

MEMO

Attachment D



Date: September 12, 2014
To: Board of Directors
From: Sue Matz, Direct Inspection Task Group Chair
Subject: Direct Inspection Task Group Report – Policies 2.1, 2.2, 2.3

The Direct Inspection Task Group for Policies 2.1, 2.2, and 2.3 met on Wednesday, August 13, 2014 at the Girl Scouts of Western Ohio’s administrative office in Cincinnati. The members of the task group are Sue Matz, Chair, Bridget Doherty, and Pat Neal Miller. Roni Luckenbill, CEO, Betty Bollas, Director of Human Resources, and Kathy Kearns, Human Resources Consultant, met with the task group.

Following a brief review of the charges, the Direct Inspection Task Group reviewed the following policies:

- 2.1: Treatment of Girls and Volunteers
- 2.2: Treatment of paid and Volunteer Staff
- 2.3: Compensation and Benefits

2.1: Treatment of Girls and Volunteers

The task group reviewed the log used to capture volunteer and parent complaints and concerns. It was noted that the log is complete with specific information on the nature of the issue, the follow up, and the resolution. In addition, the volunteer four-step problem solving process was discussed. The task group was satisfied that response to issues is quick and resolution is important to the process.

The Volunteer Essentials Manual was reviewed to identify the services provided to volunteers and the supports in place. This includes problem solving processes, financial information, how to give input, and safety guidelines. No concerns were identified.

2.2: Treatment of Paid and Volunteer Staff

The paid staff personnel policies were reviewed and it was noted that they appear to be very thorough. They were reviewed by council attorneys in March, 2014. This document was used as reference for several other policies throughout this review.

The whistleblower policy was reviewed and discussed. No complaints have been made to management under this policy. An annual letter is issued to the board treasurer, identifying any complaints, as well as how the policy is communicated.

Two personnel files were pulled out and reviewed for compliance. No concerns were found. A listing of documents and their location in the file was shared with the task group. Both files were complete and included appropriate documentation.

Job descriptions for volunteer and paid staff positions were reviewed. They have been updated recently and are clear and concise. All employed staff job descriptions are available to staff on a shared drive. Volunteer job descriptions are summarized in the Volunteer Essentials manual and available within service units.

The auditors noted no concerns regarding outstanding personnel-related lawsuits. They regularly audit specific human resources procedures and no issues were identified in their audit.

2.3: Compensation and Benefits

The council's compensation administration process was shared with the task group. It is a thorough process that includes a flowchart, written procedures, consistent communication, and outside comparison salary surveys. Staff was able to explain how salary administration takes place, including the use of job grading, performance management, and a matrix for decision-making. In addition, the documents supporting compensation for the CEO were shared with the task group. The task group is confident in the processes used to ensure appropriate adherence to compensation administration processes.

The employment letter was reviewed and it was noted that it included appropriate "at will" employment language.

The council's membership pilot project was shared as it relates to a bonus structure for compensation. This process provides specific criteria in which recruitment and community engagement staff can receive small bonuses for achievement of benchmarks. This initiative was created last year and has been revised, based on initial findings, for the coming year. This innovative program is attempting to reward those employees who serve in "sales-type" positions within the organization. GSUSA and councils are watching the results of this initiative as a best practice.

A review of the annual audit found no concerns expressed by our auditors. In general, the council seems to be following legal requirements and seeks legal counsel on areas of risk.

Summary:

The Direct Inspection Task Group was pleased with the results of this audit. We are confident that documentation was available and the staff was willing to share all aspects of this work. We saw evidence that processes are in place, have been recently reviewed and are being followed. In summary, the task group believes that the human resources policies of the council are carefully executed and include the use of industry standards. We were very pleased with the documentation that we reviewed and confident that the policies are being executed as designed.