



Girl Scouts of Western Ohio
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2009 Compliance with Executive Limitations 2.1, 2.2, and 2.3

Management Philosophy: Management objectives provide the foundation for organizing, allocating and directing organizational resources in the most efficient and effective fashion.

1. Provide a consistent core Girl Scout experience centered on a model of personal growth and leadership development and linked to measurable program outcomes.
2. Support a volunteer management system that clearly defines accountabilities for attracting, managing and partnering with volunteers.
3. Provide continuous, flexible, and excellent learning opportunities and resources to prepare volunteer and paid staff for their roles and responsibilities.
4. Quantify, genuinely demanding performance targets in all areas (individual, functional, organizational) that are tightly aligned with the organizations aspirations and strategies.
5. Provide an organizational structure that promotes roles, reporting relationships and systems for the functional and lateral – cross functional level to promote an efficient high performing staff.
6. Attract and retain staff, leadership and volunteers that represent extraordinary diverse backgrounds, experiences and skills dedicated to contributing their time and talent to the development of girls and the communities we serve.
7. Design systems and functional integration that support the process of continual improvement and organizational growth.
8. Create highly diversified funding sources to protect the organization from financial instability and ensure plans for the future through contributed income, endowment management, sound financial management, and investment practices.
9. Utilize state of the art information technology to facilitate all aspects of operations: business systems, service and program delivery.

2.1: Treatment of Girls and Volunteers

With respect to interactions with girls and volunteers or those applying to be girls and volunteers, the CEO shall not cause or allow conditions, procedures, or decisions that are unsafe, undignified, or unnecessarily intrusive. Further, without limiting the scope of the foregoing by this enumeration, he or she shall not:

Compliance: The Volunteer Resource Guide (produced by Girl Scouts of Western Ohio and provided for all operational volunteers), states that volunteer program management is a strategic system of creating a welcoming and inclusive environment for diverse adults in which their needs and interests can be matched to specific Girl Scout volunteer positions. In addition, a volunteer development system values the contributions of each individual volunteer while helping her/him to realize the extent of her/his interests, skills, competencies, and knowledge.

To support safe, respectful conditions for girls, volunteers are carefully screened, trained and supported, including through national resources such as GSUSA's *Safety-Wise*. In addition, the Volunteer Resource Guide includes specific policies defining acceptable standards for "Adult – Child Interactions"

Girl Scouts of Western Ohio follows the policies outlined in GSUSA's *Blue Book of Basic Documents*, regarding selection and placement of volunteers and employed staff, as well as grievance/separation of employed staff.

The CEO has received no complaints indicating that there are conditions, procedures, or decisions that are unsafe, undignified, or unnecessarily intrusive. I am therefore reporting compliance.

1. Use forms that elicit information for which there is no clear necessity.

Compliance: Membership information is collected, using registration forms provided by GSUSA. No additional information is collected from girls or volunteers for registration purposes. For the purposes of registration for program events, standard registration forms are available on the website and through the volunteer resource manual. Forms elicit only information needed for the program activity.

The council conforms to HIPAA standards for health information privacy through collection of the minimum information reasonably needed for troop or program activity safety and by ensuring that health information is accessible only to those with a clear health related purpose.

Girl Scouts of Western Ohio complies with the Children's Online Privacy Protection Act, which protects the personal information of children under the age of 13 that is collected electronically. This applies to individually identifiable information about a child that is collected online, such as full name, home address, email address, and phone number. The council's website clearly states our compliance with this privacy act.

The council's privacy policy discloses how we collect, protect, and use information provided by adults. All readers to our website have access to the privacy policy, which is accessed on our home page. All employees, as communicated in the personnel policy manual, are expected to maintain the confidentiality of all information to which they have access as a result of their job duties.

There have been no complaints concerning our collection of information. I am therefore reporting compliance.

2. Use methods of collecting, reviewing, transmitting, or storing information that allows improper access to the material gathered.

Compliance: *The Blue Book of Basic Documents* clearly states what is expected of councils regarding membership data. The release and distribution of any Girl Scout membership list is prohibited. All Girl Scout councils must be in compliance with this security policy and ensures its compliance through the following methods.

Girl Scouts of Western Ohio uses Secure Sockets Layer technology to protect the security of information as it is transmitted to the council. SSL is the industry standard in internet encryption technology, which is a highly sophisticated method of scrambling data as it travels from the user's computer to our website servers.

