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## CORE BUSINESS STRATEGY

This is the plan from 2005, have we seen these changes?

### Responsibility for the Movement and the Democratic Process

The ultimate responsibility for the Girl Scout Movement rests with its members. We govern by an efficient and effective democratic process that demonstrates our leadership in a fast-changing world. (Constitution of Girl Scouts of the United States of America)

### The National Council

The National Council shall have all the powers conferred by the Congressional Charter and by other applicable laws, and shall exercise these powers with due regard for its position as the coordinating head of the Girl Scout Movement in the United States. (Constitution of Girl Scouts of the United States of America)

### Governance and Organizational Structure

(as stated on the GSUSA website, Core Business Strategy section.)

#### Our Strategic Priority

Create an efficient and effective organizational structure and democratic governance system.

#### Governance and Organizational Structure

An organization with 2.6 million girls and nearly a million adult members requires:

- A streamlined governance structure that is agile and decisive.
- A national headquarters that can provide direction and leadership to the Girl Scout Movement by developing contemporary and relevant program resources for girls and training materials for volunteers.
- Building 109 efficient, high-capacity Girl Scout councils that provide a consistent Girl Scout experience to the girls they serve.
- A collaborative partnership between national headquarters and a nationwide network of local councils to ensure optimal delivery of Girl Scout programs to our girl members and support to our adult volunteers.

We are rapidly moving forward with adjustments to our governance structure and realignment of our councils to effectively meet the needs of girls.

#### How is Girl Scouts of the USA governed?

GSUSA is governed by the National Council of Girl Scouts and the National Board. The National Council, which meets every three years, determines the general lines of policy of the Girl Scout Movement and elects the National Board. The National Board governs the organization between meetings of the National Council and charters Girl Scout councils.

#### What is the relationship between Girl Scouts of the USA and Girl Scout councils?

Councils and the national organization work collaboratively to carry out the mission and purpose of Girl Scouting. GSUSA and councils are all incorporated as individual 501(c)(3)s, commonly referred to as charitable organizations.

#### What are the core principles that inform national and local governance?

Since the organization's founding, the governance system has always been based on broad democratic principles. The democratic process, defined as the various means through which the membership can influence decisions, is at the heart of governance in Girl Scouting.

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GSUSA – Council Partnership...Let's Make it Real Again

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## CALL TO ACTION

### **Here are ways we can effect the change we want with the National organization:**

#### Change the agenda of the National meeting:

Why? The current agenda does not allow the voting members of the organization enough time to thoroughly discuss the issues that face our organization. While we believe that everyone deserves a voice, the business of the organization is the main purpose of this triennial meeting. It is the democratic process, it is the reason councils elect delegates and it deserves our primary concern. Storytelling and discussion groups are important but not at the expense of the business meeting.

#### Elect a nominee from the floor:

Why? We need to assure the membership is represented on the National Board by someone who shares our concerns and will be our "voice" for accountability and change, someone who believes, as we do, that the partnership between GSUSA and councils is important.

#### Defeat proposals 2C, 3 and 4:

Why? These proposals shift the power of the organization from the National Council (voting delegates representing councils) to the National Board.

If you want to be heard and want to send a message of "change needed" to the National Board, this is the way to do it.

Council/GSUSA partnership is broken. The role of GSUSA in supporting councils to assure continuing service to girls and volunteers throughout the country is inconsistent and inadequate. Both experienced and new Leadership teams of Girl Scout councils recognize that they are "on their own" in moving their councils forward. A national organization as large as GSUSA should be partnering with councils to assure excellence.

Join our voices – tell us your concerns so we can address them as well.

If you want to join our efforts, be a spokesperson for these issues or have additional questions, please click on the [Contact](#) area on this site.

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## UPDATED CALL TO ACTION

10-16-08

W2008 National Council Session  
 Indianapolis, Indiana  
 Friday, October 31

Recommendations sponsored by:

- Girl Scouts of Western Ohio, Chair
- Girl Scouts of Michigan Shore to Shore, Chair
- Girl Scouts of West Central Florida, Chair

### THE GSUSA-COUNCIL PARTNERSHIP – LET’S MAKE IT REAL AGAIN

Upon further study of the issues and the evolving situation, we have updated and simplified our recommendations. As delegates, we ask you to carefully consider and vote based on your beliefs of what is best for our Movement and its Mission.

