

# **The Human Factor: Capacity & Capability**



**Girl Scouts – Great Rivers Council, Inc.**

# The Human Factor



Our organizational capacity & capability is reflected in the collective skill, knowledge and experience of our volunteer and paid staff.

People are our largest and most significant organizational asset :

- 8,500 volunteers (\$1.14M or 25% of operating budget)
- 60 paid staff (\$2.5 M or 57% of operating budget)

Provide the human resources necessary to effectively deliver the Girl Scout program to 22,000 (+/-) girls.

# Capacity + Capability = Outcomes for Girls

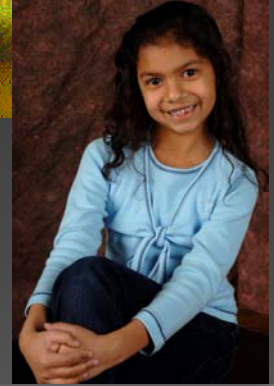
## ■ *Organizational Capacity* – Great Rivers’

competency and ability  
to accomplish goals  
& outcomes for girls.



## ■ *Organizational Capability* – Great Rivers’ ability to be responsive to stakeholders through evaluation and adaptation.

# Organizational Design



*Our organizational design was created to leverage individual and collective strengths through an infrastructure comprised of:*

- **A Staffing Structure** – which promotes flexibility, team work, and functional integration.
- **Systems** – that guide and support best HR practices for paid and volunteer staff.
- **Inclusive Culture** – environment and behavior needed to support organizational practices that value diversity reflected in our membership.
- **Continuous Organizational Assessment** – allocating resources for research and organizational development to ensure the design and delivery of services result in effective program delivery for girls.



# Staffing Structure: Flexibility, Teamwork, and Integration

Great Rivers' paid / volunteer staff structure is designed to incorporate and facilitate specific "ways of work":

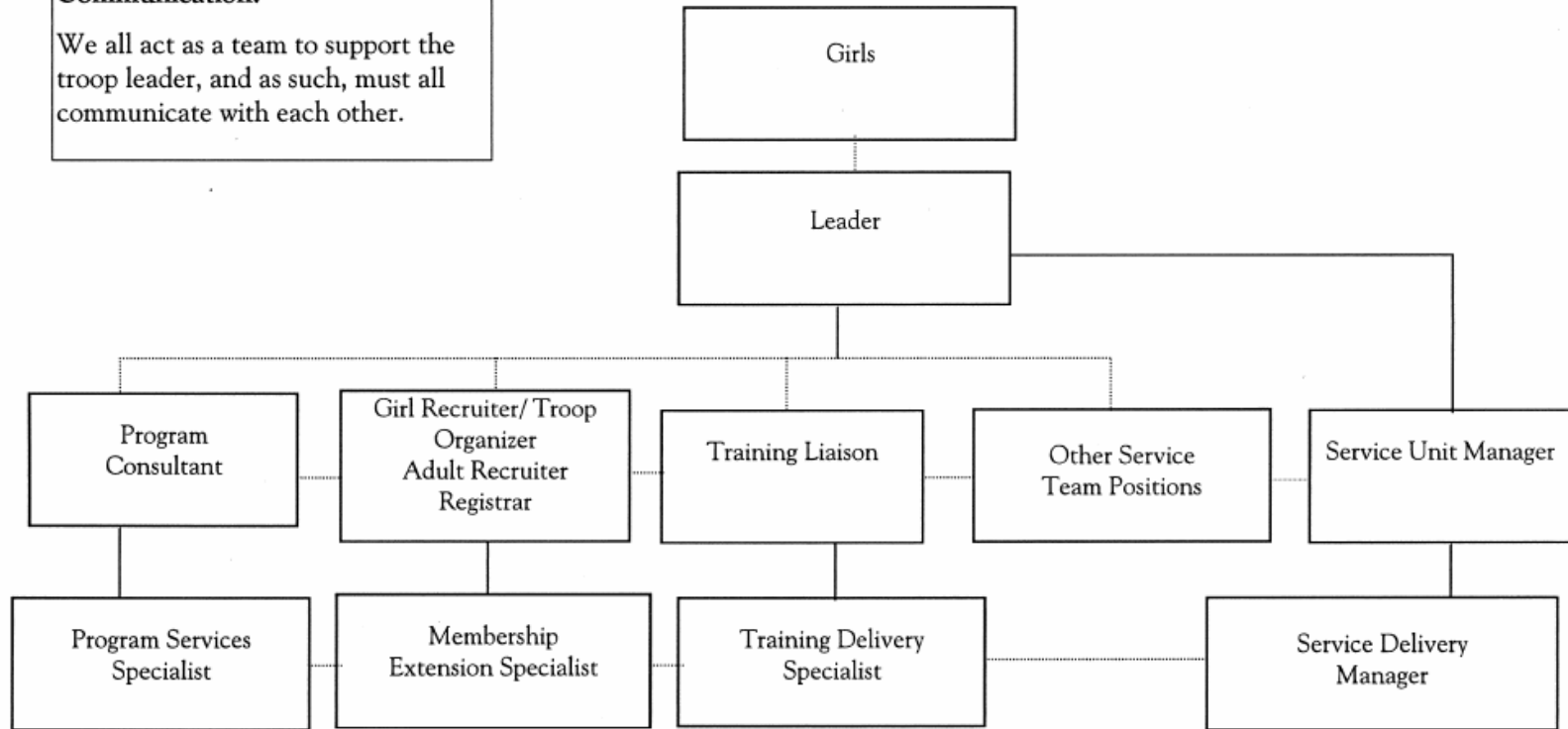
- **Teamwork** – Facilitates collaboration and work product that reflect a holistic approach to supporting program and service delivery.
- **Integration**: Provides staff with the vehicle to contribute across functional / departmental lines to address organizational issues from a systemic perspective.
- **Flexibility** – Recognizes "one size doesn't fit all;" allows work teams to be responsive to community / stakeholder needs.



