



# **Diamonds**

# **Service Unit**

# **Director Manual**



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Thank you for deciding to serve the Girl Scout community as a member of the service team. You are very important in bringing Girl Scouting to every girl, everywhere.

This booklet contains a wealth of information to help you along the way. We encourage you to read it and reread it throughout the year. The training and this manual have been designed to answer your questions, offer helpful hints and assist you in reaching your fullest potential in your volunteer role.

Your staff liaisons, along with other members of the service team, are happy to help- just ask!

Thank you for volunteering. You will be creating a positive difference in the lives of girls and adults in your community.

## The Girl Scout Promise

*On my honor, I will try:*

To serve God and my country,  
To help people at all times,  
And to live by the Girl Scout Law.

## The Girl Scout Law

*I will do my best to be*

honest and fair,  
friendly and helpful,  
considerate and caring,  
courageous and strong, and  
responsible for what I say and do,  
*and to*  
respect myself and others,  
respect authority,  
use resources wisely,  
make the world a better place, and  
be a sister to every Girl Scout.

## **The Girl Scout Mission & Purpose Statement**

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

- The Girl Scout movement shall ever be open to all girls and adults who accept the Girl Scout Promise and Law.
- The strength of the Girl Scout movement rests in the voluntary leadership of its adult members, in the cooperation and support of the community, and in the affiliation with Girl Guides and Girl Scouts movements of other countries through the World Association of Girl Guides and Girl Scouts.
- The democratic way of life and the democratic process shall guide all our activities.
- The ultimate responsibility for the Girl Scout Movement rests with volunteers.
- No girl who meets or can meet membership requirements will be denied admission to a troop or group because of race, creed, nationality or socio-economic factors.
- All segments of the organization respect the varying religious opinions and practices of its membership in planning and conducting activities (Adapted from the Leaders Digest Blue Book of Basic Documents, 2009).

## Glossary of Selected Girl Scout Terms

**Annual Meeting** - A representative meeting of voting members of the council to elect officers, board members and Board Development Committee members and to conduct other such council business as necessary (See Bylaws).

**Blue Book** - Quick reference of official documents, policies and procedures of Girl Scouts USA.

**Bridging** - The process of moving from one program level to another in Girl Scouting (example: Brownie to Junior).

**Brownie Ring** - A form of troop government for Brownie Girl Scouts. A “conference” circle or “talkabout” ring in which all members of the Brownie troop do planning and deciding. This might be called a Town Meeting at other grade levels, and Daisy’s use a Daisy Circle.

**Buddy System** - A safety practice which requires two girls in an activity to keep watch over each other.

**C.I.T. (Counselor-in-Training)** - A Girl Scout who is taking a course to learn camp counseling skills. (See also C.I.T. II)

**Court of Awards** - An occasion when Girl Scouts receive insignia for activities completed.

**Family Partnership** - A fund raising campaign among Girl Scout families conducted annually.

**Financial Assistance** - Financial assistance available upon application for girls (can cover membership dues, uniform components, handbooks, camping) or adults (can cover required training) who otherwise could not afford to participate.

**Fly-Up** - The ceremony at which a Brownie Girl Scout receives her Brownie wings and her Girl Scout pin; it marks her “bridging” from Brownie to Junior Girl Scouting.

**Girl Scout Week** - Celebrated each year during the week which includes March 12, the anniversary of the first Girl Scout Troop meeting in 1912.

**Journeys** - These are the core of Girl Scout curriculum.

**Juliette Low’s Birthday** - October 31, a day to commemorate the birthday of the founder of Girl Scouts USA.

**Kaper Chart** - A chart showing what each girl’s or each patrol’s job is in any given project and providing for rotation of jobs.

**V.I.T. (Volunteer-in-Training)** - An older Girl Scout who is taking a course to learn troop and group leadership skills.

**Patrol** - A group of 5 to 8 girls with a girl leader; a representative form of troop government distinctive to Girl Scouting.

**Program Aide (PA)** - A Girl Scout who shares her program skills with younger girls in troops, at events, or at day camp.

**Safety Activity Checkpoints** - Easy to use safety guidelines for common activities.

**Service Team** - Group of Girl Scout volunteers who support service unit volunteers.

**Service Unit** - A geographic area within the council that is supported by a group of volunteers known as the Service Team.

**Sit Upon** - A lightweight pad or mat to “sit upon” when the ground is damp or dusty.

**Thinking Day** - February 22, the birthday of both Lord and Lady Baden-Powell, celebrated by Girl Guides and Girl Scouts all over the world as a day of remembrance and exchange of greetings.

**Volunteer Essentials** - A resource available that includes safety guidelines, tips, *Council Volunteer Policies & Procedures* and Girl Scout facts.

**WAGGGS** - World Association of Girl Guides and Girl Scouts. Girl Scouts USA is one of the member countries.

## **Summary of the Membership Marketing Specialist Position**

The Membership and Marketing Specialist is responsible for developing, retaining, and increasing girl/adult membership in assigned geographic area; recruits and provides ongoing support to volunteers; assists in developing and implementing plans for membership extension in all markets; represents and extends Girl Scouting in the community through presentations, collaborative efforts, and networking; and ensures the Girl Scout Program is visible and accessible within assigned geographic area.

## **Summary of the Service Team and Service Unit**

A Service Team is a group of dedicated adult volunteers in the community who work hard to provide important services to Troop Leaders, Volunteers, and Girl Scouts. This team is responsible for organizing the Girl Scout program and providing ongoing assistance to those participating in the program within their jurisdiction. A member of the Service Team is the first person to contact when local volunteers need help or have a question. The Service Team works closely with the Council and their Membership and Marketing Specialist to ensure the continued growth and prosperity of Girl Scouts in their community. Additionally, members of the Service Team exemplify the qualities described in the Girl Scout Promise and Law and are committed to promoting the Girl Scout Mission; to build girls of courage, confidence, and character who make the world a better place.

