

SERVICE UNIT MANAGER WORKBOOK



Notes

TABLE OF CONTENTS

Service Unit Responsibilities and Functions.....	4
Service Unit Team.....	6
Providing a Welcoming Service Unit.....	7
Communication.....	8
Promoting The Girl Scout Leadership Experience.....	9
Service Unit Manager Position Description.....	10
Best Practices As a Service Unit Manager.....	12
Your Service Unit Team.....	13
Service Unit Plan of Work.....	14
Approving.....	14
Recruiting.....	15
Retention.....	15
Meetings.....	16
Managing Finances for the Service Unit.....	18
Managing Finances for Troops.....	18
Money-Earning.....	19
Recognitions.....	20
Tips and Tools	
GSGLA Website.....	21
Discipline Approaches.....	21
Working with Leaders and Volunteers.....	22
eBiz Tutorial	23
“What I Need To Take” - a Chart Listing Forms and Trainings Needed for Activities	28

WELCOME TO THE SERVICE UNIT TEAM!

Thank you for agreeing to serve as the Service Unit Manager for your Service Unit. Your role is important to the Girl Scout movement. As a Service Unit Manager, you will facilitate service to girls through its volunteers, support troop leaders and various other volunteers, and support council in achieving goals for membership and retention.

So much happens behind the scenes in Girl Scouts. Most girls have no idea how many adults it takes to keep our troops running smoothly. Thank you for taking on a role that supports leaders in building a great experience for girls.

Your position has 4 key components:

- Directing all aspects of the Service Unit
- Promoting the Girl Scout Leadership Experience
- Recruitment and retention of both girls and adults
- Celebrating and recognizing volunteers

There is a whole volunteer team around you—your service team. There is an entire staff behind you, too. Your membership specialist is your direct Service Unit liaison to Girl Scouts of Greater Los Angeles (GSGLA). The Membership Manager is also available to help and support you.

This workbook is a resource for volunteers who are excited about welcoming, informing, and supporting their Service Unit by being a Service Unit Manager. The information in this workbook will help you engage volunteers, connect them to the service unit, and answer general troop and Girl Scout related questions.

SERVICE UNIT RESPONSIBILITIES AND FUNCTIONS

Girl Scout Pathways



Service Unit Responsibilities and Functions



The Service Unit is delegated the responsibility to organize and service Girl Scout troops/groups and girls within its boundaries. This includes troop organization, recruitment, and placement of girls and adults. This also includes supporting the volunteer on-boarding process, celebrating and recognizing volunteers, and annual reflection.

The Service Unit provides ongoing assistance to existing troops and other pathways, which includes consulting service, recognition of adults, community contact, and inter-troop programs.

The Service Unit serves as an important link between the Council and troops. It is important to communicate to the Council what triumphs and challenges your Service Unit is experiencing and to pay careful attention to notices and information that come from GSGLA and GSUSA. Participation in Council-wide meetings and events and administration of GSGLA annual product sales are also important Service Unit responsibilities.

SERVICE UNIT FUNCTIONS

I. ADMINISTRATION

- Responsible for all aspects of Girl Scouting in a given geographic area
- Supervise and support volunteer leadership and Service Unit Team members
- Recommend volunteer leadership and Service Unit Team members for selection, appointment, and when needed, for reassignment
- Call meetings of Leaders and Service Unit Team
- Act as Liaison between Council and Service Unit
- Approval of various troop/girl activities
- Partnership with Mission Delivery

II. SERVICE UNIT

- Recruitment
- Meetings of volunteers
- Coaching of volunteers
- Peer group support and sharing
- Securing parent and adult support
- Establishing community contacts
- Ongoing support to direct service volunteers
- Inter-troop program
- Recognition of adult volunteers

III. TROOP ORGANIZATION

- Recruit and support on-boarding of Troop Leaders, Co-Leaders/Assistant Leaders and other pathway volunteers
- Assist in finding meeting places
- Recruit and place girl members
- Develop potential sponsors
- Cultivate volunteer support
- Membership registration (Online and Early Bird)
- Reengage lapsed membership within Service Unit

IV. SERVICE TO GIRLS

- Troop/Group and other pathway programs
- Girl Scout Leadership Experience
- Knowledge of Girl Scout program and standards
- Participation in the Girl Scout organization through workshops and the Service Unit structure