## ***VOLUNTEER STRUCTURE***

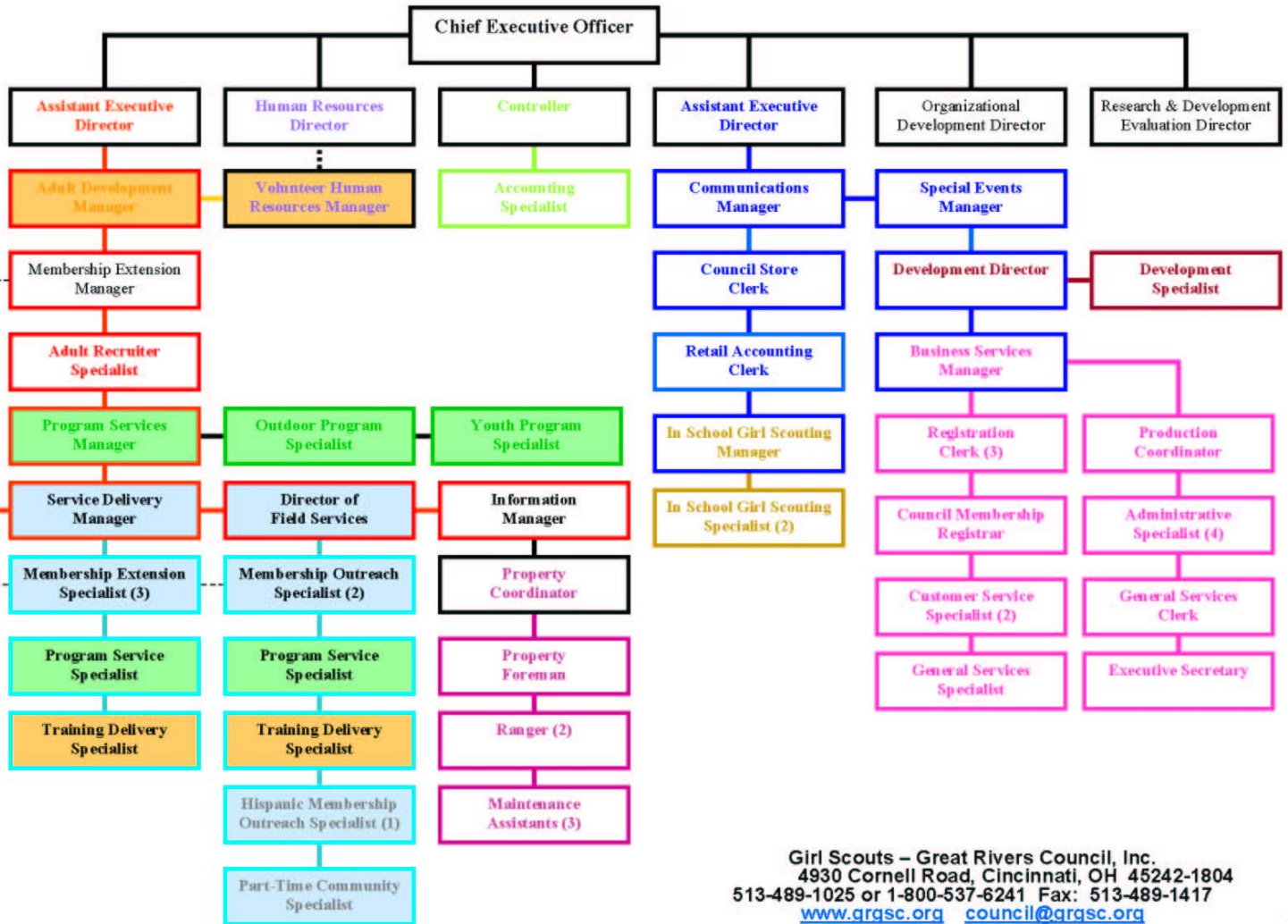
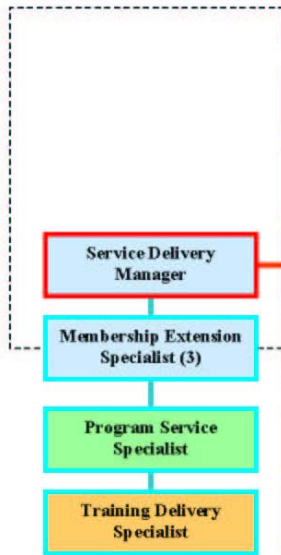
**Communication:**

