



VOLUNTEER PERFORMANCE PROCESS

Volunteers are expected to set an example and be the role models that help girls to build courage, confidence, and character.

Volunteers annually sign a Volunteer Position Agreement Form. This agreement outlines the mutual responsibilities of the council and volunteer. The Volunteer Position Agreement Form and the Volunteer Position Description are used to determine re-assignment for the position.

Completed forms are sent to customer care for review by their member engagement specialist. Forms are attached to member records in Salesforce.

Volunteers who do not successfully meet responsibilities outlined in the position description and agreement will be offered the opportunity to complete a performance corrective plan, or be released based on the severity of the performance violation.

Performance Corrective Plan

At times, performance expectations are not met and require a process to address improvement and corrective action. During the corrective action process, the volunteer will be provided with council grievance procedures.

The volunteer performance corrective action plan creates an investment in the volunteer's improvement, creating a benefit for the volunteers, the girls, and Girl Scouts of Gulfcoast Florida (GSGCF). A performance corrective action plan puts responsibility on both GSGCF and the volunteer in order to help the volunteer achieve a higher level of performance and to correct the behaviors that are not in keeping with expectations of their position. A performance corrective action plan might outline responsibilities of training, expected changes in behavior, probationary circumstances, and what is expected of the volunteer and the supervisor on the progression of the plan. A clear plan is key in order to achieve positive results.

Volunteer performance corrective action plan process

First Discussion:

1. A meeting is scheduled between a volunteer and the volunteer's supervisor (staff or volunteer). If an in-person meeting is not possible, the same participants should attend a phone or virtual conference call. All participants on the call should be identified.
2. Discuss the situation, focusing on the facts and how to correct the behavior.
3. Verbally agree on a plan to correct the behavior.
4. Document conversation using the Volunteer Performance Corrective Action Form. Be sure to check box next to "verbal" on form when documenting.
5. Agree on a date for follow-up and evaluation within 30 days, and ensure the follow-up meeting occurs even if performance has improved. Use the Volunteer Performance Corrective Action Form to document the follow-up and its outcome.
6. Update appropriate staff on the situation.

Second Discussion:

1. A meeting is scheduled between a volunteer and the volunteer's supervisor (staff or volunteer). If an in-person meeting is not possible, the same participants should attend a phone or virtual conference call. All participants on the call should be identified.
2. Discuss the situation, focusing on the facts and how to correct the behavior.
3. Agree on a plan to correct the behavior.
4. Use the Volunteer Performance Corrective Action Form to clearly document the corrective action to be completed. Be sure to check box next to "written" on form when documenting.
5. Agree on a date for follow-up and evaluation within 10 days, and ensure the follow-up meeting occurs even if performance has improved. Use the Volunteer Performance Corrective Action Form to document the follow-up and its outcome.
6. Update appropriate staff on the situation.

Note: If it is determined that a volunteer should be released from assignment after corrective action plan is evaluated, the process for releasing a volunteer should be followed.

Final Discussion – Release of Volunteer

Volunteer release and non-reappointment process

(This may be done as part of the performance process during annual review, or as part of a specific incident.)

Releasing a volunteer prior to the end of term will be based on reasons documented in the Volunteer Performance Corrective Action Form, or on a specific incident.

Prior to the release of a volunteer, the appropriate council staff member will be consulted for approval and will review the circumstances that may require releasing an appointed volunteer.

In cases not involving offenses that require immediate release, prior to releasing a volunteer, the following process is used:

1. Inform volunteer of specific unsatisfactory performance areas as documented on the Volunteer Performance Corrective Action Form to reference specifics and processes.
2. Provide deadline (within five business days of discussion) for volunteer to turn over all troop/group records, equipment, funds, and/or other major supplies.
3. Document information from volunteer release meeting on Volunteer Performance Corrective Action Form.
4. Mail or email letter of release to the volunteer. All documentation will be attached to the volunteer's record in Salesforce.
5. Work to fill the role of the released volunteer.
6. Communicate with members affected by release of volunteer within three business days.
7. All circumstances, including all written documentation and communication concerning release from a volunteer position, shall comply with council and state regulations concerning confidentiality.