**We ask the National Council to carefully consider the broad implications of supporting the Proposals.**

**Overall, GSUSA’s proposals limit the voice of the National Council at a time its voice has never been more needed.** The National Board of Directors is asking National Council Members to approve 6 Proposals. If those proposals are all approved they would diminish the National Council’s influence over the direction of the Girl Scout Movement:

- By shifting important powers, e.g. dues setting and election of Nominating Committee Chair, to the National Board of Directors. (Proposal # 4, Article V and Proposal #5, Section 6 )
- By eliminating the historic requirement of geographic diversity for the Board of Directors. (Proposal #1, Article X)
- By eliminating the possibility of a floor nominee for National President. (Proposal # 5, Section 9)
- By allowing the National Board to remove an elected Nominating Committee member with or without cause. (Proposal # 5, Article 13)
- By reducing the size of the National Council and instituting new delegate apportionment criteria which councils and delegates have not had sufficient opportunity to analyze and understand. (In counting girl members, should girls served in year-long programs be counted differently than those served in single events? How do you count girls participating virtually? (Proposal #2, Article IV)
- By making it more difficult for National Council Delegates to call a special session of the National Council. (Proposal #2, Part 2C, Article V)

**While some of these proposals may be wise, we recommend either a "NO" vote or deferral of action on all of them until a future meeting of the National Council.** Please read our rationale below.

#### Rationale:

**We need GSUSA to fulfill its promises and its partnership responsibilities before considering any change in the National Council’s historic prerogatives.**

**Behaviors in the past three years indicate that GSUSA and the National Board are broadly interpreting their powers, potentially outside of "intent" of the National Council as documented in the Blue Book. The National Council needs to be very thoughtful of making changes that -- in the future -- could be interpreted differently than the National Council’s intent.**

- Presenting a slate of nominees for the Nominating Committee that does not represent geographical representation of the six geographies defined in the Blue Book based on current residences.
- Providing a rationale for Proposal 1 of removing the word "local" in the Constitution of the Girl Scouts of the USA, because "as council realign, jurisdictions may cover vast geographical areas, including entire states, or multiple states, portions of several states, and multiple counties within a single state. The word "local" no longer appropriately describes a council; therefore, the word "local" should be eliminated from the Constitution". *By its own rationale, did the National Board overstep its authority in "realignment" as delegated to them by violating directives in the Blue Book?*
- By simultaneously proposing deleting the authority that "decision on annual membership dues shall be by ballot" (Prop 4) and putting a dues increase proposal on the ballot. In the rationale discussion, they indicate that this would be consistent with the National Board's authority; however, historical precedence shows that dues increases have been brought before and voted on by the National Council.

**While some of these proposals may be wise, we recommend either a "NO" vote or deferral of action on all of them until a future meeting of the National Council.** These proposals are either non-urgent editorial changes or alterations that change or curtail the prerogatives of the National Council. Until the National Council is convinced the National Board is acting on its behalf to oversee GSUSA and a genuine partnership between councils and GSUSA is reestablished, the National Council should preserve all of the authority granted to it under the Constitution. We need GSUSA to fulfill its promises and its partnership responsibilities before considering any change in the National Council's historical prerogatives.

More detailed comments on each proposal will be forthcoming.

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## **SUPPORT OUR BOARD NOMINEE**

**Linda Thoren Neal**  
**Chicago, Illinois**



Linda Thoren Neal, a lawyer and consultant in solo private practice, counsels not-for-profits and businesses on organizational, legal and planning matters. Previously she was General Counsel, United Press International, a partner at Chicago law firm Hopkins & Sutter, Director of Corporate Communications for securities firm Becker Warburg Paribas Group, Inc., Vice President for Development, Art Institute of Chicago, and Director of Deferred Giving, University of Chicago. She completed college and law school at The University of Chicago.

Linda has over 20 years of direct involvement with Girl Scout councils. Legal counsel to Girl Scouts of South Cook County since 1990, Linda created the council's charitable endowment trust, and counseled the Board and two CEOs on matters ranging from camp and service center financing and construction, employment, and bylaws to the challenges of realignment. Earlier, she was a member of the Board of Directors and Executive Committee of Girl Scouts of Chicago 1977-1981.