## **Responsibilities of...**

### **The Membership Marketing Specialist**

- ✓ Recruit volunteers to work with girls in a variety of settings using traditional and non-traditional means.
- ✓ Develops and administers effective special short-term programs focused on recruitment of girls
- ✓ Provides information and interpretation of council and GSUSA policies and program to reinforce the role of Girl Scouting
- ✓ Recruits, trains, and provides on-going support, supervision, and direction to administrative volunteers in assigned geographic areas by interpreting GSUSA and council policies, standards, and procedures, and by ensuring the availability of support services to enable volunteers to carry out their jobs effectively.
- ✓ Encourages and supports Service Units and volunteers in their areas
- ✓ Establishes and maintains contact with community organizations and educational institutions to deliver Girl Scouting to underserved girls and adults.
- ✓ Ensures Girl Scouting is open to all girls and adults by delivering the Girl Scout message of pluralism and diversity to members of the council and the community.
- ✓ Works closely with the Membership Director to develop and administer membership team operating plan and budget to achieve the council's objectives.
- ✓ Effectively identifies, analyzes, and solves problems, and successfully handles conflict resolution in assigned areas.
- ✓ Provides support to council fund development function
- ✓ Other duties as necessary and when assigned

## The Service Unit Director

- ✓ Attends required SU Director Training.
- ✓ Works with the MMS to recruit and maintain a service team of volunteers.
- ✓ Plans, organizes, and directs the work of the service team
- ✓ Ensures that girls and adults are recruited, organized into troops and registered on time
- ✓ Ensures that leaders receive on-going support throughout the year
- ✓ Collaborates with SU Team and Service Unit to complete the annual Service Unit goals and budget for the service unit
- ✓ Plans the agenda and presides at service unit and service team meetings.
- ✓ Ensures that volunteers are updated on service unit and council news and events.
- ✓ Ensures that individuals are recognized in the service unit.
- ✓ Ensures that the service unit is represented at Council recognition meetings.
- ✓ Works closely with the Membership Specialist to accomplish goals of the service unit.
- ✓ Works within the service unit and the community to promote a positive attitude toward Girl Scouting.
- ✓ Maintains continuous communication with leaders, Service Unit Team and MMS on progress and needs of troops.
- ✓ Actively supports Girl Scouts – Diamonds of Arkansas, Oklahoma, and Texas Council and Girl Scouts of the USA policies, standards, and procedures.

## Important Facts for Service Unit Director

With direction and support from a member of the Council's staff – the Membership Marketing Specialist– the Service Unit Director strives to achieve goals relevant to assigned accountabilities. Those accountabilities are in these major areas:

- recruit and manage Service Team
- recruit and register girls and adults
- schedule and report on service unit events
- schedule and conduct regular meetings
- attend and promote trainings
- maintain records on troops
- represent Council in assigned areas

A Service Unit Position Description includes Service Unit goals and accountabilities. You should meet with your Membership Marketing Specialist before the new program year begins to review/ discuss/set Service Unit goals and sign the position description. You will work together to promote the Girl Scout program within your community.



# Service Team Roster

Year: \_\_\_\_\_

Service Team Name: \_\_\_\_\_

Regular Meeting Time and Place: \_\_\_\_\_

Service Unit Positions	Name	Address	Phone	Email
Director				
Treasurer				
Product Sales Program Coordinator				
Adult Recognition Coordinator				
Adult Trainer				
Public Relations Coordinator				
Troop Organizer				
Events Coordinator				
Secretary				

# Service Unit Director Position Description

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**PURPOSE OF POSITION:** To direct the work of the Service Team and to ensure that the Girl Scout Program is provided and maintained in the assigned geographic area.

**ACCOUNTABILITY:** Appointed by and accountable to the Membership and Marketing Specialist for a one year term (June 1-May 31)

**QUALIFICATIONS:**

- Must be in good standing with Girl Scouts – Diamonds of Arkansas, Oklahoma, and Texas.
- Be a registered adult member of Girl Scouts of the United States of America (GSUSA) and have a Volunteer Application / Criminal Background Check on file at the Council.
- Accepts and adheres to the purpose and principles of the Girl Scout movement and the goals of GSUSA and the Diamonds Council.
- Knows service area.
- Demonstrates planning, organizing, recruiting, problem solving and supervisory skills.
- Have a working knowledge, acceptance, and willingness to promote Council's goals, objectives and policies.
- Has ability and willingness to make decisions, delegate responsibility and work with adults from diverse backgrounds.
- Has the commitment and the time needed to perform the duties of the Service Unit Director

**RESPONSIBILITIES:**

- Attends required SU Team Training.
- Works with the MMS to recruit and maintain a Service Team of volunteers.
- Plans, organizes, and directs the work of the Service Team , which includes
  - Ensures that girls and adults are recruited, organized into troops and registered on time
  - Ensures that leaders receive on-going support throughout the year
  - Collaborates with SU Team and Service Unit to complete the annual Service Unit goals and budget for the service unit
- Plans the agenda and presides at service unit and Service Team meetings
- Ensures that volunteers are updated on service unit and Council news and events.
- Ensures that individuals are recognized in the service unit.
- Ensures that the service unit is represented at Council recognition meetings.
- Works closely with the Membership Specialist to accomplish goals of the service unit.
- Works within the service unit and the community to promote a positive attitude toward Girl Scouting.
- Maintains continuous communication with leaders, Service Unit Team and MMS on progress and needs of troops and groups
- Actively supports Girl Scouts – Diamonds of Arkansas, Oklahoma, and Texas Council and Girl Scouts of the USA policies, standards, and procedures.

**I understand and agree to the terms of the position as stated above.**

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Service Unit Director

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Membership and Marketing Specialist

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Date

## **What is a Service Unit?**

Service Units are the Girl Scouts organizational level between the troop and the Council. Service Units are volunteer-led and typically serve several hundred girls belonging to many different troops in a particular geographical area. Girl Scouts – Diamonds of Arkansas, Oklahoma and Texas is comprised of approximately 68 Service Units. The quality of Girl Scouting within each Service Unit is overseen by a group of adult volunteers that make up the Service Team.