We all act as a team to support the troop leader, and as such, must all communicate with each other.



\_\_\_\_\_ Appointment Relationship

..... Functional Support



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# Systems for Managing Human Capacity and Developing Organizational Capability

Systems designed to support and grow our human capacity have four characteristics:

- **Quantify demanding performance targets** that are tightly aligned with Great Rivers' aspirations and strategies.
- A **volunteer management system** that clearly defines accountabilities for attracting, managing and partnering with volunteers.
- **Attract and retain staff, leadership and volunteers** that represent extraordinary diverse backgrounds, experiences and skills.
- **Support the process of continual improvement** and organizational growth through functional integration and evaluation.



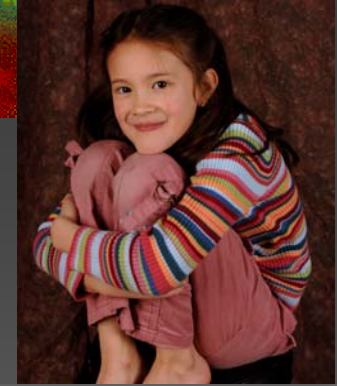
# Primary Systems for Managing Human Capacity & Capability

Great Rivers continually invests resources in the planning, monitoring and evaluation of three systems used to manage its human assets:

- **Service Delivery**
- **Volunteer Program Management**
- **Performance Management: Planning, Appraisal, and Development.**



# Service Delivery System



Great Rivers' service delivery system is unique. Based on research conducted in the early 90's we determined that our service delivery system design needed to:

- Eliminate unnecessary job requirements
- Use volunteer and paid staff more effectively to accomplish goals
- Re-align relationships between volunteer and paid staff



# Service Delivery System

Our service delivery system facilitates the effective delivery of the services and resources needed to provide the Girl Scout program through:

- **Direct support to volunteers** through three cross-functional service delivery teams consisting of four team positions: Service Delivery Manager, Program Services Specialist, Training Delivery Specialist, and Membership Extension Specialist.
- **Accountability** within functional areas of expertise and the service delivery team.
- **Hands-on expertise** and direct support to volunteers
- **Identifying the assets and needs of the communities** we serve and responding to them by creating resources designed for their unique needs.

