigned Commissioner is (Figure 5).
- Nearly one in out of four "registered" Commissioners is not considered "active" (Figure 7).
- Over half (54%) of units surveyed were not regularly contacted in person by a Commissioner, including 22% on an ad-hoc basis and another 32% that were not contacted at all (Figure 9).
- One third (33%) of Unit Leaders did not engage their Unit Commissioner last year (Figure 16).
- 33% of C10 units do not calculate JTE scores, compared with 21% of non-C10 units (Figure 21).
- Commissioners were far less involved in JTE calculation (56%) and recognition (24%) than should be, considering the importance of JTE in ongoing health discussions (Figure 22 & Figure 24).
- Approximately 17% of Unit Leaders do not know what the role of a Commissioner is (Table 2).

Summary of Commissioner Doctoral Research

It is the hope of the author that by providing quantitative data from a reasonably large sampling pool of both C10 and non-C10 Unit Leaders and Commissioners, new discussions will be started within the C10 Commissioner Corps. In some cases, there may be cause for celebration in achieving previous service goals. In other cases, the research, and in particular the comparative frequency of Commissioner activities, may stimulate new Commissioner service goals for 2015 and beyond.

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