V. SERVICE TO VOLUNTEERS

- Provisions for interaction among Leaders
- Coaching for troops/groups
- Acquaint volunteers with existing and new resources
- Identification of learning needs
- Coordination of troop activities within Service Unit

VI. FINANCIAL COORDINATION

- Oversees troop finances
- Promotion and support of Council product sales activities

VII. COMMUNICATIONS

- Send all notification of meetings and activities
- Keep accurate and complete records of all meetings and make such records available to the Service Unit
- Handle all correspondence for Service Unit

VIII. GSGLA SUPPORT

- Keep accurate dates for terms of office of Service Team members
- SUM attends Quarterly Service Unit Manager meetings
- Recommendations for appointment for various other Council positions, including Product Sales, Program, Girl Scout volunteers, and other community relations

XI. APPROVAL REQUIRED BY SUM

- Service Unit Events
- Troop Camping
- Troop Travel
- Troops to participate in money-earning activities
- Intent to charter a bus
- Intent to conduct saddle animal activities
- Year-End Financial reports
- Troop Disband Notice
- May designate requisite approvals to other Service Team members

SERVICE UNIT TEAM

In the Service Unit there are essential responsibilities that must happen to ensure we are working towards the mission and goals of the Girl Scout organization. These functions are carried out by a group of volunteers working together as the Service Unit Team. While each team member has a specific job, a solid support system and shared responsibilities make the Service Unit function more smoothly.

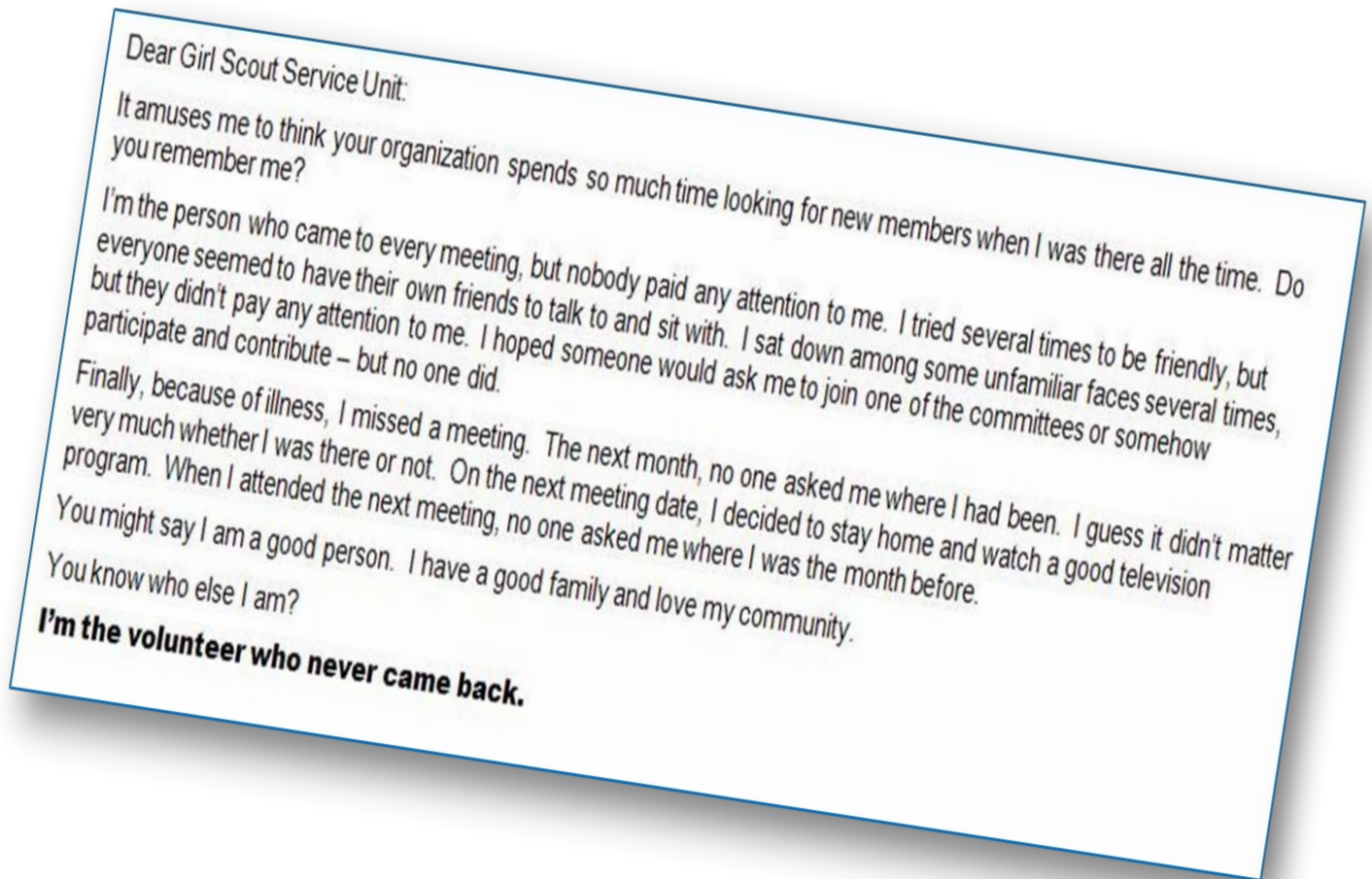
Before the Service Unit Team can work to support girls and adults, each member must not only know and understand the role of the Service Unit Team, but also the Girl Scout Leadership Experience and GSGLA Goals.

