



## **USA GIRL SCOUTS - KUWAIT VOLUNTEER PERSONNEL POLICIES AND PRACTICES**

APPROVED November 4, 2000  
(date)

Adult volunteers, 21 years of age and older, are welcome to participate in service to all girls within the jurisdiction of USA Girl Scouts - Kuwait. To ensure the job satisfaction of volunteers and to employ the talents of volunteers effectively, USA Girl Scouts - Kuwait is committed to a work environment in which relationships are characterized by dignity, courtesy, respect, and equitable treatment.

### **1. AFFIRMATIVE ACTION POLICY FOR VOLUNTEERS**

In keeping with the Girl Scouts of the U.S.A.'s Affirmative Action policy and philosophy, USA Girl Scouts - Kuwait seeks to offer equal volunteer opportunities to all people no matter race, color, sex, national origin, disability, age, religion or socioeconomic status.

### **2. APPLICATION PROCESS**

Each candidate for a volunteer position is required to complete an application. Those individuals having responsibility for children are required to supply three references (except those adults working on short term projects or as temporary advisors and consultants).

### **3. SELECTION**

Adult volunteers are selected based on the ability to perform the job, willingness and availability to participate in training for the position and acceptance of the principles and beliefs of Girl Scouting.

### **4. MEMBERSHIP**

Girl Scouting is a membership organization. Girls join the Movement to take part in Girl Scout program, adults join in order make program possible and available to girls. Adults participating in the Movement will register as members of the Girl Scout Movement (except those adults working on short term projects or a temporary advisor and consultant).

### **5. APPOINTMENT**

A written agreement will typically be completed at the time of appointment to a volunteer position. It will include a term of appointment, specific expectations for job performance, and signatures of the volunteer and her/his supervisor. The appointment process will usually include a job description. An interview may be used to determine placement.

### **6. REQUIRED TRAININGS**

Volunteer personnel are expected to complete orientation and training for the position as soon as possible, generally within 2 months after appointment.

## **7. UNIFORMS**

Girl Scouts of the U.S.A. is a uniformed organization in which the authorized uniforms for women and the blazer for men are symbols and marks of distinction. A uniform is not required for participation in Girl Scout activities. Members of the Girl Scout Movement are readily identified by the Girl Scout pin.

## **8. FINANCIAL ASSISTANCE**

Financial assistance may be available from USA Girl Scouts – Kuwait Lone Troop Committee to help selected adults defray the cost of attending Girl Scout training courses. An adult receiving financial assistance from the Lone Troop Committee must be a registered member and other criteria may be determined by the Lone Troop Committee.

## **9. JOB RELATED EXPENSES**

Operational volunteers may be reimbursed for some job related expenses as determined by the Lone Troop Committee. Prior approval is required and all receipts must accompany the request.

## **10. SMOKE-FREE ENVIRONMENT**

Smoking in the presence of girls is prohibited by GSUSA policy and is not allowed anywhere on the American School of Kuwait campus. Smoking is prohibited at any event or meeting when girls are present. All volunteers are expected to adhere to the provisions of the smoke-free environment policy and supervisors are expected to ensure its implementation. Violations should be reported to the appropriate supervisory level. Persons who violate the smoking policy are subject to disciplinary action. Smoking breaks can be taken outside in designated smoking areas.

## **11. SUPERVISION AND PERFORMANCE APPRAISAL**

Volunteers are supervised by another volunteer or employed staff member who provides assistance in learning the job and support in accomplishing performance goals. Individuals need and are entitled to ongoing feedback concerning job performance that is based on mutual agreement of desired goals and objectives. A performance appraisal is an educational process and, as a result, behavior and confidence improve as the individual grows.

The volunteer and the supervisor may use the process of evaluation to discuss future goal setting, such as reappointment or recommendations for other Girl Scout positions.

Weakness, strengths, problems, and obstacles should be identified and discussed objectively and honestly. Recommendations and suggestions should be made by both the volunteer and the supervisor.

Unsatisfactory performance will be investigated, documented and if necessary, be referred to the next supervisory level. Suspension or release may occur if the steps of review, counseling and redirection do not improve performance to acceptable levels. USA Girl Scouts - Kuwait also reserves the right to release any volunteer from service if, in the sole discretion of USA Girl Scouts - Kuwait, that the volunteer's actions are inconsistent with Girl Scout policies or principles.

