



Council Delegate Manual

2017-2018





August 2017

Dear Service Unit Delegate,

Congratulations on your appointment to the position of a service unit delegate! You are a key player in the democratic process and have an important role as the voice for more than 22,000 girl and 7,000 adult members in Girl Scouts of Ohio's Heartland Council.

Your role is to convey the interests and concerns of the membership you represent to help guide our board of directors into the next century of Girl Scouting. By being well informed about the governance issues affecting the council you will set the long-term direction and ensure the future stability of the council for our girls.

Your two-year term requires completing the required training, participating in a minimum of two Delegate Forums, and attending the Annual Meeting of the Council each year.

We sincerely thank you for participating as a service unit delegate as we continue to build girls of courage, confidence, and character who will make our council and the world a better place!

Yours in Girl Scouting,

A handwritten signature in blue ink that reads "Paula Confalone". The signature is written in a cursive, flowing style.

Paula Confalone
Vice President Membership Engagement

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- TITLE:** Service Unit Delegate/Service Unit Delegate Alternate
- POSITION CODE:** SUD – Service Unit Delegate SUDA – Service Unit Delegate Alternate
(This position code is recorded through the Delegate Election Sheets by the council.)
- PURPOSE:** Serve as a corporate member of the Girl Scouts of Ohio's Heartland Council to communicate governance information between the board of directors and the service unit that elected them.
- Receive information from the board of directors at Delegate Forums, share important information at Service Unit Meetings, and represent the voice of the service unit to the board of directors at the Annual Meeting of the Council.
- The service unit delegate alternate may take the place of a council delegate when the service unit delegate is unable to attend the Annual Meeting of the Council, Delegate Forums, special meetings, or perform other duties.
- TERM:** Elected for a two-year term by the members of the service unit beginning October 1 and ending the following year on September 30.
- REPORTS TO:** Service unit manager
- REQUIREMENTS:** Successful completion of Girl Scouts of Ohio's Heartland's Volunteer and background check processes.
- Complete delegate training within six months of election to the position.
- Registered member of Girl Scouts of the USA, 14 years of age or older.
- Belief in the mission and goals of the Girl Scout organization and the principles expressed in the Girl Scout Promise and Girl Scout Law.
- Adhere to all GSUSA and GSOH policies and procedures.
- RESPONSIBILITIES:** Attend the Girl Scouts of Ohio's Heartland Annual Meeting of the Council, Delegate Forums, and Service Unit Meetings.
- Determine direction for Girl Scouting within the jurisdiction of the council by receiving and responding to reports and information from the board of directors.
- Give guidance to the board of directors on the general policy direction related to governance of Girl Scouts of Ohio's Heartland Council, Inc.
- Represent the service unit governance stance at the Annual Meeting of the Council via voting.
- Vote to amend the GSOH Articles of Incorporation and Code of Regulations.
- Elect officers of the council board of directors, members-at-large of the board of directors, two girl members of the board of directors, members of the board development committee, girl-at-large, and national council of Girl Scouts of the USA delegates and alternates.

Keep informed and communicate with the service unit, the governance policy issues of concern and be sure that their concerns are heard.

Remain informed about and comply with the most current policies, procedures, and guidelines of Girl Scouts of Ohio's Heartland Council, Inc. and Girl Scouts of the USA.

SKILLS:

Oral communication: Express ideas and facts clearly and accurately.

Computer skills: Access to email and the internet.

Personal integrity: Demonstrate dependability, honesty, and credibility.

Adaptability: Adjust behavior and remain flexible and tolerant.

Foster diversity: Understand, respect, and embrace differences.

Statement of Appointment/Volunteer Agreement Service Unit Delegate/Service Unit Delegate Alternate

This is to confirm that _____ has been elected to the position of
VOLUNTEER'S NAME

Delegate **Alternate** for Service Unit # _____ for the term beginning October 1, 20____ and ending
September 30, 20_____.

Girl Scouts of Ohio's Heartland Council, Inc. agrees to:

- Provide training, learning opportunities, and resources to prepare the volunteer for the position
- Provide ongoing support, guidance, feedback, and evaluation
- Provide information about council events and procedures
- Recognize delegate contributions to the council and Girl Scouting
- Provide an electronic copy of the *Volunteer Essentials Resource Guide* and GSUSA's Safety Activity Checkpoints
- Carry liability insurance and supplemental accident insurance as part of national/council membership

In accepting the position of Service Unit Delegate/Alternate, the volunteer agrees to:

- Register as a member of Girl Scouts of the USA and comply with membership requirements
- Provide information to update contact information as changes occur
- Provide updated information that may affect background screening results
- Complete service unit delegate training within 6 months of election to the position
- Attend Delegate Forums, Annual Meeting of the Council, and special meetings assigned to the position
- Devote sufficient time and energy to fulfill the outlined position requirements
- Support the Girl Scout Leadership Experience and the national program portfolio
- Remain informed about and comply with the most current policies, procedures, and guidelines of Girl Scouts of Ohio's Heartland Council and Girl Scouts of the USA
- Work in ways that encourage diversity, acceptance, and inclusiveness
- Acknowledge that the volunteer position is voluntary and that Girl Scouts does not provide monetary compensation

Supervisor Print Name Supervisor Signature Date

Volunteer Signature Date

1 copy for volunteer
1 copy for service unit/council staff

GOVERNANCE AND MANAGEMENT FUNCTIONS IN GIRL SCOUT COUNCILS

Governance

The governance functions of the council are those that relate to developing a vision for the future, and the oversight of the council's corporate, legal, and fiscal responsibilities. The chair of the board has primary responsibility for governance, and these functions are carried out by the volunteer board of directors and officers, with appropriate involvement by the delegates. The board of directors has responsibilities including policymaking, fund development, and strategic planning. In carrying out their responsibilities, they comply with state and federal law, our charter with GSUSA, our Code of Regulations, and our established board policies.

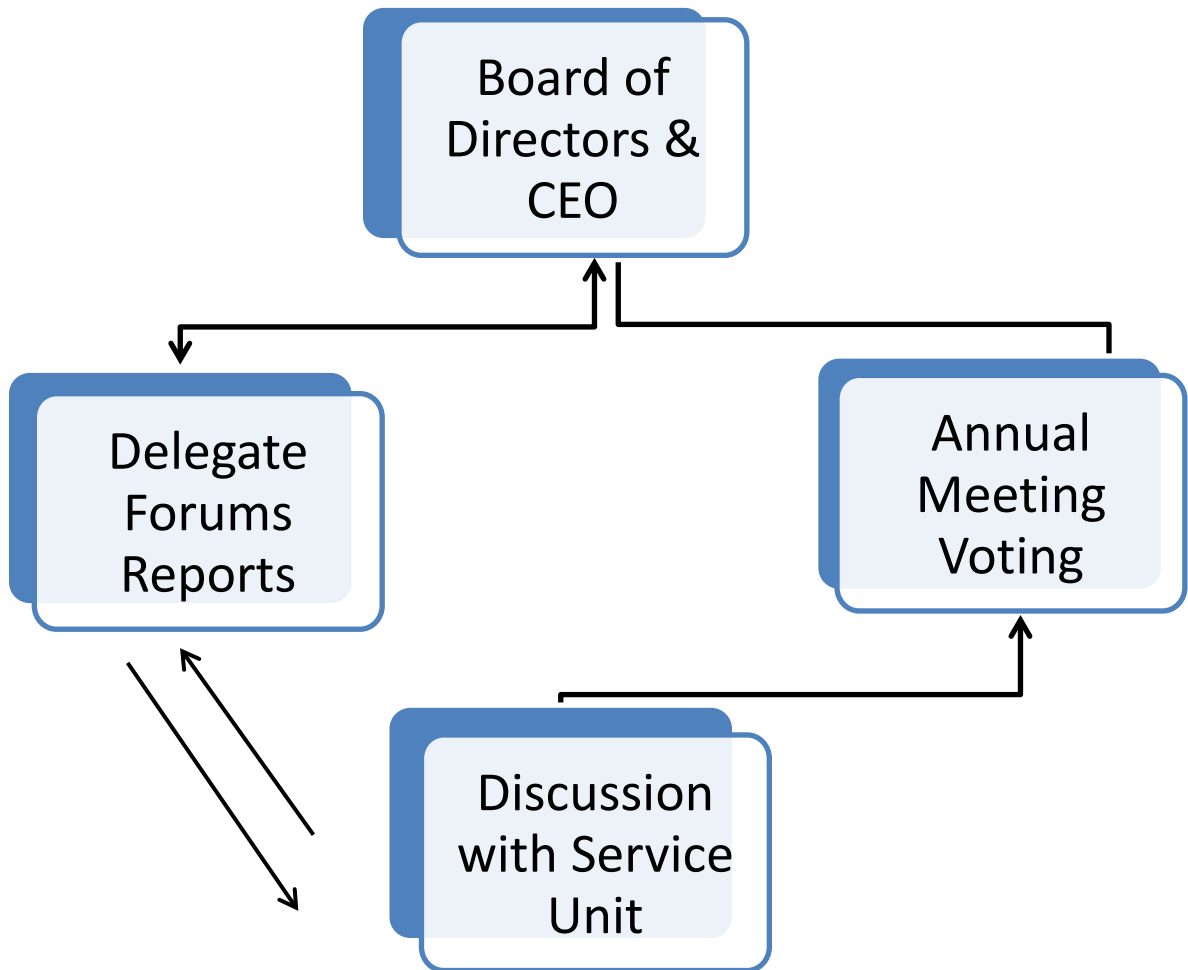
Examples of the board's tasks are:

- ✓ Defining the council's goals and objectives
- ✓ Ensuring the future of Girl Scouting within the jurisdiction
- ✓ Employing and supervising the chief executive officer
- ✓ Establishing the council's personnel policies
- ✓ Overseeing the budget, including transfer of major dollars from one fund to another

The chief executive officer (CEO) is the staff member who works closely with the officers and board of directors. The CEO is not a member of the board and does not vote. Additional staff members provide information and support for the board and its committees.

Members of the board of directors and the council nominating committee are elected by the members of the corporation ("Delegates") at the Annual Meeting of the Council, held in the spring. Council delegates are elected by their service units for a two-year term and 10 girl-at-large council delegates are elected for a one-year term. Council delegates attend two Delegate Forums and the Annual Meeting of the Council each year. At Delegate Forums, the council delegates receive reports from the board of directors, provide input to proposals from the board and may make proposals to the board regarding the board's governance responsibilities.

Communication Cycle



Communication between the delegates, the board of directors and the service units works this way.

- Starting at the top of the flow chart, the board of directors determines the slate of topics for the delegate forums.
- Going around the circle to left, the delegate receives the information and asks questions at the delegate forums to clarify the topics.
- Following the meeting and continuing around the circle, the delegate takes that information back to their service unit to discuss it with the members. They will get a consensus or feelings about the information on the issues while at the same time find out if there are any other governance issues that need taken to the board.
- There are two arrows between Delegate Forums Reports and Discussion with Service Unit because there are two delegate forums each year. Depending on if the issue was discussed at the fall or spring meeting, the delegate will vote at the annual meeting based on the wishes of their service unit or come back to the spring delegate forum for more discussion.

If there were governance issues brought forth at the service unit that need to go to the board, those go back to the board at the next delegate forum.

Management

The chief executive officer is employed by the board of directors and has primary responsibility for the management functions of the council.

These include organizing and directing council operations in conformity with goals, policies, and standards established by Girl Scouts of the USA and the council's board of directors.

This involves:

- ✓ Hiring and supervising staff
- ✓ Developing and administering the budget
- ✓ Ensuring that membership and program opportunities are provided for girls
- ✓ Providing training for adults throughout the council's jurisdiction
- ✓ Helping the board to carry out its fundraising plans
- ✓ Ensuring that girl members are served in programs and facilities that are safe

Many volunteers (troop leaders, service team members, product program volunteers, program volunteers, camp maintenance volunteers, and others) along with the full-time staff members, carry out the management work of the council.

This involves:

- ✓ Tactical planning (developing annual objectives, action steps, and activities which support the council's goals)
- ✓ Recruiting, registering, and serving girls in a wide variety of settings
- ✓ Recruiting and training adults
- ✓ Developing programs
- ✓ Product program management
- ✓ Maintaining our camps in safe condition

THE DELEGATE ROLE

Council delegates should have the capacity and time to do the job well.

Plan to:

- ✓ Keep informed of national and council policies, standards, and decisions
- ✓ Communicate with those you represent to be sure they understand issues emanating from the board, and to be sure you are aware of their opinions on such issues
- ✓ Keep informed of other governance policy issues that concern your constituency and be sure that these concerns are heard

Delegates are required to attend several meetings throughout the year to fulfill the duties of their position. These include:

- ✓ Annual Meeting of the Council
- ✓ Any special council meeting called by the board chair
- ✓ Delegate Forums
- ✓ Service Unit Meetings

Annual Meeting of the Council

A council delegate is required to attend the Annual Meeting of the Council in the spring. If the delegate is unable to fulfill this obligation, the alternate delegate will attend. At this meeting delegates do the following:

- ✓ Determine general policy direction for Girl Scouting
- ✓ Amend the Articles of Incorporation and Code of Regulations
- ✓ Take action requiring membership vote
- ✓ Conduct business that may come before the council
- ✓ Elect officers, board, board development committee, and national council delegates

Special Meetings

Any special council meeting called by the board chair upon written request of two-thirds of the board of directors or one-third of the corporate members for a specific purpose.