## **What is a Service Team?**

A Service Team is a group of dedicated adult volunteers in your community who work hard to provide important services to Troop Leaders, Volunteers, and Girl Scouts. This team is responsible for organizing the Girl Scout program and providing ongoing assistance to those participating in the program within their jurisdiction. A member of the Service Team is the first person to contact when you need help or have a question. The Service Team works closely with the Council and their Membership and Marketing Specialist to ensure the continued growth and prosperity of Girl Scouts in their community. Additionally, members of the Service Team exemplify the qualities described in the Girl Scout Promise and Law and are committed to promoting the Girl Scout Mission; to build girls of courage, confidence, and character who make the world a better place.

## **What Constitutes a Service Unit?**

A Service Unit is a group of volunteers representing a minimum of five troops within a defined geographical area, a minimum of three team members non-related and not registered or sharing in the responsibilities of the same troop.

## **What positions are needed on a Service Team?**

A Service Team requires a minimum of three different, non-related volunteers to share in the responsibilities of the Service Unit.

The following positions must be held by different people and are necessary to maintain a functioning Service Team:

**Service Unit Director (SUD)** – The Service Unit Director provides the link between Council and volunteers. The Service Unit Director has responsibility of directing the work of the Service Team, supporting and motivating the volunteers of the Service Unit thereby ensuring that the Girl Scout Program is provided and maintained in the assigned geographic area. The Service Unit Director works directly with the assigned Membership and Marketing Specialist to ensure the quality and growth of the Girl Scout Program.

**Service Unit Treasurer** – The Service Unit Treasurer manages and safeguards the financial matters of the Service Unit. The Service Unit Treasurer ensures that the Service Unit bank account is opened, maintained, and used in accordance with current Council policy. The Service Unit Treasurer is also responsible for assisting Troop Leaders in setting up and maintaining troop bank accounts. The Service Unit Treasurer keeps members of the Service Unit informed of the financial status of the Service Unit by preparing and presenting regular reports.

**Product Sales Manager** – The Service Unit Product Sales Program Manager implements Product Sales Program strategies and procedures and serves as support to troop/group Product Sales Program Managers. The Service Unit Product Sales Program Manager works closely with Product Sales Program Director to ensure a quality program delivery.

In addition to these three key positions Service Units also benefit from the following positions:

Service Unit Secretary

Service Unit Events Coordinator

Service Unit Troop Organizer(s)

Service Unit Recognitions Coordinator

Service Unit Public Relations Coordinator

Service Unit Adult Trainer

### **How are Service Team members appointed and how long do they serve?**

Service Unit Directors are appointed by the Membership and Marketing Specialists to a one year term, June 1<sup>st</sup>-May 31<sup>st</sup> with an annual review.

Service Team Members are appointed by the Service Unit Director for a term of one year, June 1<sup>st</sup>-May 31<sup>st</sup>.

### **How do Service Team members receive training?**

All new, experienced, and potential Service Team members are invited to attend the Diamonds Leadership Conference and Annual Meeting held on the third Saturday in July in central Arkansas, where you will find position training offered. Workshops at the conference provide essential tools and resources needed to perform these specific volunteer positions. Additionally, you can get with your Membership and Marketing Specialist for one-on-one training and in the future there will be webinars available for online refresher courses.

# Knowing your Service Unit

Knowledge of the community is basic to the success of a director in:

- ☞ developing goals and a plan of work to build and maintain girl and adult membership reflective of the Service Unit's population (i.e. ethnic and economic ratios)
- ☞ recruiting and placing team members
- ☞ creating a positive attitude toward Girl Scouting in the Service Unit

That is why the Service Unit Director and Service Team in consultation with the Membership Marketing Specialists should develop a **community profile**. Your Service Unit's community profile is a tool to determine the needs and opportunities in your geographic area.

Your community profile includes:

- population groups
- socioeconomic structure
- educational facilities
- religious institutions
- ethnic and cultural groups
- social, service, fraternal and professional groups
- community leaders
- youth programs – particularly those for girls
- business, industrial and labor groups
- plans for community growth – that is, business, industry and housing

**\*\*Each SUD should strive to speak with at least one community group per quarter within the SU to “share your Girl Scout enthusiasm”!\*\***

Utilizing the community profile allows the Service Unit Director and Service Team to identify partners in the community who will assist in the development of Girl Scouting. Gaining community approval and acceptance of Girl Scouting will help the program become such an important presence that the community itself will work to keep it vital and strong.

Membership development success depends upon the community support that the Service Unit Director generates. The Service Unit Director must be able to communicate to groups and individuals the benefits Girl Scouting can offer girls, their families and the community.

Knowledge of the Girl Scout program is important to a director's success in recruiting girls and adults and in securing family and community support for Girl Scouting. The Service Unit Director needs to be articulate in communicating how Girl Scouting can meet the needs of girls Kindergarten-Twelfth grade in the Service Unit. To do this, the SUD must be familiar with Girl Scout Leadership Experience program model and Girl Scout resources.

Girl Scout program resources can be valuable tools for recruiting and retaining girls and adults. Most families and community members share the values on which the Girl Scout Leadership Experience is based – as stated in the Girl Scout Promise and Law.