Her South Cook work led to a role as co-creator of the Promise Group, a strategic alliance of 57 councils formed in 1991 to strengthen the Cookie Sale. Since then, as advisor to the Steering Committee of 10 council CEOs and as the chief negotiator of baker contracts, Linda has had a unique opportunity to appreciate the needs and strengths of member councils and to serve their interests. Success in launching the Promise Group involved persuading GSUSA to reverse a national policy prohibiting councils from cooperative cookie purchase.

Linda was a leadership volunteer for Chicago's United Way from 1976 to 2001, including 15 years as a Board of Directors member. During this period of upheaval for the organization she served on the Executive Committee and two CEO search committees, and chaired planning, allocations, membership, appeals and other problem solving committees -- receiving the Chairman's Award for Outstanding Leadership in 1988.

Linda has chaired many University of Chicago volunteer committees including the Alumni Governing Board and in 2000 was awarded the Alumni Service medal by the President of The University. She chaired the Music of the Baroque Board of Directors, and was founder and president of the Historic Preservation Foundation of the Fortnightly.

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## FREQUENTLY ASKED QUESTIONS

**Q. Why are you taking this to the National Meeting? Shouldn't you have met with GSUSA staff and/or Board members about these issues?**

A. Prior to taking these issues "public", there were efforts made to do just that – not only were letters written to the National Board but three council CEOs met with the National CEO to discuss these issues. We have tried to convey our concerns but were ignored.

**Q. Aren't these operational issues instead of governance issues?**

A. Setting the direction of the Movement is the role of the National Council. The National Board is responsible for monitoring the work of the organization and holding the National staff accountable. The National Council needs to utilize its authority to assure that the National Board does its job.

**Q. I heard that the White Paper was written by CEOs; is that true?**

A. The White Paper was actually written by an outside consultant based on the recommendations and information from the Board Chairs who have signed it. CEOs who partner with those Board Chairs supported the efforts of this action by acting on the directions of their Board Chair partners.

**Q. How can we be sure that electing Linda Neal as a candidate from the floor will effect change as a member of the National Board? How can one person do that?**

A. By electing Linda, we can assure that we have a true Board partner who understands our concerns, represents the membership and will take her responsibility for accountability seriously. Take a look at her "reasons for wanting to be elected and what she will do for us" statements.

**Q. Are any of you "Courage2lead1" who has been posting videos on YouTube?**

A. No, we do not know who "Courage2lead1" is nor are we affiliated in any way with that campaign.

**Q. The 2008 Stewardship Report states that the success in council realignment has been truly spectacular and that GSUSA sought to play a strong supportive role. This differs from what you are saying. Who should I believe?**

A. We recommend that you talk to people in your own council who participated in the merger process – and consider what you have experienced to make that determination. We are NOT against the realignment of councils or the implementation of the Core Business Strategy – our concern is that the organization is not meeting its goals in those areas and benchmarks have still not been set.

**Q. If we defeat the membership dues proposal, won't the National Board just increase the dues anyway since they say they have the authority to do that?**

A. That's a great question. Our research would say that the original intention of the Congressional Charter gave the authority for setting dues to the National Council, not the National Board. This is an issue the National Council should consider seriously.

**Q. How does this action benefit girls in the organization?**

A. By keeping to the promises made to create the tools which would assist councils, girls would have access to better programs and a consistent message across the country. Funding would increase and the image of Girl Scouting would improve.

**Q. Since sending your White Paper, have you been contacted by GSUSA?**

A. No, our only contact has been the same information all other Board Chairs received regarding a conference call on October 18th.

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GSUSA – Council Partnership...Let's Make it Real Again

updated: 10/16/2008  
 Check back soon, site is updated often.

## GSUSA – Council Partnership...Let’s Make it Real Again

### An Open Message to our Girl Scout “sisters” across the country –

Based on our commitment and belief in Girl Scouting and our overall concern regarding the work of the National Board and the National organization, we developed a White Paper and sent it out with a cover memo to all Board Chairs in the United States.

