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Preface to the Service Unit Leadership Team Manual

How to Use this Manual:

The Service Unit Leadership Team Manual was designed to be used by several individuals serving multiple purposes within the Service Unit. Each section focuses on a different function of the Service Unit and is meant to be a stand-alone manual for the person or people working in that function.

This manual was developed for use by people who have a good working knowledge of Girl Scout Troop Leadership in Girl Scouts of Western New York prior to their appointment to the SUM position. Others should attend the Girl Scout Leadership Courses (Girl Scouting 101 and Troop Essentials) prior to taking Service Unit Manager Training. Check out www.gswny.org for course information.

Note: The most current versions of forms mentioned in this manual are available on the GSWNY website at: www.gswny.org

Please ask your Membership Manager if you need a form that is not available on the website.
Section 1:

Service Unit Management

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Overview of the Service Unit Manager Position

The Service Unit Manager’s Purpose is to recruit, support, and guide a team of volunteers to deliver a quality Girl Scout experience for the adults and girls in a geographic area. The Service Unit Manager will lead the Service Unit with a clear vision that is consistent with the Girl Scout Mission, Promise and Law, and policies and goals of Girl Scouts of Western New York (GSWNY) and Girl Scouts of the USA.

This means that you are responsible for the “Big Picture” -- you are the Leader of leaders and your main goal should be to leave the Service Unit better than you found it. Others will look to you for direction and guidance, and it is important to remember that means being a role model in Girl Scouting. One person can’t do everything, so finding and recruiting the right people into Team positions and delegating tasks to them is the most critical key to success as a SUM.

Qualifications: The ability and willingness to contribute to a supportive Service Unit environment and conscientious effort toward meeting the responsibilities of the position are required. Experience as a Girl Scout volunteer Leader/Advisor is preferred. Experience with volunteer management/supervision, delegation and public speaking are a plus.

To be a great SUM, the main thing you need is to be sincerely committed to doing the job right. The girls and their Leaders are counting on you to take the responsibilities of the SUM role seriously.

Service Commitment: The Service Unit Manager is a one year renewable term in which she/he can expect to provide a minimum average of 2-3 hours of service weekly, depending on the needs of the Service Unit. (Some Service Unit Managers may choose to take on additional roles in the SU, which can increase the hours of service.) This is a year-round position.

To meet the full responsibilities of managing the service Unit, you need to recruit a strong team, but you’ll also need to dedicate at least 2-3 hours per week and oftentimes, more. There may be factors that can influence the amount of time it takes, for instance, if your Service Unit is very small or very large. Additionally, this will not include time you may dedicate toward other Girl Scout roles you may take on, such as troop leadership or as an event coordinator. If you find that the SUM role is taking much longer than you think is reasonable, ask your Membership Manager about ideas for lightening your workload.

At the end of the year, you and your Membership Manager will decide together whether or not your reappointment as Service Unit Manager is appropriate.

Supervision and Support: The Service Unit Manager is supported by and accountable to the Membership Manager.

Your Membership Manager and the Adult Development Staff are your #1 source of support – use them! In addition to providing you with training, they will also give you 1-on-1 guidance and set up SUM Meetings for your benefit. They have experience with several service units, troops and leaders and have seen first-hand what works and what doesn’t. You, in turn, will directly support and supervise the entire Service Unit leadership team, but the goal of Girl Scouts is to serve girls, and this should be your top priority. Membership Managers and the other GSWNY staff are thinking first of the girls as well, and they’re looking forward to working with you to provide the support the leaders need to give girls the best Girl Scouting experience possible!
Duties and Expectations:

• Become/remain a registered member of Girl Scouts of the USA.
• Attend all Service Unit Manager training/updates and Service Unit Manager Meetings.
• Agree to be guided in all actions by the Girl Scout Mission, Promise and Law, and to comply with the policies of GSWNY and GSUSA.
• Recruit, supervise, support and recognize the Service Unit leadership team members.
• Oversee the development, implementation and achievement of the Service Unit goals.
• Schedule and facilitate regular Service Team and Service Unit meetings.
• Assure that Service Unit meetings provide up-to-date information as well as networking and ongoing learning opportunities.
• Listen to volunteers’ successes and concerns, and share with the service team and staff as appropriate.
• Provide conflict management/resolution or refer to staff, as appropriate.
• Create a welcoming atmosphere, so that girls and adults from the varied social, cultural, ethnic, and economic backgrounds in the community are represented and have a voice in the Service Unit.
• Maintain GSWNY confidentiality standards.

Continuing education in the form of meetings, roundtables and trainings will allow you to grow and develop as a Service Unit Manager. GSWNY staff work hard to make sure the updates and roundtables are well worth your time, giving you new information, a chance to network with other SUMs and to get more detailed training. If you can’t attend a Service Unit Manager’s Meeting for some reason, it’s imperative that you send a representative who will fill you in on everything that happened. (There’s no substitute for the training, this is a requirement for all who fill a position.)

The values of Girl Scouting are just words on a page if the people in leadership positions don’t follow them. All adults in Girl Scouts are expected to use the Mission, Promise and Law to help them make decisions, interact with others, and most of all in being a role model to the girls. These values are the heart of the Girl Scout movement. Girl Scout policies are there first and foremost to protect the girls and to make sure they get the best possible experience. If you come across a policy that doesn’t make sense to you, take the time to ask about it - you may be surprised at the reasons behind it.

Become/remain familiar with Girl Scout resources, especially those relating to safety, policies and organizational standards. Become a champion of resources such as The National Program Portfolio, Volunteer Essentials, and the Safety Activity Checkpoints.

Your leaders will look to you to give them guidance and uphold the standards of Girl Scouting. If you’re not informed and up to date on the policies and standards, you won’t be able to help them learn the right way to do things. After all the hard work everyone has put in to give the girls this wonderful opportunity, why ruin it by risking the girls’ safety?

Your team is vital to reaching your SU goals and giving the leaders the support they need. Since there are several different ways to structure your team, you’ll find more detail about that in “Your SU Team”. Not only will you be recruiting the members of your team, but you’ll be expected to give them the tools they need to do their jobs. Finally, although they don’t do it for the recognition, it’s so important to take the time to appreciate all they give toward helping you and the girls.
You and your team will set certain goals for the service Unit, things like recruiting new girls and adults, putting on Service Unit events, retaining girls and leaders, and more. **Your Membership Manager will also help** you come up with your Service Unit goals and a plan to achieve them in the annual Service Unit Plan of Work. There’s more information on this in “Service Unit Goals” later in this manual.

You’re probably already familiar with the monthly Service Unit volunteer or leader’s meetings. In addition to these, you should hold regular team meetings to plan and take care of SU business. **You don’t want to waste leaders’ time** talking among yourselves at a leader’s meeting so take care of that at a separate time. For more on scheduling and facilitating Team and Leader’s meetings, see “SU Meetings and General Calendaring”.

Designing a Service Unit meeting that is chock-full of useful agenda items is the best way to **ensure that your leaders get the support they need**. You want the time they spend at the meeting to be worth their while so make the most of it. Again, “SU Meetings and General Calendaring” will be a helpful starting point for you in planning and facilitating those meetings.

Your leaders will come to you to share their good news and seeking advice when they’re struggling. Sometimes, the things they bring to you will go beyond their own troop and be of value to others. Your **team and your Membership Manager will be valued partners** with you in deciding when and how to address things on a higher level.

We will give you some good tools so that you can help prevent conflicts between parents and leaders or among team members, but in some cases **you will be asked to mediate** situations. There will be more on how to do this and when to refer them to staff in “Service Unit Relationships”.

A Girl Scout Service Unit should be open and welcoming to all people. Girl Scouting is designed to be flexible. New volunteers come with new ideas and will bring richness to your Service Unit. Partner seasoned leaders with newcomers to ensure their understanding of our history and traditions and to help pass those on with new energy.

Although this is a policy for all GSWNY volunteers, it is particularly vital for you. In your role as SUM, **you will be trusted** with sensitive information by both staff and volunteers. Keeping that information confidential is an important part of being a SUM.

**My Assignment: Familiarize myself with Volunteer Essentials and electronic Safety Activity Checkpoints.**
Functions of a Service Unit

Since its founding in 1912, Girl Scouts has always been a volunteer-run organization. Here in GSWNY, more than 20,000 girls are served every year by over 8,000 volunteers – and there’s no way Girl Scouts would be possible otherwise. The Service Unit is the structure that was created to support those volunteers in delivering Girl Scouting to girls. There are several people who will work with you to fulfill the functions of the Service Unit. Their titles and roles will vary depending on how you structure your Leadership Team and the needs of your SU. To cover all the variables, let’s start by breaking down the Service Unit’s general activities into five basic functions:

• **Administration** – This function will provide the structure and the backbone of the Service Unit – setting goals and making them a reality, keeping things running smoothly, and making sure everyone has what they need to perform the other functions. Your role of SUM falls into this category, as do positions like SU Finance Consultant and SU Registrar.

• **Membership Development and Community Cultivation** – This is where it all begins for any girl or adult in Girl Scouting. It’s how we let people know we’re here, how to join and what we’re all about. This function covers activities such as girl and adult recruitment, public relations, outreach and anything else a Service Unit does to give every girl in grades K-12 the information and opportunity they need to participate in Girl Scouts. This function will be covered in “Section 2 – Membership Development and Community Cultivation”.

• **Volunteer Support** – Once an adult volunteer agrees to give girls the opportunity to participate in Girl Scouts, she/he requires a lot of support to provide the best possible experience. This function covers things like training, networking opportunities, mentorship, recognition, and other avenues for assisting volunteers to do their jobs well. This function will be covered in “Section 3 – Volunteer Support”.

• **Program** – This covers all the activities that girls do, within the troop, at the Service Unit level, regionally and even council level. Some Service Units directly organize activities for the girls in their area, plus they give leaders support and training in providing program at the other levels. This section will be covered in “Section 4 – Program”.

• **Product Sales Support** – This is actually a mixture of Volunteer Support and Program, but since Cookies and Magazines and Munchies play such a significant role in the activities of a Service Unit, it merits its own function. Product sales volunteers have a separate manual and are trained by GSWNY’s Product Sales staff, so aside from a position description later in this section, we won’t be going into detail about Product Sales in this manual.

My Assignment: Learn about all the functions of a Service Unit!
Your Service Team

There are several different ways you can structure your Service Team, and every SUM will design their team slightly differently. How you do it will depend on a variety of factors, probably the main one being the size of your Service Unit. Another influence may be the level of involvement of your volunteers.

The more involved your volunteers are in the Service Unit, the more support they’ll all receive from it in return. It may take some time to get people on board with the idea, and one of your on-going goals should be to emphasize as much as possible how the SU helps leaders and other volunteers and needs their help in return.

Specific information and position descriptions for the Program, Volunteer Support and Community Development functions are in Sections 2, 3, and 4 of this manual. You’ll also be recruiting team members who will support the Administrative and Product Sales functions of the Service Unit. The position descriptions for those positions are listed in the Appendix at the end of this section with more detailed information about the SU Finance Consultant in Section 5 – SU Finances.

Step 1: Decide on the best structure for your Service Unit

As mentioned above, there are five basic functions that a Service Unit needs to address. What follows are some suggestions for how to meet the requirements of those functions. You can apply these structures directly to your team or use them as a starting point to create your own version. The important thing to remember is that all five functions are equally vital and ALL need to be covered.

Depending on the size of your SU, you may want to expand one of the following structures or ask people to double-up on positions. For instance, the Finance Consultant may also serve as an Event Coordinator or the community development responsibilities can easily be divided among 2 or 3 (or more!) people.
Step 2: Get the right people in the right positions

Everyone has their own special set of skills and talents – as well as things we’re not as good at. The key to building a great team is getting people who have the right skills into the right job. Looking for a registrar? The skills for that include: attention to detail, good with deadlines, and not afraid to hold people accountable. Looking for a Girl Scout Leadership Experience (GSLE) coach? You’ll want someone who remembers what it was like to be new to Girl Scouts, is familiar with the National Program Portfolio, and is friendly and approachable.

Use the position descriptions to guide you, as well as your own instincts. Of course, your Membership Manager can be a great help in identifying the needs of a position and people who might be a great fit. Think about your volunteers…what are their strengths, weaknesses and interests? If you still have open positions, ask around about parents or Leaders you don’t know very well. Consider whether or not a pair of Co-Leaders who balance one another well in running the troop might not do the same with a shared position.

Step 3: Manage your Team for success

Countless management books, seminars and videos have been created to help people improve their management skills so it would be fairly ambitious for us to try and give you the perfect management recipe in this manual. That being said, here are a few key strategies that seem to work best for SUMs…

• Share Your Expectations – Know what you want from your team and lay it out for them so that they understand it clearly. There’s nothing more frustrating than when someone gives you an assignment but doesn’t explain what they really want. It’s easy to forget that they don’t always see what you see so give them a detailed picture, particularly if you have experience with that project or job, a deadline, or a goal to reach.

• Get Everyone Prepared – Make sure that team members have appropriate training as needed. Even those who have years of experience can learn something new from others so let your team know that you expect them to participate in the appropriate learning opportunities.

• Remember the Girls Are Our #1 Priority – People tend to get caught up, and the successful SUM regularly reminds her or his team of our very important mission. Whether it’s decision-making or resolving a conflict between adults, bringing it back to the girls will refocus everyone involved and help get things back on track.

• Ask For Assistance – It’s okay to set limits, not know the answer and/or ask for help when you’re feeling overwhelmed. Aside from your team, remember that your Membership Manager is also there to back you up, offer guidance, or just be a sympathetic ear if needed.

• Check-in Regularly – As a SUM, you won’t be doing everything yourself (We hope!!) but that doesn’t mean you will hand out assignments and then take a vacation. The best managers are those who can keep a watchful eye on the progress of each project and be ready to help whenever needed. Ask them to report at the SU Team Meeting, or regularly set aside time to talk to them one-on-one. The idea is to make sure they’re making progress and haven’t gotten off track or stuck along the road.

• But…Let Them Be Individuals – You may have experience working on certain projects that you’ll be delegating to others now. If so, be sure you pass on everything you can that might be helpful…and then step back! Each of us approaches things from our own perspective and set of insights. Which
means that NO ONE will do things exactly the way you would, but that doesn’t make it wrong. Your role now is to make sure they get the Service Unit to the right result, not to dictate every step along the way.

• **Follow Your Own Lead** – If you expect people to respect you as a leader, first you’ll need to show that you respect yourself. The standards, guidelines, attitudes and -- yes, even rules -- that you expect others to abide by will apply to you first or they’ll never apply to anyone else. Being a role model to the entire Service Unit is a big responsibility – but we know you can handle it!

• **Listen** – The best SUMs are those who value their people enough to really listen to them. If they have an idea that will make things run smoother, offer to help them try it out. If they’re having trouble with something, ask what you can do to assist them. Your team will be more engaged, excited, and successful in achieving the goals if they know you value their ideas and are dedicated to helping them do well.

What’s the best way to get the right person for the job? Ask them directly. It may seem like making an announcement to the large group will work, but the usual result is either ’crickets’ (no response) or the hand that pops up isn’t the best person for the position.

**My Assignment: Design and recruit a fantastic SU Team!**
**Service Unit Goals**

Once you have your team established, one of your first tasks will be to sit down together to create the Service Unit’s goals and plan for the year. Your Membership Manager has the Plan of Work template that will help with the process. This will be your blueprint for the year and you should build a goal check-in time into your monthly Team Meeting agenda. Doing this will make sure you and your team stay on track and keep the big picture in mind.

**HOW** you reach those goals and **WHO** will be responsible for each phase of the plan is something you’ll need to work out with your team. You’ll want to remember the five functions of a Service Unit and use them all to contribute toward reaching the goals.

- **Girl and Adult Recruitment** – This goal goes right to the heart of things -- we can’t do any of it if there aren’t any girls to serve. Every year hundreds of girls living in your Service Unit enter kindergarten and want to get involved in Girl Scouts! The SU is a vital link in the recruitment process; the SU together with GSWNY staff, plan recruitments throughout the year which allow girls to join Girl Scouts at any time of year. Your Membership Manager is a vital part of the plan, so be sure to include her in the discussion.

  Questions you’ll want to ask your team to help create the plan should include:
  
  • Based on our goal, how many new troops should we try to organize?
  • What’s the best way to plan our recruitments (i.e., school by school, community centers, etc.)?
  • How do girls get placed into troops?
  • Who is responsible for following-up with newly recruited leaders?
  • Who will follow-up with individually registered girls and girls in other pathways?

- **Girl and Adult Retention** – Making sure that the girls (and their leaders) are happy and feeling good about their Girl Scout experience doesn’t just happen -- it’s something that we all have to work toward. The Service Unit should have a goal of providing an excellent support system to the leaders so that they don’t get overwhelmed. It should also set a goal that supports high quality programming for the girls. Therefore, you’ll definitely want to use the information included in later sections of the manual to help you set your goals.

