



**2008 Processes Summary**

**CORE/SERVICE DELIVERY PROCESSES**

Area of Work	Purpose	Work to Date: We have developed and begun implementation
Service Delivery System	Develop a service delivery system and structure that increases service delivery capacity and flexibility, to effectively organize girls and manage adults to deliver the Girl Scout program throughout the four council regions.	<ul style="list-style-type: none"> <li>• New service unit and volunteer support-focused service delivery staff structure, including new volunteer human resources and adult recruiter positions.</li> <li>• Consistent, new service unit volunteer service team staff structure, including new leader consultant position.</li> <li>• An integrated planning and management process that links volunteer service unit planning with staff planning, and the volunteer survey-based service delivery and program priorities.</li> <li>• Consistent, accessible, user-friendly volunteer communication and coaching supports, including council-wide e-newsletters for each volunteer position, and a monthly, program-focused newsletter for leaders (<i>Take the Lead</i>).</li> </ul>
Volunteer Management	Develop a system to welcome, screen, appoint, train, support, and recognize diverse adults that values and develops the contributions of each volunteer, such that volunteers are well-prepared to support the delivery of the Girl Scout program to girls.	<ul style="list-style-type: none"> <li>• Consistent volunteer management components and procedures.</li> <li>• Comprehensive volunteer policies and procedures.</li> <li>• Revised service team job descriptions, trainings, and coaching plans.</li> <li>• Documented paid staff training in implementation of volunteer management design, policies, and procedures.</li> <li>• Unified on-line application and screening process.</li> <li>• Consistent processes for volunteer application and placement processes, and processes to address financial concerns and other screening or performance issues with volunteers.</li> <li>• Consistent development and delivery of monthly service unit coaching topics and resources through service unit manager roundtables.</li> </ul>

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Research and Evaluation	To provide research-based data and analysis of program, service delivery, and organizational activities, along with external research findings, to assess effectiveness of current organizational work and guide the development of future plans.	<ul style="list-style-type: none"> <li>• Consistent program evaluation indicators, measured in troops and at camp.</li> <li>• Consistent service delivery/organizational effectiveness indicators, measured among sampled adults.</li> <li>• Paid staff training in use of organizational effectiveness research findings as a basis for their performance goals. The findings also informed the development of the council's operations plans (and budget).</li> <li>• Senior managers training in use of consistent approaches to outcomes evaluation.</li> <li>• The first region-wide <i>positive</i> youth development research findings, based on Search Institute's <i>Attitudes &amp; Behaviors Survey of 6300 Youth</i>, were released by a coalition of Girl Scouts, YMCA, Boy Scouts, and Boys &amp; Girls Club. The findings helped establish the region's first community-wide benchmark for <i>positive</i> youth development in southwest Ohio (and northern Kentucky).</li> </ul>
Program	Develop an integrated plan to provide program resources, support, and activities that support the council goals, Girl Scout leadership development program model, and strategic priorities.	<ul style="list-style-type: none"> <li>• Training and educational supports to ensure consistent staff and volunteer understanding of Girl Scout leadership program.</li> <li>• Consistent criteria for council-sponsored program opportunities, based on program outcomes, program design components, and focus on volunteer support.</li> <li>• Portfolio of high quality program opportunities (based on initial criteria) with established evaluation criteria for future assessment.</li> <li>• Consistent program policies and procedures.</li> <li>• Consistent communication of program information through volunteer resources disc/guide and other communication vehicles.</li> </ul>
Membership	Develop and implement plans to recruit girls and adults to Girl Scouts through a variety of pathways, ensure year round recruitment plans include girls and adults from diverse backgrounds and educate the community through consistent messaging and community involvement.	<ul style="list-style-type: none"> <li>• Council-wide and regional goals for 2008-2009 membership year, including consistent goals related to market share, minority membership, and adult recruitment.</li> <li>• Comprehensive council-wide recruitment plan with consistent subsidiary plans for each region, and individual staff membership plans and goals.</li> <li>• Documented, consistent membership staff training in planning, community development, and customized girl and adult recruitment methods.</li> <li>• Adult recruitment – all regions have been trained and are piloting the recruitment of corporate adults to lead 8 week troops in schools.</li> </ul>

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Training	To develop and implement plans for implementation of the council training policy, registration of trainings and adult recognition, to provide consistent, accessible support for Girl Scout volunteers.	<ul style="list-style-type: none"> <li>• Training policies and procedures – two required trainings: Girl Scout FUNdamentals and age level job training.</li> <li>• Content and format for Girl Scout fundamentals (in home study and classroom formats) to orient all Girl Scout volunteers to the program design and organizational values, structure, and history.</li> <li>• Consistent content and format for all age level trainings (home study and classroom) to prepare troop leaders to deliver the Girl Scout leadership experience to girls.</li> </ul>
Property Management	Develop an integrated property management plan that will ensure that council property is maintained to protect the health and safety of users, support the delivery of the Girl Scout program, and managed using fiscally sound processes.	<ul style="list-style-type: none"> <li>• Comprehensive portfolio of facilities and equipment available at each property. (In process: 2008 – inventory of camp buildings and equipment; 2009-2010 – train property staff in development and implementation of complete portfolio, including facility assessment and development and implementation of replacement schedule.)</li> <li>• Consistent standards for property maintenance and management. (2008 – establishment of basic standards; 2009 – development of documented standards and related criteria; development of documented maintenance processes.)</li> <li>• Camp property camper usage procedures, fees and standards (i.e., what to expect at each camp).</li> </ul>