Since that time, we have heard from many other Girl Scout volunteers who also have concerns about our Movement. Whether your concern is about the general direction Girl Scouting is headed or the fact that the Core Business Strategy work has not been completed on schedule, we hope you’ll use your voice and your constitutional authority to take action at the National Council Session in Indianapolis to send a message to the National Board.

Here are some of the concerns we’re hearing:

#### Lack of support from GSUSA

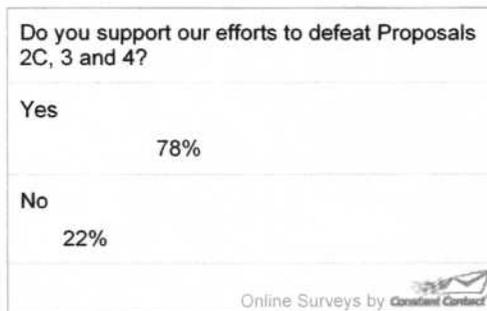
- council staff don’t have all of the tools they need to help volunteers
- promised programs are delivered late
- waiting extensively for a new Safety-Wise book to guide programs and troops
- uniform and insignia changes that are not popular
- concerns about how long badges and try-its will survive.

#### Financial issues

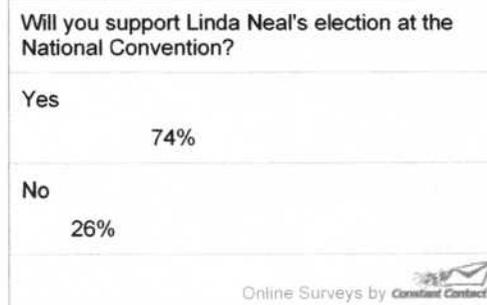
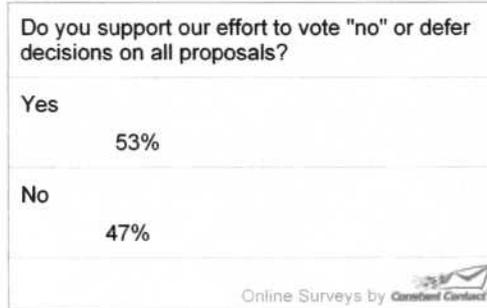
- Councils face deficit budgets
  - economic slowdown
  - membership loss means less product program income
  - mergers create new expenses (added travel expenses, need to revise and reprint all written material, consultant and attorney fees, etc)
- National organization response was to add their own revenue stream
  - initiating the move to smaller cookie boxes
  - developing new revenue generating marketing programs such as the Dairy Queen Blizzard and Thin Mint shoes promotions
  - asking for an increase in membership dues
  - recommending future membership dues decisions made by National Board not the National Council

#### Council Realignment

- Merger work has created new issues
  - Membership loss
  - Financial drain
  - New staff, staff in new positions – new learning curve
  - Cultural differences between or among legacy councils
  - Minimal support from GSUSA



Note: Counting of votes may be delayed by several minutes.



Note: Counting of votes may be delayed by several minutes.

- Lack of consistency still exists
  - Different governance models
  - Different staff structures and titles
  - Lack of strategic goal setting direction from GSUSA

If you'd like to effect change, if you're concerned about membership loss, deficit budgets in councils, a shift of power from the National Council to the National Board, lack of consistency across the country, a lack of support to councils from the National organization, please join our growing number of supporters and help send a message to GSUSA's National Board by supporting our Board nominee and voting "no" on proposals 2C, 3 and 4 at the Indianapolis convention. If you're not a voting member, please be sure to contact one of your voting delegates to voice your concern.

Nancy Dawes, Chair, Girl Scouts of Western Ohio  
Debra Hughes, Chair, Girl Scouts of Michigan Shore to Shore  
Linda Babb, Chair, Girl Scouts of West Central Florida  
Gwen Grace, Chair, Girl Scouts of Northern New Jersey

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GSUSA – Council Partnership...Let's Make it Real Again



