



This edition of *REALIGNMENT NEWS* includes information on training plans for Board Chairs and CEOs, resources to help councils with technology planning, information on GSUSA/Council Employee Benefit Programs, and an announcement regarding Realignment Training.

Our regular **Q&A** section has returned to answer your questions. Please remember that questions and content suggestions are always welcome at [realignmentnews@girlscouts.org](mailto:realignmentnews@girlscouts.org). Also, in response to questions that we have received from many councils, a special section outlining Council and GSUSA roles in merging databases has been prepared and follows the **Q&A** section of this document.

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## ITEMS OF INTEREST >

### **Training Plans for New Board Chairs and CEOs**

Training for Board Chairs and CEOs of newly realigning councils are in the works. Here is some early information:

Board Chair Training is scheduled for July 13–15, 2007. The course will focus on the leadership role of the board chair in working with the board of directors to set the strategic direction for the council, building a high performing board, and developing a constructive and supportive partnership with the CEO.

CEO Training will take place in August with specific dates set very soon (look for specific dates in the next edition of *REALIGNMENT NEWS*). This course will focus on what CEOs must know to successfully lead large, complex organizations. Special emphasis will be given to “leading change” and “transforming culture.”

### **Additional Resources to Help with Technology Planning**

Technology assessment and planning for a newly realigned council is often critical to its success. GSUSA IT recommends that technology planning play a key role in your CRC and that the appropriate subcommittee be established as early as possible. Strategic and operational decisions will need to be made that affect the infrastructure, telecommunications, accounting, and membership systems.

As a reminder, GSUSA IT recommends and makes available National Operational Volunteers (NOV) with specialization in Technology. These Technology NOV's are highly accomplished professionals who can assist you (at no cost) in technology assessment and planning for your newly aligned council. Working closely with GSUSA, the NOV can develop plans and provide technology consultation that will guide your technology decisions at your newly aligned council.

If you would like to learn more about how a Technology NOV can assist your council during realignment, please contact: Bob O'Connor, Chief Technology Officer at 212-852-8060, or [boconnor@girlscouts.org](mailto:boconnor@girlscouts.org).

### **GSUSA - Council Employee Benefit Programs**

Since 2003, Wachovia Insurance Services (formerly Palmer & Cay) have advised GSUSA as an insurance consultant and broker for group medical and disability insurance programs. During the past year they have been involved in assisting the GSUSA HR Team anticipate the employee benefit needs of realigned councils. They have worked with early adopters to advise, market and place new insurance programs in 2007.

The specific resources and services that Wachovia Insurance Services provides include:

- Stewardship and strategic consultation with CEOs and senior staff
- Due diligence and strategic assessment of existing council employee benefit plans
- Marketing of plans and evaluation of plan design and employee contribution strategy
- Benefits compliance and contractual oversight of employee benefit plans
- Employee communication support and implementation of new benefit plans
- Ongoing administrative assistance with councils and insurance companies

Wachovia Insurance Services – New York has a team of professionals dedicated to the success of our employee benefit programs at GSUSA and at local Girl Scout Councils. We recommend that you contact Vincent Gandolfo, Principal, Wachovia Insurance Services at 212-490-3309 or email at [vin.gandolfo@wachovia.com](mailto:vin.gandolfo@wachovia.com) to access this service.

### **Final Realignment Trainings Scheduled**

In an effort to address the wishes of many councils to have more information about the realignment process before their assigned “start date” and to assure that all training groups are large enough to have the best possible experience, GSUSA will offer the two final sessions of Realignment Training in the fall. These sessions will be for the remaining 80 councils who are scheduled to start realignment in October 2007, April 2008, and October 2008. This will not change the “start dates” of the remaining councils unless a council group wishes to change its start date following training.



Realignment Training starts at 4:00 PM on Friday and concludes at noon on Sunday on the following dates:

**Friday, September 28 – Sunday, September 30, 2007**

**The Gaylord Texan Hotel, Grapevine, Texas (near DFW Airport)**

**Friday, October 12 – Sunday, October 14, 2007**

**Edith Macy Conference Center**

Each session combines learning along with opportunities for your realignment group to meet and plan together. Please coordinate your participation so that Board Chairs and CEOs of each group of realigning councils can attend together.

Additional details, including registration information, will be sent to all remaining councils during the summer.

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Q & A

1. We are a little confused about how to establish salary ranges for our new large jurisdiction. Two of our councils have been on the “B” scale and one has been on the “A” scale. Does that automatically mean that we will all be on the “A” scale?

**ANSWER: Girl Scouts of the USA no longer provides standardized salary ranges for councils and will now work with each merging council group to create a customized salary scale for your new jurisdiction. Once the positions in your new council have been fully defined and job descriptions written, please contact Don Bentivoglio, Manager of Compensation and Benefits to start the process. Don can be reached at [dbentivoglio@girlscouts.org](mailto:dbentivoglio@girlscouts.org) or call at 212-852-8034.**

**Each realigning council has an assigned Human Resources consultant to work on staff structure, position descriptions and many other HR issues. If you do not know who your HR contact is, please ask your Realignment Consultant.**

2. I understand that GSUSA’s Executive Search Service, J. Walter Thompson is now helping councils with searches for Chief Operating Officers as well as Chief Executive Officers. Is that true? Will this service continue when realignment is complete?