  In addition, you’ll want to ask your team certain questions when planning for retention, such as:
  
  • What do the leaders need to learn about to enhance their troop experience?
  • What kind of events do the girls want?
  • How can we make sure our younger girls are seeing our older girls in action?

- **Service Team**

  • Is our team complete?
  • What other positions do we need/want to recruit?
  • Has everyone received training for her/his position?

- **Communications**

  • Who will be responsible for and how do we want to make sure we keep all our leaders and volunteers informed and aware?
• **Volunteer Support and Recognition**

  • How will we make sure our volunteers get everything they need to be great leaders and how do we plan on acknowledging their contributions?

**My Assignment: With my Team, create Service Unit Goals and Plan for the year!**
**Service Unit Meetings**

The monthly Service Unit meeting is the best way to keep your leaders informed about what program events are being planned and provide them with the on-going support and continuing education they need to be good Girl Scout Leaders. Generally, Service Units hold leader’s meetings once a month, **at a consistent time and location from September through June.** You’ll want to consider these two things when setting up the meetings at the beginning of the year:

- **Location** – Try to choose a location that is central to the entire area you serve. You want to be sure you can get a room that can accommodate everyone comfortably, has enough tables and chairs available, a bathroom and the whole location is handicapped accessible. Schools are often an ideal choice. Arrange with the building administrators for all your meetings for the entire year, and be sure to have the necessary permits signed at the Council-level. Your Membership Manager can help facilitate this but please leave three weeks for processing.

- **Timing** – SU meetings that are held in the evening have the best turn-out, since they accommodate most working leaders’ schedules. Many Service Units also find that following a particular pattern for their meeting dates helps everyone remember when they’re scheduled. For instance, consistently setting your meeting for the 2nd Tuesday of the month helps to eliminate date confusion. However, be sure to check forward in the calendar for things like religious or school holidays that may conflict with your meeting date and ask for your team’s input if it seems necessary to make adjustments.

A Service Unit meeting is only successful if it’s planned, and there are a few steps you must take to prepare for it:

**Steps for Success**

**Step 1** – Be sure your leaders understand that they are expected to attend the meetings or send a troop representative.

The information you’re providing is for their benefit. If a troop isn’t represented, take the time to call one or more of the troop’s leaders to let them know they were missed and to make sure they know when and where the meetings are held. Talking to them 1-on-1 may also give you a chance to find out if there is some way to make the meetings better or more responsive to their needs. Also, at the first meeting, provide your leaders with a schedule of meeting dates for the entire year, so that everyone has an opportunity to arrange their attendance. Finally, send out reminders a few days before each meeting, either by email or snail mail.

**Step 2** – Quarterly Service Unit Manager’s Meetings are being planned, and you will need to attend them, just as you expect to have your leaders attend the meetings you provide for them.

The agendas for those meetings are designed to help you prepare for your SU meetings, manage projects that are coming up, provide on-going training for the SUM position, and peer-to-peer support and networking. It’s always a good idea to have a back-up plan for emergencies. Designate someone who can attend in your place if you cannot. Be sure to arrange for that person to de-brief with you afterward so that you can apply the information provided to your meeting and plans. Check-in regularly with your Membership Manager to get the latest updates and assistance with preparing for your meeting.
Step 3 – Create your Leader’s meeting agenda.

The information provided to you at the SUMs meeting, in the monthly CIS, plus your Service Unit calendar will help in deciding what topics need to be covered. Think about which members of your team (or others) you can ask to cover each item on the list. General topics that should be part of every agenda include:

- Information about upcoming SU or council events and projects
- Time and opportunities for leaders to learn new things (snapshots or mini trainings)
- Activities that promote group interaction and peer-to-peer support (program-level groups or sharing)

Step 4 – Meet with your Service Team members to touch base and go over the plan for the leader’s meeting.

As a general rule, the things you should accomplish at each team meeting are:

1. Sharing info from the SUM’s meeting that might impact them
2. Reporting out from each function or team member on Service Unit goals and plans
3. Assigning SU meeting agenda items and coordinate timing of each presentation
4. Discussing the specifics of things on the agenda before bringing them to the larger group.
5. Your team should also look at this meeting as an opportunity to give input, raise issues and generally contribute to the progress of the Service Unit.

Step 5 – Timing is everything.

The timing of the Service Team is important. Having the meeting immediately prior to the Service Unit meeting, while convenient for ST members, isn’t necessarily the best for the functioning of the SU. Issues may be raised that need more input prior to presentation to the full SU. The Service Team meeting may go overtime, making leaders wait for the start of the SU meeting. This is not respectful of their time. It is often better to time ST meetings a week or two prior to the SU meeting.

One key to ensuring membership participation in the SU meetings is starting/finishing on time. It’s your responsibility to follow the agenda and guide discussion during the meeting. It may even be a good idea to establish a signal for all those speaking on a topic to let them know when they need to wrap up or have one minute left. Sometimes during the meeting a topic unexpectedly morphs into something important that needs to be addressed; feel free to make adjustments on the fly. On the other hand, sometimes someone may continue on a topic best handled outside the meeting setting because it only pertains to them. Once your agenda is set, be sure to email your membership and they can print the agenda if they so choose.

Additional words of wisdom regarding SU meetings…

- Presentations should be brief, interesting, and supported by visual materials whenever possible.
- Give everyone a chance to participate!
- Include something fun and a chance for people to socialize informally - maybe a social time built in with snacks provided by a different troop every month.
- Keep yourself and others on task. If the presentation veers off into a discussion between two people, ask them (nicely) to continue the conversation later. Stay focused on your agenda. If you aren’t paying attention to the presentation being made, then no one else will either.”
General Calendar for the Year

As a rule, the Girl Scout year tends to follow particular seasonal patterns; however, a Girl Scout membership is good for 12 months. Girls and volunteers should be made aware of program and training options that allow them to get a full year of benefits out of their membership. Here are some key topics and tasks to remember when you and your team create your own calendar for the Service Unit. Once the Service Unit’s calendar is decided upon, distribute it to all your volunteers so that they will be prepared and aware of upcoming dates and projects. The following Service Unit Planning Guide gives specific ideas and To Do Lists for the Service Unit Manager and Service Team, along with suggested meeting agendas. It can be a helpful resource as you plan for the year.

Service Unit Planning Guide

AUGUST

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<thead>
<tr>
<th>Service Unit Manager “To Do” List</th>
<th>Service Team “To Do” List</th>
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</thead>
<tbody>
<tr>
<td>• Organize a Pre-Fall ST Meeting</td>
<td>• Product Sales attends training</td>
</tr>
<tr>
<td>• Finalize Service Team (ST) Roster</td>
<td>• Troop Essentials Facilitator ensures leaders receive training, GS 101</td>
</tr>
<tr>
<td>• Finalize Service Unit (SU) Calendar</td>
<td>• Make arrangements for recruitment events</td>
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<tr>
<td>• Confirm ST and SU meeting places, submitting the necessary permit</td>
<td>• Contact council for flyers, as needed</td>
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<tr>
<td>paperwork at least three weeks before the first meeting</td>
<td>• Registrar works with team to devise Registration Event</td>
</tr>
<tr>
<td>• Lead opening ST meeting</td>
<td>• Promotes on-line registration</td>
</tr>
<tr>
<td>• Appoint leaders. Work with Membership Manager to complete interview,</td>
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<tr>
<td>necessary volunteer paperwork, ensuring leaders receive copy of</td>
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<tr>
<td>Volunteer Essentials and completes a background check, and receives</td>
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<td>training</td>
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<table>
<thead>
<tr>
<th>Service Team Meeting Agenda Items</th>
<th>Service Unit Meeting Agenda Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Generate ST and SU meeting calendar, location/time</td>
<td>• Welcome back and introduce ST</td>
</tr>
<tr>
<td>• Recognize new members of ST</td>
<td>• Promote on-line registration</td>
</tr>
<tr>
<td>• Discuss potential candidates to fill open positions</td>
<td>• Gather any troop leadership lose-ends</td>
</tr>
<tr>
<td>• Registration Event</td>
<td>• Promote SU events</td>
</tr>
<tr>
<td>• Plan agenda for SU meeting</td>
<td>• Promote Council events</td>
</tr>
<tr>
<td>• Determine items for leader update – web site etc.</td>
<td>• Promote training courses</td>
</tr>
<tr>
<td>• Add Service Unit skeleton events to calendar</td>
<td>• Mini-training</td>
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<tr>
<td>• Discuss Fall Sale Kick-Off</td>
<td></td>
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<tr>
<td>• Plan Fall recruitment/parent information nights</td>
<td></td>
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<tr>
<td>• Discuss school open house schedule</td>
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## SEPTEMBER

### Service Unit Manager “To Do” List

- Lead ST meeting
- Lead SU meeting
- Continue helping new leaders with the volunteer application process
- Determine with Co-SUM and Registrar where the need is to start new troops
- Know which troops are disbanding
- ...which troops are merging
- ...which troops will take displaced girls
- ...where we have program-level openings – where is the need to recruit and how

### Service Team “To Do” List

- Fall welcome
- Troop Essential Facilitators continue
- New ST members attend first ST meeting
- SU Product Sales attend first ST meeting
- Registrar collects registrations for submission to the Service Center, encouraging on-line registration
- Registrar submits SU Leader Roster to MM
- Registrar requests lapsed member lists from MM
- Organizers and Registrar (and other ST members, as needed) publicize and conduct Girl Scout recruitment nights
- Organizers form new troops and place new girls in troops
- Leaders, GSLE Coaches, and Organizers hold Parent Meetings
- Troops start troop meetings
- Communication team member promotes SU events with media and informs Council staff
- Adult Recognition ST member begins soliciting nominations *(Due to Council by February 1)*

### Service Team Meeting Agenda Items

- Continue to welcome newcomers and recruit for team vacancies
- Plan agenda for SU meeting
- Determine items for leader contact
- ST finalizes fall product sale plans
- Review recruitment plan and progress
- MM brings membership goals & current update
- Distribute recruitment flyers from MM

### Service Unit Meeting Agenda Items

- Welcome back and introduce ST
- SU Product Sales trains Troop Product Sales volunteer
- Registrar explains E-Biz registration procedures
- Distribute ST Roster to leaders
- Distribute SU Calendar to leaders
- Begin recruiting events committees
- Begin soliciting adult recognition nominations
- Promote SU events
- Promote Council-sponsored events
- Promote training courses
- Introduce the Plan of Work
# OCTOBER

<table>
<thead>
<tr>
<th>Service Unit Manager “To Do” List</th>
<th>Service Team “To Do” List</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Lead ST meeting</td>
<td>• SU Product Sales Manager – Fall Product Sale begins</td>
</tr>
<tr>
<td>• Lead SU meeting</td>
<td>• Leader training continues</td>
</tr>
<tr>
<td>• Continue recruiting leaders</td>
<td>• New ST members are trained</td>
</tr>
<tr>
<td>• Request flyers from MM</td>
<td>• Registrar continues registering new members</td>
</tr>
<tr>
<td>• Check on the progress of the Plan of Work</td>
<td>• Registrar distributes SU Leader Roster</td>
</tr>
<tr>
<td>• Continue to seek potential ST members</td>
<td>• Organizers begin contacting lapsed girls</td>
</tr>
<tr>
<td></td>
<td>• Organizers and Registrar (and other ST members, as needed) conduct Daisy recruitment, if not done in September</td>
</tr>
<tr>
<td></td>
<td>• Organizers continue placing new girls in troops</td>
</tr>
<tr>
<td></td>
<td>• Leaders, GSLE Coaches, and Organizers hold Daisy Parent Meetings</td>
</tr>
<tr>
<td></td>
<td>• Finance Consultant assists new leaders with bank accounts</td>
</tr>
<tr>
<td></td>
<td>• Event and Service Unit Camp Out committees are formed</td>
</tr>
<tr>
<td></td>
<td>• Communication team member promotes SU events with media and informs Council staff</td>
</tr>
<tr>
<td></td>
<td>• Adult Recognition ST member continues soliciting nominations <em>(Due to Council by February 1)</em></td>
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<table>
<thead>
<tr>
<th>Service Team Meeting Agenda Items</th>
<th>Service Unit Meeting Agenda Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Plan agenda for SU meeting</td>
<td>• Investiture ceremony for new leaders</td>
</tr>
<tr>
<td>• Plan investiture ceremony for new leaders</td>
<td>• Promote SU events</td>
</tr>
<tr>
<td>• Plan schedule of SU mini-trainings</td>
<td>• Promote Council-sponsored events</td>
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<td></td>
<td>• Promote training courses</td>
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<tr>
<td></td>
<td>• Distribute Leader Roster to leaders</td>
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<td></td>
<td>• Complete recruiting event committees</td>
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<tr>
<td></td>
<td>• Continue soliciting adult recognition nominations</td>
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<tr>
<td></td>
<td>• Discuss Juliette Low’s Birthday, October 31</td>
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<tr>
<td></td>
<td>• Mini-training on finance procedures</td>
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<td></td>
<td>• Review the Plan of Work</td>
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## NOVEMBER

<table>
<thead>
<tr>
<th>Service Unit Manager “To Do” List</th>
<th>Service Team “To Do” List</th>
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</thead>
<tbody>
<tr>
<td>• Lead ST meeting</td>
<td>• SU Product Sales Manager – Fall delivery begins</td>
</tr>
<tr>
<td>• Lead SU meeting</td>
<td>• Leader training continues</td>
</tr>
<tr>
<td>• Continue appointing leaders</td>
<td>• Registrar continues registering new members</td>
</tr>
<tr>
<td>• Check on the progress of the Plan of Work</td>
<td>• Organizers complete contacting lapsed girls</td>
</tr>
<tr>
<td>• Attend Council SUM meeting</td>
<td>• Organizers continue placing new girls in troops</td>
</tr>
<tr>
<td></td>
<td>• Leaders, GSLE Coaches, and Organizers hold Daisy Parent Meetings if not completed in October</td>
</tr>
<tr>
<td></td>
<td>• Finance Consultant assists new leaders with bank accounts</td>
</tr>
<tr>
<td></td>
<td>• Service Unit Camp Out committee begins planning, if SU is holding one this year</td>
</tr>
<tr>
<td></td>
<td>• Communication team member promotes SU events with media and informs Council staff</td>
</tr>
<tr>
<td></td>
<td>• Adult Recognition ST member continues soliciting nominations <em>(Due to Council by February 1)</em></td>
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</tbody>
</table>

### Service Team Meeting Agenda Items

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<thead>
<tr>
<th>Service Unit Meeting Agenda Items</th>
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</thead>
<tbody>
<tr>
<td>• Plan agenda for SU meeting</td>
</tr>
<tr>
<td>• Evaluate Product Sales</td>
</tr>
<tr>
<td>• Update on event committee progress</td>
</tr>
<tr>
<td>• Begin planning a winter recruitment event</td>
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</table>

### Service Unit Meeting Agenda Items

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<thead>
<tr>
<th>Service Team Meeting Agenda Items</th>
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</thead>
<tbody>
<tr>
<td>• Promote SU events</td>
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<tr>
<td>• Promote Council-sponsored events</td>
</tr>
<tr>
<td>• Promote training courses</td>
</tr>
<tr>
<td>• Fall product sale update</td>
</tr>
<tr>
<td>• Continue soliciting adult recognition nominations <em>(Due to Council by February 1)</em></td>
</tr>
<tr>
<td>• Report from Thinking Day (February 22) and other event committees</td>
</tr>
<tr>
<td>• Promote Bronze, Silver, and Gold Awards</td>
</tr>
<tr>
<td>• Review progress on the Plan of Work</td>
</tr>
</tbody>
</table>

## DECEMBER

<table>
<thead>
<tr>
<th>Service Unit Manager “To Do” List</th>
<th>Service Team “To Do” List</th>
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</thead>
<tbody>
<tr>
<td>• Lead ST/SU meeting, if scheduled</td>
<td>• Registrar continues registering new members</td>
</tr>
<tr>
<td>• Continue appointing leaders</td>
<td>• Organizers continue placing new girls in troops</td>
</tr>
<tr>
<td>• Check on the progress of the Plan of Work</td>
<td>• Adult Recognition ST member continue soliciting nominations <em>(Due to Council by February 1)</em></td>
</tr>
<tr>
<td></td>
<td>• SU Product Sales Manager – Fall product sale ends and all money is deposited and report submitted to Council Office</td>
</tr>
<tr>
<td></td>
<td>• Communication team member promotes SU events with media and informs Council staff</td>
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</tbody>
</table>

### Service Team Meeting Agenda Items

<table>
<thead>
<tr>
<th>Service Unit Meeting Agenda Items</th>
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<tbody>
<tr>
<td>• Meeting optional (Have a party???)</td>
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### Service Unit Meeting Agenda Items