## **Community Profile Example**

Community Profile: [Arkansas County](#)

Name of County: [Arkansas pop. 20,749](#)

Cities: [Almyra, Stuttgart, Dewitt, Gillet, Humphrey, St. Charles](#)

Communities within that County:

County Seat: [dual Dewitt/Stuttgart](#)

**Chambers of Commerce:** [Stuttgart Chamber of Commerce](#)

**School Information:**

School Districts: [Dewitt/Humphrey, Stuttgart Schools](#)

Administrative Contact Information:

**Media Outlets:**

Local Newspapers:

Radio/TV Stations:

**Events:**

Fairs:

Festivals: [World Champion Duck Calling Contest](#)

Parades:

**Churches:**

**Civic Organizations:**

**Museums:** [Stuttgart Agricultural Museum, and Arkansas Post County Museum](#)

**United Way:**

**Girl Scout Friendly Businesses:**

**Non Friendly GS Businesses:**

**State/National Parks:**

**Colleges/Universities:**

**Public Facilities:**

**Service Unit Rosters/Meeting Dates:**

**Community Profile:**

**Name of County:**

Cities:

Communities within that County:

County Seat:

**Chambers of Commerce:**

**School Information:**

School Districts by Communities they serve:

Administrative Contact Information:

**Media Outlets:**

Local Newspapers:

Radio/TV Stations:

**Events:**

Fairs:

Festivals:

Parades:

**Churches:**

**Civic Organizations:**

**Museums:**

**United Way:**

**Girl Scout Friendly Businesses:**

**Non Friendly GS Businesses:**

**State/National Parks:**

**Colleges/Universities:**

**Public Facilities:**

**Service Unit Rosters/Meeting Dates:**

## Conducting the Service Unit Meeting

Planning, scheduling and chairing meetings in the Service Unit are important functions of the Service Unit Director. The Service Unit Director should establish a meeting schedule for the Service Unit for the program year. All meetings should be short, well timed and purposeful.

### Service Unit Meetings

The number of meetings a Service Unit Director holds for all leaders and volunteers in the Service Unit varies from one Service Unit to another. Frequency depends upon the needs, interests and time availability of the adult members. These meetings should be firmly scheduled throughout the year.

### Service Team Meetings

In addition to Service Unit meetings, a Service Unit Director sometimes holds meetings for the service team. Some directors hold monthly meetings; others find two to four meetings a year sufficient. The important point is that the team should communicate often enough to develop plans, coordinate work and evaluate progress.

Meetings enable the SUD to:

- ✓ develop a link of communication between the Council and the volunteers
- ✓ develop and adapt plans for service unit programs and events
- ✓ coordinate and delegate work
- ✓ measure and evaluate progress
- ✓ learn the needs and interests of Girl Scout adults in the Service Unit
- ✓ build team spirit

### Tips for Successful Meetings

Creating an atmosphere that is friendly yet businesslike promotes participation, encourages discussion (pros and cons) of issues and promotes enthusiasm, pride and unity of purpose.

#### Determine the purpose

- ✓ What needs to be accomplished?
- ✓ What decisions need to be made?
- ✓ What ideas need to be generated?

#### Develop the agenda

- ✓ Determine topics to be discussed, contact your MMS, team members and read council publications
- ✓ Determine the best order of topics
- ✓ Decide how much time is needed for discussion on each topic
- ✓ Decide on resources and equipment needed.
- ✓ Prepare a printed agenda

#### Meeting Reminder

- ✓ E-mail or mail meetings notice postcards, telephone or send out a printed schedule
- ✓ Advise presenters of when they will be speaking – any preparation needed
- ✓ Prepare setup - keep it informal



- ✓ Make sure all necessary materials are present

## Conducting the Meeting

- ✓ Start on time
- ✓ Stick to the agenda
- ✓ Guide the discussion
- ✓ Summarize conclusions reached
- ✓ End on time
- ✓ Leave the meeting room clean and orderly
- ✓ Make it fun!

After the meeting, the SUD will ensure timely completion of approved projects and filing of reports with the MMS or other appropriate person.

## Tips on Leading Discussion

- ✓ Help focus the discussion
- ✓ Encourage all members to express ideas
- ✓ Tactfully interrupt those who dominate the meeting
- ✓ Avoid taking sides or judging the opinions expressed
- ✓ Suggest alternate solutions when appropriate
- ✓ Keep enthusiasm high, add a touch of humor
- ✓ Call attention to any unresolved topics for future study

## Elements of an Agenda

- ✓ Introduce yourself
- ✓ Welcome new members
- ✓ Discuss council and service unit goals, objectives, plans, events and programs
- ✓ Distribute SU materials, event flyers
- ✓ Allow each volunteer time to present their agenda item
- ✓ Thank Girl Scout volunteers
- ✓ Allow time for your Council representative to speak on council business
- ✓ List dates of upcoming meetings, events and deadlines

Optional enrichment topics could be:

- ✓ Ceremonies, songs, games and crafts
- ✓ Leader Brag time; share troop successes
- ✓ Camping/cooking skills
- ✓ Questions and concerns
- ✓ Community service opportunities
- ✓ Council program activities
- ✓ Mini-Training, Round Table discussions (i.e.; by age level, school...)

## Service Unit Meeting Reminders

- ✓ Have a method of reminding Leaders about meetings
- ✓ Have a sign in sheet
- ✓ Start on time
- ✓ Distribute agenda
- ✓ Have volunteer take notes for minutes
- ✓ Be organized
- ✓ Have materials ready
- ✓ Stay in control of meeting
- ✓ Return ramblers to the subject
- ✓ Keep people on schedule
- ✓ Control side conversations
- ✓ Keep meeting moving forward
- ✓ Be polite and sensitive to other's needs - RESPECT
- ✓ Encourage participation
- ✓ Make it enjoyable
- ✓ Have a craft table
- ✓ Make it a pot-luck!
- ✓ Door prizes
- ✓ Offer enrichment trainings during meeting
- ✓ Invite special speakers
- ✓ Cover the items on the agenda
- ✓ Allow time at end of meeting or training to summarize what was covered, answer any questions
- ✓ Use flip charts for parking lot conversations
- ✓ End on time!!!!

## Arranging the Meeting

Service Unit meetings can be held at places such as churches, schools, community centers, and or public buildings. The meeting place should be a centrally located to the majority of your volunteers. Make sure that the space is sanitary and safe for volunteers. Keep meeting nights and times consistent for volunteers. Remember that you cannot accommodate all schedules!