Girl Scouts

**GSUSA Volunteer Management – Analysis of Progress**

STEP <i>(defined by GSUSA)</i>	DESCRIPTION <i>(defined by GSUSA)</i>	TOOLS , RESOURCES, & SPECIFIC STEPS <i>(defined by GSUSA)</i>	ANALYSIS
<b>OVERALL</b>	The new single entry system will enable volunteers to join easily and participate flexibly.	Girl Scouts of the USA's Single-Entry System (SES), a modern, online-supported volunteer management process, consists of 10 steps that lead councils to its full implementation. The first five steps (1–5) should take an average of 10 days to complete. The last five steps (6–10) are part of an ongoing process and, therefore, should be repeated with some variation throughout the year. By implementing the SES, the outcome after each year is more recruited and retained adult volunteers.	<p>The Single Entry System (SES) GSUSA has provided some valuable tools and guidelines to support councils' compliance with legal requirements and overall management of the volunteer application, screening, and placement process.</p> <p>There are still major gaps in this (SES) system, which requires that each council develops their own system, processes, and resources to effectively manage volunteers through out their volunteer tenure:</p> <ul style="list-style-type: none"> <li>◆ No clear role for administrative volunteers or the service unit in process; appears to assume that most, if not all volunteer support will be implemented by paid staff.</li> <li>◆ Lack of focus on communicating and preparing volunteers for delivery of the Girl Scout program.</li> <li>◆ No information about content, methods, or (volunteer or paid staff) positions involved in ongoing support (coaching) of volunteers.</li> <li>◆ Lack of connection to foundational research on volunteerism (GSUSA's &amp; other sources)</li> </ul>
<b>Step 1: Welcome</b>	Volunteers join in various ways. All potential volunteers are directed to either a central or satellite office	<ul style="list-style-type: none"> <li>◆ Volunteer app form complete w/ contact info, reference request, background check authorization, and interest indicator survey.</li> <li>◆ GS program and outcomes information.</li> <li>◆ GS Pathways for Adults, including short- and long-term opportunities</li> <li>◆ GS marketing &amp; communications materials.</li> </ul>	<ul style="list-style-type: none"> <li>◆ Provided basic Volunteer app form and reference request w/ background check authorization, and limited checklist RE: interests.</li> <li>◆ No guidance on type of GS program and outcomes information to be included.</li> <li>◆ Limited info available on GS Pathways for Adults, including short- and long-term opportunities</li> </ul>
<b>Step 2: Gather Information</b>	Volunteer candidate completes and returns the Application forms and fees to the Volunteer Development staff/volunteer	<p>Potential volunteer submits:</p> <ul style="list-style-type: none"> <li>◆ Application form</li> <li>◆ Interest indicator form</li> <li>◆ Background screening check fee (if applicable)</li> </ul> <p><i>NOTE: GSUSA is currently field-testing the (CES) membership tracking /mgmt database system (available to all councils in fall 2008.) GSUSA's IT and Membership and Volunteerism departments are working closely together to determine how CES will support councils' needs as they implement the SES.</i></p>	<p><b>Rolling out CES</b></p> <ul style="list-style-type: none"> <li>◆ No guidance, other than "Use CES" about how to manage process &amp; documents</li> <li>◆ CES still does not appear to have capability to manage the application process (track receipt of references &amp; background check &amp; notification of appointment) nor to track interests of volunteers. (creating an interest based-data base, one of GSUSA's suggestions for engaging short term volunteers)</li> </ul>