**ANSWER: Yes. The executive search services provided by J. Walter Thompson have been expanded to include Chief Operating Officers. This service will continue when realignment is complete and is currently available to councils who are realigning and those who are not realigning. Evergreen Consulting, an arm of J. Walter Thompson, is handling all Girl Scout searches. You can access these search services by contacting Mary Onatzevitch. Mary can be reached at [monatzevitch@girlscouts.org](mailto:monatzevitch@girlscouts.org) or 212-852-8070.**

3. We started Realignment several months ago and are completing our work faster than anticipated. What should we do when we are done?

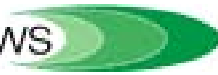
**ANSWER: We have heard from several realignment groups (and subgroups) that they are completing their work faster than expected – that is always good news! The simple answer is that when the work is done, the work is done. Check to see if there are other aspects of Realignment that need your help — or operational integration activities that you may be able to support. If not, just focus all your positive energy on the important votes that are up ahead and be proud of all you have accomplished.**

4. I appreciated the information from Early Adopters that was in the last edition of *REALIGNMENT NEWS* — particularly the caution to not put too much emphasis on reaching consensus. Are their times where consensus is more important than others?

**ANSWER: There are times when a simple majority can make the decision and times when full consensus (or very close to full consensus) is essential to the process. Areas where full consensus (or close to it!) is desirable include the following key decisions: location of the central office, selection of the new CEO, and selection of the process to be used for local governance. When your CRC establishes ground rules, you may want to include a short list of those areas where consensus (or near consensus) is essential.**

5. We face some unusual challenges with the many properties we are bringing together – and are also having trouble designing a plan for Girl Scout Shop services in our new jurisdiction. Are there people who can help us?

**ANSWER: Absolutely. Realigning councils who are looking for help with their property should contact Glen Chin at [gchin@girlscouts.org](mailto:gchin@girlscouts.org) or Nick LoPiccolo at [nlopiccolo@girlscouts.org](mailto:nlopiccolo@girlscouts.org). For Girl Scout Shop questions contact Gerri Brown at [gbrown@girlscouts.org](mailto:gbrown@girlscouts.org).**



## **SPECIAL INFORMATION**

### **Realignment Membership Database Merging: The Council's and GSUSA's Roles in the Process**

Whether your group of aligning councils is moving to a third-party membership system or consolidating on WinPCMS as a merged platform before a move to the new Council Enterprise System (CES), GSUSA IT and GSUSA Membership Credentials play important roles in the process. The two departments work together to supply the merging councils with their “merge rules” and work with the council’s point person to ensure that the changes on the council’s newly merged database are properly synchronized with the GSUSA database to ensure no loss of historical data. Here are some key elements for starting this project to keep in mind when the team is defined.

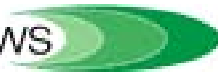
#### **A VIP in the Process**

The membership database merging process begins with identifying your project point person for the realigned councils; our **VIP** in the process. This person will have responsibility for communicating and coordinating with GSUSA Membership Credentials, GSUSA IT, and in some cases a third-party vendor. This person must be carefully selected. Some of the key qualifications for the job are:

- Knowledge of membership data, registration process and council structure (Service Units and troops)
- Knowledge of the council’s database(s)
- The ability to coordinate with other team members from the associated aligning councils
- Responsive to GSUSA IT and Membership Credentials for issue resolution
- Awareness of which Council Partnership Consultant is working with the council

#### **VIP Tasks**

- ❖ Working with GSUSA IT to establish an agreed upon timeframe for conducting the database merges.
- ❖ Reviewing the Service Unit/Troop rules data supplied by GSUSA Membership Credentials. (**Note:** The rules that GSUSA applies to create the “new” council structures are very straight forward, eliminate all duplicate Service Units and Troops and have been used successfully for years. The new Service Unit numbers and associated new troop numbers will be prepared by GSUSA and will be given to the council project point person for review and confirmation. **If the council is moving to third-party software, it is very important that this same set of rules be given to the vendor to ensure that the same changes occur within the council database and the headquarters database.**)



- ❖ Sending us copies of the council databases to be merged (for WinPCMS councils only). We start the merge test process with actual databases from each of the aligning councils.
- ❖ Being available to work through data conflict issues.
- ❖ Validating the results of the merge in the headquarters database.

Should you have any questions regarding the roles and responsibilities shared by the councils and GSUSA for membership database merges, please contact the following people.

Membership Credentials questions: Carol Modica, 212-852-8006,  
[cmodica@girlscouts.org](mailto:cmodica@girlscouts.org)

Information & Technology questions: Andy Zimmermann, 212-852-6557,  
[azimmermann@girlscouts.org](mailto:azimmermann@girlscouts.org)

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