# Volunteer Program Management

Since 1990, Great Rivers' 7 components of volunteer management have remained relevant within Girl Scouting and in the field of Volunteer Management:

1. Recruitment
2. Job Description
3. Application / Placement
4. Orientation / Training
5. Coaching / Leading / Feedback
6. Assessment / Retention
7. Recognition



# Performance Management: Planning, Appraisal, and development



## Great Rivers' Performance Management System involves:

- Day-to-day coaching and feedback
- Identification of and access to development
- Opportunities linked to core and job family competencies
- A formal performance management process through which both the council and employee can achieve their goals

# Benefits of Performance Appraisal & Planning

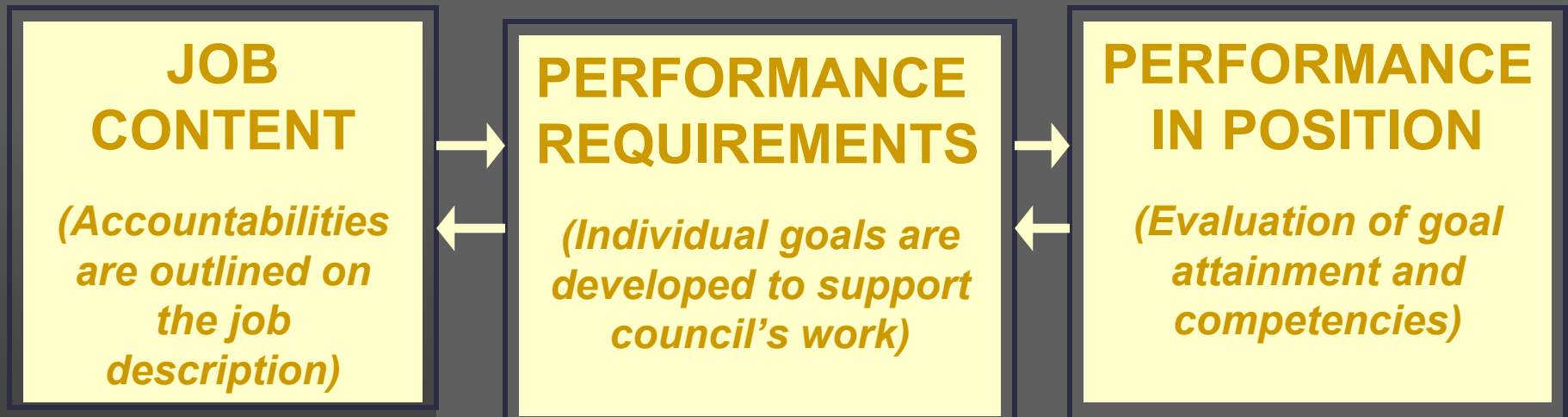


**Benefits the employee and the council in the following ways:**

- Provides the employee with guidance & clearly defined expectations
- Creates a “line of sight” between an employee’s actions and business results
- Provides an opportunity for continuous development of an individual’s knowledge, skills, abilities, attributes and performance and is linked to career development & succession planning

# Individual = Organizational Performance

The combination of accountabilities and goals form the basis for performance management.





# Continuous Organizational Assessment: Remaining Responsive & Adaptive

Great Rivers' commitment to continuous organizational assessment provides the methodology for effective service delivery to volunteers and a meaningful program experience for girls.

Great Rivers uses four assessment tools that have been developed over time to benchmark and monitor are effectiveness:

1. **Program Effectiveness** – Outcome Measurement
2. **Volunteer Personnel Survey** – Importance & Truth
3. **Service Delivery Effectiveness** – Job Support & Satisfaction
4. **Cultural Audit** - Organizational Environment, Behavior, and Practice



# Participative Management

## GRGSC'S Management Philosophy...



*“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.”*



# Merging Capacities & Capabilities

*Each of the four merging councils will contribute to forming and shaping the “council of the future”...and each one will have to increase its capacity to do so.*



# **The Human Factor: Capacity & Capability**

*Questions ?*



*Thank You*