## Things to Think About

- ✓ Recruitment is year round not the fall, is the Service Team actively recruiting new adults and girls?
- ✓ High retention makes for less recruitment efforts year to year
- ✓ Retention is more than events; it is reliable support for new troop leaders.
- ✓ Do you tell volunteers/troop leaders how much you appreciate them?
- ✓ Girl Scouts should be recognized in the community as much as any other organization. What did you do today? Spread the word about Girl Scouts.
- ✓ The Girl Scout program shapes those involved over a period of time.
- ✓ Without conflict there is no growth. Ask questions, try new things.

- ✓ Girls are the #1 reason why we are here. Encourage older girls to be involved in the planning and implementation of Service Unit events.

## **Motivate**

- ✓ Show appreciation throughout the year
- ✓ Give small incentives for meeting attendance, i.e.; leader bucks
- ✓ Offer round table sessions after meetings
- ✓ Hold coffees after SU meetings
- ✓ Hold leader/daughter events to thank daughters for sharing mom
- ✓ Create monthly newsletters, or find a volunteer in the unit to do this

## **Leadership Tips**

To be a successful service unit manager takes time, effort and teamwork. As service unit manager you represent a long tradition of dedicated adult service to Girl Scouts. If you believe in your own commitment - and honor it - others will catch your enthusiasm.

## **Set clear expectations**

Let the volunteer know what is expected:

- Review the position description with the volunteer
- Discuss frequency/importance of meetings
- Set goals with timelines

## **Let the volunteer know what to expect from you, the service team, and the Council staff:**

- Availability for help (supporting one another's goals), advice, or referral to resources
- Information and regular communication
- Opportunities to review progress and expectations

## **Be aware of the needs of individuals**

- Recognize what motivates volunteers (not the same for everyone)
- New volunteers may feel isolated or overwhelmed. Make sure they receive the support they need
- Experienced volunteers may be looking for new opportunities or training. Encourage and help them to broaden their interests

## **Be available when you are needed**

- Listen well. Be present with the people you are talking with
- Offer advice in a supportive manner
- Voice your instructions and advice clearly

## **Confront inappropriate behavior**

- When possible, catch problems before or as soon as they happen
- Your job as service unit manager is to serve as an impartial, informed mediator
- Consult with your Membership Specialist if there any potential or existing problems

## **Work together to get the job done**

- Set clear agendas and conduct meetings in an efficient manner with a defined timeline

- Set objectives that are reasonable, attainable, accepted and understood by ALL
- Decide what needs to be done and assign roles. Ensure assignments are clear and reasonable in terms of time, skills and resources
- Make sure everyone is following *Council Volunteer Policies* and *Safety Activity Checkpoints*
- Ensure that volunteers are connected with each other, know where to find answers and are empowered to make informed decisions
- Decide how you will communicate with each other, make decisions and resolve problems

## Making a Service Unit Event Calendar

Keeping in mind your girl membership and adult volunteers, the next step should be brainstorming activities that will help you reach established yearly objectives. Invite the service unit members to a special planning session to work on the Service Unit calendar.

### Brainstorming

Brainstorming is an effective tool for getting a lot of ideas or a lot of possible solutions to a problem. The object of brainstorming is “quantity rather than quality.”

Rules of brainstorming:

- ✓ no judging during brainstorming
- ✓ no discussion during brainstorming
- ✓ build on each other’s ideas; combine and improve; get wild
- ✓ aim for quantity

How to brainstorm:

- ✓ state the subject or problem
- ✓ have group call out as many ideas/solutions as possible
- ✓ write every idea on blackboard or newsprint for all to see
- ✓ limit brainstorming to no more than 15 minutes
- ✓ review and discuss the feasibility of each idea
- ✓ select and prioritize the ones to act upon

# Service Unit Leaders Meeting Sample Agenda

## *Date*

- I. Welcome
  - a. Flag Ceremony
  - b. Girl Scout Promise
- II. Minutes from previous meeting
- III. Troop Organizer Report
- IV. Treasurer Report
- V. Current Council Business
  - a. Council representative updates
- VI. Current Service Unit Business
  - a. Vote on Budget for SU campout
  - b. Fall Recruitment
- VII. Closing

## What is a Team?

A group of people who have been empowered to set goals, make decisions, and solve problems and who have the commitment to make changes to implement their goals and decisions.

There are certain qualities that most team members want from their jobs. These include:

1. To work for a good leader
2. To be listened to
3. To be challenged by someone who has a valid point
4. To hear rational, informed and intelligent viewpoints
5. To get interesting assignments
6. To have adequate time and resources to do their work
7. To be individually acknowledged for contributing to the team's efforts

Team members need...

1. **DIRECTION** – This means defining the boundaries of the tasks the team is working on. Boundaries include: clearly explaining the project, identifying deadlines, telling members how their work will be evaluated, discussing your expectations and giving any information they need to be successful.
2. **VALUE** – This means assuring team members that they were chosen to participate for specific reasons (skills, experience, technical knowledge, etc.) to give team members security, be consistent. Say what you mean and stand behind what you say. You can also give value by ensuring that team members can express their opinions in the group and not be punished.
3. **BELONGING** – This need is immediately met when a team is created
4. **SELF-FULFILLMENT** – Feeling special because you are one of the group, and recognition – giving credit to team members when they are successful.

Adults receive additional prestige and self-fulfillment if they are entrusted with future projects. When given praise and rewards, self-fulfillment is realized.

## Recruiting and Managing the Service Team

Members of the Service Team assist the Service Unit Director in the performance of their job. They recruit girls and adults, organize troops and groups, and provide support to Girl Scout Volunteers

The Service Unit Director should exercise great care in the selection of team members. Each volunteer should have the qualifications, skill, experience, and time to perform the responsibilities inherent in the job. A complete listing of various Volunteer positions descriptions can be found in the forms section of Volunteer Essentials.

