



Girl Scouts of Western Ohio  
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## **Memorandum**

**Date:** December 19, 2007  
**To:** Board of Directors  
**From:** Barbara J. Bonifas, CEO  
**Subject:** Volunteer Organizational Survey Summary

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Attached for your review, are two summary reports of the Volunteer Survey of Organization and Culture, that was administered to volunteers in the four regions in fall 2007. We will spend a few minutes at the January board meeting discussing the survey results and their implications for our work in transforming Girl Scouts of Western Ohio.



Girl Scouts of Western Ohio  
**Organizational Survey of Culture & Services**  
 Summary of Volunteer Survey Findings & Volunteer Profile

10/15/07draftrev

**INTRODUCTION**

As early as 2006, four Girl Scout councils in west Ohio (Appleseed Ridge, Buckeye Trails, Great Rivers and Maumee Valley) began organizational merger and legal consolidation processes to transition into a new legal entity: Girl Scouts of Western Ohio, effective January, 2008. In early 2007, as a result of due diligence, it became clear that each of the four merging councils had a common mission and similar services but that each council had a wide variety of processes and practices which resulted in four unique cultures. As a result, the four merging councils recognized a need to carry out an *Organizational Survey of Services and Culture*.

**PURPOSE**

The purpose of the study included the following objectives:

1. To provide a profile of the organization’s culture and services.
2. To increase our understanding of current Girl Scout personnel and
3. To identify future services or resources needed by the new Girl Scouts of Western Ohio council.

**METHODOLOGY**

Based on a count of registered volunteer adults in each of the four merging councils, a stratified random sample of volunteers was selected to represent the four councils’ volunteers in the survey, as shown in Table 1.

**Table 1**

<b>Sample</b>	<b>Total Volunteers Selected</b>	<b>Leaders</b>	<b>Administrative Volunteers</b>	<b>Other Volunteers</b>
<b>Appleseed Ridge</b>	54	13	7	34
<b>Buckeye Trails</b>	129	35	19	75
<b>Great Rivers</b>	267	57	15	195
<b>Maumee Valley</b>	86	29	7	50
<b>Totals</b>	536	134	48	354

In August-September, 2007, the **Organizational Survey of Culture & Services** was distributed and prompted by U.S. mail and e-mail (using SurveyMonkey®). (Paid staff had completed the survey in June-July, 2007.)

As shown in Table 2, two rounds of U.S. mail distribution, three rounds of e-mail distribution, and phone follow-up by an outside research firm generated 330 completed surveys or a 62% completion rate, which will yield a confidence interval of +/-5.36 % with a 95% confidence level.

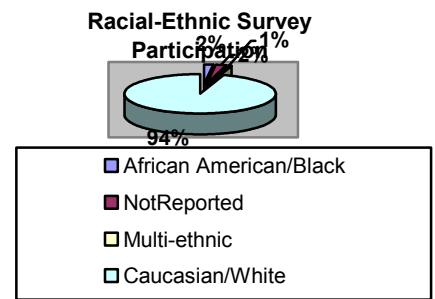
**Table 2**

<b>Region</b>	<b>Sample Size</b>	<b>Survey Completion Rate</b>
Appleseed Ridge	54 (10%)	41 (12%)
Buckeye Trails	129 (24%)	82 (25%)
Great Rivers	267 (50%)	151 (46%)
Maumee Valley	86 (16%)	52 (16%)
Undisclosed in completed survey		4 (1.2%)
<b>Total</b>	536	330 (62%)

The 330 volunteer survey respondents identified themselves as approximately 2% “African American/Black”, 1% Multi-ethnic and 94% Caucasian/White.

The volunteers represented 160 zip codes, over 2,000 years of combined service and a mean tenure of 6.56 years.

Volunteer survey respondents included troop affiliated, administrative and other positions as shown in Table 3.



**Table 3**

	Leader	Assistant Leader	SU Manager	Organizer/ Recruiter	Program Consultant	Unknown	Multiple Positions
<b>Totals (330)</b>	103 (31%)	83 (25%)	8 (2%)	9 (2%)	7 (2%)	6 (2%)	114 (35%)

**SURVEY DESIGN**

The survey research asked two major questions, as follow:

1. What is most IMPORTANT as you think about your *future* activities with Girl Scouts in West Ohio?
2. What is most TRUE in your *past experience* with ONE of the four pre-merger Girl Scout councils?