Delegate Forums

Delegate Forums are regularly scheduled twice a year, usually in October and then later in either February or March. Additional meetings may be held if desired by the delegates. A Delegate Forum is one of the four governmental blocks into which the board has divided the 30 counties of Girl Scouts of Ohio's Heartland Council, Inc. The members in that part of the council meet with others to hear and discuss council governance on which the board needs input as well as other council governance matters.

Service Unit Meetings

The delegate role at service unit meetings is to discuss agenda items with the members and bring opinions and concerns about policy issues to Delegate Forums. After the Delegate Forums, Annual Meeting of the Council, and any special council meetings, the delegate reports back to the service unit on action taken.

The strength of the Girl Scout movement rests in its adult volunteers. Government of the organization, at the national and local levels, rests with these volunteers. A framework of elective, representative government provides for orderly ways of work.

Election of Delegates

Each service unit is entitled to elect two delegates and two alternates no later than October 1 of each year. Service units with girl membership exceeding 300 registered girls as of September 30 of the prior year are entitled to elect one more delegate and one more alternate.

At Girl Scouts of Ohio's Heartland Council, Inc., all registered members 14 years of age and above within each service unit are eligible to elect and be elected as delegate members of the council.

The service unit delegate and alternate delegate election should be held in April or May for the following membership year. The number of delegates and alternate delegates to be elected will be determined by the September 30 girl membership from the previous year.

In addition, during the Annual Meeting of the Council, the Board Development Committee submits a slate of 10 girls-at-large delegates for approval.

The Alternate

Alternate delegates may take the place of delegates when delegates are unable to attend the Annual Meeting of the Council, Delegate Forums, or other special meeting of the council, and/or perform other duties.

VOLUNTEER PERSONNEL POLICIES

All volunteers who serve in the delegate position should understand the volunteer personnel policies. Please read through the next three pages and reference them when needed.

We maintain that the leadership of the Girl Scouts of Ohio's Heartland Council, Inc., rests in the strength of its adult volunteers.

All volunteers are selected on the basis of qualifications for membership, ability to perform the job and willingness and availability to participate in training for it. All volunteers will be governed by policies adopted by the board of directors. These will periodically be reviewed.

Affirmative Action

In the Girl Scouts of Ohio's Heartland Council, Inc., there shall be no discrimination against an otherwise qualified adult volunteer due to disability or the basis of age. Furthermore, there shall be no discrimination based on race, ethnicity, color, sex, religion, national origin, or socio-economic status. In addition, to ensure full equality of opportunity in all operations and activities of the Girl Scouts of Ohio's Heartland Council, Inc., affirmative action policies and procedures shall be utilized in the recruitment, selection, training, placement, and recognition of volunteers. Special emphasis shall be placed upon securing representation of underrepresented racial groups.

Membership

All volunteers participating in the Girl Scout Movement shall meet GSUSA membership standards, and shall agree to abide by the policies and principles of GSUSA and Girl Scouts of Ohio's Heartland Council, Inc.

All girls and adults shall be registered members through the council with GSUSA and individually pay the applicable membership dues, except those adults working as temporary advisors or consultants.

Selection

"Every adult volunteer is selected on the basis of qualification for membership, ability to perform the volunteer position, and willingness and availability to participate in training for it." (Reaffirms GSUSA policy.)

Placement

Every attempt will be made to place volunteers in positions that meet both their needs and the needs of the council. In instances where this is not possible, the needs of the council will take precedence over the needs of the individual.

Agreement/Appointment/Reappointment

Operational volunteers shall be appointed for a term not to exceed one year, unless otherwise negotiated or indicated by term of office. A volunteer agreement will be completed at the time of appointment/election to a volunteer position.

Reappointment/re-nomination takes place only after completion of a satisfactory performance review and mutual acceptance of position accountabilities, expectations, and a time commitment.

Training

Upon accepting a position in the Girl Scouts of Ohio's Heartland Council, Inc., every volunteer must complete training appropriate for the position within six months of appointment.

Performance Appraisal

Each operational volunteer shall be provided with the opportunity for regular review and evaluation.

Uniforms

Members of the Girl Scout Movement are readily identified by uniforms worn for official functions. A uniform is not required for participation in Girl Scout activities, but is suitable for almost all Girl Scout functions. Volunteers are encouraged to wear the Girl Scout pin when they are not in uniform. (GSUSA standard)

Grievance

A grievance is a complaint that policies and/or procedures related to a volunteer's position are not being administered properly as applied to them. The grievance procedure is a systematic process to ensure the objective hearing and orderly handling of volunteer grievances. The grievance procedure may be used by all operational volunteers. Every volunteer may expect a fair resolution of their grievance without fear of jeopardizing her or his volunteer status. The council also maintains an open-door policy regarding volunteer concerns.