<table>
<thead>
<tr>
<th>Service Team Meeting Agenda Items</th>
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<tbody>
<tr>
<td>• Meeting optional (Have a party???)</td>
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</tbody>
</table>
# JANUARY

<table>
<thead>
<tr>
<th>Service Unit Manager “To Do” List</th>
<th>Service Team “To Do” List</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Lead ST meeting</td>
<td>• Leader training continues</td>
</tr>
<tr>
<td>• Lead SU meeting</td>
<td>• Registrar continues registering new members</td>
</tr>
<tr>
<td>• Continue appointing leaders</td>
<td>• Organizers continue placing new girls in troops</td>
</tr>
<tr>
<td>• Check on the progress of the Plan of Work</td>
<td>• Notify area places of worship about Girl Scout week, which includes March 12, Girl Scout Birthday</td>
</tr>
<tr>
<td></td>
<td>• GSLE Coaches monitor progress of troops</td>
</tr>
<tr>
<td></td>
<td>• Service Unit Camp Out committee continues planning</td>
</tr>
<tr>
<td></td>
<td>• Adult Recognition ST member continues soliciting nominations <em>(Due to Council by February 1)</em></td>
</tr>
<tr>
<td></td>
<td>• SU Product Sales Manager attends Spring Product Sale training</td>
</tr>
<tr>
<td></td>
<td>• Communication member promotes SU events with media</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Service Team Meeting Agenda Items</th>
<th>Service Unit Meeting Agenda Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Plan agenda for SU meeting</td>
<td>• Promote SU events</td>
</tr>
<tr>
<td>• Finalize Thinking Day (February 22) plans</td>
<td>• Promote Council-sponsored events</td>
</tr>
<tr>
<td>• Make plans for Girl Scout week</td>
<td>• Promote summer camp</td>
</tr>
<tr>
<td>• Begin planning Spring recruitment</td>
<td>• Service Unit Camp Out committee reports</td>
</tr>
<tr>
<td>• Update on event committee progress</td>
<td>• Promote training courses</td>
</tr>
<tr>
<td>• Begin to think about the election of delegates for next year</td>
<td>• Report from Thinking Day and other event committees</td>
</tr>
<tr>
<td></td>
<td>• Financial Activity Form due to SU Finance Consultant on January 15</td>
</tr>
<tr>
<td></td>
<td>• Grade Level break-out session suggested</td>
</tr>
<tr>
<td></td>
<td>• Distribute troop rosters for leader review and update</td>
</tr>
<tr>
<td></td>
<td>• Spring product sale promoted and materials distributed</td>
</tr>
<tr>
<td></td>
<td>• Review progress on the Plan of Work</td>
</tr>
</tbody>
</table>

*You’re halfway there...look at all you’ve done!!*
**FEBRUARY**

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<thead>
<tr>
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<tbody>
<tr>
<td>• Lead ST meeting</td>
<td>• Leader training continues</td>
</tr>
<tr>
<td>• Lead SU meeting</td>
<td>• Registrar continues registering new members</td>
</tr>
<tr>
<td>• Continue appointing leaders</td>
<td>• Organizers continue placing new girls in troops</td>
</tr>
<tr>
<td>• Check on the progress of the Plan of Work</td>
<td>• Prospective and continuing sponsors are identified</td>
</tr>
<tr>
<td>• Attend Council-sponsored SUM meeting</td>
<td>• GSLE Coaches monitor progress of troops</td>
</tr>
<tr>
<td></td>
<td>• Service Unit Camp Out committee continues planning</td>
</tr>
<tr>
<td></td>
<td>• Adult Recognition nominations due to Council by February 1</td>
</tr>
<tr>
<td></td>
<td>• Flyers for kindergarten orientation distributed to schools</td>
</tr>
<tr>
<td></td>
<td>• Spring Product Sale is conducted</td>
</tr>
<tr>
<td></td>
<td>• Communication team member promotes SU events with media and informs Council staff</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Service Team Meeting Agenda Items</th>
<th>Service Unit Meeting Agenda Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Plan agenda for SU meeting</td>
<td>• Promote SU events</td>
</tr>
<tr>
<td>• Finalize plans for Girl Scout week</td>
<td>• Promote Council-sponsored events</td>
</tr>
<tr>
<td>• Continue planning Spring recruitment</td>
<td>• Summer camp promotion continues</td>
</tr>
<tr>
<td>• Update on event committee progress</td>
<td>• Service Unit Camp Out committee reports</td>
</tr>
<tr>
<td>• Begin planning Fly-Up, bridging, and Court of Awards</td>
<td>• Promote training courses</td>
</tr>
<tr>
<td>• Begin plans to recognize leaders (Leader’s Day is April 22)</td>
<td>• Report from event committees</td>
</tr>
<tr>
<td></td>
<td>• World Thinking Day event</td>
</tr>
<tr>
<td></td>
<td>• Review progress on Plan of Work</td>
</tr>
</tbody>
</table>

**MARCH**
<table>
<thead>
<tr>
<th>Service Unit Manager “To Do” List</th>
<th>Service Team “To Do” List</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Lead ST meeting</td>
<td>• Leader training continues</td>
</tr>
<tr>
<td>• Lead SU meeting</td>
<td>• Registrar continues registering new members</td>
</tr>
<tr>
<td>• Continue appointing leaders</td>
<td>• Registrar obtains information on Spring Registration and reports to leaders</td>
</tr>
<tr>
<td>• Check on the progress of the Plan of Work</td>
<td>• Organizers continue placing new girls in troops</td>
</tr>
<tr>
<td>• Determine which ST members are returning next year</td>
<td>• GSLE Coaches monitor progress of troops</td>
</tr>
<tr>
<td>• Work with ST to recruit new ST members, as needed</td>
<td>• Service Unit Camp Out committee continues planning</td>
</tr>
<tr>
<td></td>
<td>• SU Product Sales Manager continues the Spring Product Sale, following timing outlined by the Council Office</td>
</tr>
<tr>
<td></td>
<td>• Committee continues planning Court of Awards</td>
</tr>
<tr>
<td></td>
<td>• Communication team member promotes SU events with media and informs Council staff</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Service Team Meeting Agenda Items</th>
<th>Service Unit Meeting Agenda Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Plan agenda for SU meeting</td>
<td>• Promote SU events</td>
</tr>
<tr>
<td>• Finalize for Spring recruitment</td>
<td>• Promote Council-sponsored events</td>
</tr>
<tr>
<td>• Update on event committee progress</td>
<td>• Summer Camp promotion continues</td>
</tr>
<tr>
<td>• Report on Court of Awards planning</td>
<td>• Service Unit Camp Out committee reports</td>
</tr>
<tr>
<td>• Finalize plans to recognize leaders</td>
<td>• Spring registration information is reported to leaders</td>
</tr>
<tr>
<td></td>
<td>• Promote training courses and transition training</td>
</tr>
<tr>
<td></td>
<td>• Report from event committees</td>
</tr>
<tr>
<td></td>
<td>• Girl Scout Birthday is March 12</td>
</tr>
<tr>
<td></td>
<td>• Review progress on the Plan of Work</td>
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</tbody>
</table>
## APRIL

<table>
<thead>
<tr>
<th>Service Unit Manager “To Do” List</th>
<th>Service Team “To Do” List</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Lead ST meeting</td>
<td>• Begin planning for the next year’s Plan of Work</td>
</tr>
<tr>
<td>• Lead SU meeting</td>
<td>• Leader training continues</td>
</tr>
<tr>
<td>• Continue appointing leaders</td>
<td>• Registrar continues registering new members</td>
</tr>
<tr>
<td>• Check on the progress of the Plan of Work and assess this year’s performance</td>
<td>• Spring registration continues</td>
</tr>
<tr>
<td>• Continue to work with ST to recruit new ST members, as needed</td>
<td>• Spring recruitment event is held</td>
</tr>
</tbody>
</table>

### Service Unit Meeting Agenda Items

<table>
<thead>
<tr>
<th>Service Team Meeting Agenda Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Plan agenda for SU meeting</td>
</tr>
<tr>
<td>• Update on event committee progress</td>
</tr>
<tr>
<td>• Report on Court of Awards planning</td>
</tr>
<tr>
<td>• ST begins goal setting for next year</td>
</tr>
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### Service Unit Meeting Agenda Items

<table>
<thead>
<tr>
<th>Service Team Meeting Agenda Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Recognize leaders for all their great work!</td>
</tr>
<tr>
<td>• Promote SU events</td>
</tr>
<tr>
<td>• Promote Council-sponsored events</td>
</tr>
<tr>
<td>• Summer camp promotion continues</td>
</tr>
<tr>
<td>• Service Unit Camp Out committee reports</td>
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</tbody>
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### MAY

<table>
<thead>
<tr>
<th>Service Unit Manager “To Do” List</th>
<th>Service Team “To Do” List</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Lead ST meeting</td>
<td>• Leader training continues</td>
</tr>
<tr>
<td>• Lead SU meeting</td>
<td>• Registrar ensures Spring registrations are sent to Council Service, encouraging on-line registration</td>
</tr>
<tr>
<td>• Continue appointing leaders</td>
<td>• Everyone enjoys the Service Unit Camp Out, if held</td>
</tr>
<tr>
<td>• Complete the Plan of Work for next year with the ST and Membership Manager</td>
<td>• Hold Fly-Up, bridging, and Court of Awards ceremonies</td>
</tr>
<tr>
<td>• Plan calendar for ST and SU meetings for next year with the ST</td>
<td>• SU events held</td>
</tr>
<tr>
<td>• Continue to work with ST to recruit new ST members, as needed</td>
<td>• New members attend ST training</td>
</tr>
<tr>
<td>• Plan ST recognition / end of the year celebration</td>
<td>• Communication team member promotes SU events with media and informs Council staff</td>
</tr>
<tr>
<td>• Ensure ST members complete Leader Survey</td>
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### Service Team Meeting Agenda Items

<table>
<thead>
<tr>
<th>Service Unit Meeting Agenda Items</th>
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</thead>
<tbody>
<tr>
<td>• Plan agenda for SU meeting</td>
</tr>
<tr>
<td>• POW completed for next year</td>
</tr>
<tr>
<td>• Update on event committee progress</td>
</tr>
<tr>
<td>• Report on Court of Awards planning</td>
</tr>
<tr>
<td>• ST begins goal setting for next year</td>
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## JUNE

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<thead>
<tr>
<th>Service Unit Manager “To Do” List</th>
<th>Service Team “To Do” List</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Lead ST/SU meetings, if scheduled</td>
<td>• Recognize leaders at the end of the year event</td>
</tr>
<tr>
<td>• Continue appointing leaders</td>
<td>• Leader training for next year begins</td>
</tr>
<tr>
<td>• Finalize calendar for ST and SU meetings for next year</td>
<td>• Troop Leaders submit Troop Finance Reports to SU Finance Consultant by June 15</td>
</tr>
<tr>
<td>• Continue to work with ST to recruit new ST members, as needed</td>
<td>• Finance Consultants submits SU and Troop Finance Reports to Council by July 15</td>
</tr>
<tr>
<td>• Develop ST roster for next year</td>
<td>• Everyone enjoys the Service Unit Camp Out, if held</td>
</tr>
<tr>
<td>• Enjoy end of the year celebrations with ST</td>
<td>• Enjoy year end celebrations</td>
</tr>
<tr>
<td></td>
<td>• Communication team member promotes SU events with media and informs Council staff</td>
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<table>
<thead>
<tr>
<th>Service Team Meeting Agenda Items</th>
<th>Service Unit Meeting Agenda Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Usually an end of the year celebration</td>
<td>• Usually no meeting. Have an end of the year celebration!</td>
</tr>
</tbody>
</table>

## JULY

*Enjoy your vacation, Everyone!*  

My Assignment: Create a SU Calendar and facilitate great meetings that help us reach our goals!
Service Unit Relationships

No matter how you structure your team, one of your most vital roles in the Service Unit will be communication. You are the crucial information link between GSUSA, the council office and the volunteers who actually provide girls with the Girl Scout program. Just as importantly, your team’s effectiveness will depend on your ability to communicate with them successfully and clearly. Here are some best practices that SUMs find most useful in fulfilling their role:

• It’s a great idea to set up a group email account (like Yahoo®) or website for the volunteers in your Service Unit. Use it to keep people in the loop about changes in events, meeting reminders or other useful updates.

• Meetings are always the best way to share ideas, brainstorm, or come up with a plan that everyone buys into. They also work better when explaining a complicated project, since it allows one person to ask a question but everyone gets to hear the answer.

• Face-to-face communication is the most effective. You should always speak to someone 1-on-1 if it’s an important conversation or has the potential for becoming emotionally charged. NEVER, NEVER criticize someone over email or in front of other people!!!!

• Schedule a time to regularly check-in with all your team members 1-on-1 and with leaders who don’t come to the SU meetings. It keeps them on track with projects and reminds them that you’re there to help and support them. They’ll really appreciate it!

• If you hear something you don’t understand or don’t like, start by assuming you’ve misheard it and go directly to the source for clarification. Not only will you avoid passing on faulty information but you’ll be role-modeling good leadership to your volunteers.

• Remember to explain the WHY of things to your volunteers. They’re a lot more likely to get on board with an idea or a new method if they really understand its purpose.

• Be brave! Have those challenging conversations when someone isn’t living up to your expectations. The only way someone can fix something is if they know it’s broken.

• One true stereotype about Girl Scout people is that they are always doing things with good intentions. Use that as a starting point in every conversation and you’ll be amazed at how often you’re right!
Conflict Resolution

As the Service Unit Manager, you could be the best person for your volunteers to turn to when there’s a conflict between adults. Because about 95% of conflicts result from poor communication, role-modeling and supporting good communication techniques can help prevent conflicts before they begin.

Now, before you start stressing out about dealing with conflicts, you’ll want to keep one thing in mind: You are NOT alone! Your Membership Manager can be a great help to you in this process.

In fact, it’s a good rule of thumb to keep your Membership Manager in the loop on whatever issues may arise, as she may have useful advice or information to help you through the process.

Some situations may even be too big for you to handle alone and will require you to hand them off to a staff person.

But most of the time, you are in a better position to handle conflicts than your Membership Manager because you are a member of the SU team, and you’re a volunteer, too. Your input and advice will be more acceptable to most volunteers than the same thing coming from a staff person. So, if you find out that one or more of your volunteers is dealing with an interpersonal issue they can’t resolve themselves, it helps to know a few things about conflict resolution…

Let’s say, you hear through the grapevine that something is going on between Leader A and Leader B. What do you do about it?

First, you need to find out what’s really going on.

The best way to do that is to talk directly to the people involved. You call Leader A first and her story arouses your sympathy…after all, she’s trying to do something good and the other person is not cooperating, right? Beware! Check your instinct to immediately hang up and give Leader B a piece of your mind. You want to think about it for a moment. So, far, you’ve only heard one side of the story and there’s always another side to it (maybe three or four!). Jumping into the middle before you know all the facts will only make things worse. Ask some questions from Leader A about what she’s done to resolve the conflict up to this point:

Prior to this situation, did she and Leader B ever have a discussion about how decisions are made or who takes what role in the troop or other pertinent issues that may relate to the conflict at hand? Has she asked Leader B her reasons for making the choices she has made? Has she told Leader B how she feels?

Knowing the answers to these questions will help you formulate a plan for how to proceed. For instance, if you know that Leader A is capable of communicating with Leader B in a healthy manner, she may just need a reminder or some moral support in doing so.

Carefully listen to how she tells her story.
This will help you figure out whether or not Leader A can resolve things herself.

Is she making a lot of assumptions?

Is she quick to assign a negative meaning to things?

Does she have expectations based on a prior Girl Scout experience that she assumes are mandatory rather than optional?
Does she believe that people should make allowances for her behavior but hold others to a higher standard?

Or, does she hold herself to unreasonably high standards and get frustrated with others who don’t have the same standards?

Any of these behaviors are fairly common, but they make it more difficult for a person to have a healthy conversation. Depending on the behavior being exhibited, you may be able to gently present Leader A with another perspective on the situation. If you feel comfortable that Leader A can have that healthy conversation after getting a little pep-talk from you, go for it.

But let’s say you’ve decided that Leader A is not ready yet to approach Leader B on her own. That’s when you want to take things to the next step and hear Leader B's side of the story for yourself. Again, keep your ear attuned for the behaviors mentioned earlier that can interfere with healthy communication and offer any other perspectives that may help.

If after talking with Leader B, you’ve decided that the two Leaders are not going to be able to clear the air on their own, you may want to ask them to join you in a discussion to try to get on the same page. You should try to be as neutral as possible during this conversation, acting as an interpreter as needed. If you’ve ever moderated discussions between girls in your troop, you may find that it will be slightly similar.