Another method of protecting access to information is through a password policy which is in place for 100% of staff members of Girl Scouts of Western Ohio. The scope of the policy includes all personnel who have or are responsible for an account on any system that resides at any Girl Scouts of Western Ohio facility, has access to the network, or stores any non-public information. All employees are responsible for taking appropriate steps to secure their passwords.

All human resources records, including volunteer human resources records are maintained in a locked, secure cabinet.

This privacy statement and security for data collection complies with the Better Business Bureau's charity accountability standards

I am therefore reporting compliance.

3. Provide facilities that are not accessible to all or do not provide for appropriate privacy.

Compliance: Girl Scouts of Western Ohio complies with all federal, state, and local health and safety guidelines, including the Americans with Disabilities Act, to ensure that we meet or exceed standards for facility safety, privacy, and ADA-defined accessibility.

In addition, Girl Scout properties follow standards outlined by the American Camping Association and in GSUSA's *Safety Management at Girl Scouts Sites and Facilities*.

- All staffed camp facilities are inspected annually for conformance to government standards to receive a camp operating license.
- Resident and/or day camp facilities/programs are certified by the American Camping Association

In addition to facility design, programmatic guidelines for ensuring access and protection of privacy are specifically documented in Girl Scouts of the USA *Safety –Wise* standards and in the volunteer resource guide policies, including the following:

- Sleeping Arrangements at Camp
- Men in Camp or in an Overnight Setting
- Guidelines for Adult/Child Interaction in a Girl Scout Setting

I am therefore reporting compliance.

4. Be unclear about what may be expected and what may not be expected from any service offered by the organization.

Compliance: Article VII of *The Blue Book of Basic Documents* has defined the council responsibility as:

“Local Girl Scout councils shall be organized to further the development of the Girl Scout Movement in the United States, to establish local responsibility for leadership, administration, and supervision of the program; and to develop, manage, and maintain Girl Scouting in accordance with the terms of their charters.”

- Membership Extension and Access to the Girl Scout Program
- Maintaining Organizational Integrity
- The Development and Stewardship of Resources

100% of appointed volunteers have access to the Girl Scouts of Western Ohio volunteer resource guide (and council website) which defines the systems and standards for service delivery and volunteer support, including:

- The volunteer and paid staff team structure and description of function and roles.
- Explanation of components, services, and procedures supporting volunteer management system.
- Explanation of council, troop, and community / parent roles in financial support of Girl Scout activities.
- Overview and schedule of volunteer trainings and program resources and events offered

Based on the results of the “service delivery” portion of the annual Girl Scout Troop Leader Survey –Spring 2008, volunteers responded “true” or “extremely true”:

- 85% – Overall I know what I am expected to do
- 70% – I am well-trained for what I am expected to do
- 64% – information clearly explains what is expected of me

I am therefore reporting compliance.

5. Discourage persons from airing a concern or compliant and being heard.

Compliance: Members of Girl Scouts of Western Ohio are encouraged to communicate through a variety of methods:

1. Two surveys have been collected from volunteers and paid staff (Organizational Survey of Culture and Services, website survey, program effectiveness).
2. 100% of operational volunteers are provided with access to the Volunteer Resource Guide, which includes a problem-solving process. The council’s conflict resolution process for operational volunteers is communicated to all new volunteers electronically in their Welcome Packet and through the Volunteer Resource Manual. Each year, revisions are communicated to all operational volunteers.
 - A. Four Volunteer Human Resource Managers have been appointed (in each regional office) to assist with volunteer problem-solving.
 - B. The council’s communication policy is provided to all employees through the website and the volunteer resource guide. It clearly states the process to be used by volunteers in communicating management or governance issues and provides a timeline and expectation for response to the concern. No formal issues have been brought forward.

Based on the results of the “service delivery” portion of the annual Girl Scout Troop Leader Survey – Spring 2008, volunteers responded “true” or “extremely true,” 54% of volunteers indicated that “opportunities to give input and hear feedback are offered.” In the fall of 2008, (the beginning of the first full membership year for Girl Scouts of Western Ohio), the Volunteer Management Policies were distributed to volunteers through the Volunteer Resource Guide. This included policies describing the process for communication and problem-solving.