Each question used a 5-point scale, with “5” meaning “extremely” important or “extremely” true. Each question covered 31 items in the following six categories:

- ✓ Communication
- ✓ Adult Preparation & Training
- ✓ Adult Motivation & Benefits
- ✓ Program Design
- ✓ Community Resources
- ✓ Processes & Structures

**SURVEY FINDINGS: ① Program Design - What do volunteers say?**

As shown in Figure 1, the Girl Scout program is of highest importance to volunteers. At least 96% of volunteers say it is “mostly” or “extremely” important for girls to grow up to be self-reliant & strong, that activities meet the needs & interests of girls and that those involved have fun. Close to 90% of volunteers say it is “mostly” or “extremely” important for girls as a group to plan & carry out projects in partnership with adults.

Analysis of “future importance” vs “experienced truth” reveals program “gaps” no greater than 17%.

The weakest program element relates to girl-adult planning, in which at least 25% of leaders do not have strong experience.

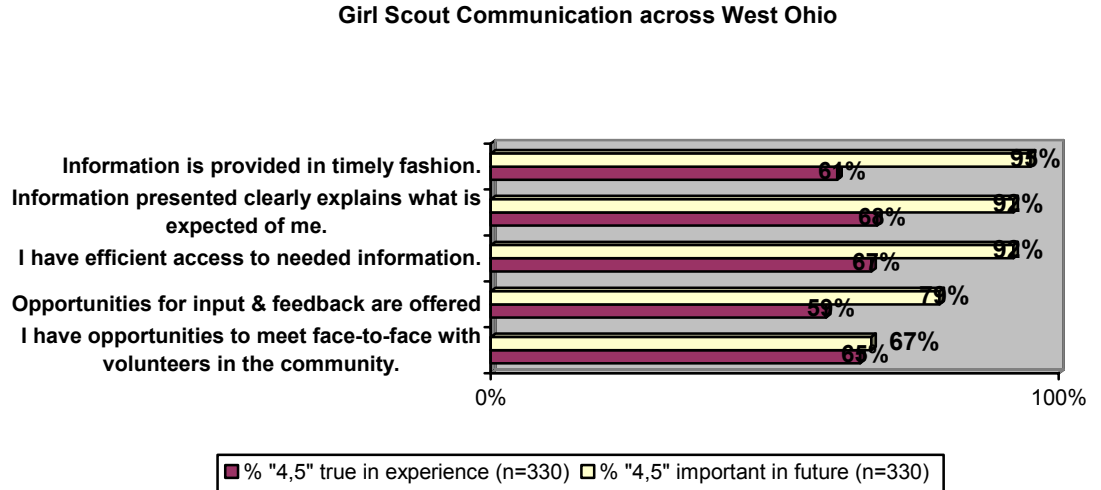
**Girl Scout Program Design across West Ohio**



**Figure 1**

**SURVEY FINDINGS: ② Organizational Communication - What do volunteers say?**

As shown in Figure 2, some of the most important and least experienced services were in the category of communication. Analysis of “future importance” vs “experienced truth” reveals “gaps” equal to or in excess of 20% related to 1) timely information, 2) clear explanation of expectations, 3) efficient information access and 4) opportunities for input/feedback. Opportunities for face-to-face meetings with volunteers in the community appear adequate.



**Figure 2**

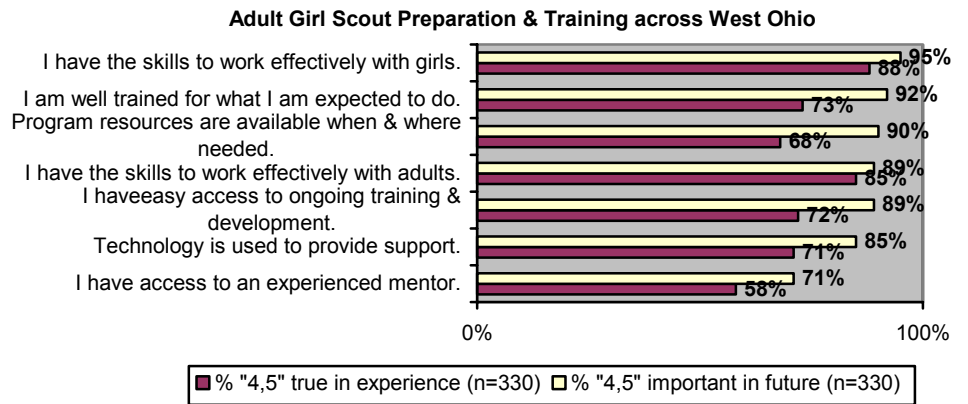
**SURVEY FINDINGS: ③ Adult Preparation & Training - What do volunteers say?**