The rules of any difficult conversation (whether it’s between girls or adults) should always be discussed up front. The following are some basic rules that can help things go smoother, but feel free to create your own at the beginning of the discussion:

1. It’s not you against me; it is you and me against the problem.
2. Talk about the problem, not the other person.
3. Talk about how you feel and try to understand how the other person feels.
4. Really listen to what the other person has to say, don’t interrupt or talk over her.
5. Seek solutions and ways to improve things for the future, don’t focus on the past or continue to rehash negative feelings.

But what if you don’t feel comfortable moderating a difficult discussion? You do have other options. If you haven’t involved your Membership Manager up to this point, you’ll definitely want to get her in the loop now. It’s a good idea to take notes on conflicts, so that you can keep the information straight or give your Membership Manager the best possible information if needed. (Conflict Management Notes form can be found in the Appendix.) Your Membership Manager may feel that a discussion is the best way to go, and offer to moderate it herself, or she may offer some other alternatives. Sometimes two people’s leadership styles are just incompatible and the best solution is to find a way to match them with others who they may be better suited to. Talking with your Membership Manager and sharing what you’ve heard so far will help you both come up with a plan to resolve the issue.

My Assignment: Role-model and support good communication for my volunteers
Risk Management

Creating a healthy and safe environment for girls to learn and grow in is a top priority for Girl Scouts. Everyone bears some responsibility in creating a safety net for girls: The council office, the Service Unit, the troop leadership team, the parents or guardians of girls and the girls themselves. The best way to assure a safe environment is to pro-actively follow the guidelines established in the Safety Activity Checkpoint and Volunteer Essentials. However, in order to protect the girls and yourselves as much as possible if an accident or emergency should occur, GSWNY has developed specific procedures for a variety of situations. The following information is designed to ensure that you can assist volunteers in becoming familiar with these policies, forms and procedures.

Certificate of Insurance
If a certificate of insurance is required by the facility, please notify the Membership Manager at least 30 business days in advance so it can be available when the agreement is needed.

Transportation Policies Use of Personal Cars
Make sure all drivers are approved volunteers. Each driver must complete the volunteer application and background check. They must sign and submit to the troop leaders a copy of the safe driving pledge as well as proof of liability and collision coverage for themselves and passengers (including those who are not members of their family.) They must also submit copies of current driver’s license and insurance cards to be kept on record. (See Safety Activity Checkpoints and Volunteer Essentials for additional information)

Approval of Permission for Troop Money-Earning Activity

Who Can Approve
Send your application for Troop Money-Earning Activity to your Membership Manager.

Approval for Troop Travel Application

Who Can Approve
Troop Travel is approved by the council office. Begin by sending your Intent to Travel form to the council office. You will receive a complete Troop Travel Toolkit to use with the girls to plan your adventure. Included in the toolkit is the Troop Travel Agreement which serves as your travel application. Send a copy of this agreement along with any additional required documents to the Program Department at Programs@gswny.org. Intent to Travel forms should be submitted at least 90 days prior to your trip. The agreement must be submitted at least 2 months in advance for all trips lasting 2 nights or more (See specific requirements and exceptions on application form for international travel).

Purpose of the Form
The approval of the Troop Travel Agreement is meant to provide support to the Leader by having a second set of eyes go over the troop plan to ensure a safe trip for Leaders and girls. The troop submits this form to the Program Department for approval of plans for any activity that is:

- Any overnight trip of more than two nights or outside the council boundaries.
- All international trips (see specific requirements and exceptions on application form)
Crisis Communication and Emergency Procedures
(Supplement to information in the Volunteer Essentials)

When the Procedures on the Emergency Card Should Be Used:
- In the event of a critical accident, serious personal injury, or fatality.
- In an incident such as a lost child, a lost group, an act of violence, the discovery or use of a lethal weapon
- In an event of an epidemic illness (where several people show the same kind of symptoms, such as an outbreak of severe diarrhea, vomiting, rash, delirium, food poisoning, intestinal distress.)

Emergency Procedures Card
Emergency procedures are printed on the business card distributed to all volunteers at their Troop Essentials Training. Additional cards are available as needed. Volunteers are required to carry the emergency procedures card with them at all times. This can easily be done by keeping it along with copies of the GSWNY Accident and Incident Report form in the first aid kit. Once a year, volunteers should check that they have the most up-to-date card.

Serious Injury Procedure
The following procedure must be followed in the event of an emergency involving a serious injury to one or more girls or adults involved in a Girl Scouting activity. A synopsis of all this information is contained on the Emergency Procedures Card.

Call 911 and provide care for all injured persons according to training of people present
- Secure the scene
- Keep a responsible adult at the scene of the accident
- Make sure that nothing is disturbed until medical or police aid arrives.
- Make no statements orally or in writing, which could be interpreted as assuming or rejecting responsibility for the accident or emergency.

If news media appear or call:
- Be friendly, but make no statements
- Refer all of their queries to the CEO of Girl Scouts of Western New York.
- Alert Girl Scouts of Western New York to potential newspaper or broadcast involvement. Only GSWNY designated spokespeople are permitted to give information to the media.

Contact GSWNY immediately at 1-800-882-9268. The answering service will immediately forward the call to the CEO or designated person. Collect calls are accepted.

A staff member will return your call immediately. Give your name and the phone number you are calling from and stay by the phone.

Be prepared to provide facts to the person answering the call about:
- What happened and what action has been taken
- When and where it happened (exact place, time, date)
- Type of injuries, location of injured first aid given.
- Names, ages, and addresses of injured. Name of family member to be notified, telephone number and home address.
• News media involvement (if any)
• Other agencies involved: (e.g. fire, police, ambulance, hospital)

Complete “Incident Report” form immediately so that there is documentation of the items listed above. Copies of this form should be carried with the first aid kit.

Send a copy of the “Incident Report” to GSWNY on the first business day after the incident.

Child Abuse
The council abides by Board approved policies, GSUSA policies, federal, New York State, and local laws.

Council Policy
The council supports and maintains environments that are free of child abuse and neglect. The Child Abuse Prevention and Treatment 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 law of the state in question.
• 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 sexually explicit conduct (or any simulation of such conduct) for the purpose of producing any visual depiction of such conduct or rape, molestation, prostitution or incest with children.”
Child abuse and neglect are unlawful acts and against GSUSA’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, the Girl Scouts of Western New York, Inc. will not condone nor tolerate the following:
• Infliction of physically abusive behavior, bodily injury, upon girl members
• Physical neglect of girl members, 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
Child abuse and neglect are forms of behavior that negate the integrity of the adult/girl leadership relationship.
The council supports and maintains an environment that encourages any girl member who believes that she has been a victim of child abuse or neglect as defined in the organization’s policy to report the incident(s) immediately to either her leader, another adult, or to the CEO of the council or his/her designated person.

Employees are required by New York State law to report any known incidence of child abuse to the CEO of the council or his/her designated person and proper authority.

The council reserves the right to refuse membership, to dismiss or exclude from affiliation with the council any volunteer who is found guilty of child abuse and neglect or has been convicted of child abuse and neglect.
The council will consider any of the above-mentioned stipulations as the basis for progressive disciplinary action, which can include dismissal or termination from the organization. Similarly, a volunteer who believes that a girl member is the victim of abuse or neglect must immediately report the fact to the CEO of the council or his/her designated person.

Any report of child abuse will be forwarded to an appropriate governmental agency. Reports are held in strict confidence and you will be informed that the report has been made. The council will protect the rights of the accused, who is considered innocent until proven guilty, by not discussing the situation or releasing specific information. The council will cooperate fully with appropriate law enforcement and social service agencies.

In the event that a Girl Scout volunteer is formally accused of, charged with, or under investigation by authorities for the crime of child abuse, the council has a responsibility to both the girls and adult involved. The following procedure will be followed:

A volunteer so accused must:

- suspend all Girl Scout activities and duties until the matter has been resolved; and
- turn over all monies, materials and records to a designated representative of the council.

If the individual involved is a troop leader, the council will focus its attention on assisting the Service Unit in helping the troop and parents to continue to function as a Girl Scout unit. A council representative will meet with parents to discuss the change in leadership, and their concerns for the future direction of the troop.

Some examples of child abuse are:

- Physical abuse
- Sexual molestation
- Emotional starvation
- Constant verbal attack or torment
- Deprivation of proper food, clothing, and/or shelter
- Being left alone for long periods of time

Child abuse and neglect are forms of behavior that negate the integrity of the adult/girl leadership relationship. The Girl Scouts of Western New York, Inc. will consider any of the above mentioned stipulations as the basis to refuse appointment/reappointment to any position, and to dismiss or suspend from any position or affiliation with our council, any volunteer who violates the aforementioned council policies, GSUSA policies, federal, New York State, and local laws, or who is found guilty of child abuse or neglect, or has been convicted of child abuse or neglect.

**Child Abuse Reporting Procedures**

If a leader receives a report of suspected child abuse by an adult (including an adult in Girl Scouting), they are instructed to take immediate action to protect the girls in their care and must, without delay, report the fact to the CEO of the council or his/her designated person.

While we believe that a person is innocent until proven otherwise, if the suspected adult is within the Girl Scout membership, we do require that the adult involved suspend all Girl Scout activities until the
matter is resolved. We cooperate fully with investigating authorities and provide all possible supports to the affected girls and their families.

If the suspected abuse is reported by a girl, here is what you can do:

- Believe what she has told you
- Tell her it’s not her fault
- Tell her you are sorry about what happened
- Tell her you will do your best to support her

It is important that you react with sensitivity. In most cases this is a very frightening thing to tell an adult.

Do not give any written or verbal statements or information to news media or others. Refer them to the council’s spokesperson, Senior Vice President of Communications. If not available, contact Chief Executive Officer.

My Assignment: Assure that my volunteers know how to keep the girls safe.

APPENDIX

Service Unit Manager Position Description

Additional Information:

Conflict Management Notes
**Mission:** Girl Scouting builds girls of courage, confidence and character who make the world a better place

**GSWNY’s Responsibility to you:**
- Provide position-specific training
- Provide resources, materials, and ideas
- Provide ongoing support and guidance

**Position Title:** Service Unit Manager

**Reports to and is supported by:** Council Membership Manager

**Term of Appointment:** Appointed by the Membership Manager for a one year term, renewable annually upon completion of the evaluation process.

**Position Summary:** Support and promote all levels and pathways of Girl Scouting within a geographic area to recruit, retain and recognize girls and volunteers.

**Responsibilities:**

1. Partner with council staff to recruit, place, and support leaders and service team members within the Service Unit to reach membership goals.
2. Partner with council staff in executing year-round recruitment of girls in all pathways.
3. Empower leaders and service team members to complete requirements of their position.
4. Plan and conduct Service Team and Service Unit meetings. In conjunction with the Service Team and Membership Manager, develop and implement a yearly Plan of Work.
5. Communicate promptly with the Membership Manager any concerns about Girl Scouting in the community, including problems with leadership, parent support, meeting places, etc.
6. Support national and council standards, policies, guidelines and goals. Encourage members in all pathways within the service unit to maintain them.
7. Maintain ongoing communication with service unit, parent/guardians, and council staff.
8. Attend Service Unit Manager meetings.
9. 

**Qualifications and core competencies:**

- **Girl focus:** Empower girls to choose and adapt activities, learn by doing, cooperate with others, and reflect on what they’ve accomplished (as well as on current issues that involve their interests and needs) while having fun.
- **Personal integrity:** Demonstrate dependability, honesty, and credibility.
- **Adaptability:** Adjust, modify own behavior, and remain flexible and tolerant in response to changing situations and environments.
- **Oral communication:** Express ideas and facts clearly and accurately.
- **Mediation and conflict management:** Foster communication between parties to resolve conflicts between parents, leaders, or team members to achieve compromises and solutions.
- **Foster diversity:** Understand, respect, and embrace differences.
- **Computer skills:** Access to e-mail and the Internet, plus knowledge of social media is recommended.
- **Additional requirements:**
  - Must become a registered member of GSUSA
  - Complete required coursework as assigned and provided by GSWNY and GSUSA
  - Be able to work with adults and to delegate and share authority.
  - Be able to meet deadlines and responsibilities, and to maintain confidentiality.
  - Be a positive voice for Girl Scouts of Western New York.
CONFLICT MANAGEMENT NOTES

S.U. # _______________ TROOP # ___________________ DATE __________ TIME ___________

PERSON SHARING CONCERN:
________________________________________________________________________________________

CONCERN, AS EXPRESSED:
________________________________________________________________________________________
________________________________________________________________________________________
________________________________________________________________________________________

WHO INVOLVED?
________________________________________________________________________________________

WHEN DID IT HAPPEN?
________________________________________________________________________________________

WHERE DID IT HAPPEN?
________________________________________________________________________________________
________________________________________________________________________________________
________________________________________________________________________________________

WHAT HAPPENED?
________________________________________________________________________________________
________________________________________________________________________________________
________________________________________________________________________________________

MY RESPONSE/RECOMMENDATIONS:
________________________________________________________________________________________
________________________________________________________________________________________
________________________________________________________________________________________

SPECIFY WHO AND WHAT FOLLOW-UP NEEDED AND TIMELINE:
________________________________________________________________________________________
________________________________________________________________________________________
________________________________________________________________________________________

FINAL OUTCOME:
________________________________________________________________________________________
________________________________________________________________________________________
________________________________________________________________________________________

SHARED ABOVE INFORMATION WITH: ________________________________ DATE: __________

Name of person completing this form: __________________________________________________________
Section 2:

Membership Development and Community Cultivation

Section 2 Table of Contents:

• Overview of the Membership Development Function
• Who is the SU Membership Development Team
• Girl Scout Membership
• How Do Girls Become Girl Scouts?
• Pathways in Girl Scouts
• Recruitment Basics
  • Who, What, When, Where…
  • Setting Up a Recruitment Event
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  • A Few More Ideas for Promoting GS to Parents
  • At the Recruitment
  • FAQs about Girl Scouts
  • Benefits of Volunteering
  • After the Recruitment
  • Models of Troop Leadership
  • Organizing New Troop Leadership Teams
• Girl Placement Process
• Overview of Community Cultivation
• Appendix
  • Service Unit Registrar
  • Service Unit Organizer
  • Community Development Calendar
Overview of the Membership Development Function

This is where it all begins for any girl or adult in Girl Scouting. It’s how we let people know we’re here, how their girls can join and what we’re all about. A positive attitude toward Girl Scouts and our Girl Scout Council speaks volumes to our community and is contagious. You are a vital part of the Girl Scout Leadership Experience, and you will also be one of the first faces that your community equates to Girl Scouts. Helping girls become part of Girl Scouts is the most valuable service a Girl Scout volunteer can provide. The SU Team makes sure that every girl has an opportunity to experience and participate in Girl Scouts.

This is achieved by:

- Getting the word out to your local community about Girl Scouts – who we are, what we do, etc.
- Recruiting and placing girls
- Encouraging adults to become Girl Scout Leaders and Adult Volunteers.
- Helping them form troops or find their place in the pathway of their choice

The SU Organizer(s) and SU Registrar take the lead on recruitment with the rest of the SU Team and other leaders and volunteers pitching in to make this happen effectively. To help support you in successfully achieving your goals, you’ll work in close partnership with your Membership Manager. Therefore, you should communicate with your Membership Manager on a regular basis.

Why Recruit??

- Because there are lots of girls out there who really want to be Girl Scouts! Girl Scouting helps girls achieve their goals and changes lives. They’re counting on us!

- Girls in the world today need Girl Scouts. We must reach out to more girls because we believe that every girl can benefit from the Girl Scout Leadership Experience.

- Service Units lose at least 20% of their girls each year due to uncontrollable factors. Service Units need to seek out new members each year for sustainability.

If Girl Scouting is alive, vital, and worthwhile it will continue to grow and flourish for each new generation of girls!
Creating a Membership Development Team

Now that you know what the Membership Development function does, let’s look at some ways that the work can be divided to accomplish those tasks. Breaking the function down into many small jobs means you don’t get overloaded and it helps develop a sense of camaraderie and commitment among the Service Unit.

Each volunteer on the SU team plays a key role in the recruitment efforts of the Service Unit. The different roles can be adjusted to suit the unique needs of your Service Unit. There’s no wrong or right way to implement this structure.

Your first goal is to find people who will help carry out these roles based upon their level of comfort, experience and interest. It turns out that everyone in your Service Unit is a potential helper for your team — that means leaders, parents and even the girls!

Things to think about when putting together your team:
- Some roles can be filled by one person; others are designed to be carried out by several people.
- Some service units will use the titles suggested below, and some will create their own.
- Some of the duties are one-time activities, so one person can easily fill more than one role.

The point is: Think flexibly when considering who to ask for help.

