



This edition of *REALIGNMENT NEWS* includes a report on a recent CEO training event at Edith Macy Conference Center and additional supports available from GSUSA's Compensation and Benefits Department. The **Q & A** section offers a review of fall training events and of information councils will need to include with their charter submissions.

Our next issue will be available in mid-September. We continue to encourage content suggestions, questions, and submissions at realignmentnews@girlscouts.org.

ITEMS OF INTEREST

A Report on New CEO Training

Eleven new CEOs — nine from recently merged councils — recently participated in training at Edith Macy Conference Center. Their three-day meeting provided an exceptional opportunity to connect with Girl Scouting and connect with each other. Highlights of the meeting included:

- A morning with Kathy Cloninger for an in-depth review of the Core Business Strategy. CEOs new to Girl Scouting were given a chance to fully understand our strategic journey and appreciate the critical role they will play as the strategy continues to unfold in the years ahead.
- An afternoon of work on “leadership styles” to develop an understanding of each CEO’s preferred style and an appreciation of the value of situational leadership—that is, being centered in the situation.
- A panel presentation by GSUSA staff that provided an overview of key areas of operation (Membership, Property, Human Resources, Fund Development, and Finance), with a focus on how each area can support the work of local councils.
- Working with the council’s board of directors, with a focus on effective board development, recruiting board members, keeping board members engaged, and communicating with the board. A special session on the CEO/board chair partnership was also included.
- A presentation on internal and external positioning and “power mapping,” which helped CEOs understand their role in organizing and tapping into the power that exists both inside and outside Girl Scouting.



- A presentation by Dan McCormick of the McCormick Group on the closing morning. Dan's presentation focused on the opportunity and challenge of post-merger work that will be faced by all CEOs moving into new positions following realignment.

The 11 new CEOs bring exceptional skill, talent, and enthusiasm to their jobs and are setting the pace for all new CEOs who will be hired in the months and years ahead.

Support Available from Compensation and Benefits

Question #4 in the last edition of *REALIGNMENT NEWS* included a list of help that is available to search committees. That list did not include support available from GSUSA's Compensation and Benefits Department.

To remedy that omission, we would like to share a list of the support the Compensation and Benefits Department has provided to councils over the last eight months. If you are the chair of a search committee and would like to access this information, or have other questions related to compensation and benefits for CEOs, please contact the Human Resources consultant assigned to your council group.

Supports available to search committees from the Compensations and Benefits Department include:

- **Development of a suggested hiring range to be used for the CEO search.** The suggested range takes into account the new geography, increased girl membership, budget size, and organizational complexity of the newly realigned council. The midpoint of the suggested salary range represents the 50th percentile of a combination of the profit and nonprofit market. This service is customized to each individual situation.
- **Assistance in suggesting other components of the compensation package.** Compensation and Benefits will offer input and supporting data on such issues as providing a vehicle, home-based or handheld technology, various incentive compensation levels, and appropriate relocation packages.
- **Advice on health and welfare benefits.** This includes advice on what to do if there is a lengthy waiting period before a new CEO can be eligible for benefits (like medical insurance).
- **Direct discussion with CEO candidates.** On the request of the search committee, staff from Compensation and Benefits will speak directly to candidates to answer questions and to explain what compensation-related support CEOs can expect once they accept the job.

Q & A 

1. **Question:** We are planning to participate in the realignment training this fall and can't remember the dates. Can you remind us?

Answer: Two sessions will be held this fall for the remaining 80 councils that are scheduled to start realignment in October 2007, April 2008, and October 2008. Both training sessions will begin at 4:00 p.m. on Friday and conclude at noon on Sunday.

Friday, September 28–Sunday, September 30, 2007
The Gaylord Texan Hotel, Grapevine, Texas (near DFW Airport)
Registration Deadline: August 17, 2007

Friday, October 12–Sunday October 14, 2007
Edith Macy Conference Center
Registration Deadline: August 17, 2007

If you need registration materials, contact Yvis Rosario at yrosario@girlscouts.org.

2. **Question:** Can you please remind me of the process and the materials that are needed when we submit an application for our new charter?

Answer: It will be necessary for the each newly merged council to apply for a new council charter. The process for applying should be completed at least one month prior to the start date of the new council. The application for the new council charter is to be submitted with:

- A list of the names of the new council's board of directors.
- Jurisdictional change forms that include a list of each current council's troops as well as a list of the troops being transferred to the new council.
- A list of all zip codes to be included in the new council.
- Proposed or approved articles of incorporation and bylaws. (Once the state has approved the articles of incorporation, a copy is to be filed with GSUSA's Membership Credentials Department.)

Your GSUSA realignment consultant or Carol Modica in Membership Credentials will be able to answer questions regarding this process.



3. **Question:** Has the meeting date been set for the 29 councils that are remaining intact or that are going through jurisdictional change?

Answer: After considering dates in October and December, we selected October 26–28, 2007. The training will be at Edith Macy Conference Center. As with realignment training, each council is invited to send its board chair and CEO, or their designees. GSUSA will cover all transportation and hotel expenses. Councils in this group will be notified soon — additional information and registration materials will be provided.