Figure 3 shows that it is important to volunteers that they have skills to work with girls and they say that they do have those skills.

In addition, volunteers are satisfied with their abilities to work with adults.

Volunteers are less satisfied that they are trained for what is expected, technology support, access to ongoing training & to mentors.

The biggest adult preparation “gap” between “future importance” vs “experienced truth” relates to overall



**Figure 3**

**SURVEY FINDINGS: ④ Community Resources & Relationships - What do volunteers say?**

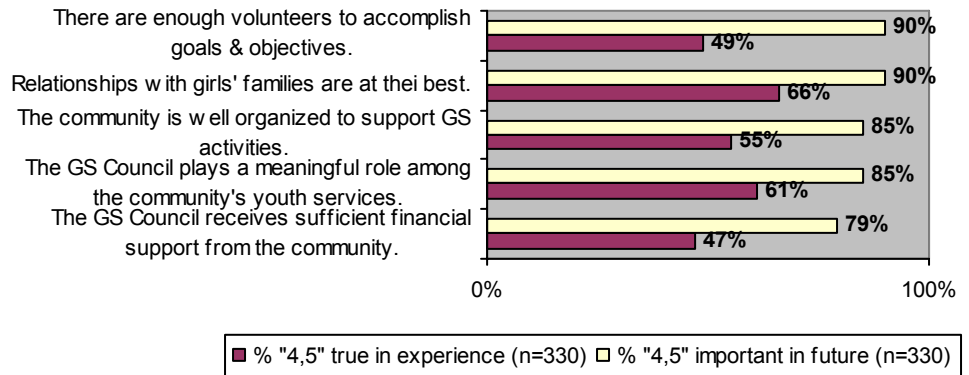
Figure 4 shows that community resources & relationships are very important to volunteers; but their experience with the organization does not reveal community resources or relationships that match the importance.

Ninety percent of volunteers say it is “mostly” or “extremely” important that there are enough volunteers & that relationships with parents are at their best.

Yet, less than half of volunteers see that there are enough volunteers to accomplish goals and objectives & that sufficient financial support is received.

While about two-thirds of volunteers see effective parent relationships & see Girl Scouts as meaningful in the community, only 55% of volunteers see that the community is well organized to support Girl Scouting.

**Community Resources & Relationships across West Ohio**



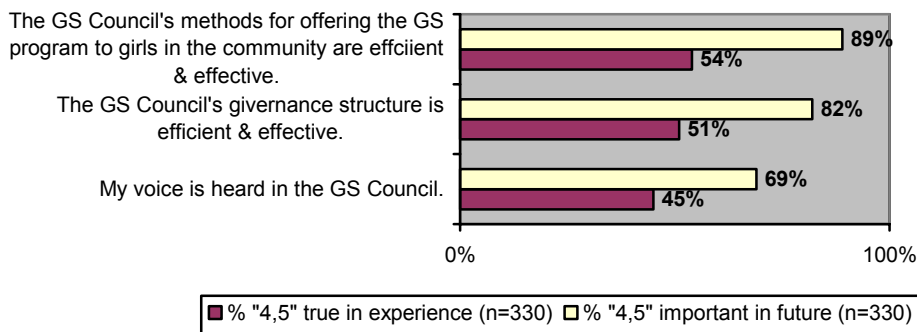
**Figure 4**

**SURVEY FINDINGS: ⑤ Organizational Processes & Structures - What do volunteers say?**

As shown in Figure 5, at least 82% of volunteers say it is “mostly” or “extremely” important that methods for offering the program to girls in the community and the governance structure be efficient & effective.