The accountabilities of the Service Unit Director basically involve five steps:

### Step 1 Recruit and place members of the team

- ✓ Determine the number and qualifications of personnel needed
- ✓ Recruit qualified people
  - Draw on recruitment sources: former Girl Scout adult members, neighbors, friends, retirees, business and professional men and women, parents and family members of present Girl Scouts
  - Meet with prospective candidates to ascertain their interests, abilities, experience, and time commitments
  - Review volunteer position description, functions of the job and the time commitment involved

**Step 2** Meet with candidate and have them sign their position description and keep on file in your Service Unit Director binder.

**Step 3** Train team members, or request the MMS to conduct training if new team members were unable to attend position training at the Diamonds Leadership Conference and Annual Meeting.

**Step 4** Assist Team members in developing their individual objectives and schedules.

**Step 5** Monitor team members' work and progress. Evaluate performance, guide volunteer on ways to improve if necessary.

## Delegate!

Delegation means entrusting authority to someone you have appointed to do a specific job.

### Why Delegate?

- You can't do it alone
- You build a team of experienced volunteers
- You develop skills of others
- You deliver a higher quality of service
- You ensure that level of service continues after you leave

### The "I'd Rather Do It Myself" Problem

- I can do it better
- I can do it faster
- I feel it's my job
- I don't trust anyone else to do it

- I want to look good

### **What Happens?**

- You end up over-extended
- People stop volunteering to help
- Resentment and ill-feelings build
- No new leadership is developed
- No one person will feel capable of “filling your shoes”

### **Finding People to Help**

- Know what you want done
- Observe the skills and abilities of others
- Consider skills an individual may want to build
- Make personal request with a specific job in mind

### **How Do I Make Delegation Work?**

- Maintain regular communication contact
- Show your appreciation
- Be interested in other ideas and viewpoints
- Let the person do the job!
- Be sure the person understands what the job is

### **Pitfalls to Avoid:**

- Coercing people into jobs they'd rather not do
- Letting someone go on in a job when nothing is getting done
- Asking the wrong person to do the job
- Overloading people
- Asking the same people over and over again
- Answering every question that comes your way. Refer questions to your service team and committee chairs

### ***Keys to Successful Conflict Management***

- ✓ Encourage volunteers to come to you with their position – related problems
- ✓ Identify any problem by asking the parties involved to explain the conflict from his or her point of view
- ✓ Discuss the problem openly and listen carefully to each party involved
- ✓ Remain impartial and keep the discussion focused on the problematic behavior, not on the individual involved
- ✓ Make both sides listen to each other and make sure each party understands what the other has said
- ✓ Find an acceptable compromise – one that requires a sacrifice on both sides – and make sure everyone sticks to it
- ✓ Follow up at regular intervals to monitor the situation
- ✓ Bring the conversation back to how it affects the GIRL!
- ✓ If conflict persists bring in MMS



## Helpful steps in the resolution of problems:

**G**

*Gather* the facts and share with involved parties the information in factual terms. If the conflict is between you and another party, objectively state the words you heard or behavior you observed. **Focus on the issue, not the person.**

**I**

*Indicate* if this problem can be resolved with those involved or is another resource or process needed. If all parties agree, initiate discussion that reveals parties' assumptions, interest, positions, expectations and needs. Look for common ground to agree on.

Have a frank, confidential discussion with all parties involved:

- **Listen carefully** to understand all sides of the issue;
- **Come to consensus** in defining the issue/problem;
- **Take notes** on common interests to use as base for resolution (and your

**R**

*Recommend* possible solutions together and decide on a new plan of action. Jointly seek many approaches before reaching an agreement on a solution.

**L**

*Leave* the discussion with the same understanding about next steps. Summarize what was heard and agreed to. Make sure to write it down.

- Develop a written plan of action with those involved, including a time frame for resolution. Give a copy of the plan to each party.
- Be sure the plan is consistent with *Council Volunteer Policies* and conflict resolution practices.

**S**

*Signify* that the issue is resolved and decide whether or not to check in at a later date. Document the outcome in writing.

### Remember:

- Be on the lookout for 'red flags'. Problems which are resolved before they escalate are resolved more quickly, easily, and involving the fewest individuals.
- Every problem is unique.
- The service unit manager does not "own" every problem. When appropriate, or if unable to resolve using the model, refer problems to the expert on your service team or contact your membership marketing specialist.
- Bring the following issues to the attention of your membership manager:
  - Situations involving girl safety;
  - Cases where immediate termination is indicated;
  - Situations which may escalate, resulting in calls/letters to Girl Scouts OSW;
  - Problems that you consider 'too big' to resolve on your own, or where you would like advice before rendering a decision.

## Service Unit Financial Accountabilities

The Service Unit maintains an active bank account. The Membership staff will work with the Service Unit Director and Service Unit Treasurer to ensure that volunteers have a clear understanding of Council policy, procedures, and practices regarding Service Unit Finances.

The Service Unit Director works in collaboration with the Service Unit Treasurer as the steward of Service Unit monies. The Service Unit Director in addition to the Treasurer should be the authorized signers on the Service Unit Bank account.

The Service Unit Director ensures that the Treasurer gives reports and updates to the Service Team and also Volunteers/Troop Leaders at monthly Service Unit meetings.

The Service Unit Budget should be approved by the Service Team then voted on by the Service Unit.

The following resources are essential in understanding the practices and procedures regarding Service Unit and Troop Finances:

- ✓ GS – DAOT Board Approved Policies and Procedures regarding Service Unit/Troop Finances
- ✓ Service Unit Treasurer Training Material
- ✓ Fund Development policies and practices regarding additional money-earning activities

## Program Resources: Recruitment and Retention Ideas

### Recruitment

Be an advocate for Girl Scouting in your community.