These policies were implemented over the past year, as evidenced in part by the documented issues addressed by volunteer managers in each region. These issues have been systematically logged and tracked in one region to monitor trends or gap areas where additional resources or training may be needed. This monitoring process will be implemented in the remaining three regions by December 2009. Based in one region, the issues fall primarily in the following categories:

- Financial Issues – 52%
- Volunteer/Volunteer Conflict – 12%
- Parent/Leader Conflict – 8%
- Removal of Leader for Policy – Violation 4%

Complaints are received regularly from a variety of sources, including GSUSA's help line, from parents directly to council staff, and from volunteers. The established processes are used to resolve complaints and management is kept informed of issues as they arise.

I am therefore reporting compliance.

2.2: Treatment of Paid and Volunteer Staff

With respect to the treatment of paid and volunteer staff, the CEO may not cause or allow conditions that are unfair, undignified, disorganized, or unclear. Further, without limiting the scope of the foregoing by this enumeration, he or she shall not:

Compliance: According to the Management Philosophy, as defined in the Girl Scouts of Western Ohio's Personnel Policies Manual, and communicated to all paid staff, the following management objectives guide the Council work to ensure both people and systems are supported by an organization structure and planning process designed to accomplish our goals for girls:

- To treat employees with dignity and respect
- To provide appropriate compensation for all employees
- To address employees' problems/concerns.
- To provide an atmosphere in which each employee will take pride in the quality of her/his work.
- To keep employees informed as to the outlook for the future.

The Girl Scouts of Western Ohio's Volunteer Reference Guide, provided for all operational volunteers, states that volunteer program management is a strategic system of creating a welcoming and inclusive environment for diverse adults in which their needs and interests can be matched to specific Girl Scout volunteer positions. In addition, a volunteer development system values the contributions of each individual volunteer while helping her/him to realize the extent of her/his interests, skills, competencies, and knowledge.

I am therefore reporting compliance.

1. Operate without a written handbook that contains personnel rules which: a) clarify rules for staff; b) provide for effective handling of grievances; c) protect against wrongful conditions, such as nepotism and grossly preferential treatment for personal reasons; and d) contain a conflict of interest policy.

Compliance: 100% of staff members are provided with a staff manual containing the council's management philosophy, rules for staff, the process for resolving conflicts, protection against wrongful conditions, and the conflict of interest policy. New employees are provided with this manual at the time of hire and must sign a document acknowledging that they have received the document and understand that any changes will be provided to each employee. Any changes to the policies are communicated through the staff intranet, which is accessible to 100% of employees.

All employees annually sign a conflict of interest statement, which is kept in their personnel file.

100% of operational volunteers are provided with access to the volunteer resource guide, which includes a problem solving process. The council's conflict resolution process for operational volunteers is communicated to all new volunteers electronically in their Welcome Packet and through the Volunteer Resource Manual. Each year, revisions are communicated to all operational volunteers.

I am therefore reporting compliance.

2. Operate without a written job descriptions.

Compliance: 100% of employees are provided with a job description, which includes the purpose of the position, the primary accountabilities, and requirements of the position. Orientation for new employees includes a review of the job description, with the expectation that new employees will understand their role and responsibilities, as well as what they will be held accountable for producing.

100% of appointed volunteer positions have written job descriptions which are communicated as part of the appointment and ongoing coaching processes. I am therefore reporting compliance.

3. Discriminate against any staff member for non-disruptive expression of dissent.

Compliance: The whistleblower policy is communicated to 100% of employed staff through the personnel policies manual and to volunteers through the Girl Scouts of Western Ohio's Volunteer Reference Guide. It includes a non-retaliation statement, communicating that reporting of action or behavior that an employee reasonably believes is inappropriate is an important component of our business ethics practices and that employees will be free from any retribution, retaliation, or adverse effect in their employment. The policy goes on to say that Girl Scouts of Western Ohio will not tolerate acts of retaliation.

There have been no reported complaints of discrimination against any staff member for non-disruptive expressions of dissent. I am therefore reporting compliance.

4. Allow staff to be uninformed or unaware of their protections under this policy as interpreted by the CEO.

Compliance: 100% of staff members are provided with a staff manual containing the council's management philosophy, rules for staff, the process for resolving conflicts, protection against wrongful conditions, and the conflict of interest policy. New employees are provided with this manual at the time of hire and must sign a document acknowledging that they have received the document and understand that any changes will be provided to each employee. Any changes to the policies are communicated through the staff intranet, which is accessible to 100% of employees.