## **12. RECOGNITION AND APPRECIATIONS**

Volunteers serve Girl Scouting because they believe in the philosophy of the Movement, receive satisfaction from giving service to others, and achieve personal growth and development. There are, however, times and circumstances that call for a special expression of appreciation.

The most frequent and most meaningful recognitions come from those close to a volunteer, those able to see the effort that has been put into the job. For the vast majority of volunteers, it is this recognition that counts, and the supervisor can see that the recognition happens. The supervisor has a key role in initiating a Lone Troop Committee or GSUSA recognition for exceptional performance.

For additional information regarding recognitions, refer to the GSUSA's publication, *Adult Recognitions in Girl Scouting*, or contact the Lone Troop Committee Chair for information about service awards.

Tokens of appreciation may range from a brief note of thanks to a lasting memento. Giving should be motivated by a sincere desire to express thanks rather than tradition or custom. Special expressions of appreciation should be given because of performance.

### **13. CONFLICT RESOLUTION (Grievance Procedure for Volunteers)**

Volunteers should feel free to bring to the attention of those with whom they work any problem or grievance they might have. A grievance arises when a volunteer feels that the Lone Troop Committee procedures as related to a special job are not being properly administered. The most effective way of adjusting grievances is by calm, open discussion between the persons involved.

If, for any reason, a seemingly unresolved conflict arises between individuals, the circumstances surrounding the conflict may be discussed with the immediate supervisor and all parties involved. The number of steps in the procedure available to the individual depends upon her/his position with the organizational structure.

Step 1. The person prepares the grievance in writing, citing the policy or procedure that has allegedly been misinterpreted, misapplied, or violated. The signed and dated statement is sent to the person against whom the grievance is registered, with the copy to the Lone Troop Committee Chair. Within five (5) days after the copy of the written statement is received, the Lone Troop Committee Chair will appoint a mediator who will then meet with the person or contact the person by telephone to discuss the person's concerns. A written summary of the meeting or telephone conference, with an explanation of the decision, is to be distributed to the parties involved, with copies sent to the Lone Troop Committee Chair.

If the person does not receive a response or if the person is not satisfied with the decision, the person may proceed to Step 2.

Step 2. If a solution is not rendered by this group, the unresolved conflict may be taken to the next level of supervision within five (5) days after the initial conference by sending a written notice to the Lone Troop Committee Chair.

The notice will indicate the desire to continue the formal problem resolution procedure and will include documentation from Step 1. The Lone Troop Committee Chair will review the grievance and attempt to mediate a solution which is satisfactory to all parties involved.

Step 3. If despite the preceding steps, there is still a problem, or the problem involves the supervisor, the person may request a closed hearing before a special task group of the Lone

Troop Committee. If the Lone Troop Committee Chair is involved in the problem, the chair of the task group will be appointed by the Lone Troop Committee or the Assistant Director of USAGSO. The task group will consist of not less than three registered operational volunteers.

The duties of the special task group will be to :

- 1st. Receive complaint and notify the appropriate persons if they are not aware of the problem.
- 2nd. Investigate complaint or problem thoroughly, discreetly, and promptly; gather facts from all involved; provide a written account of the problem; meet and discuss possible solutions.
- 3rd. Report progress and conclusion to appropriate persons and to the involved parties within 30 days.

The decision of the special task group will be final.

Volunteers with valid complaints regarding employed staff support, report their complaints to the Assistant Director of USAGSO.

#### **14. PERSONNEL RECORDS**

Organizational acumen and limited storage space prohibits maintenance of lengthy personnel records for volunteers.

Adult registration forms are kept for the current year plus two years. Records of training courses are the responsibility of the volunteer.

Volunteers have a right to know what information is retained in their files, with the following exceptions: Reference information obtained with the promise of confidentiality, and information that would violate the privacy of others if it were released. A volunteer may review their records upon request at a mutually convenient time for the volunteer and the Lone Troop Committee Chair.

#### **15. SEPARATION (Procedure for Release of a Volunteers)**

To maintain a highly effective organization, a person having reason(s) to resign is provided with appropriate channels to follow.