Yet, only about 50% of volunteers say that the methods for offering the program or the governance structure are “mostly” or “extremely” efficient & effective. In addition, fewer than half of volunteers experience that their voice is “mostly” or “extremely” heard, clearly missing expectations of over 20% of volunteers.

**Organizational Processes & Structures across West Ohio**



**Figure 5**

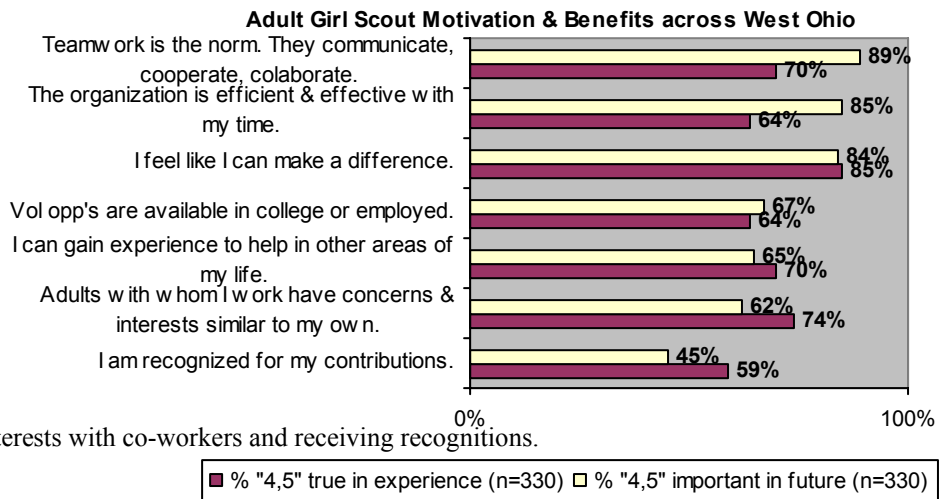
**SURVEY FINDINGS: ©Adult Motivation & Benefits - What do volunteers say?**

As shown in Figure 6, teamwork and efficient use of time are the most valued adult motivations or benefits; but volunteers' experience with these potential benefits does not match their importance.

Close to 85% of volunteers feel like they can make a difference and this matches its importance to them.

In addition, the degree to which volunteer opportunities are available to college students & full-time employees appears to be in synch.

Volunteers' experience actually surpasses what is important to them in potential benefits such as gaining transferable experience, having similar interests with co-workers and receiving recognitions.



**Figure 6**

**ORGANIZATIONAL PROFILE**

West Ohio Volunteers<sup>1</sup> **most value** ten organizational services or cultural conditions, as follows (1=most valued):

1. **Focus on girls' growth** (mission).
2. Focus on **girls' needs, interests, et al.**, in Girl Scout activities.
3. That those involved, including themselves, **have fun**.
4. That they have the **skills to work effectively with girls**.
5. That they have **timely information**.
6. That **information clearly explains what is expected**.
7. That there are **enough volunteers to accomplish goals and objectives**.
8. That they have **efficient access to needed information**.
9. Being **well-trained** for what is expected of them.
10. Having **program resources available** (overall) when & where they are needed.

West Ohio Volunteers **most experience** six organizational services or cultural conditions, as follow:

1. Those involved, including themselves, **have fun**.
2. They have the **skills to work effectively with girls**.
3. They **feel like they can make a difference**.
4. **Focus on girls' growth** (mission).
5. They have the **skills to work effectively with adults**.
6. **Activities meet the needs, interests, concerns & wishes of girls.**<sup>2</sup>

<sup>1</sup> Paid staff most value 5 of the 10 services/conditions most valued by volunteers. Paid staff & volunteers agree on numbers 1,2,5,6 and 9 of the top 10. In addition, paid staff include the following in their top ten: a) the council plays a meaningful role in the community's youth services; b) methods for offering the GS program to girls in the community are efficient & effective; c) technology is used to provide support; d) opportunities to give input & hear feedback are offered and e) feeling like they can make a difference.

<sup>2</sup> Paid staff and volunteers differ in their experience with activities meeting girls' needs... While 96% of volunteers & 90% of paid staff say it is "mostly/extremely important" that activities meet the needs, interests, concerns & wishes of girls," only 60% of paid staff say it is "mostly/extremely" true in their experience ... compared to 81% of volunteers who say it is "mostly/extremely" true.