100% of operational volunteers are provided with access to the volunteer resource guide, which includes a problem solving process. The council's conflict resolution process for operational volunteers is communicated to all new volunteers electronically in their Welcome Packet and through the Volunteer Resource Manual. Each year, revisions are communicated to all operational volunteers. I am therefore reporting compliance.

2.3: Compensation and Benefits

With respect to employment, compensation, and benefits to employees, consultants, contract workers, and volunteers, the CEO shall not cause or allow jeopardy to fiscal integrity or public image. Further, without limiting the scope of the foregoing by this enumeration, he or she shall not:

Compliance: The CEO's reasonable interpretation of this policy is that all decisions made about employment, compensation, and benefits are made to support the annual operating plan and budget, which requires a balanced budget and which is communicated annually to the board of directors. This would protect the council from decisions about compensation or benefits that put the council in fiscal jeopardy. In addition, no employment, compensation, or benefits have been offered that would be reasonably interpreted to be outside the scope of a typical operation of similar size and means, minimizing the effect of jeopardy to our public image.

I am therefore reporting compliance.

1. Change his or her own compensation and benefits, except as his or her benefits are consistent with a package for all other employees.

Compliance: No changes have been made to the CEO's compensation or benefits, except those approved by the board of directors as a result of the annual performance review of the CEO. Any decision made by the board was documented in the minutes of the board's Executive Session and kept on file in the administrative office's central files with the signed document from the Board Chair.

The CEO's compensation and benefits was determined after the Board Chair solicited information from the GSUSA human resource department on salary schedules for CEOs of comparable Girl Scout councils and other nonprofits. I am therefore reporting compliance.

2. Alter at-will employment.

Compliance: The CEO's interpretation of this policy is stated in the Girl Scouts of Western Ohio's Personnel Policy Manual, which says that it is the policy of Girl Scouts of Western Ohio that all employees are employed at-will. During the course of employment, individuals are free to leave the employment of the Council at any time, for any reason, and the council reserves a similar right. This can be done with or without notice, and with or without cause. There has been no altering of at-will employment. I am therefore reporting compliance.

3. Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed.

Compliance: The Girl Scouts of Western Ohio's Personnel Policy Manual defines salary administration as the following: it is Girl Scouts of Western Ohio's policy, within budgetary and financial constraints, to pay reasonable salaries that maintain internal equity and external competitiveness, and that reward staff on the basis of their performance and professional results.

In addition, Girl Scouts of Western Ohio complies with GSUSA's policies for administering sound compensation programs in Girl Scout councils with the following three main objectives:

- To reflect the value or worth of each position relative to others in the organization
- To be competitive in the marketplace to attract and retain qualified employees
- To motivate employees to higher levels of performance.

Girl Scouts of Western Ohio uses a systematic and rational approach to the development of salaries for employed council staff. This includes position descriptions for all positions, evaluation of the relative worth of each position, establishment of salary grades and ranges, development and implementation of performance measurement tools and rewards, and communication of the compensation program to all employed staff members.

To establish a baseline rating for each position as the merger was completed, an outside consultant rated each position against comparable positions in the community. This information, along with salary schedules provided by GSUSA has informed the initial decisions regarding compensation for Girl Scouts of Western Ohio. Currently, GSUSA human resources department is grading all exempt positions, which will ensure the most current, accurate assessment available. Non-exempt positions are evaluated against the local market.

Once the exempt positions are graded by GSUSA, they will provide an individualized salary structure, based upon such factors as position evaluation, council size, geographic location, response to particular labor markets, and economic conditions. Any salary exceeding the range, due to the merger, has been red circled.

I am unaware of any compensation or benefits that deviate materially from the market. I am therefore reporting compliance.

4. Establish rewards systems other than those based upon established criteria.

Compliance: Girl Scouts of Western Ohio has established no rewards systems other than the compensation and benefits established and included in the 2009 operating budget.

I am therefore reporting compliance.

5. Create obligations over a longer term than revenues can be safely projected, in no event no longer than one year and in all events subject to losses in revenue.

Compliance: Girl Scouts of Western Ohio has not created any obligations over a longer period than one year, other than the council's participation in the GSUSA defined benefit plan for retirement, which is further explained in an accompanying memo.

With the exception of the council's defined benefit plan for retirement, I am reporting compliance.