1. Reason(s) for resignations should be discussed with the immediate supervisor before a final decision.
2. Upon reaching a decision, written notification must be given to the immediate supervisor as much in advance as possible.
3. Any resignation submitted will be acknowledged by the immediate supervisor.

Conversely, in any organization, situations may arise that makes it necessary to consider releasing an individual from an assignment. At such time, considerable emotion can be aroused. Any action to release an adult, therefore, should receive careful and detailed consideration because of the possible implications and consequences for both the individual and the Lone Troop Committee.

Possible reasons for separation are :

- ▶ Inability to perform the job.
- ▶ Excessive absence or tardiness for required meetings.
- ▶ Cause: e.g., violation of GSUSA policies, misconduct, insubordination.

Certain types of misconduct may be so serious as to subject the volunteer to immediate separation without notice. The following are examples of misconduct.

- ▶ Discrimination against anyone associated with the organization because of race, color, age, creed, sex, disability, national origin, or marital status.
- ▶ Willful damage to the organization's property or the personal property of another volunteer.
- ▶ Possession of alcohol or any controlled substance while on facilities used by the Lone Troop Committee or participation in Girl Scout activities under the influence of alcohol or any controlled substance, unless as prescribed by a personal physician. The exception to this standard is a Lone Troop Committee adult event, when the premises are closed to girl activities with no girls in attendance.
- ▶ Soliciting or accepting gratuities for personal gain or benefit.
- ▶ Malicious gossip or derogatory attacks concerning anyone associated with the organization.
- ▶ Disorderly conduct or fighting on property used by the organization.
- ▶ Theft, pilfering, fraud, or other forms of dishonesty, including falsifying of organization's records such as the volunteer application.
- ▶ Harassing, threatening or intimidating any person while participating in Girl Scout activities or Girl Scout business, or on the premises of property used by the Lone Troop Committee, including but not limited to such behavior as sexual advances, requests for sexual favors, or other verbal or physical conduct of a sexual nature, which tends to make the environment intimidating, hostile, offensive or otherwise adverse.
- ▶ Insubordination, including refusal to abide by GSUSA policies, refusal to do assigned work, or refusal to perform work in the manner prescribed by a supervisor without proper justification.

As part of the procedure for volunteer positions, the Lone Troop Committee will:

1. Quickly gather and evaluate the facts. When separation possibilities are indicated, take no action based on sustained information. Involve as few people as possible in the fact-gathering and decision-making process.

Decisions about the quality of job performance should be reached based on a thorough review of the work, after consultation with the individual in improving performance or, if possible, placement in another job better suited to the volunteer qualifications which will offer job satisfaction.

Individual performance should be evaluated in relation to whether behavior that affects the girls or the Girl Scout image in the community is consistent with the principles of Girl Scouting.

A careful recording will be made of interviews, action recommended, as results. The Assistant Director of USAGSO should always be informed of intentions to release volunteers. The Assistant Director of USAGSO can provide advice on the proper procedures for release of volunteers in the Lone Troop Committee. If any type of conflict develops the Assistant Director of USAGSO will also have knowledge of facts and actions taken to properly resolve the situation.

2. Discuss the situation with the individual concerned. Explain why the volunteer is not considered qualified for the assigned job or for work in the Lone Troop Committee. It is recommended to have one other responsible person present during the discussion to help avoid the possibility of misunderstanding or misquoting. Indicate further action, if any, that will be taken.

- Be objective, state facts
- Be tactful.
- Be honest.
- Be clear and concise.
- Maintain confidentiality.

When the facts indicate the separation is necessary, the individual should be given the opportunity to resign or withdraw voluntarily and with dignity by submitting a written resignation. The individual may be referred to/placed in another job if that is feasible. Unless otherwise indicated the discussion should be followed up with a written summary, of which one copy goes to the individual, one copy to the personnel files in the Lone Troop Committee.

Involuntary termination will occur only after careful consideration has been given. The volunteer being terminated will fully informed of the reasons for the termination in the following manner:

- for volunteer working within the Lone Troop Committee – by the Lone Troop Committee Chair.
- for the Lone Troop Committee Chair – by the Assistant Director of USAGSO.