<b>Step 3: Interview</b>	Volunteer Development staff/volunteer interviews to identify her or his interests, skill, talents, and availability:	<ul style="list-style-type: none"> <li>♦ Interview form</li> <li>♦ Interest indicator form</li> <li>♦ Girl Scout Pathways for Adults</li> </ul>	Provided sample interview form but did not provide any realistic process for interviewing; define who would do interviewing; or address management of interview documentation on the volume of volunteer applications received
<b>Step 4: Screen</b>	Background Screening: authenticating the information supplied to a potential employer by a job applicant on his or her resume, application, and during interviews.	Completed application Verification of ID (the person is actually who she/he says she/he is) <ul style="list-style-type: none"> <li>♦ Face-to-face interview</li> <li>♦ References</li> <li>♦ Experience Competency/ skills</li> <li>♦ Criminal background checks*</li> <li>♦ Sex offender registry</li> <li>♦ Credit reports</li> <li>♦ Motor vehicle records</li> <li>♦ Criminal Background Checking</li> </ul> <p><i>*Background screenings must be conducted on all volunteers regardless of their position.</i></p>	Provided recommendations for use of criminal background checks, recommendation of company to use (Intellicorp) and when other types of background checks are advisable, but did not provide guidance on: <ul style="list-style-type: none"> <li>♦ managing significant cost of background check</li> <li>♦ managing state and federal requirements related to background checks (e.g. OH does not currently recognize SS# based background check)</li> <li>♦ Limitations of SS# check or</li> <li>♦ Strategy to “certify” companies like Intellicorp on whose data we rely.</li> <li>♦ Uniform guidelines for “unacceptable offenses”</li> </ul> Uniform process for follow-up when offenses are identified through checks.
<b>Step 5: Notify Volunteer Candidates</b>	Based on results of background check, the volunteer’s interests and skills, and the available volunteer opps available, the Volunteer Development staff/volunteer either accepts or declines the candidate’s application.	If volunteer is approved: <ul style="list-style-type: none"> <li>♦ Notify volunteer</li> <li>♦ Determine volunteer’s position</li> <li>♦ Provide w/job description;</li> <li>♦ Notify relevant staff /volunteers, &amp; discuss start/end dates.</li> <li>♦ Assign coach &amp; notify her/him; provide coach w/ volunteer contact info, job description, etc.</li> <li>♦ Introduce volunteer to council volunteer support unit</li> </ul> <p><i>If position is not available, VHRM places volunteer’s info on file &amp; sets date to review or revise placement</i></p> If the volunteer app is declined: <ul style="list-style-type: none"> <li>♦ Notify candidate</li> <li>♦ Place candidate app &amp; related docs in secured central file</li> <li>♦ All volunteer apps, background screening info, interview notes, interest indicator info, &amp; related docs to be kept in a secured file</li> </ul>	<ul style="list-style-type: none"> <li>♦ Provided “key components” of a placement letter &amp; a denial letter</li> </ul> <p><u>No Guidance on service delivery system or structure that would enable:</u></p> <ul style="list-style-type: none"> <li>♦ Notification of relevant staff /volunteers, &amp; discuss start/end dates.</li> <li>♦ Identification, responsibilities or communication path for assignment / notification of a coach who would coach new volunteer, including providing coach with contact info, job description, etc.</li> <li>♦ “the volunteer support unit” to be provided to new volunteer</li> </ul>
<b>Step 6: Orientation</b>	Orientation for the GS Movement & specific orientation for her/his council. The general Girl Scout orientation is accessible online, & includes info on the New GS Leadership Experience, SES, & GS Pathways for Adults	On-Line orientation introduced 9-08. GSUSA Proposal: <ul style="list-style-type: none"> <li>♦ “The new online Volunteer Orientation is supplementary to each council’s individual formal process of orientation, and offers all councils a nationally consistent way to initiate new volunteers to Girl Scouting. “</li> <li>♦ Volunteer will take GSUSA on-line orientation (required) and complete on-line “Learning Log” to enhance learning</li> </ul>	On-line pilot orientation rolled out 9-08. <u>Challenges:</u> <ul style="list-style-type: none"> <li>♦ Focus on program design is limited</li> <li>♦ Logistics / implementation process is unclear <ul style="list-style-type: none"> <li>- Is this (specific class) required? (GSUSA has indicated that it is.)</li> <li>- Requires local councils to provide “complimentary” local portion of orientation <i>and</i> volunteers to take 2 orientation classes</li> <li>- How will learning log be managed so that it is a viable, helpful</li> </ul> </li> </ul>