## ORGANIZATIONAL PROFILE

(continued)

West Ohio volunteers **least experience** six organizational services or cultural conditions, as follow:

1. Having enough volunteers to accomplish goals and objectives.
2. Their voice being heard in the Girl Scout Council.<sup>3</sup>
3. The Girl Scout Council receiving sufficient financial support from the community.
4. The Girl Scout Council's governance structure being efficient and effective.
5. The community being well-organized to support Girl Scout activities.
6. The Girl Scout council's methods for offering the Girl Scout program to girls in the community being efficient & effective.<sup>4</sup>

## RECOMMENDATIONS

Future services or resources of the new Girl Scouts of Western Ohio Council should address the following organizational and cultural needs:

1. Continued focus on mission and the Girl Scout program design, including attention to girls' interests/needs, girl-adult partnerships and fun activities.
2. Increased access to timely information that clearly explains what is expected of adults.
3. Continued selection and placement of adults with skills to work with girls and adults.
4. Increased recruitment & selection of enough volunteers to accomplish goals and objectives.
5. Increased overall availability of program resources when and where they are needed.
6. Increased efficiency & effectiveness of methods used to offer the Girl Scout program to girls.
7. Increased effectiveness and efficiency of community relationships to result in more meaningful roles played in the community, improved family relationships and increased financial support.
8. Increased efficiency and effectiveness of governance, service delivery and program delivery methods to result in better use of volunteers' time and more voices being heard, with opportunities for input and feedback.

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<sup>3</sup> Paid staff say that they lack opportunities to give input & hear feedback. In addition, they lack timely information that tells what is expected. These services or conditions represent overall gaps of at least 30% between what is mostly/extremely important to paid staff and what is mostly/extremely true in paid staff experience.

<sup>4</sup> Paid staff agree with volunteers regarding lack of efficiency/effectiveness in offering the GS program to girls in the community. In addition, paid staff say that the Girl Scout council lacks playing a meaningful role in the community's youth services. 95% of paid staff say it is mostly/extremely important that the council plays a meaningful role among the community's youth services; but, only 65% of paid staff say this is mostly/extremely true in their experience. 92% of paid staff say it is mostly/extremely important that the council's methods for offering the GS program to girls in the community be efficient/effective; but only 54% say it is mostly/extremely true.

## SURVEY ITEMS

### COMMUNICATION

1. Opportunities to give input and hear feedback are offered.
2. I have efficient access to needed information.
3. Information is provided in a timely fashion.
4. Information presented clearly explains what is expected of me.
5. I have opportunities to meet face-to-face with other volunteers in my community.

### PREPARATION & TRAINING

6. I am well trained for what I am expected to do.
7. I have the skills to work effectively with girls.
8. I have the skills to work effectively with adults.
9. I have easy access to ongoing training and development.
10. Technology (computer, voice-mail, \_\_\_\_\_, etc.) is used to provide support.
11. Overall, program resources are available when and where they are needed.
12. I have access to an experienced mentor.

### ADULT MOTIVATION & BENEFITS

13. Adults with whom I work have concerns and interests similar to my own.
14. I can gain experience that will help me in other areas of my life.
15. Opportunities are available for persons who are college students or are employed, full time.
16. I feel like I can make a difference.
17. I am recognized for my contributions.
18. The organization is effective and efficient with my available time.
19. Teamwork is the norm. Adults communicate, cooperate and collaborate.

### PROGRAM DESIGN

20. Girls as a group plan and carry out projects in “partnership” with adults...
21. Girls grow up to be self-reliant and strong young women.
22. Activities meet the needs, interests, concerns and wishes of girls.
23. Those involved, including myself, have fun.

### COMMUNITY RESOURCES & RELATIONS

24. The Girl Scout Council plays a meaningful role among the community’s youth services.
25. The community is well-organized to support Girl Scout activities.
26. The Girl Scout Council receives sufficient financial support from the community.
27. Relationships with girls’ families are at their best.
28. There are enough volunteers to accomplish goals and objectives.