The Service Unit Team is responsible for:

- Extending membership – recruit volunteers and girls reflective of the diverse community
 - Service Unit Team members
 - Leaders and volunteers for a variety of pathways including troops and series
 - Girl membership at all grade levels
 - Supporting the on-boarding of volunteers
 - Assist girls' and volunteers' registration through eBiz
- Providing direct support to girls and adults
 - Enrichment training
 - Service Unit networking and discussion groups
 - Support to all volunteers through a variety of communication methods including Service Unit Leader Meetings
 - Girl planned Service Unit events that promote a connection between troops in the Service Unit and enhance the troop experience
 - Participation in council and community events, including the Girl Scout Cookie Sale, Fall Product Sale, and Family Partnership
 - Volunteer recognition
 - Provide Service Unit events which incorporate the Girl Scout Leadership Experience
 - Within each of the functions of the Service Unit, support will be consistent, flexible, and provide ease of access to the Girl Scout experience
- Community engagement
 - Educate the community about the benefits of Girl Scouting
 - Ensure messages and activities of the Service Unit reflect the Girl Scout Leadership Experience and Council goals

PROVIDING A WELCOMING SERVICE UNIT LEADER MEETING

Do you remember what it was like when you attended your first Service Unit Leader Meeting? Wouldn't it have been easier if there was someone there you knew who could explain the ins and outs? As a Service Unit Team member, you have the opportunity to get the leaders off to a good start and give them a positive experience.



Don't let your leaders be the volunteer who never came back! Take action with your team and brainstorm welcoming ideas to make every Service Unit Leader meeting a positive experience!

Here are some ideas to get you started:

- Provide time in the meeting for the different grade levels groups to meet and share information and concerns
- Include a "fun thing" on the agenda (*i.e.*, learning a new song, playing a game, having a contest, teaching a new craft)
- Regularly thank individuals and recognize special services or achievements
- Have something at each meeting the leaders can take back to their troop

COMMUNICATION

It's important to know how each volunteer wants communication from you. Everyone is different ~ establishing how to communicate with each volunteer right from the beginning will prevent problems in the future.

Do you know how each generation communicates?

Generations	Communications	Messages that Motivate
<i>"The Greatest Generation"</i> Prior to 1945	Formal - written	Your experience is respected
<i>Boomers</i> 1946 - 1964	In person	You are valued, you are needed
<i>Gen X</i> 1965 - 1980	Direct and immediate E-mail Voice Mail	Forget the rules. Do it your way.
<i>Nexters – Gen Y</i> 1980 - 2000	Text messaging Twitter Facebook	You will work with other bright, creative people.

Communicating by social media is becoming popular and is an acceptable way to communicate for adults as well as girls.

The term "social media" refers to the tools that allow the sharing of information and creation of communities through online networks of people. It is a method to have two way conversations online.