		<ul style="list-style-type: none"> <li>◆ Learning Log is forwarded to local council to provide record of completion and to enable “coaches” to “use responses as an opportunity to help new volunteers understand the organization and their role, to address their concerns or issues, and to begin building a relationship with them.”</li> <li>◆ Council administrator is responsible for maintaining volunteer learning log information. “If volunteer managers and coaches do not have direct access to the volunteers’ learning log responses, the administrator should forward this information to them “</li> <li>◆ The orientation is ONLY available on computer &amp; the computer specs required for taking the orientation are: <ul style="list-style-type: none"> <li>– Flash 8 or 9</li> <li>– Sound (audio) card</li> <li>– Speakers</li> <li>– Disable pop-up blocker</li> <li>– High-speed Internet connect</li> </ul> </li> </ul>	<p>coaching tool? (Does not seem realistic)</p> <ul style="list-style-type: none"> <li>– How does this make us a more streamlined organization for volunteers?</li> <li>– No option for taking orientation except by computer</li> </ul>
<b>Step 7: Support</b>	The volunteer coach meets frequently and regularly with the volunteer to develop a close relationship with her / him. Frequency will depend on volunteer’s position (short or long term, or one time).	<p>The coach also provides:</p> <ul style="list-style-type: none"> <li>◆ Guidance and direction, as needed and requested</li> <li>◆ Ongoing verbal feedback on role performance, competencies, strengths, challenges</li> <li>◆ Written review of the volunteer’s performance, using checklists, self-reviews, etc.</li> <li>◆ Conflict mediation, as needed</li> <li>◆ Arrangements for ongoing training, as needed</li> <li>◆ Assistance with developing personal development goal</li> <li>◆ Recommendations for awards and recognitions</li> </ul> <p>At the end of the year, coach explores volunteer interests for following year, &amp; relays info to appropriate council staff/volunteer manager.</p>	<p><b>Sample self assessment provided</b></p> <ul style="list-style-type: none"> <li>◆ No description of role of coach, or support system &amp; staff/SU framework to support coach</li> <li>◆ No recommendation on critical areas for coaching (e.g. related to program results, retention issues, etc.)</li> <li>◆ Methods / tools to be used to provide flexible, accessible / on-demand support to diverse volunteers. (identified as critical in the GSUSA research on 18-29 year old volunteers)</li> </ul>
<b>Step 8: Training / Learning</b>	Based on the volunteer’s placement, additional training may be necessary.	<p>Volunteer HR mgr:</p> <ul style="list-style-type: none"> <li>◆ Informs volunteer of the training/learning requirements schedule &amp; location, &amp; provides choice of medium: online, classroom or self-taught learning</li> <li>◆ Provides evidence of satisfactory completion to the relevant council VHR manager who records completion in the volunteer database, and gives notice to the volunteer</li> </ul>	<p><b>Beta version of a leadership training introduced at spring ’08 conferences;</b></p> <p><b>Projected rollout 2009.</b></p> <ul style="list-style-type: none"> <li>◆ Only partially done</li> <li>◆ Logistically challenging</li> <li>◆ No on-line version</li> <li>◆ Weak communication of program design</li> <li>◆ Minimal experiential learning</li> <li>◆ Minimal flexibility &amp; accessibility</li> </ul>

		<ul style="list-style-type: none"> <li>♦ Beta version of a leadership training introduced at spring '08 conferences. In current form, requires that all volunteers attend classroom training.</li> </ul>	
<b>Step 9: Recognition/ Appreciation</b>	Volunteer recognition / appreciation should happen periodically, not just at end of year.	GSUSA and council partners are currently reviewing the Volunteer Recognition/ Appreciation Awards process to streamline it for councils.	<ul style="list-style-type: none"> <li>♦ Summary of GSUSA recognitions provided</li> <li>♦ Admonition to “recognize volunteers all year long”</li> <li>♦ No clear recognition alternatives that might be meaningful to a new generation of volunteers</li> </ul>
<b>Step 10: Reassignment</b>	Decision to reassign or release volunteer is made by VHR mgr, after reviewing, with the volunteer and her or his council staff members and manager; the volunteer’s performance, interests, and training.	<p>The decision is then:</p> <ul style="list-style-type: none"> <li>♦ Provided verbally or in writing to volunteer</li> <li>♦ Documented in volunteer’s file, w/the reasons</li> </ul> <p>NOTE: Reassignment system is very important for short-term volunteers since they may want to volunteer again in same year. Having information readily available in SES gives council ability to track volunteers throughout their time in Girl Scouting.</p>	<p>Recommend that re-assignment is documented in CES</p> <ul style="list-style-type: none"> <li>♦ No service delivery structure, processes, or volunteer positions that facilitate re-assignment of volunteers.</li> <li>♦ No indication of who is responsible for appointment / re-appointment of volunteers.</li> <li>♦ No clear criteria for assessing whether the volunteer is qualified for reappointment.</li> </ul>