3. Continue the person in the job until a decision is reached. Give the individual careful and frequent help during this period. Release from the position does not cancel membership in the Girl Scout Movement. Once granted, membership cannot be canceled until it expires.
4. Answer carefully any questions raised in the community about the situation. Do not, however, disclose confidential information. Absolute confidentiality must be observed always to protect the rights of the volunteer. Legal counsel should also be consulted at the local level. Legal consultation services from Girl Scouts of the U.S.A. are available and are arranged through the Assistant Director of USAGSO.

## **16 CHILD ABUSE POLICY**

Girl Scouts of the USA and USA Girl Scouts - Kuwait supports and maintains environments that are free of child abuse and neglect. The Child Abuse Prevention and Treatment Act (“the Act”) defines

child abuse and neglect as the “physical or mental injury, sexual abuse as exploitation, negligent treatment or maltreatment:

- of a child under the age of 18, or the age specified by the child protection regulations of the Department of Defense and other appropriate federal agencies.
- By a person who is responsible for the child’s welfare.
- Under circumstances which indicate that the child’s health or welfare is harmed or threatened.”

The Act defines sexual abuse as the use, persuasion, or coercion of any child to engage in any sexual explicit conduct (or any simulation of such conduct) or rape, molestation, prostitution, or incest with children.

Child abuse and neglect are unlawful acts. It is against the organization’s policy for any volunteer or employed staff, male or female, to physically, sexually, or mentally abuse or neglect any girl member.

In accordance with this policy, Girl Scouts of the U.S.A. and USA Girl Scouts – Kuwait will neither condone nor tolerate:

- Infliction of physically abusive behavior or bodily injury upon girl members;
- Physical neglect of girl member, including failure to provide adequate safety measures, care, and supervision in relation to Girl Scout activities;
- Emotional maltreatment of girl members, including verbal abuse and/or verbal attacks.

Girl Scouts of the U.S.A. and USA Girl Scouts - Kuwait will consider any of the above-mentioned prohibitions as the basis for progressive disciplinary action that can include dismissal or termination from the organization.

Military regulation and the laws of foreign jurisdiction will be followed for reporting child abuse and neglect.

## **ACCIDENT AND LIABILITY INSURANCE**

Any serious accident or fatality must be reported immediately to the Director or Assistant Director of USA Girl Scouts Overseas by calling +1 (212) 852-8073 (Assistant Director) or +1 212 8528610 (Director) or faxing +1 (212) 852-8183 or other emergency telephone numbers as listed in the current emergency procedure information provided by the Lone Troop Committee.

Any motor vehicle used to transport Girl Scouts must be duly licensed, insured, safety tested, and operated by a responsible person with a driver’s license. (All applicable military regulations and foreign jurisdiction laws apply).

In addition, all registered members are protected under Girl Scout Activity Accident Insurance, Basic Coverage. This plan provides secondary coverage for accident medical expenses to members traveling

to and from and participating in approved, supervised Girl Scout activities, e.g. day camp, troop camp, weekend trips (of two nights or less), and regular troop meetings.

Troops are required to obtain prior approval from the Lone Troop Committee Chair for all meetings and activities which are scheduled to be different from the normal troop meeting time and location. Troops are required to obtain prior approval from the Assistant Director of USA Girl Scouts Overseas and additional insurance from GSUSA for all activities lasting more than two nights.



# USA GIRL SCOUTS - KUWAIT

## VOLUNTEER PERSONNEL AND PRACTICES

### CERTIFICATION

By my signature below, I hereby certify that I have received a copy of USA Girl Scouts – Kuwait Volunteer Personnel Policies and Practices for Operations Volunteers dated November 4, 2000 and agree to familiarize myself with the contents of these policies and practices and to comply with all policies and procedures as set therein. I understand that the policies and procedures contained in this version supersede those found the former versions. In the case of any differences between the current and the former versions, the current policy and procedure will in all instances apply. I further understand that the issuance of these policies and procedures does constitute or imply an agreement of volunteers service.

Name \_\_\_\_\_

Signature \_\_\_\_\_

Date \_\_\_\_\_

USA Girl Scouts – Kuwait

Date Personnel Policies Approved: November 4, 2000