



Girl Scouts of Western Ohio
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*Girl Scouting builds girls of courage, confidence, and character,
who make the world a better place.*

Management Report January 2008

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Chief Executive Officer**



MANAGEMENT PHILOSOPHY

Management is: Management is the process by which a cooperative group directs action towards a common goal.

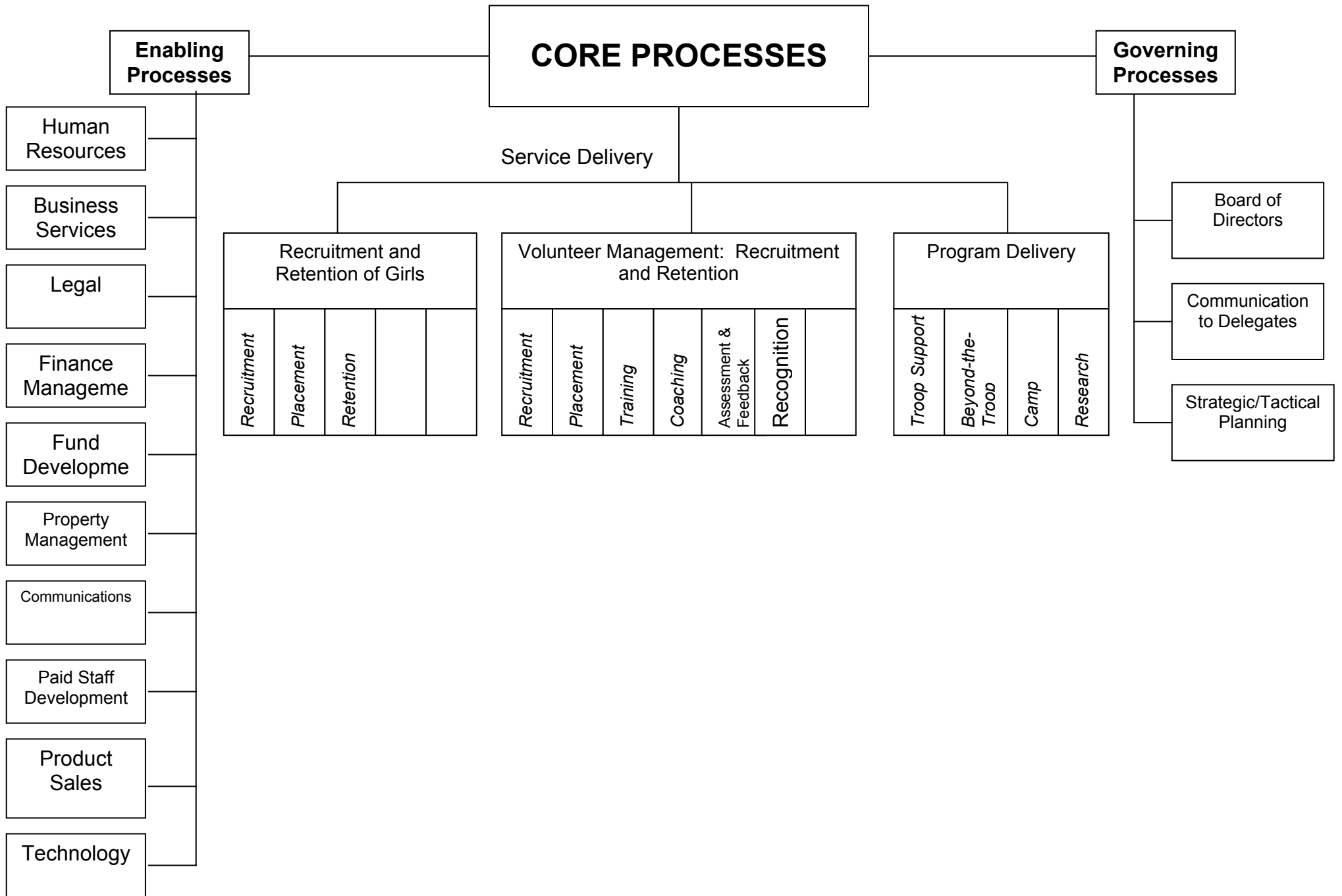
Management responsibility: Management is the responsibility of the CEO.

Participative Management Philosophy: The management of the organization is ultimately the responsibility of the Chief Executive Officer. Management strategies provide the foundation for organizing, allocating, and directing organizational resources in the most efficient and effective fashion. We are very interested in and desirous of input from all of the council's paid and volunteer staff. Whether the contribution from the employee is in the form of a suggestion to improve productivity, to provide improved quality services, or to assist in the resolution of a conflict, it is valued.

The following management strategies guide the council's work to ensure that both people and systems are supported by an organizational structure and planning process designed to accomplish our goals for girls.

Management Strategies:

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 organization's 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.



Management Report: Girl Scouts of Western Ohio January, 2008

The focus of council realignment is to strengthen the Girl Scout Movement as a whole, using the Girl Scout Promise and Law as the primary guiding principle. The objective was to provide expanded opportunities for girls, enhanced services for adult volunteers, and vibrant partnerships with the greater community to meet our commitment to girls.