Possible Roles on this team:

- Troop Organizer
- School organizer
- Pathway Organizer
- SU Registrar

What’s involved:

- Schedule and plan a parent information meeting at a particular school or community location
- Distribute Girl Scout info at a community event
- Organize girl events to attract members and inform parents about Girl Scouts
- Speak at parent information meetings/recruitments about the benefits of Girl Scouts and how girls and parents participate
- Reach out to PTA/PTO for their support, especially at schools that do not allow flyering
- Manages girl waitlist, places girls into existing or new troops or refers them to another Girl Scout pathway
Girl Scout Membership

In order for any girl to become a registered Girl Scout, the membership requirements are relatively simple. A girl or adult volunteer must make the Girl Scout Promise and pay her yearly membership dues to GSUSA. Financial assistance is available.

At its heart the Girl Scout Leadership Experience has three keys to leadership.

1. **Discover**: Girls understand themselves and their values and use their knowledge and skills to explore the world.
2. **Connect**: Girls care about, inspire, and team with others locally and globally.
3. **Take Action**: Girls act to make the world a better place.

A Service Unit should create, nurture and sustain a welcoming atmosphere that ensures all girls and adults feel included and accepted. Therefore, no girl or adult shall be denied membership to Girl Scouting because of race, religion, creed, color, ethnicity, national origin, socioeconomic status, or disability. In addition to the standards above, no adult shall be denied admission because of age, gender, sexual orientation (including gender identity), or marital status.

Girls become members of Girl Scouts when they:

- Have made the Girl Scout Promise and accepted the Girl Scout Law
- Have paid their annual membership dues (financial assistance is available)
- Are in one of the appropriate grade-levels:
  
  - Girl Scout Daisies Grades K – 1
  - Girl Scout Brownies Grades 2 – 3
  - Girl Scout Juniors Grades 4 – 5
  - Girl Scouts Cadettes Grades 6 – 8
  - Girl Scout Seniors Grades 9 – 10
  - Girl Scout Ambassadors Grades 11 – 12

* A girl or adult joins the movement and then chooses the pathways in which they will participate. *
How Do Girls Become Girl Scouts?

Girls are encouraged to become members of Girl Scouts in a variety of ways:

• **Parent Information meetings:**

These are generally an effective recruitment technique. Meetings can be held at schools or other community spaces. The goal is to introduce parents to Girl Scouts and to provide answers to commonly asked questions. While the overall message to parents is that each family has a responsibility to support the function of the troop, this is also the time to recruit Leaders to form new troops.

• **Recruitment or community events:**

Information is commonly distributed at a special event designed to introduce girls to Girl Scouts. Alternately, information can be distributed at a community event that attracts large numbers of girls and their parents.

• **GSWNY website or other marketing tools:**

Parents may seek membership for their daughter by completing an inquiry on the GSWNY website after seeing a poster, visiting a booth at a fair or other marketing opportunity.

• **Other Girl Scouts:**

Girls already involved in Girl Scouts usually want their friends to join with them. This is especially effective in recruiting Cadette, Senior, and Ambassador grade-level girls. Other Girl Scouts can be your best recruiters!
Pathways in Girl Scouting

Many people know about Girl Scout troops, but did you know that there are lots of other ways that girls and adults can participate in Girl Scouts? As long as there’s a caring Adult/Girl partnership that involves role modeling and has a foundation in the Girl Scout Promise and Law…that’s Girl Scouting! Let’s review the five nationally consistent pathways for participation.
Recruitment Basics

Now that we’ve covered the fundamentals of Girl Scout membership, let’s move on to how we recruit girls and adults to form new troops. This section will introduce you to the most commonly used (and most successful) recruitment techniques and the purposes behind them.

<table>
<thead>
<tr>
<th>Recruitment</th>
<th>When Does it Happen</th>
<th>What happens</th>
<th>Who does what</th>
<th>What materials provided by SU</th>
<th>What materials provided by GSWNY</th>
</tr>
</thead>
</table>

Who...
For the most part, organized recruitment efforts are most successful with kindergarten and elementary girls. Older girls respond better to “Bring-A-Friend” activities at the troop level than to parent info meetings at Middle/Junior High or High Schools. Be sure to request that Cadette, Senior, and Ambassador troops hold at least one of these events per year and let the girls take the lead on how to encourage their friends to come.

What...
Recruitment Supplies: Your Membership Manager can provide you with a variety of tools and resources to assist you in holding recruitments. Call your Membership Manager at least two weeks in advance to reserve most materials. Some of the materials available are:

• Customized recruitment flyers to notify parents about upcoming parent information nights and recruitment events *(Please order flyers at least 3-4 weeks prior to the event)*

• Personalized recruitment giveaways are sometimes available from GSWNY. They can be an excellent reminder to parents of an upcoming event when distributed to girls at a school

• Recruitment kits containing everything you need to put on a recruitment night

• You may add photo displays, videos, flags, parade banners and more to support any opportunity to be visible in the community
**When...**
Recruitment Timing: Although recruiting happens year-round, the very beginning and end of the school year is the time when parents are most likely to respond to recruitment announcements. It is recommended that you and your Team begin to plan for the Fall recruitment season at least one month in advance and schedule as many recruitments as possible for September and early October.

Cookie season is another time when parents are more aware of Girl Scouting and interested in finding troops for their daughters. A second stage of recruitment should be planned in the Spring to give these girls the chance to participate.

**Where...**
Recruitment Locations: Elementary schools will be your top venue for the recruitment of K-5 girls into Girl Scouts. Open houses and kindergarten orientations are just a few events that provide us with an opportunity to reach out to parents to market the Girl Scout program. However, specially arranged parent-information nights held at individual schools will be the most effective way to reach the largest number of interested parents. Parents are much more likely to attend an information night at their own child’s school, so setting up recruitment dates one school at a time is your best bet for recruitment success.

**Setting Up a Recruitment**
If your local school district policy allows, try to set up a recruitment event at each school in your Service Unit. This will give you the best chance of reaching every girl and parent in your area and forming as many new troops as possible. But wherever you hold them, most recruitment events will require the same basic steps for preparation:

**Step 1:** Decide on a date and location and book it. This may involve having your Membership Manager facilitate the signing of a Facilities Use permission request which will be provided by the school or administration of the location you’ve chosen. Please remember to leave adequate time for your Membership Manager to respond to your request. District approval for recruitment flyers is also usually required.

**Step 2:** Decide who will be helping out and make sure they know when, where, and what they are expected to do. (See "At the Recruitment" for more info on this.)

**Step 3:** Order flyers and reminder bracelets, stickers or other marketing materials from your Membership Manager and distribute them to girls and parents.

- Order flyers at least 3-4 weeks before the event and arrange to distribute them a week or so beforehand
- Keep in mind that schools will vary in the way they distribute information, so when you consider delivering Girl Scout recruitment materials to the schools, it is important to find out their preferred method. Your Membership Manager may already have a relationship with the school administration, so check with her/him first.
• Some schools won’t distribute materials directly to the students for you, so you may have to be creative in getting the word out to parents. Consider putting up a large poster in the school foyer and handing out flyers, bracelets or stickers during dismissal time as girls are leaving school for the day. Ask to present information at PTA meetings. Speak with current volunteers and provide them with “Ask Me About Girl Scouts” buttons and handback cards. They can make a presence at community and school events by wearing the buttons and handing out cards to interested parents. Or, find out when the school is holding its annual open house and pass out information there. You still want to get permission to do any of these activities, so check with the school administration or your Membership Manager beforehand.

**Step 4:** Reserve and pick up a recruitment kit from your Membership Manager at least 48 hours in advance of the event.
Ideas for Service Unit Recruitment Events

If your schools won’t allow you to hold a parent information night on their property, you may decide to put on a special Recruitment Event. The following are just a few ideas for events that can help girls understand how fun and exciting Girl Scouts can be.

Daisy Events
- Daisy Low Storyteller - tell the Juliette Low story, perhaps in costume character.
- Giant Show and Tell - Daisy scrapbooks and crafts, with Daisy girls in their aprons
- Teddy Bear Picnic – Have girls bring their Teddy Bear and have a Tea Party! Teach simple first aid using the Teddy Bear as a “patient”, teach songs, make a hat for the animal, etc.
- Parents meet separately and learn about Girl Scouts and leadership.

Brownie Events
- Try it and Take it - Sample a badge or journey activity with items to take home. If the girls earn a badge give them a certificate stating that if they join Girl Scouts they could then purchase the badge and wear it on their uniform.
- Juliette Low Birthday Party - Provide cupcakes and party games for all in a school multipurpose room. Hand out information on how to get into Girl Scouting.
- Make New Friends Event – Teach girls a song and make multi-cultural wooden friendship doll sticks
- Brownie Dessert or Ice-Cream Social - serve a variety of brownies/ice cream and present information on Girl Scouts

Junior Events
- Tent Talk - A variety of tents set up with Junior, Cadette, Senior and/or Ambassador Girl Scouts sharing stories, songs and showing badges
- “Girl Only” clubhouse - Use big appliance boxes to build a clubhouse with photo displays, posters, etc. inside
- Begin-A-Badge - Several simple activities from the Girls Guide to Girl Scouting can be modified and used at an event, create a worksheet to take home and provide a snack
- Act Locally - Set an entry fee of cans, cake mix, pet food, baby food, books, toys, and use the event as a service project. You can even have people help sort and pack up. Give out Girl Scout information to new people who participate.

All Grade-Levels
- Bring-A-Friend Events
- Summer Fun Days
- Community Fair Booths
- Marching in Summer Parades
- Girl Scouts in the Park Day
A Few More Ideas for Promoting Girl Scouts to Girls and Parents

It will always help your cause if parents are already aware and excited about Girl Scouts by the time they get the flyer. To do that you can:

- Help Girl Scouts become visible by encouraging or arranging for them to do flag ceremonies for school assemblies and community events!
- Ask troops to make posters of their activities or bulletin boards to put up at their school!
- Invite the public to a Thinking Day or a Girl Scout Birthday Celebration!
- Hand out membership information with every box of cookies!
- Have a Service Unit-sponsored “Bring-A-Friend” skating party or other fun event!

At The Recruitment

Materials you could have on-hand (These items are all included in the recruitment kit)
- Put up posters with the Promise, Law and Mission of Girl Scouts - put the values of the program out there for all to see.
- Set up a display with photos, Girl Scout program books, and uniform pieces
- Brochures for the parents and giveaway items for the girls such as Girl Scout pencils, bracelets or other items that can be supplied by your Membership Manager

What parents NEED to know:

The following is a list of points that should be covered by the Recruitment Specialist or Speaker/Facilitator for a parent information meeting or any presentation made to parents who are interested in getting their daughters into Girl Scouts.

As you consider what to say, remember that most -- if not all -- of the parents who come to a recruitment event have expectations about Girl Scouts. In addition to providing parents with information, you may need to counter any misinformation that they came in with.

1. The true benefits of Girl Scouting – Use your own words and experiences to help parents understand that GS is more than just a social club, it’s a path that can help girls make good choices for their lives and succeed in the future.

2. Girl Scouts is a volunteer-run organization – Some parents may assume that Girl Scout Leaders are all paid staff. It’s important to clarify that there are no Girl Scout troops without volunteers to lead them.

3. We are a values-based organization -- The Girl Scout Promise, Law, Mission and Program Outcomes all provide the foundation for the Girl Scout Leadership Experience. If possible, provide parents with handouts that include this information but be sure to clarify this does not mean we are a religious organization.

4. We serve girls grades K through 12 – Provide a quick run-down of the GS grade levels, plus let parents know that girls of all ages are “real” Girl Scouts, since some may assume that younger girls are not.
5. **General info on GS troop leadership (and other pathways!)** –
If you don’t already have a troop prepared to take girls, discuss how new GS troops are formed, how Leaders are chosen, receive background checks and trained (see "Models of Troop Leadership" for details). One great way to get parents in the right mind-set is to let them know up front that every parent will need to help the troop provide Girl Scouting to their girls. There are pathways for adult volunteers as well, when you have parents who are interested in volunteering but don’t have time to lead a troop, let them know we have opportunities available to match up the amount of time they have to give!

6. **Meeting location and time** - They’ll want to know when and where the troop meets, so if you have a troop already in place with openings, give them that info. Explain how the meeting times, location and other details will be decided by the Leadership Team once a new troop gets started.

7. **Cost** – In addition to the $15 per year national membership dues, give parents a brief idea of how troop dues are decided by the Troop Leadership Team and additional program fees that may arise. Three other things you’ll want to let them know relating to cost:
   - One of the primary reasons behind the GS Cookie program is so that girls can raise money to pay for their own activities. This reduces the cost of participating for the families and inspires equality no matter what their parent’s financial situation.
   - It can be useful to point out that the $15 per year cost is possible because we are a volunteer-run organization. So, rather than spending hundreds of dollars to pay staff, instead they’ll be asked to give their time supporting and helping with the troop.
   - This is also a great time to let them know that Financial Assistance is offered by GSWNY.

8. **Girl Scouting is about Role Modeling** – What makes girl scouts special is that unlike sports, dance or other extra-curricular activities, Girl Scouts is a GIRL-DRIVEN program. While there may be times when parents just pick-up or drop off their daughters, families support the troop in providing a wonderful program for their daughters, including helping to prepare materials, provide occasional snacks, share in activities, spend quality time and build memories together.
FAQs about Girl Scouts:

How do I give my girl a Girl Scout Experience?
The first step is to register and pay the GSUSA membership fee. The next step is to choose a pathway - Troop, Series, Events, Camp, Virtual or as an Independent Girl Member. There are far more girls seeking a troop pathway than adults willing to volunteer, so troops usually fill up as soon as they are formed. Parents are encouraged to consider helping form new troops by being part of a Troop Leadership Team.

Can I bring my other children to Girl Scout meetings or activities?
Girl Scout meetings and activities are designed specifically for girls in the age group being served and are not meant to accommodate boys or younger or older girls. In addition, non-member insurance and childcare is usually not available unless arranged in advance. Some events are designed for the whole family, but unless that is clearly stated in advance, siblings should not attend.

What about the uniform?
Girl Scouts at each level have one required element for the display of pins and awards: Tunic, Sash, or Vest. For Girl Scout Daisies and Brownies additional uniform pieces are available as an option. For Girl Scout Juniors, Cadettes, Seniors and Ambassadors, the unifying look includes wearing a choice of a vest or sash for displaying official pins and awards, combined with their own solid white shirts and khaki pants or skirts. The dress code is required when participating in ceremonies or when girls officially represent Girl Scout Movement. Detailed diagrams of where to place insignia on the uniform can be found in The Girl’s Guide to Girl Scouting.

Can adults participate in Girl Scouts even if they don't have a daughter?
Yes! In addition to being part of a troop’s Leadership Team, there are several other ways adults can volunteer. There’s room in every pathway for volunteers with and without daughters.

Can boys or men participate?
Girl Scouting exists to serve girls. Our many years of experience shows that girls have unique needs and interests that are best met in a program designed especially for them, delivered in an all-girl setting. Boys too, have unique needs and interests, which are addressed by organizations designed specifically for them. Adult men can volunteer in Girl Scouting in every capacity that women can. However, as one of the most valuable parts of a girl's experience is gained through role modeling, each troop must have at least one female leader.

How do I help start a Girl Scout Troop/become a Girl Scout Leader?
Girl Scout Volunteers must complete an approval process before meeting with girls. The process includes an online application and background check. Some positions require a short interview. A troop may start only after a minimum of two approved adults commit to form the troop and at least one of them has attended Troop Essentials training. After that, you and your Co-leaders will decide together on things like meeting time and place.
and the division of duties. You do not need any prior Girl Scout experience to be a Leader, just the understanding that the best way to spend quality time with a girl is to give her an experience that will enrich her for the rest of her life.

**What training is provided to prepare me to be a Girl Scout Leader?**
After receiving their approval letter, Troop leaders must complete Troop Essentials and Girl Scouting 101 before meeting with girls, as well as online Grade Level training within 30 days of beginning troop meetings. Troop Essentials is approximately 1 1/2 hours long and can be provided either one-on-one, in a small group arranged at the convenience of the participants, Grade Level training is a self-paced online course that covers the characteristics of your girls, troop management, and using the National Program Portfolio with your girls. GSWNY-U, our premiere enrichment conference is held annually in the fall and offers a variety of workshops to add to your skills.

**Are there materials available to give us ideas for troop meetings?**
In addition to the information provided in trainings, Girl Scouts of the USA publishes the National Program Portfolio consisting of three Journey series per age level, *The Girl's Guide to Girl Scouting*, a handbook and badge book for each level, and Skill Builder Badge Sets for Brownie through Senior Grade Levels. These materials provide enough high quality Girl Scout program ideas for every meeting. All are available for purchase at the Council shop and online. In addition, GSWNY hosts signature events, program activity kits, patch programs, and loads of other materials that can be downloaded from our website or checked out for free or at a minimal charge at the council shops.