### ENABLING PROCESSES

Area of Work	Purpose	Work to Date: We have developed and begun implementation
Human Resources	Develop the framework and methodology of the council's human resources philosophy, policies, and business practices.	<ul style="list-style-type: none"> <li>• Hiring processes centralized, mapped and communicated.</li> <li>• Human resources procedures drafted to support personnel policies.</li> <li>• Central management of process for camp hires.</li> <li>• Consistent job descriptions created for all exempt positions.</li> <li>• Council structure chart created, based on service delivery work.</li> <li>• Staff structure reorganized and staff placed in new positions.</li> <li>• Staff orientation process documented and assigned to regions/human resources.</li> <li>• Personnel files centralized and organized.</li> <li>• Staff timesheets centralized and tracked from administrative office.</li> </ul>

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Business Services	Develop and lead an integrated business services plan to be implemented within regions and that will result in a council-wide, coordinated effort to support customer services and business operations for Girl Scouts of Western Ohio.	<ul style="list-style-type: none"> <li>• Business equipment inventoried and needs identified.</li> <li>• Migration to CES Personify (membership module) has been completed and initial users have been trained. Relevant business processes were developed.</li> <li>• Centralized processes developed and documented for store management and inventories completed.</li> <li>• Project plan created for implementation of new store software.</li> <li>• Central leasing of copier equipment and postage meters.</li> <li>• Centralized management of business services.</li> </ul>
Finance Management	Develop and lead integrated financial management processes which will be implemented throughout the council.	<ul style="list-style-type: none"> <li>• Development of some internal controls and financial procedures.</li> <li>• Centralized payroll process established.</li> <li>• Centralized payables process established and documented.</li> <li>• Training of finance staff on new financial software.</li> <li>• 2008 and 2009 budget developed and revised.</li> <li>• Cash receipts processes documented and communicated in regions.</li> <li>• New account number structure developed and implemented.</li> <li>• Centralized tracking and management of United Way and grant revenue.</li> <li>• Centralized management of investments.</li> <li>• Centralized management of product sales receipts.</li> </ul>
Communications	Develop and lead an integrated communication and marketing plan to be implemented within regions and that will result in a council-wide, coordinated effort to communicate effectively to all constituent groups within Girl Scouts of Western Ohio. The plan will maximize attraction and understanding of the Girl Scout program and mission.	<ul style="list-style-type: none"> <li>• Communication plan created and implemented.</li> <li>• Style guide developed.</li> <li>• The 2007 Annual Report was created and distributed to show consistency across regions.</li> <li>• The Volunteer Resource Guide (disc) was developed and distributed.</li> <li>• Council website for Girl Scouts of Western Ohio was launched.</li> <li>• Council newsletter and parent newsletter developed and distributed.</li> <li>• E-newsletters were created by functional area and processes documented for regular distribution.</li> <li>• Camp brochure was created and distributed.</li> </ul>

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Fund Development	Develop and lead an integrated fund development plan to be implemented within regions and that will result in a council-wide, coordinated campaign to achieve specific revenue goals for Girl Scouts of Western Ohio. Plan will be comprehensive and address the annual, foundation, corporate, and planned giving revenue needs of the council for 3-5 years.	<ul style="list-style-type: none"> <li>• Fund development plan developed – priority is annual campaign.</li> <li>• Comprehensive United Way report has been compiled to provide overall picture of United Way funding and centralized reporting and tracking.</li> <li>• Current regional special events, as planned, are being implemented.</li> <li>• Goals for the annual campaign were established, by region and campaign.</li> <li>• Grant reporting and tracking was centralized.</li> </ul>
Product Sales	Develop and implement a coordinated business plan for the cookie sale and fall product sale that will meet projected revenue goals.	<ul style="list-style-type: none"> <li>• Cookie sale business plan for 2008 developed and implemented.</li> <li>• Fall product sale business plan developed and fall product sale was carried out.</li> <li>• Product sales staff trained.</li> <li>• 2009 cookie sale business plan developed.</li> </ul>
Technology	Develop strategies, plans, and policies for council-wide information technology.	<ul style="list-style-type: none"> <li>• Firewalls installed at all four offices and virtual private network connections established.</li> <li>• Servers connected in all four regions to connect the active directory of all four sites and create new domain of council.</li> <li>• Exchange installed and mailboxes migrated.</li> <li>• Migration to CES Personify (membership module) has been completed and users have been trained. Relevant business processes were finalized.</li> <li>• CES Personify (meetings module) implementation plans were developed and implemented.</li> <li>• RMS (point-of-sale) software was ordered and an implementation plan was developed.</li> <li>• Upgrades to regional computer infrastructures were begun.</li> <li>• Internet conference calling was established and implemented.</li> </ul>
Corporate Planning	To develop and lead an integrated tactical planning process to be implemented within regions and that will result in a council-wide, coordinated, data-driven plan of work and budget for 2009.	<ul style="list-style-type: none"> <li>• Timeline and planning process developed and staff trained for 2009 plan of work.</li> <li>• Staff developed draft of 2009 plan of work and budget.</li> </ul>