### ORGANIZATIONAL PROCESSES & STRUCTURES

29. The Girl Scout Council’s methods for offering the Girl Scout program to girls in the community are efficient and effective.
30. The Girl Scout Council’s governance structure (delegates, annual meeting, board) is efficient and effective.
31. My voice is heard in the Girl Scout Council.



# Organizational Survey of Culture & Services

## Girl Scout Volunteer Findings

### Girl Scouts of Western Ohio

November, 2007



#### What is MOST IMPORTANT to West Ohio Girl Scout Volunteers?

At least 95% of volunteers named 5 of top 10 as "mostly/extremely" important:

1. **Focus on girls' growth** (mission).
2. Focus on **girls' needs, interests, etc.**, in Girl Scout activities.
3. That those involved, including themselves, **have fun**.
4. That they have the **skills to work effectively with girls**.
5. That they have timely information.

At least 90% of volunteers named 5 of top 10 as "mostly/extremely" important:

1. That **information clearly explains what is expected**.
2. That there are **enough volunteers to accomplish goals and objectives**.
3. That they have **efficient access to needed information**.
4. Being **well-trained** for what is expected of them.
5. Having **program resources available** (overall) when & where they are needed.

In August-September, 2007, the **Organizational Survey of Culture & Services** was distributed by U.S. mail & e-mail to a random sample of volunteers in the four merging west Ohio councils: Applesseed Ridge, Buckeye Trails, Great Rivers & Maumee Valley. Phone follow-up resulted in 330 total responding volunteers (62% response rate).

Volunteer survey respondents identified themselves as approximately 2% "African American/Black", 1% "Multi-ethnic" and 94% "Caucasian/White".

Volunteers represent 160 zip codes, over 2,000 years of combined service and a mean tenure of 6.56 years. They include troop, administrative & other positions. Thirty-five percent (35%) hold multiple Girl Scout volunteer positions.

The survey research asked two major questions, as follow:

1. What is most **IMPORTANT** as you think about your *future* activities with Girl Scouts in West Ohio?
2. What is most **TRUE** in your *past experience* with ONE of the four pre-merger Girl Scout councils?

Each question used a 5-point scale, with "5" meaning "extremely" important or "extremely" true. Each question covered 31 items in the following six categories: Communication, Adult Preparation/Training, Adult Motivation/Benefits, Program Design, Community Resources/Relationships, Organizational Processes/Structures.

## **What is MOST TRUE for West Ohio Girl Scout Volunteers?**

**At least 80% of volunteers named 6 conditions as “mostly/ extremely” true:**

1. Those involved, including themselves, **have fun.**
2. They have the **skills to work effectively with girls.**
3. They **feel like they can make a difference.**
4. **Focus on girls’ growth** (mission).
5. They have the **skills to work effectively with adults.**
6. **Activities meet the needs, interests, concerns & wishes** of girls.

## **Where are Importance/Truth GAPS?**

**The following are highly important to volunteers but, there are “gaps” (≥ 20%) with what is mostly/extremely true:**

1. Access to timely information that clearly explains what is expected.
2. Having enough volunteers to accomplish goals and objectives.
3. Overall availability of program resources when and where they are needed.
4. Efficiency & effectiveness of methods used to offer the Girl Scout program to girls.
5. Effectiveness and efficiency of community relationships - more meaningful roles played in the community, improved family relationships and increased financial support.
6. Efficiency and effectiveness of governance, service delivery and program delivery methods - better use of volunteers’ time, more voices being heard and opportunities for input/feedback.

## **Where is action needed?**

**Highly important conditions to continue are the following:**

1. Focus on mission and the Girl Scout program design, including attention to girls’ interests/needs, girl-adult partnerships and fun activities.
2. Selection and placement of adults with skills to work with girls and adults.

**Highly important services or conditions to increase are the following:**

3. Access to timely information that clearly explains what is expected of adults.
4. Recruitment & selection of enough volunteers to accomplish goals and objectives.
5. Overall availability of program resources when and where they are needed.
6. Efficiency & effectiveness of methods used to offer the Girl Scout program to girls.
7. Effectiveness and efficiency of community relationships to result in more meaningful roles played in the community, improved family relationships and increased financial support.
8. Efficiency and effectiveness of governance, service delivery and program delivery methods to result in better use of volunteers’ time and more voices being heard, with opportunities for input and feedback.