**Will anyone be helping us?**
As a Girl Scout volunteer, you can count on help from a variety of people. Once a month you should attend a Service Unit meeting in your area. There, you'll have the opportunity to connect with other leaders from your area and get ideas, advice, training, and information on upcoming events. Each Service Unit also has a team, made up of experienced volunteers whose job it is to help you in all aspects of providing quality Girl Scouting Leadership Experience to your girls. GSWNY Membership, Volunteer, and Program (MVP) staff as well as volunteer GSLE coaches are available to you as well.

**When I was a Girl Scout, we did certain activities. Will my girl be doing those same things?**
The reason Girl Scouts has remained a vital and valuable program for so long is because it is designed to address the specific and always changing needs of today's girls. So while many of the activities will have a similar feel and be as fun as activities were to you when you were a girl, the way you structure the activities will be different than when leader worked with you. While it is fun to hear about adults' own Girl Scout experiences, it is essential that the girls themselves have a say in what they do. The core values embodied in the Girl Scout Promise and Girl Scout Law will always remain the same, but the activities used to instill those values are as varied and changing as the girls themselves.
Benefits of Volunteering
Remember, our goal is to recruit girl members and adults to guide them in their pathway. Sometimes, an adult can be on the fence about whether or not to volunteer. It’s helpful if you can share both your own reasons and some of these other benefits and opportunities that adults get from volunteering for Girl Scouts:

- making a difference in girls’ lives
- sharing their knowledge, experience, and skills
- contributing to their community
- impacting the community for the better
- discovering outlets for creative expression
- enjoying opportunities for recreation and fun
- serving as a role model to girls
- making new friends
- turning belief into action
- gaining marketable skills and experience for career
- growing on a personal level
- feeling needed
- getting the satisfaction of serving and helping others

Keep in mind that 80% of those who do not volunteer said the primary reason was: THEY WERE NOT ASKED!

After the Recruitment
What you do after a parent information meeting or other recruitment event is crucial to your success at providing girls with a Girl Scout opportunity.

Remember: several people have put a lot of time and energy into organizing the events, getting people excited about joining Girl Scouts and collecting the names of potential Leaders and girl members. If it stops there, then all that work was for nothing. Following up with potential volunteers and guiding them through the process of forming new troops is an essential part of the process. If for some reason, you are not able to follow up with the potential volunteer, please contact the Membership Manager to ensure follow up with that person.
Models of Troop Leadership

New volunteers usually have no idea how adults provide leadership to a troop. One of the first things they’ll need to understand is how a troop is structured. You can help by providing them with a suggested model to follow. Not all models work for everyone, so consider their situation and propose the one that you think will provide the girls with a strong foundation to last them for many years to come.

This first model meets the minimum requirement and follows a Traditional troop model:
• One adult agrees to be the Troop Leader (an 01 on his or her registration form) and a second adult agrees to be the Assistant Leader (02).
• They are both required to submit volunteer applications, agree to a background check and undergo an interview.
• The drawback of this model is that the troop often becomes entirely dependent on one person, and that person tends to be overburdened with the pressure of running the troop. Assistant Leaders must attend the trainings and provide a significant amount of support if a troop is going to succeed using this model.

A second model is called Cooperative Leadership, or a Co-op Troop:
• One parent agrees to be the primary contact for the troop and register as the troop’s “Leader” (01) in addition to completing the approval process.
• All of the other parents in the troop complete the approval process and register as Co-Leaders (02).
• Each parent agrees to meet a specified responsibility – either running one meeting a year, helping the girls complete a journey, or organizing some other specific activity.
• Because troops are required to have a trained Leader at each troop meeting, all of the parents attend Troop Essentials, Girl Scouting 101 and online Grade Level trainings.
• This leadership model can only work when all the parents follow-through on their responsibilities and work hard to maintain effective communication.

The third model is the Troop Leadership Team:
• At least two, but preferably 3 or 4 adults agree to form a Team, working in an equal partnership with one another.
• All the members of the Leadership Team complete the approval process and attend the Troop Essentials and other required trainings.
• One person agrees to be the primary contact and register as the 01, and the others all register as 02s, however all are known as and consider themselves to be Troop Leaders or Co-Leaders (whichever title they prefer).
• This model is particularly successful when the Team takes the time up front to clearly define each member’s responsibilities. It can also survive even if someone has to step out of the team, as it is much easier to recruit another adult to fill the space.
• Most parents feel more comfortable agreeing to be part of a Leadership Team or a Co-op Troop than taking on the primary Leadership responsibility for a troop alone. Offering one of these two latter options will often be more appealing than the first option.
Recruit Adult Volunteer

Complete Volunteer Screening Process

Receive approval as a volunteer

Connect with Troop Essentials Facilitator

Connect with SUM, SU Finance Consultant, SU Registrar, GSLE Coach

Hold Parent Meeting

Begin Troop Meetings

Reminder: Troop Drivers do not require an interview!

Reminder: Complete GS101 and Grade Level training

Let the parents know the details, and get their support

Get connected for meetings, opening a bank account, registering your troop!

Girl Placement Process

Ready? Here is where the Organizer assigns girls to specific troops based upon availability and the needs of each girl. In other words, some girls may only be able to meet on specific days or evenings, specific times during the week and/or weekend.

Having information handy about troop meetings, days and times and where troops meet will help you significantly when you are assigning girls to troops. You’ll also want to work with your Service Unit to see if it’s possible to create other participation opportunities for girls on the waiting list.

Create a Troop Placement Roster:
On it you’ll need the following information:
- Troop number and contact info (Leaders’ names, phone, and email address)
- Meeting time, day and location
- Names of school(s) that current girl members attend
- Grade-level(s) of current girl members
- If possible, include a space for the number of girls that the Leaders are willing to take into the troop

Refer girls requesting a troop pathway to troops who may have openings
Timing of placement is CRUCIAL! Nothing is more frustrating to a parent (or damaging to the Girl Scout image) than waiting several weeks before hearing from someone – unless it’s not hearing from anyone at all! Also, many parents will only wait a short amount of time before giving up, so you will find that the longer it takes to place a girl, the less likely she is to actually join a troop. After all the trouble everyone has gone through to get these girls excited about Girl Scouts, don’t lose them by delaying!

For every referral that comes to you:
1. Add the girl to your list (note the date that the referral was received by GSWNY)

2. **Within one week**, contact a Troop Leader that is likely to take the girl, and ask if she is willing to talk to the parent to discuss whether or not this troop is a good fit for her (note the date).

   - Give the Leader the parent’s contact info, the girls name, grade and school
   - Make sure the Leader knows that she should contact the parent **within a week**, and to follow-up with you on the result of that conversation
   - Contact the parent (note the date) and let him or her know that you have referred the girl to a possible troop match (do not guarantee anything!) and the Leader of the troop should be contacting them soon. If they don’t hear from the Leader in a week or two or if it turns out the troop won’t fit their needs, the parent should contact you again.

   **Note:** If the leader is unable to take the girl, contact another leader and repeat the process.
3. If it seems unlikely that the girl will be placed via this method, there are a couple of things you can do:

- Ask the parent to lead! Highlight all the benefits of being a leader.
- Bring the girl's information to the Service Unit meeting and ask if someone can take her.
- A last resort is to ask your Membership Manager if there is another Service Unit or community troop in the area that might have space for her. (In some cases you may need to let the parent know and ask if they mind going to another neighborhood).

**Keep things current**

Once you have established your list and method for placement, you have to maintain it. There are a few things that will be expected of you:

- Keep your Membership Manager in the loop – regularly with the current standing of your placement list and any girls you need assistance placing.
- If a parent has been offered a troop and refused or did not respond to the leader’s contact attempts, get in touch with them to find out if they still want placement for their girl.
- If you have tried to contact the parent and they don’t respond, mark the girl as “inactive” or use some other method to indicate this on your list. Your final call or email should be to let them know you’re removing the girl from the list and if they decide they still want her to be placed they must call you to “re-activate” her name. (Don’t actually delete her name; we still need to know what happened with that girl.) Keep this on hand and send invites to Service Unit events, half year troop, and summer camp.
- Toward the middle or end of summer, save this list and start a new one -- but don’t delete, erase or lose the old one!
- Transfer the info from girls whose referrals are still active and begin again.

**Community Cultivation**

Reaching out to the community helps to build connections between the families and our organization. Go beyond the school and hit the town to let others know what we’re all about, how they can help and also how girls can help them.

When expanding into the community you may want to think about places where families might frequent, such as: family-friendly restaurants and attractions, churches, libraries, even Laundromats are a good place to hang flyers or posters. Other places that might allow posters are: block clubs or community groups, dance schools that specialize in children, the local town hall, school district offices, hair salons, local diners, apartment complexes, grocery and convenience stores, toy stores, and hardware stores.
Look for opportunities to partner with area organizations to co-host events, secure meeting space, and engage in take action projects or community service. Many neighborhoods have block clubs or associations that can be helpful. Share the contact info with troop leaders and your Membership Manager.

Community Cultivation can also be a great tool for identifying possible sponsors for troops or for large scale Service Unit events. Be sure to check Volunteer Essentials for procedures on sponsorships.

APPENDIX

Service Unit Position Description:

Service Unit Registrar

Service Unit Organizer

Additional Information:

Community Development Calendar
Girl Scouts of Western New York, Inc.
Volunteer Position Description

Mission: Girl Scouting builds girls of courage, confidence and character who make the world a better place

GSWNY’s Responsibility to you:
- Provide position-specific training
- Provide resources, materials, and ideas
- Provide ongoing support and guidance

Name: ___________________________________________ Service Unit: ___________________________

Position Title: ____________________________
Reports to and is supported by: ____________________________
Term of Appointment: One year
Position Summary: To ensure all girl and adult members within the Service Unit are registered.

Responsibilities:

1. Accept responsibility for the Service Unit registrations in cooperation with the Service Unit Manager
2. Encourage use, provide training, and on-going support for troop leaders and Service Unit personnel in the completion of online registration
3. Work with troop leaders to assure troop meeting information reported dues summary or in eBiz Troop Management is complete and up-to-date at the time of online registration
4. Provide training and on-going support for troop leaders and Service Unit personnel in the completion of paper registration and dues summary forms
5. Coordinate Service Unit registration process. Collect registration forms and payments as appropriate, ensuring accuracy and completeness then forwarding them on to council staff in a timely manner
6. Maintain accurate records pertaining to Service Unit registrations, including all rosters
7. Attend Service Team and Service Unit meetings.
8. Review service unit troop rosters provided by the council for accuracy, making and submitting to the council office all necessary corrections.
9. Prepare and distribute Service Unit rosters for the service unit.
10. Review and confirm adult position codes for your service unit at least two times a year. Submit position approvals to council no less than two times per year - recommended dates are January 31st and July 31st of each membership year.

Qualifications and core competencies:

- **Girl focus:** Empower girls to choose and adapt activities, learn by doing, cooperate with others, and reflect on what they’ve accomplished (as well as on current issues that involve their interests and needs) while having fun.
- **Personal integrity:** Demonstrate dependability, honesty, and credibility.
- **Adaptability:** Adjust, modify own behavior, and remain flexible and tolerant in response to changing situations and environments.
- **Oral communication:** Express ideas and facts clearly and accurately.
- **Mediation and conflict management:** Foster communication between parties to resolve conflicts between parents, leaders or team members to achieve compromises and solutions.
- **Foster diversity:** Understand, respect, and embrace differences.
- **Computer skills:** Access to e-mail and the Internet.
- **Additional requirements:**
  - Must become a registered member of GSUSA
  - Complete required coursework as assigned and provided by GSWNY and GSUSA
  - Be able to work with adults and to delegate and share authority.
  - Be able to meet deadlines and responsibilities, and to maintain confidentiality.
  - Be a positive voice for Girl Scouts of Western New York.
Mission: Girl Scouting builds girls of courage, confidence and character who make the world a better place

GSWNY's Responsibility to you:
- Provide position-specific training
- Provide resources, materials, and ideas
- Provide ongoing support and guidance

Name: ___________________________ Service Unit: ___________________________

Position Title: Organizer

Reports to and is supported by: Service Unit Manager and the Council Membership Manager

Term of Appointment: One Year

Position Summary: Coordinate girl/adult recruitment efforts and girl placement.

Responsibilities:

1. Support and promote all levels and pathways of Girl Scouting within the community to recruit and retain girls and volunteers.
2. Help recruit, place, and support leaders and Service Team members within the Service Unit to reach membership goals.
3. With Service Team members, design and implement a plan for recruiting girls and adult leadership in all pathways.
4. Maintain current and accurate troop records and leader contact information to insure an appropriate placement of girls.
5. Support national and council standards, policies, guidelines and goals. Encourage members and troops/groups within the service unit to maintain them.
6. Maintain ongoing communication with service unit, parent/guardians, and council staff regarding waitlists, new troop formation, and individual girl placement status.

Qualifications and core competencies:

- **Girl focus:** Empower girls to choose and adapt activities, learn by doing, cooperate with others, and reflect on what they’ve accomplished (as well as on current issues that involve their interests and needs) while having fun.
- **Personal integrity:** Demonstrate dependability, honesty, and credibility.
- **Adaptability:** Adjust, modify own behavior, and remain flexible and tolerant in response to changing situations and environments.
- **Oral communication:** Express ideas and facts clearly and accurately.
- **Mediation and conflict management:** Foster communication between parties to resolve conflicts between parents, leaders or team members to achieve compromises and solutions.
- **Foster diversity:** Understand, respect, and embrace differences.
- **Computer skills:** Access to e-mail and the Internet, plus knowledge of social media is recommended.
- **Additional requirements:**
  - Must become a registered member of GSUSA
  - Complete required coursework as assigned and provided by GSWNY and GSUSA
  - Be able to work with adults and to delegate and share authority.
  - Be able to meet deadlines and responsibilities, and to maintain confidentiality.
  - Be a positive voice for Girl Scouts of Western New York.
Customize the checklist below to help remind you not only what to do, but also to help decide who will be responsible for carrying out each task.

### SPRING

<table>
<thead>
<tr>
<th>Task</th>
<th>Person(s) responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create a fall recruitment plan with your Service Team</td>
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<tr>
<td>Initiate spring recruitment events for adults and girls</td>
<td></td>
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<tr>
<td>Distribute recruitment flyers</td>
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<tr>
<td>Select and organize community event opportunities (i.e. 4th of July Parades, summer festivals, Farmer’s Markets, etc.)</td>
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<tr>
<td>Acquire bridging lists from troop leaders who have girls who are bridging and begin placing girls</td>
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<tr>
<td>Encourage troops to participate in Early Bird registration</td>
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### SUMMER

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<thead>
<tr>
<th>Task</th>
<th>Person(s) responsible</th>
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<tbody>
<tr>
<td>Finish placing bridging girls</td>
<td></td>
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<tr>
<td>Order fall flyers and other tools</td>
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<tr>
<td>Participate in selected community events</td>
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<tr>
<td>Host a summer fun day for girls on a waiting list</td>
<td></td>
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<tr>
<td>Cull waiting list of those who are no longer interested</td>
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<tr>
<td>Identify any new SU leadership team members and inform Membership Manager</td>
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### FALL

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<thead>
<tr>
<th>Task</th>
<th>Person(s) responsible</th>
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<tbody>
<tr>
<td>Promote recruitment events in schools at lunch time</td>
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<tr>
<td>Hold Parent Info Meetings at all schools or community locations</td>
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<tr>
<td>Place girls in troops</td>
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<tr>
<td>Form new waiting list and contact parents</td>
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<tr>
<td>Hold an event for girls on waiting list</td>
<td></td>
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<tr>
<td>Contact girls who attended summer camp</td>
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### WINTER

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<thead>
<tr>
<th>Task</th>
<th>Person(s) responsible</th>
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<tbody>
<tr>
<td>Identify girls/troops who have not re-registered</td>
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<tr>
<td>Evaluate recruitment plan and make necessary adjustments</td>
<td></td>
</tr>
<tr>
<td>Celebrate successes</td>
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<tr>
<td>Plan spring recruitment events</td>
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Section 3:

Volunteer Support

Section 3 Table of Contents:

• Overview of the Volunteer Support Function
• Who is the Volunteer Support Team?
• Mentoring or Coaching Troop Leaders
• Continued Volunteer Learning Opportunities
• “Hot Topics” Learning Opportunities
• Recognizing Girl Scout Volunteers
• Appendix
  • Service Unit GSLE Coach Position Description
Overview of the Volunteer Support Function

Remember when you first became a Girl Scout volunteer? It can be a fairly scary experience – new people, a new language, new ways of doing practically everything, and a lot of new responsibilities! Often new volunteers feel overwhelmed and their first impression of the Service Unit can make them feel welcome and supported.