Many possible grievances can be anticipated and prevented by volunteer managers who understand the council's volunteer management system and who are sensitive to human relations. Likewise, many grievances can be avoided when volunteers are informed at the time of placement of the council's structure, and their place in it, who carries decision-making responsibilities, and how decisions are made.

Most complaints and concerns can be resolved when they are brought to the attention of the volunteer's immediate supervisor. It is hoped that most, if not all, grievance situations will be resolved through informal conferences and communications, the goals of which are to eliminate the cause for the grievance.

If occasionally a volunteer and their immediate supervisor are unable to resolve a job-related difference of opinion through informal efforts, the volunteer may request a copy of the council's grievance procedures for operational volunteers. The initiation of the grievance procedure, however, will not restrict the council from taking appropriate action with respect to the volunteer.

Recognition

The council's formal recognition system will be consistent with the GSUSA guidelines.

Resignation

A volunteer may initiate termination of services prior to the end of the term of appointment. A volunteer unable to complete their term should give notice to their supervisor as far in advance as possible. Membership in the Girl Scout movement may continue beyond the term of a specific position and is not contingent upon current appointment to a job.

Release

Situations may arise that make it necessary to consider releasing an individual from an assignment. Any action to release a volunteer should receive careful and detailed consideration because of the possible implications and consequences for both the individual and the council.

Possible reasons for release are:

- ✓ Restructuring of volunteer positions
- ✓ The elimination of the volunteer position in which a person serves
- ✓ Inability or failure to complete the requirements (or perform the job) of the position
- ✓ Refusal to comply with council or GSUSA policies
- ✓ Refusal to support the mission and values of the organization and council goals or performance not consistent with the principles of the Girl Scout Movement
- ✓ Misappropriation of funds
- ✓ Excessive absences or tardiness from required meetings
- ✓ Membership in an organization whose goals are not compatible with GSUSA

An adult volunteer who is terminated from their position may continue membership with GSUSA unless it is determined that they are unable to meet the membership requirements related to accepting the principles and beliefs of the Movement or to support the mission and values of the organization. When this is the case, their membership will not be renewed.

Child Abuse

The council supports and maintains environments that are free of child abuse and neglect as defined by the Child Abuse Prevention and Treatment Act.

Child abuse and neglect are unlawful acts and it is against the council's policy for any volunteer, male or female, to physically, sexually, or mentally abuse or neglect any girl member.

The council reserves the right to refuse membership endorsement or reappointment, and to dismiss or to exclude from affiliation with the council, any volunteer implementing Girl Scout program who is found guilty of child abuse and neglect or who has been convicted of child abuse and neglect.

Sexual Harassment

The council policy guarantees volunteers an environment free of sexual harassment. Sexual harassment is a form of sex discrimination. Sexual harassment has been defined as "unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature."

It is against the organization's policies for any volunteer, male or female, to sexually harass another volunteer, employee, or Girl Scout member of the same or opposite sex. The council reserves the right to refuse membership endorsement or reappointment, and to dismiss or suspend from affiliation with the council any volunteer who, in conducting Girl Scout program, advocates, solicits, or promotes a personal lifestyle or sexual orientation to create a substantial risk that such conduct will be detrimental to the proper role model for girl members.

Council Position on Concealed Carry Law

Firearms or weapons of any type are strictly prohibited anywhere on council-owned premises, whether or not permitted by Ohio law. With the exception of the police or sheriff's personnel, Girl Scouts of Ohio's Heartland Council, Inc., does not permit its members, guests, employees, or any other individual to carry weapons, such as firearms, on their body or in their belongings while engaged in Girl Scout activities or on Girl Scout property.

Non-smoking Policy

All buildings owned, rented, leased, or loaned to Girl Scouts of Ohio's Heartland Council, Inc., are designated as "NON-SMOKING" environments. Adults who must smoke must use special areas on the grounds designated as smoking areas. Extinguished smokes must be put in the trash. There is to be no smoking, including electronic or vapor cigarettes, in the presence of minors. Adults must not leave minors unattended to smoke.

Benefits:

Benefits to volunteer personnel include:

- ✓ Job description
- ✓ Accident and liability insurance as part of national/council membership
- ✓ Continuing education and other learning opportunities
- ✓ Supervision on the job, with annual performance evaluation
- ✓ Tool for recording volunteer experience
- ✓ Opportunities to explore career options
- ✓ Right to apply for financial assistance
- ✓ Recognition and appreciation
- ✓ Subscription to council publications