- ✓ Share resources with other youth-serving groups, religious groups and community associations
- ✓ Provide local community and school libraries with the latest handbooks and leaders' guides
- ✓ Plan events based on activities in new resources
- ✓ Display new and related program resources at schools, youth centers, government offices, businesses – include photos of girls enjoying activities and comments from girls
- ✓ Explain to educators how these resources can supplement school programs – in areas such as science, math and health
- ✓ Notify your local newspaper of Girl Scout activity in your community. Submit articles and pictures paying careful attention to photo submission guidelines
- ✓ Explore alternative programs such as a six week activity program for girls involved in sports
- ✓ Suggest Pathway involvement to all girls who are existing scouts and girls and families who are new to the world of Girl Scouting
- ✓ Find out if there are specialized programs offered to girls in your area such as head-start programs, migrant programs or any other opportunities to bring Girl Scouts to every girl, everywhere
- ✓ Invite older girls to share their achievements, accomplishments and adventures

## **Retention**

Customize Girl Scout program to motivate and retain membership.

- ✓ Collaborate with businesses or community organizations to enable girls to sample the fun that Girl Scouting will offer at the next age level
- ✓ Encourage activities that increase girl/adult planning when introducing resources to leaders
- ✓ Give older girls a second opportunity to have fun with resource activities while working with younger girls
- ✓ Develop activities that encourage girls to interact from all the age levels in Girl Scouting
- ✓ Use traveling skits, interactive presentations, games or videos to show girls ready to bridge the next age level of Girl Scouting
- ✓ Be sure to have the girls participate in an evaluation of all events attended
- ✓ Invite Gold Awardees or older girls who have been on a destinations adventure to speak with the girls to excite them about opportunities that they too can have

Service Unit Directors will work with their Membership Specialist to develop a recruiting plan. Service Units should be aware of Council's membership goals and work collaboratively to achieve them.

## **Service Unit Program**

Service Units are required to provide programs where members in the Service Unit are able to engage in activities with other members in the Service Unit. The girls will get several things from these types of activities. The younger girls look up to the older girls and see that the older girls are still enjoying Girl Scouts which encourages them to stay in Girl Scouts. Adults will develop a network of volunteer support and become more comfortable and confident in the Girl Scout program. More programs and support offered at the Service Unit level means a greater satisfaction with the overall Girl Scout experience. Greater visibility and activity in the community leads to a positive image in the community and ultimately will result in more individuals wanting to be a part of the organization.

Services Units are expected to utilize profits from the council product sales as a way to fund service unit activities. Any other service unit money-earning activities are strongly discouraged and must be approved by the Senior Vice President of Development. "Service Unit Money-Earning" refers to activities following a planned budget and carried out by girls and adults, in partnership, to earn money for the Service Unit treasury. Service unit additional money-earning activities should be openly discussed and approved by members of the Service Unit prior to seeking final approval from the Senior Vice President of Development. A formal report of the minutes from the meeting showing approval of the Money-Earning Activity must accompany the Money-Earning Request Form.

The Service Unit needs to establish a committee to help plan, budget, and facilitate SU program. It is recommended that the Service Unit Event Coordinator position be the one to and head this committee. The Service Unit Community Coordinator would assist in the promotion of SU program events.

Examples of some programs that the Service Unit may offer are:

Mother-Daughter/Father-Daughter  
Juliette Gordon Low Birthday  
Holiday Service Project  
Cookie Rally  
Thinking Day  
Bridging Ceremonies  
Adult Recognitions Event/Court of Awards

# Service Unit Team Calendar Suggestions

A more detailed calendar of specific job related task can be found in the Service Unit Team Meeting Guidelines booklet.

## June

Participate in summer fun activities with the troops. Plan with the service unit a service unit recruitment event and school recruitment events for August or September. Finish filling positions on the Service Team for next year. Plan a Service Unit Budget and plan of events for next program year.

## July -

**SU Financial Report DUE July 31<sup>st</sup>.** Attend the Diamonds Leadership Conference and Annual Meeting. This event is designed to provide essential training and enrichment workshops for the Service Team members, and is an annual gathering for all volunteers to network, attend enrichment workshops and recognize the hard work of Girl Scout volunteers. This is also the month to plan recruitment events with troop organizers and Membership staff. Encourage all troop and assistant troop leaders to complete necessary trainings. Check plans for fall recruitment events. Coordinate with the Service Unit Community Relations Coordinator to make connections with troop leaders and other Service Team members in submitting Girl Scout information out to the public by newspaper and radio.

## August-September

Work with Council staff and volunteers to schedule time and dates for recruitments in the schools within your service unit. These months will be extremely busy months for you and your service unit. Continue to encourage all troop and assistant troop leader to complete necessary trainings. Plan to attend the Fall Product Sale training. Coordinate with Troop Organizer to contact girls that have not re-registered.

## October

Work on the recruitment and placement of adult volunteers forming new Girl Scout troops. Continue to recruit girls and adults and place them in existing troops. Plan a Juliette Low Birthday Party. Continue to make contact with girls that have not re-registered. Fall Product Sales program.

## November

Plan to attend the Cookie training. Begin plans for the Cookie Rally to be held in January.

## December

Plan a holiday event with service unit. Talk with service unit about planning a World Thinking Day event in February.

## January

Participate in the Service Unit Cookie Rally. Meet with the Service Unit Recognition Coordinator and discuss with Service Unit about the Girl Scouts – Diamond Adult Recognitions that will be due on March 15<sup>th</sup>. Meet with the Service Unit Recognition Coordinator to answer any questions concerning the adult recognitions. Talk with service unit about Girl Scout Week in March and plan an event if possible.

## February

Participate in the World Thinking Day event that has been planned by the unit. Help SU Product manager with a smooth cookie booth process and provide additional support to leaders who are new to the Cookie Program.

## March

Begin making plans with service unit for summer activities such as Fun Days or Twilight Camp, bridging activities with the troops.