Information, guidance and understanding friends can make the role of troop leader an even more satisfying and rewarding experience, even when things get tough. That’s where the Service Team comes in.

Your team will give new and continuing volunteers the support they need – not just to survive – but to thrive, grow and give girls an amazing Girl Scout experience.

Service Units support volunteers by:

• Making sure they have an experienced member of the Service Unit who can help them and answer their questions

• Making sure they have the educational support they need

• Making sure they feel appreciated and valued for their efforts

One way we measure a Service Unit’s success in supporting its volunteers is by looking at retention – or how many troops re-register from one year to the next. In general, if the leaders in a troop are getting the support they need, they’ll stick around and so will their girls. Although every Service Unit will naturally lose a certain number of girls each year because of things they cannot control (girls graduate from high school, move to another area, etc.) most girls will stick around if they are having fun with their friends, learning new things, and feel cared for by the adults in their troop…all things that can be impacted by the Service Unit.
Who is the Volunteer Support Team?

Now that you know what the volunteer support function does, let’s look at some ways that the work can be divided to accomplish those tasks. Breaking the function down into many small jobs means you don’t get overloaded and it helps develop a sense of camaraderie and commitment among all the volunteers in the Service Unit.

Each member of the Service Team plays a key role in the retention efforts of the Service Unit. The different roles can be adjusted to suit the unique needs of your Service Unit. There’s no wrong or right way to structure your team. Your first goal is to find people who will help carry out these roles based upon their level of comfort, experience and interest. And remember that everyone in your Service Unit is a potential helper for your team – that means Leaders, parents and maybe even the girls!

Things to think about when putting together your team:

- Some roles can be filled by one person; others may be carried out by several people.
- Some Service Units will use the titles suggested below, clarifying positions and some will create their own.
- Some of the duties don’t take much time to accomplish, so one person can easily fill more than one role.

*The point is: Think flexibly when considering who to ask for help.*

**Key Roles:**
- Service Unit Manager
- GSLE Coach
- SU Facilitator/Troop Essentials Facilitator
- GSWNY Membership Manager
- GSWNY Adult Development Staff

**What:**
- Be a friend to a one new GS Leader, entire grade-level, or group of new Leaders, assisting as needed
- Organize on-going learning opportunities for GS Leaders at the SU Meeting, maintain a current educational record for volunteers in the SU,
- Assist volunteers in identifying and attending educational opportunities as needed
- Find ways to honor and acknowledge the contributions of volunteers in the SU
Mentoring or Coaching Troop Leaders

Both new Leaders and those who have been around for a while can benefit from the Girl Scout Leadership Experience Coach. In addition to upholding the Girl Scout tradition of role modeling and mentorship, the practice promotes camaraderie and sense of belonging, assures that girls are getting the best possible experience, and increases volunteer and girl retention.

There’s more than one way for GSLE Coaches to support troop leaders.

**Mentoring new leaders:**
The primary role of a coach is to be a friend to a newly recruited troop leader or team of Leaders. This is the person who can sit with them at the monthly Service Unit meetings, introduce them to other volunteers, help them understand what’s going on, and explain who everyone is and how everyone is there to help them succeed. In addition, the coach can offer to help the new leader in other ways, such as:

**Help establish the troop:**
- Assist with organizing and providing information at the first parent/troop meeting of the new troop
- Invite them to watch a troop meeting
- Attend a meeting or two to provide support during the meeting

**Act as a resource for leaders once the troop is meeting:**
- Offer tips for customizing the journeys including program opportunities and other community resources
- Explain and encourage participation in Service Unit and council-wide events and activities
- Ensure that they know about bridging preparation activities and their importance, and provide each Troop with the resources and assistance needed to achieve bridging and other goals

**Reinforce guiding principles:**
- The Girl Scout Promise and Law – for the adults as well as the girls
- The Girl Scout Program Outcomes
- The Three Processes- Girl Led, Learning by Doing, Cooperative Learning
- Girl Scout policies and procedures: Volunteer Essentials, Safety Activity Checkpoints
- Clear communication with parents of girls.
- Diversity as an attitude and way of life central to Girl Scouting
Continued Volunteer Learning Opportunities

Girl Scout volunteers have a lot to remember for their girls, and it’s not uncommon for them to forget about their own needs along the way. One way the Service Unit can help them is by have a Service Unit Facilitator. The Facilitator maintains regular contact with the Adult Development department to organize workshops, courses, seminars and trainings to meet the needs of volunteers. The SU Facilitator position is designed to support volunteers in two key ways:

Volunteer Learning:
The facilitator should act as a liaison between the Service Unit membership and GSWNY Adult Development staff. eBiz will keep track of the classes each volunteer registers for but the facilitator can help guide volunteers through the training registration process. When volunteer needs become evident, they can work with staff to create learning opportunities to meet those needs.

“Hot Topics” Learning Opportunities:
Facilitators can also make sure that Girl Scout leaders receive on-going education beyond the basics that are presented in the initial leadership courses. With their help, leaders can continually improve themselves and their leadership skills, fill gaps in their knowledge, as well as learn about the preferred practices and standards for their position. Monthly SU meetings include time for training as a standard part of the agenda. Select a topic that meets the needs of your Unit, based on upcoming events, frequently asked questions, etc. and present a mini training lasting 15 to 30 minutes.

The SU Facilitator will work with the GSLE Coach and the rest of the SU team to develop a general calendar with ideas and timing for training topics. From time to time, Adult Development staff will also provide curriculum with easy to follow guidelines on what information to present and how to present it. Anyone can present the information and it’s a great way to get those experienced volunteers share their wisdom with the rest of the group. Sample topics include:

• Troop Financial Management
• Girl Scout Ceremonies
• Trip and Event Planning
• Girl Behavior Management and Conflict Resolution
• Planning and Budgeting with Girls
• Summer Program Ideas

This list is just a start. Brainstorm with your SU team members about the needs of your volunteers and who can best provide the information.
Recognizing Girl Scout Volunteers

It is absolutely vital that the Service Unit recognize the remarkable efforts and amazing accomplishments of their volunteers on a regular basis.

The Service Unit Recognition Chair is responsible for

- Providing information, appropriate forms and assistance in completing applications for awards to be presented at the Service Unit or Council level.
- Keeping accurate and detailed records of awards presented to all adults in the Service Unit and updating them annually.
- Submit the applications on a timely basis.
- Attend Service Unit and Service Team meetings.

A Service Unit Recognition Chair or Committee can plan and organize an annual SU leader recognition event, Investiture/Rededication and/or some other forms of appreciation. There are official national and council recognition pins with requirements available on the GSWNY website or from your Membership Manager.

Official GSUSA recognitions for individuals awarded at the Council level include:

- Tenure as a Girl Scout Member
- Years of Service as an adult Girl Scout
- Appreciation Pin
- Honor Pin
- Thanks Badge
- Thanks Badge II

Official GSUSA recognitions awarded at the Service Unit level include:

- Volunteer of Excellence

Your Service Team should also work together to design and award creative, personalized recognitions for the volunteers in your area. The SU may want to keep track of volunteer accomplishments and tenure over the years to assure that people’s long-term commitments are being recognized as well. Check with your Membership Manager or Adult Development for tons of fun recognition ideas!

APPENDIX

Service Unit Position Description:

Service Unit GSLE Coach

Additional Information:

Volunteer Support Calendar
Girl Scouts of Western New York, Inc.
Volunteer Position Description

Mission: Girl Scouting builds girls of courage, confidence and character who make the world a better place

GSWNY’s Responsibility to you:
Provide position-specific training
Provide resources, materials, and ideas
Provide ongoing support and guidance

Name: ___________________________ Service Unit: ___________________________

Position Title: GSLE Coach
Reports to and is supported by: Adult Development, GSLE Coach Committee Chair
Term of Appointment: Appointed by Adult Development for a one year term, renewable annually upon completion of the evaluation process.

Position Summary:
The Girl Scout Leadership Experience (GSLE) Coach is responsible for providing opportunities for group and individual support and communication to direct-service volunteers by pathway to ensure they have the necessary resources to provide high-quality program experiences to girls. She or he may have a specialty focus in a Girl Scout series, troops, or camp. The nature of this position is to provide indirect service to girls.

Responsibilities:

- Support, assist, and motivate volunteers by pathway to assist them in transferring their passion and personal skill set into the GSLE for all girls.
- Provide knowledge and support to all direct-service volunteers in the assigned jurisdiction about the GSLE, Journey books, and The Girls' Guide to Girl Scouting, customized by local experiences.
- Provide informal recognition to all volunteers and recommendations for formal recognitions to the Service Unit Manager.
- Participate in assessment and reengagement process of all volunteers in the assigned jurisdiction.
- Ensure that learning opportunities provided were utilized and provide recommendations for future learning opportunities.
- Communicate effectively and deliver coaching sessions to the individual or group
- Be guided in all actions by the Girl Scout Mission, Promise, and Law.
- Remain informed about and comply with the most current policies, procedures, and guidelines of Girl Scouts of Western New York and Girl Scouts of the USA (GSUSA).

Qualifications and core competencies:

- **Girl focus:** Empower girls to lead activities, learn by doing, and cooperate with others on current issues that involve their interests and needs, while having fun.
- **Personal integrity:** Demonstrate dependability, honesty, and credibility.
- **Adaptability:** Adjust, modify own behavior, and remain flexible and tolerant in response to changing situations and environments.
- **Oral communication:** Express ideas and facts clearly and accurately.
- **Foster diversity:** Understand, respect, and embrace differences.
- **Computer skills:** Access e-mail and the Internet.
- **Additional requirements:**
  - Prior Girl Scout experience a plus
  - Must become a registered member of GSUSA
  - Bilingual preferred (if applicable)
  - Be a positive voice for Girl Scouts of Western New York
  - Complete required coursework as assigned and provided by Girl Scouts of Western New York and GSUSA
Customize the checklist below to help remind you not only what to do, but also to help decide who will be responsible for carrying out each task.

### FALL

<table>
<thead>
<tr>
<th>Task</th>
<th>Person(s) responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recruit GSLE Coaches</td>
<td></td>
</tr>
<tr>
<td>Team members meet and finalize goals and plan for coming year</td>
<td></td>
</tr>
<tr>
<td>Work with Organizers during recruitment</td>
<td></td>
</tr>
<tr>
<td>Help troop leaders recruit product sales managers for their troops if needed</td>
<td></td>
</tr>
<tr>
<td>Mentor new troop leaders</td>
<td></td>
</tr>
<tr>
<td>Check on progress of new troops</td>
<td></td>
</tr>
<tr>
<td>SU Investiture and Rededication</td>
<td></td>
</tr>
<tr>
<td>Adult recognition paperwork available</td>
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</tbody>
</table>

### WINTER

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<thead>
<tr>
<th>Task</th>
<th>Person(s) responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>Check on progress of new troop organization, and new leaders</td>
<td></td>
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<tr>
<td>Volunteer appreciation</td>
<td></td>
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<tr>
<td>Cookie Sale begins</td>
<td></td>
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<tr>
<td>Begin discussions about Annual Meeting Delegates</td>
<td></td>
</tr>
<tr>
<td>Begin discussions about adult recognitions</td>
<td></td>
</tr>
<tr>
<td>Adult recognition paperwork available</td>
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</table>

### SPRING

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<tr>
<th>Task</th>
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</tr>
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<tbody>
<tr>
<td>Adult recognition nominations due February 1</td>
<td></td>
</tr>
<tr>
<td>End of Year paperwork and Early Bird registration packets available</td>
<td></td>
</tr>
<tr>
<td>Spring recruitment, orientations, and assignment of GSLE Coaches as needed</td>
<td></td>
</tr>
<tr>
<td>Volunteer Appreciation event (Leader Appreciation day is April 22)</td>
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### SUMMER

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<thead>
<tr>
<th>Task</th>
<th>Person(s) responsible</th>
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</thead>
<tbody>
<tr>
<td>Team Members appointed for the coming year</td>
<td></td>
</tr>
<tr>
<td>End of Year Paperwork and Early Bird registration due</td>
<td></td>
</tr>
<tr>
<td>Final team meeting of the year, set date for new year planning meeting</td>
<td></td>
</tr>
<tr>
<td>Final leader’s meeting of the year (Celebration and Leader Recognition)</td>
<td></td>
</tr>
</tbody>
</table>
Section 4:

Service Unit Program

Section 4 Table of Contents:

- Service Unit Program Overview
- Creating a SU Program Team
- General Information on Girl Events
- Teen Program
- Service Unit Camp Out
- Outdoor Program Consultants
- Appendix
  - Service Unit Outdoor Program Consultant (OPC) Position Description
  - Event Planning Form Sample
Service Unit Program Overview

One of the Service Unit’s roles is to plan and host events and activities for girls in their area. One way to measure a Service Unit’s success is through girl retention – that is, how many girls remain members from one year to the next. The type and variety of programming that a Service Unit offers is an important factor in retaining girls. It goes to the heart of our mission as an organization: Are we providing girls with high quality experiences that give them the courage, confidence and character to make the world a better place? We do this through Girl Scout programming.

All Girl Scout Program (events, activities, and materials) should be designed to achieve the Girl Scout Program Outcomes, which are our promise to girls and their families. By making one or more of these outcomes your goal, any activity can become Girl Scout Program.

1. Discover:
   • Girls develop a strong sense of self.
   • Girls develop positive values.
   • Girls gain practical life skills.
   • Girls seek challenges in the world.
   • Girls develop critical thinking.

2. Connect:
   • Girls develop healthy relationships.
   • Girls promote cooperation and team building.
   • Girls can resolve conflicts.
   • Girls can advance diversity in a multicultural world.
   • Girls feel connected to their communities, locally and globally.

3. Take Action:
   • Girls can identify community needs.
   • Girls are resourceful problem solvers.
   • Girls advocate for themselves and others, locally and globally.
   • Girls educate and inspire others to act.
   • Girls feel empowered to make a difference in the world.

All events and activities for girls should include the three processes for achieving these outcomes - girl led, learning by doing, cooperative learning - as much as possible.
Creating a SU Program Team

Now that you know what the SU Program function is, let’s look at some ways that the work can be divided to accomplish those tasks. Breaking the function down into many small jobs means you don’t get overloaded and it helps develop a sense of camaraderie and commitment among the Service Unit. Each volunteer plays a key role in the success of the Service Unit. The different roles can be adjusted to suit the unique needs of your Service Unit. There’s no wrong or right way to implement this structure. Your first goal is to find people who will help carry out these roles based upon their level of comfort, experience, and interest. It turns out that everyone in your Service Unit is a potential helper for your team – that means leaders, parents and even the girls!

Things to think about when putting together your team:
- Some roles can be filled by one person, others are designed to be carried out by several people.
- Some Service Units will use the titles suggested below, and some will create their own.
- Some of the duties are one-time activities, so one person can easily accomplish more than one task.

The point is: Think flexibly when considering who to ask for help!

Event Coordinator(s) –
- Work with Service Team members and Service Unit leaders to plan unit wide and grade level events
- Through the execution of these events, recruit new girls to Girl Scouts
- Attend Service Unit and Service Team meetings

SCOOP or Teen Program Consultant – Provides advice, suggestions and/or directs events specifically for older girls (i.e. Cadette, Senior, and Ambassador grade-levels).

Outdoor Program Consultant (OPC) – Provides guidance to Leaders on troop camping. (See full position description in the appendix.)

Service Unit Camp Out (SUCO) Director – Plans and implements a Service Unit-wide camp out event.
General Information on Girl Events

Service Units should develop a calendar of events to give troops an opportunity to plan their troop schedule. Many Service Units offer one or more events per month. Some are specialized or aimed at a certain population of girls (such as Junior Badge Day or advanced camp/craft skills); others are open to all Girl Scouts in the area (such as a skating party or Thinking Day celebration). Each event should have an Event Coordinator (or Co-Coordinator) who has the skills needed to coordinate such an event. The Coordinator should develop and submit an event plan and estimated budget to the Service Team prior to moving forward with the event. This assures that other competing events won’t be scheduled at the same time. It also allows experienced members of the SU team to provide input and assure proper budgeting and successful planning based on lessons learned from previous events. Cadette, Senior or Ambassador troops that put on events may also have a Girl Event Coordinator who can serve at the side of the adult and take the lead where appropriate.

Events should break-even financially, unless hosted by a troop that announces in advance that the event will be a fundraiser. In this case, the recipient of the profits (which should be modest—usually a dollar or two per participant) needs to be clearly named on all flyers and announcements. While girls cannot raise funds for other organizations, they can earn money for a specific troop activity, such as a trip, or for Girl Scout funds, such as the Juliette Low World Friendship Fund. Donations of items can be collected for outside groups at events, such as a canned food drive for the local food bank. All money should be run through the SU account unless it is a troop fundraiser. All original receipts must be saved for a closing report that is to be filed within a month of the event with the Service Unit Finance Consultant (See the Section 5 - SU Finances for more details.)