The following concerns relate to our management philosophy strategies and must be addressed as we begin to implement the integration of the four legacy councils into Girl Scouts of Western Ohio:

1. **Management Philosophy and Organizational Culture:** Some of the staff throughout the four regions are being exposed to a more focused and disciplined culture that is supported by a defined management culture. For many, this is a new way of work and is being processed and accepted in various ways. As we move forward, supporting staff through clear communication processes and positive reinforcement will be necessary.
2. **Provide a consistent core Girl Scout experience centered on a model of personal growth and leadership development and linked to measureable program outcomes:** Staff in some of the four regions do not have a clear understanding of the Girl Scout program. Many could not identify the mission of Girl Scouts and are unable to understand the relationship of the activities to program results. While work has begun in this area, it is clear that much work still needs to be done to ensure that staff members have a thorough understanding of the program model.
3. **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:** The Voluntary Early Retirement Incentive Plan offered to staff in three of the four councils resulted in the loss of 18 staff members. The loss of key staff members in the areas of human resources, service delivery, and business staff have left critical areas of work uncovered. It will take time to recruit and train new staff and rebuild our staffing levels and capabilities. In the meantime, the remaining staff members are called upon to carry out the work left by those who have retired. It is expected that each of the four regions will take steps backwards before being able to move forward.

Most of the regions have not had the resources to employ some key staff positions needed to ensure that we are relevant into the future, including volunteer human resources manager, adult recruiter, and research and evaluation director. These are critical areas of work that are important to the future of our organization. As we move forward, we will need to identify ways to implement these functions throughout the council jurisdiction.

4. **Design systems and functional integration that support the process of continual improvement and organizational growth:** A human resource audit, carried out by an outside consultant has found that many human resource functions are not being consistently carried out in our four regions. There were deficiencies identified in some of the former councils and new processes will need to be developed.

Some of the regions have not developed strong tactical plans and budgets, and the staff members are not able to clearly plan and monitor expenses. We are challenged to develop a budget for 2008 and are faced with uncertainty about our financial condition until a sound financial plan is in place. We expect to have a better budget developed by the end of January.

Data has not been used consistently in decision making. Staff members are not accustomed to making decisions using data – most decisions are based on emotion, relationships, and past actions. Educating staff on the use of decision making processes will take time.

5. **Support a volunteer management system that clearly defines accountabilities for attracting, managing and partnering with volunteers:** Based on volunteer surveys, it is apparent that consistent volunteer human resource processes have not been executed across the council. It will take time to institute processes for volunteer management that provide the support that volunteers need and want.
6. **Membership:** Focus on realignment, as well as turnover in staff, has led to a membership decline in each of our four regions this fall. We are working to overcome the deficit, but it is anticipated that the shortfall will affect our cookie sale revenue in 2008. A membership report is attached.

Baseline Assessment: 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:

| Sub-policy | Compliance Yes | Compliance No | Notes |
|---|-------------------|------------------|--|
| 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. | √ | √ | A personnel policies manual was developed and distributed to all staff in December 2007. The manual includes our management philosophy, a conflict resolution procedure, a nepotism policy, and a conflict of interest statement. All staff members were provided with a conflict of interest statement and are required to sign and return the statement. There is no handbook for volunteer staff. |
| 2. Operate without written job descriptions. | | √ | Job descriptions are not used consistently across all four regions. |
| 3. Discriminate against any staff member for non-disruptive expression of dissent. | √ | | The personnel policies manual states that the council is committed to maintaining a work environment where employees can act without fear of retaliation or harassment. The management philosophy communicates that our objective is to treat staff members with dignity and respect. |
| 4. Allow staff to be uninformed or unaware of their protections under this policy as interpreted by the CEO. | √ | | Current staff members have received a copy of the personnel policies manual and have signed a statement to signify that they are aware of the policies. There is currently no process for communicating this information consistently across all four regions as new staff members are hired. |

Next formal monitoring update: Second Quarter, 2009



Girl Scouts of Western Ohio
January 2008 Membership Report

| Region | GIRL MEMBERS | | | | |
|-----------------|---------------|---------------|---------------|---------------|--------------------|
| | 2006 | 2007 | 2008 | 2008 GOAL | % of Goal Achieved |
| Appleseed Ridge | 6052 | 6183 | 4031 | 6,168 | 65.4% |
| Buckeye Trails | 15,082 | 14,592 | 7750 | 14,695 | 53.7% |
| Great Rivers | 21,830 | 21,965 | 15,999 | 22,759 | 70.3% |
| Maumee Valley | 14,548 | 15,225 | 6,658 | 15,000 | 44.4% |
| Total | 57,512 | 57,965 | 34,438 | 58,622 | 58.7% |

| Region | ADULT MEMBERS | | | |
|-----------------|---------------|--------------|---------------|----------------|
| | 2006 | 2007 | 2008 | 2008 G/A Ratio |
| Appleseed Ridge | 1567 | 1517 | 1060 | 3.80 |
| Buckeye Trails | 4151 | 4218 | 3093 | 2.51 |
| Great Rivers | 8673 | 8138 | 6519 | 2.45 |
| Maumee Valley | 2553 | 2603 | 1819 | 3.66 |
| Total | 16944 | 14959 | 12,491 | 2.76 |

Preliminary Analysis:

1. All council regions are behind schedule in recruitment of girl membership in 2008.
2. The delay in membership recruitment is due in part, to an increasing dependence on staffed “outreach activities” to recruit and serve girls.
3. This increased focus on staffed outreach activities brings the following organizational challenges:
 - a. A diversion of resources from volunteer recruitment and support to direct service to girls. (which is a much more costly way to use resources)
 - b. A reduction in cookie sales, which are a critical segment of the revenue that enables the council to provide services to all girls and volunteers.
 - c. An increased reliance on grant funding.
 - d. An overall increased cost per girl to provide the Girl Scout program.