## April

Work with Service Team Treasurer and remind the troop leaders that their May Financial Report is due in May.

## May

Work with the Service Unit Product Sales Manager to ensure that all the Cookie incentives have been given to the troop leaders and the troop leaders have given to the girls. Troop Financial Reports due to the Service Unit May 31<sup>st</sup>..

## **Girl Scout Resources**

Council & GSUSA Resources  
Girl's Guide to Girl Scouting  
*Safety Activity Checkpoints*  
*Volunteer Essentials*  
*Program Online Calendar*  
*Adult Training Calendar*

## **Volunteer Appreciation (Thank You) - Ideas on thanking volunteers**

<http://nonprofit.about.com>  
<http://www.energizeinc.com/ideas/ongoing.html>  
<http://www.arts.state.tx.us/toolkit/nonprofit/thanks.asp>  
<http://www.military.com/opinion/0,15202,190461,00.html>  
[www.quote garden.com/volunteer-apprec.html](http://www.quote garden.com/volunteer-apprec.html)  
[www.fortunecity.com/millennium/puppet/989/poems/](http://www.fortunecity.com/millennium/puppet/989/poems/)

## **Girl Scout Graphics**

<http://www.graphmaster.org/girlscouts.htm>  
[http://www.girlscouts.org/program/gs\\_central/graphics/](http://www.girlscouts.org/program/gs_central/graphics/)  
<http://www.scoutingweb.com/scoutingweb/Training/Graphics.htm>  
<http://www.epilogsys.com/scoutingweb/SubPages/SWGraph.htm>

## **Craft Ideas for kids and families**

<http://familyfun.go.com/>  
<http://www.enchantedlearning.com/crafts/>  
[www.kidsactivities.suite101.com](http://www.kidsactivities.suite101.com)  
[www.gogirlsonly.org/](http://www.gogirlsonly.org/)  
[www.free-coloring-pages.com/game.html](http://www.free-coloring-pages.com/game.html)  
[www.creativekidsathome.com/games/](http://www.creativekidsathome.com/games/)

## **Patch Companies**

<http://www.patchco.com/>  
<http://www.basicsclothing.com/girlscoutpatches>  
<http://www.joycrest.com/>  
<http://www.design-it.com/>  
<http://www.patchcorner.com/>  
[www.snappylogos.com](http://www.snappylogos.com)

## **DON'T FORGET TO CHECK THE COUNCIL SOCIAL MEDIA OUTLETS:**

[www.girlscoutsdiamonds.org](http://www.girlscoutsdiamonds.org)  
<https://www.facebook.com/GSDiamonds>  
<http://www.liveunited.org/>  
<http://www.youtube.com/user/girlscoutsdiamonds>  
[https://twitter.com/gs\\_diamonds](https://twitter.com/gs_diamonds)  
<http://pinterest.com/gsdiamonds>  
<http://www.jglblog.blogspot.com/>

## Useful Websites

[www.nces.ed.gov](http://www.nces.ed.gov)

National Center for Educational Statistics

[www.census.gov](http://www.census.gov)

Census Bureau for National population

[www.claritas.com](http://www.claritas.com)

National Demographics

[www.bls.gov/bls/demographics.htm](http://www.bls.gov/bls/demographics.htm)

Bureau of Labor Statistics – Employment

[www.girlscoutsdiamonds.org](http://www.girlscoutsdiamonds.org)

Diamonds Council website

[www.scoutingweb.com](http://www.scoutingweb.com)

Online Scouting Resources for Leaders of Girls

<http://arkansas.hometownlocator.com/>

Arkansas Gazetteer: City Profiles, Physical & Cultural

<http://local.arkansas.gov>

County and Municipal Information & Services

<http://www.arkansasties.com/>

Arkansas Ties (has information about Arkansas)

[www.chamberofcommerce.com/chambers/](http://www.chamberofcommerce.com/chambers/)

Find your local Chamber of Commerce

[www.girlscouts.org](http://www.girlscouts.org)

Official Web Site for Girl Scouts of the USA

[www.orientaltrading.com](http://www.orientaltrading.com)

Crafts and craft supplies

<http://www.bellaonline.com/subjects/7504.asp>

Bella Online – Girl Scout activities for all ages

[http://www.makingfriends.com/scouts/scouts\\_girls.htm](http://www.makingfriends.com/scouts/scouts_girls.htm)

Girl Scout Themed Crafts for all ages

[http://parentingteens.about.com/od/girlscoutsandgirlguides/a/swaps\\_girlscout.htm](http://parentingteens.about.com/od/girlscoutsandgirlguides/a/swaps_girlscout.htm)

Swap ideas for Girl Scouts

[http://www.bdgsc.org/program\\_resources/leaderresources.aspx](http://www.bdgsc.org/program_resources/leaderresources.aspx)

Girl Scout Leader Resources

<http://www.waggsworld.org/en/home>

World Association for Girl Guides and Girl Scouts

<http://www.worldthinkingday.org/en/home>

World Thinking Day

<http://www.worldfoundationgggs.org/waggs.htm>

Friends of WAGGS

<http://www.girlscoutshop.com/gsusonline/>

Official Online Shop of Girl Scouts of the USA

<http://www.juliettegordonlowbirthplace.org/>

Juliette Gordon Low Birthplace

<http://www.fws.gov/educators/educators.html>

US Fish and Wildlife Service, This Web site includes links to Boy Scout and Girl Scout recognition certificates, curriculum resources and activities, community service projects, professional development opportunities, and background information.

<http://www.ehow.com>

Website on How to do most anything

Girl Scouts – Diamonds of Arkansas, Oklahoma, and Texas

615 West 29<sup>th</sup> St.

North Little Rock, AR, 72114

800-632-6894

[www.girlscoutsdiamonds.org](http://www.girlscoutsdiamonds.org)

Council Code: 506

Report Code: \_\_\_\_\_

Registration Area: \_\_\_\_\_

Service Unit: \_\_\_\_\_

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