The necessary planning for events can take a lot of organization and it can help to have another person to double-check your work and help make sure all the bases are covered. You can assist by using the “Event Planning Worksheet” provided in the Appendix. No one wants to be micro-managed, but knowing what questions to ask will help you figure out how the event is progressing.
It’s important to remember that as girls become older, the benefits they receive by participating in Girl Scouts increase. Middle School, Junior High and High School can be times of multiple stressors for girls and being in Girl Scouts during those years will help them navigate the challenging times. By providing them with a peer group that supports making positive choices, planning for the future, and feeling good about themselves we make a huge difference in girls’ lives. Let’s do everything we can to make sure that happens!

Service Units should organize at least one event per year just for Cadette, Senior and Ambassador Girl Scouts to increase retention and make the older girls feel more connected to their Service Unit. Because most older-girl troops provide a good deal of support to the Service Unit, it is important that their needs be met as well.

If your Service Unit is small or has only one or two older girl troops, it can be useful to plan these events in partnership with neighboring Service Units or regionally. The basic planning steps are the same for any other grade-level specific event but the girls themselves should be an integral part of the planning process.

A Service Team could include a SCOOP (SCOuting OPportunities) or Teen Program Coordinator to focus on events for older girls and/or to support and answer questions, and work with other Service Units to organize events. This could be a current or former older girl leader, but consider appointing a Senior or Ambassador girl and get the real scoop on what kind of events teens want to do!

A teen program coordinator will want to become familiar with elements of Girl Scouting that are particular to this age group:

- Girl Scout Travel Pathway- “Destinations” and be willing to promote this program to girls at the troop and Service Unit level.

- Silver and Gold Award process

- Summer Camp opportunities

- Girl Advisory Board

- Council Governance opportunities such as serving as a Council Delegate and National Delegate

SCOOP activities are typically planned monthly and older girl troops take turns choosing and planning an event to host. These events can be badge workshops but can also be fun outings that girls have an interest in such as fencing, geocaching, scrapbooking, etc. These events can be a bring-a-friend event where girls can invite a friend from outside of Girl Scouting to participate. Remember to purchase supplemental insurance for all “Bring-a-Friend” events. Some Service Units use the SCOOPs format as the only programming for older girls. By using the three processes and incorporating some traditional Girl Scout activities, girls gain the benefits of Girl Scouts and meet one or more of the program outcomes.
Service Unit Camp Outs

A SUCO or Service Unit Camp Out is a group camping experience of less than 72 hours planned and carried out by a community of Girl Scouts, troops and leaders, where activities are designed to bring together the camp community. Activities may be offered in a round-robin or full-camp experience. SUCOs are a wonderful opportunity for all the troops in a Service Unit to camp together and they also allow newer leaders to take their girls camping in a supportive environment before going out on their own.

Training is required for holding a SUCO. Contact Adult Development at training@gswny.org to arrange for a session in your area.

See the Service Unit Camp Out Resource Guide for details on planning, training, programming, reserving a site, and policies.
Outdoor Program Consultant

A Service Unit Outdoor Program Consultant can be a valuable resource to leaders who want to provide their girls with a high quality and safe troop camping experience.

This volunteer is appointed to answer questions, give advice, and help with arrangements and paperwork necessary for taking a troop camping.

Outdoor Consultants should complete GSLE Coach training to ensure they are prepared to assist troops in using the three processes and outcomes in their planning. This position should be filled by someone who has not only completed GSWNY Troop Camping Training courses but has a good deal of experience providing Girl Scout camping at the troop level.

APPENDIX

Service Unit Position Description:

Service Unit Outdoor Program Consultant

Additional Information:

Event Planning Form Sample
Mission: Girl Scouting builds girls of courage, confidence and character who make the world a better place

GSWNY’s Responsibility to you:
- Provide position-specific training
- Provide resources, materials, and ideas
- Provide ongoing support and guidance

Name: ________________________________ Service Unit: ________________________________

Position Title: Outdoor Program Consultant

Reports to and is supported by: Service Unit Manager and Program Manager

Term of Appointment: One year

Position Summary: To serve as the resource person to girls and adults in the service unit for all aspects of the Girl Scouts Outdoor Program.

Responsibilities:

1. Maintain Outdoor training records for the service unit.
2. Maintain First Aid/CPR Certification records for the service unit.
3. Ensure volunteers have appropriate outdoor training for the activity planned.
4. Provide support and encouragement to new leaders regarding using the GSLE in outdoor activities.
5. Maintain ongoing communication between the leaders and the Service Team regarding the Girl Scouts Outdoor Programs including Camp.
6. Attend Service Team and Service Unit meetings.

Qualifications and core competencies:

- **Girl focus:** Empower girls to choose and adapt activities, learn by doing, cooperate with others, and reflect on what they’ve accomplished (as well as on current issues that involve their interests and needs) while having fun.
- **Personal integrity:** Demonstrate dependability, honesty, and credibility.
- **Adaptability:** Adjust, modify own behavior, and remain flexible and tolerant in response to changing situations and environments.
- **Oral communication:** Express ideas and facts clearly and accurately.
- **Mediation and conflict management:** Foster communication between parties to resolve conflicts between parents, leaders or team members to achieve compromises and solutions.
- **Foster diversity:** Understand, respect, and embrace differences.
- **Computer skills:** Access to e-mail and the Internet, plus knowledge of social media is recommended.

**Additional requirements:**
- Must become a registered member of GSUSA
- Complete required coursework as assigned and provided by GSWNY and GSUSA
- Have knowledge and an understanding of the Girl Scouts Outdoor Program, including two years camping experience.
- Be able to work with adults and to delegate and share authority.
- Be able to meet deadlines and responsibilities, and to maintain confidentiality.
- Be a positive voice for Girl Scouts of Western New York.
Service Unit Event Planning Form Sample

Procedure:
1. Submit this completed form outlining their preliminary plan and budget for the event
2. Purchases, deposits etc. may only be made AFTER plan has been approved.
3. An event announcement and/or registration form must be developed and submitted to the Service Unit Manager or designee for approval before distribution
4. All funds collected for the event must be deposited into the Service Unit account unless an alternative is approved in advance

Activity or Event Title: __________________________________________
Proposed Location: Proposed Date(s): ____________________________
Event Coordinator:________________________________________________
If acting on behalf of a Troop, what number and level:
Phone:

Email:

Training required:

Was/will be completed on:

Description of Event (include any specific activities that are being planned or considered):
(Continue on back if more room is needed)

Page #(s) of Safety Activity Checkpoint (formally Safety-Wise) covering proposed activities:

Estimated expenses (include explanation, description or breakdown as available):

_______________________ = $
_______________________ = $
_______________________ = $
_______________________ = $
_______________________ = $
_______________________ = $
_______________________ = $
(Continue on back if more room is needed)

Estimated # of attendees: Girls? _______ Adults?______

Proposed cost per person: $________________________

Approved by: Name: _____________________________ Date:________________________

On behalf of SU#:_____ SU Position Title:____________
Section 5:

Service Unit Finances

Section 5 Table of Contents:

- Service Unit Finances Overview
- Troop Finances
- Appendix
  - Service Unit Finance Consultant Position Description
Service Unit Finances Overview

The SU Finance Consultant is responsible for ensuring that all SU financial transactions, records and reports are conducted according to GSWNY policy and procedures. In addition, Finance Consultants also support troop banking and finance reporting. Refer to the SU Finance Consultant Position Description for an outline of the general responsibilities associated with the position. Other resources for this position include Volunteer Essentials and Safety Activity Checkpoints.

As part of the troop support function, SU Finance Consultants are strongly encouraged to assist in training and supporting Troop Treasurers with managing troop money by providing mini-training at SU meetings.

Budgeting:
The SU Finance Consultant, with the support and collaboration of the Service Unit Manager and/or other members of the SU team should:

• Review the proposed plans for the upcoming year to assure that the planned expenses do not exceed the income for the year.
• Monitor spending and assure that all those who use Service Unit monies understand and meet the expectations and responsibilities that come with it.

Income and Money Earning:
Troop income comes from troop dues, profit from council sponsored product sales, and additional money earning projects.

Service Unit income comes from funds from disbanded troops, event fees, and additional money earning projects.

Troops and Service Units must get permission from the council office before beginning a money earning project. See Volunteer Essentials for guidelines, prohibited money earning activities, and suggested approved activities.

Expenses:

• A GSWNY Tax exempt form should be used for all purchases.
• Two signatures are required for all disbursements and purchases.
• Receipts for all transactions must be retained.

Reporting:
Each Service Team Meeting should include a brief financial report from the Finance Consultant, summarizing financial activity of the past month and how actual income and expenses are progressing.

Service Unit Finance Consultants must obtain/review all troop financial activity reports bi-annually, along with the most recent bank statement. Finance consultants must also prepare activity reports for the Service Unit.
The reports are due:
- In January - should include a copy of the bank statement in which proceeds from the fall product sale were deposited and recorded.
- In June - a detailed end of year accounting for all troop financial activity including a copy of the closing bank statement

Troop Finances

The Service Unit Finance Consultant should offer support to troop treasurers by presenting tips, tools, and training to Leaders and Troop Treasurers on managing troop finances. This should be done annually at a mini-training scheduled within the SU meeting.

Troop Treasury Guidelines:

Responsibly Managing Troops Funds:
- Every troop with funds in excess of $100 must have a bank account. This account must follow the banking procedures outlined in Volunteer Essentials.
- Troop expense and income records should be kept current so that the Troop Leaders or a parent may view it at any time and get an accurate picture of the troop's financial standing.
- Troop Treasurers must keep a detailed record of all troop income and expenses and submit biannual financial report to the SU Finance Consultant.
- As part of their annual planning process, the girls and Leaders of a troop should work together to create a budget for the year. Budget items to consider include: national membership dues, program materials (i.e. Journeys, The Girls Guide to Girl Scouting, and the materials needed to do the activities in them), field trips, adult training costs, program events, camp outs, etc. This budget should also be incorporated into the goal-setting process for girls leading up to the council sponsored product sales. All these expenses should be considered as the girls are setting their financial goals – not just one or two special events.
- The Girl Scout Cookie Program and the Magazines and Munchies Program offer girls the opportunity to develop new skills in goal setting, decision making, money management, business ethics, and people skills. The funds raised from the sale will provide the primary financial support for the troop’s activities for the year. As a result, parents should not be expected to make up shortfalls or bear the burden of troop program expenses.
- Troop dues are a small amount of money that will supplement the troop's treasury. The exact amount will be determined by Leaders, parents and girls, and may depend on the grade-level of the girls and extent of troop’s activities. Dues should be a small enough amount that a girl can earn the money by doing chores
around the house or pay it out of her weekly allowance. As a general rule, dues should total about $1-2 per meeting per girl.

- Financial Assistance is available through GSWNY for girls who might otherwise not be able to participate in Girl Scouts. Check the Volunteer Essentials for more information. Please ensure that all parents are aware that this assistance is available.

- Additional information is available in the Financial Section of Volunteer Essentials for guidance in budgeting and handling troop money.

It is suggested that the Troop Treasurer create a notebook and use it to record all income and expenditures, hold receipts and deposit slips and make note of dues payment and the troop’s annual budget. Benefits of this include:

  - It’s easily available for viewing at any time by anyone – parents, girls, and the public.

  - If you need to change Treasurers mid-year or girls move to another troop, you have the records all in one place.

  - You can more easily involve girls in understanding finances when it is all organized in one place

  - Financial Activity Reports are due twice a year. By creating a system, you’ll have all the information you need at your fingertips.

  - Where did all that cookie money go? You’ll be able to present that information to your girls/parents on a moment’s notice.

  - Having a system built in a notebook will make it easy to recruit the next Troop Treasurer as she/he can readily see what is involved in the job.

Forms for troops to use:

- Detailed Cash Record - is an effective check registry that allows easy tracking of money in the categories that must be reported on the end of year Financial Activity form. (You can find a copy on the GSWNY website in the Forms Library or contact your Membership Manager).
- Troop/SU Finance Activity Report

Troop Treasurer should have readily available these important names/numbers

  - SU Finance Consultant
  - SU Manager

Tips for Safeguarding Girl Scout Funds and Accounts

A Girl Scout bank account is both a privilege and a responsibility. It allows for easy, safe control of troop funds and provides a record of all financial activities so that budgeting and reporting tasks can be handled easily. It does require diligence in handling of the
documents and records so that the troop has maximum benefit from their efforts and minimum exposure to fraud and other losses.

Safeguarding account records and documents is the best way to prevent access to troop funds.

- Know where your checks and records with account numbers and signatures are at all times. Keep them in a safe place.
- Allow access to these documents and records only to signers on the account.
- Do not throw away anything which lists account numbers or shows signatures. These should be shredded to destroy this information. If you do not have a way to shred the papers, tear them in such a way that the account information or signature is obliterated.
- Know when your statement should arrive in the mail each month. If it does not arrive on time, notify the SU Finance Consultant so that they can help follow up on it and avoid its falling into the wrong hands.
- Know when checks or other items should arrive in the mail and notify SU Finance Consultant if they do not arrive on time. Theft of check orders is a large part of account fraud.
- Review your statement carefully every month to be certain that all activity is correct. Notify the SU Finance Consultant or your Membership Manager immediately of any suspicious transactions.
- Balance your account each month and notify the signers of any errors they may have made.
- If the account is overdrawn, the responsible party should personally reimburse the account for any bank service charges that result so that the girls are not adversely impacted.
- Keep your account register as complete and legible as possible. This will be your best defense against mistakes. Also you will have all the data needed for completing the Troop/SU Finance Activity Report.
- Review the troop’s financial standing with the girls in as much detail as is appropriate for their level and give them an opportunity to learn all the safety procedures so they can learn to apply them to their personal accounts.

APPENDIX

Service Unit Position Description
Service Unit Finance Consultant
Mission: Girl Scouting builds girls of courage, confidence and character who make the world a better place

Girl Scouts of Western New York, Inc.
Volunteer Position Description

Mission: Girl Scouting builds girls of courage, confidence and character who make the world a better place

GSWNY’s Responsibility to you: Provide position-specific training, Provide resources, materials, and ideas, Provide ongoing support and guidance

Name: ___________________________ Service Unit: ___________________________

Position Title: Service Unit Finance Consultant

Reports to and is supported by: Service Unit Manager and Council Membership Manager
Term of Appointment: One year

Position Summary:
Responsible for coordinating and maintaining sound, current, and accurate service unit financial records and practices and for reporting those results to the council.

Responsibilities:

1. Maintain the service unit bank account records and submit the required reports to the Council Membership Manager by January 15 and June 15 each year. Be a signatory on the Service Unit bank account with two other, unrelated members of the Service Team.
2. Maintain a record of all the troop bank accounts and provide a copy of the record to the Service Unit Manager and the Membership Manager. Be the third signatory on all troop accounts.
3. Ensure sound financial principles are maintained in the Service Unit. Report any financial concerns to the Service Unit Manager and the Membership Manager.
4. Provide training and on-going support for troop leaders and service unit personnel in the area of finance.
5. Serve as a resource to troop leaders to ensure that troops’ accounts are opened, changed, utilized, and closed in the proper and prescribed manner.
6. Review and check for the accuracy of all bi-annual Troop Financial Activity Reports and to submit them to the Membership Manager by February 15 and July 15.
7. Attend Service Team and Service Unit meetings to give a Service Unit Finance Report.

Qualifications and core competencies:

- **Girl focus:** Empower girls to choose and adapt activities, learn by doing, cooperate with others, and reflect on what they’ve accomplished (as well as on current issues that involve their interests and needs) while having fun.
- **Personal integrity:** Demonstrate dependability, honesty, and credibility.
- **Adaptability:** Adjust, modify own behavior, and remain flexible and tolerant in response to changing situations and environments.
- **Oral communication:** Express ideas and facts clearly and accurately.
- **Mediation and conflict management:** Foster communication between parties to resolve conflicts between parents, leaders or team members to achieve compromises and solutions.
- **Foster diversity:** Understand, respect, and embrace differences.
- **Computer skills:** Access to e-mail and the Internet, plus knowledge of social media is recommended.
- **Additional requirements:**
  - Must become a registered member of GSUSA
  - Complete required coursework as assigned and provided by GSWNY and GSUSA
  - Be able to work with adults and to delegate and share authority.
  - Be able to meet deadlines and responsibilities, and to maintain confidentiality.
  - Be a positive voice for Girl Scouts of Western New York.
  - Follow the guidelines, policies, procedures, and standards of GSWNY and GSUSA.
  - Be able to maintain and analyze financial records.
We thank you for all you do for the girls of Western New York!