Criteria for the Immediate Release of Volunteers

The council may terminate the services of a volunteer due to restructuring of volunteer positions; elimination of volunteer position; refusal to comply with GSGCF or GSUSA policies; refusal to support the mission, values, council goals, standards, and procedures of the organization; and/or membership in an organization whose goals are not compatible with those of GSUSA. In addition, unacceptable behavior that may be cause for immediate suspension or termination shall include, but is not limited to:

1. The failure to secure approved criminal background screening, or complete rescreening within 30 days.
2. Adverse results from criminal background screening or discovered findings that would violate appointment standards.
3. Falsification or significant omission during onboarding process.
4. Not submitting reports, communicating with, or complying with meeting request in timely manner to resolve issues.
5. Willful violation of GSGCF Volunteer Policies, Standards, Guidelines, or Procedures.
6. Willful creation of discord or conflict.
7. Willful damage and or misuse of property.
8. Accessing property or equipment without express permission.
9. Inability and or unwillingness to fulfill the duties as outlined in the position description.
10. Violence of any kind.
11. Child abuse, neglect, physical injury, or emotional maltreatment (to include verbal and sexual abuse).
12. The failure to report child abuse or neglect, either reported or suspected according to state laws.
13. Use, sale, or possession of illegal drugs, or being under the influence of illegal drugs at a Girl Scout event/activity.

14. Improper conduct while under the influence of prescription drugs, including but not limited to transportation of girls while on a controlled substance.
15. Use of alcohol, or being under the influence of alcohol, during a Girl Scout event/activity.
16. Smoking/vaping in the presence of girls or in areas not designated on council properties.
17. Possession of firearms or weapons at any Girl Scout event or activity, unless the person is a member of law enforcement.
18. Inappropriate conduct, behavior, or actions during Girl Scout events/activities.
19. Inappropriate, abusive, profane, or offensive language directed at girls or others involved in Girl Scout event/activities.
20. Willful misuse or consistent mismanagement of Girl Scout funds.
21. Refusal to submit an accurate or timely financial report to council staff, girls, families, or appropriate volunteers as requested.
22. Harassment or intimidation, including sexual harassment, or abusive behavior that creates a hostile environment.
23. Lack of support for council structure, council staff, leadership, volunteers, or polices.
24. Failure to maintain a positive representation of Girl Scouts of Gulfcoast Florida, Inc. and GSUSA at all Girl Scout events/activities.
25. Failure to disclose that a registered sex offender becomes part of the volunteer's household.

Volunteer Resignation Process

A volunteer may resign from their role at any time. A volunteer who is considering resigning should contact appropriate staff, and share all information and materials prior to ending their volunteer role. Upon receipt of volunteer's notice of resignation, staff should ensure an uninterrupted experience for members affected.

1. Staff member should change position in member database and document the volunteer's record to reflect reason for resignation.
2. Staff ensures that all records, equipment, funds, and/or other major supplies are returned to designated person within five business days of resignation.
3. Work to fill the role of the released volunteer.
4. Communicate with members affected by release of volunteer within three business days.
5. All circumstances, including all written documentation and communication concerning release from a volunteer position, shall comply with council and state regulations concerning confidentiality.

Grievance Process

A grievance is defined as an alleged violation of the terms of GSGCF or GSUSA policies, or a conflict between two or more individuals. A grievant may appeal in accordance with the procedure set forth, and is available on the council website. If this process proves unsatisfactory, the grievance can be formally presented in succession to the staff person responsible for the supervisor releasing the volunteer, then the appropriate staff supervisor.

1. Grievance must be submitted in writing and include all facts, information, and evidence of policy/conflict violation in order to be considered. This formal grievance serves as the appeal and gives the grievant the opportunity to present the case for appeal.
2. All efforts must be made by all parties involved to resolve the issue directly with each other before formal proceedings are initiated.
3. If unresolved within ten working days of occurrence, either party may bring the situation, in writing, to the attention of the council staff supervisor of the volunteer supervisor. The council staff supervisor will then investigate and provide a solution or explanation.
4. The council staff supervisor will contact the volunteer within ten working days of receipt of the grievance and shall deliver his/her answer, in writing, to the volunteer within ten working days of the initial contact.
5. If the grievance has not been resolved, the succession order can be followed by the aggrieved party via a written appeal, either mailed, emailed, or hand delivered to the attention of the indicated staff person within two working days of resolution.
6. Each council staff person involved in the succession process will follow timeline and notification as outlined.
7. The CEO is the final decision—only when there is an alleged violation of GSGCF or GSUSA policies and succession plan followed—regarding the outcome of the grievance if aggrieved party has not received resolution from succession council staff.