Remember the Internet is an open forum and its benefits of easy access and sharing of information can also attract those who would use that information to cause harm. To ensure the girls' safety:

- Girls must be 13 years and older and have parental permission to be involved in a project that involves creating/maintaining a troop Web page or social media profile;
- All girls need to sign the "Internet Safety Pledge" before participating in any troop/service unit or organized online activity. Girls and volunteers make great partners to ensure that Girl Scout environments and activities are safe. Before girls explore the Internet, they need to sign the GSUSA Online Safety Pledge," <http://www.girlscouts.org/program/basics/safety/>;
- Go over internet safety for girls by visiting *Let Me Know* (www.lmk.girlscouts.org), a site addressing internet safety for girls and young women (and many more resources); and
- If you wish to post Girl Scouts' names on a Web site, use first names only (no last names). Remember: do not identify the Girl Scouts pictured in any photos you post online! Never identify the schools, addresses, phone number, or e-mail addresses of Girl Scouts.

For more information regarding social media and computer safety, refer to the Girl Scout Safety Activity Checkpoint for "Computer/Online Use."

Consistent communication with volunteers is just one way to be successful. Here are others:

- Understand and support the Girl Scout mission, vision, and values
- Promote the Girl Scout Leadership Experience
- Provide timely and effective communication
- Provide guidance; not directive
- Be willing to invest time, energy, and personal know-how to assist the growth of another person
- Be discreet and maintain confidences

Ask Volunteers: How would you like me to communicate with you?

PROMOTING THE GIRL SCOUT LEADERSHIP EXPERIENCE

Everything we do is aimed at helping each girl develop her own unique leadership skills. The Girl Scout program – what girls do in Girl Scouting – is based on the Girl Scout Leadership Experience, a national model that helps girls become leaders in their own lives as they grow.

Using the Girl Scout Leadership Experience as our guide:

- Activities are designed to give girls the opportunity to **DISCOVER** themselves, **CONNECT** with others, and **TAKE ACTION** to make the world a better place.
- Activities are **GIRL-LED**, which give the girls the opportunity to **LEARN BY DOING** in a **COOPERATIVE LEARNING** environment.

Implementing the Girl Scout Leadership Experience:

- **Girls First** – Build a team relationship. Allow girls to benefit from adult guidance and mentoring.
- **Girl Choice** – with younger girls, use girl choice.
- **Journeys & Badges** – Use *Journey* and *Girls Guide to Girl Scouting* to facilitate girl development. Use the *Adult Journey Guide*.
- **Feedback** – Solicit girl and parent feedback. Everyone's feedback counts.
- **Team Work** – Work with younger/older troops to help facilitate bridging requirements and girl development. Requirements are found in *Girls Guide to Girl Scouting*.

The National Program Portfolio has two main parts – the National Leadership Journeys and *The Girl's Guide to Girl Scouting*. Complemented by the Girl Scout Cookie program, Girl Scout travel, and Girl Scout awards, the National Program Portfolio is designed to help girls develop as leaders and build confidence by learning new skills. It also ensures that Girl Scouts at every level are sharing a powerful, national experience—girls together changing the world!

The Girl's Guide **Handbook Section** is designed just for girls, and allows girls to personalize their Girl Scout experience by scrapbooking and documenting their activities

- **Legacy Badges:** Artist, The Girl Scout Way, Citizen, Cook, First Aid, Athlete, Naturalist,
- **Financial Literacy Badges:** Girls can earn a different Financial Literacy Badge each year. Daisies earn Financial Literacy "leaves."
- **Cookie Business Badges:** Girls can earn a different Cookie Business Badge each year. Daisies earn Cookie Business "leaves."
- **Skill Building:** Brownie through Senior: Outdoors, Performance, Animals, Practical Life Skills, Healthy Living, Manners, Do It Yourself, Digital Arts, Adventure, Craft, Storytelling, Creative Play, Investigation, Science & Technology, Innovation
- **PLUS:** Make Your Own, My Promise, My Faith Pin, Journey Summit Pin, PA, CIT, VIT, Bronze/Silver/Gold Awards

Journeys include three series of subjects for each Girl Scout program level:

- **It's Your World – Change It!**
- **It's Your Planet – Love It!**
- **It's Your Story – Tell It!**

Volunteer Position Description

Service Unit Manager

Summary: The Service Unit Manager is accountable for the organization, management, planning, mission delivery, and compliance within the appointed Service Unit. The Service Unit Manager is the liaison between parents, leaders, and other volunteers in partnership with staff, and ensures all girls and troop leaders receive the services that are needed.

Term of Appointment:

The Service Unit Manager position is appointed from October 1 through September 30, as a 3 year term (Learn 1, Do1, and Teach 1) with re-appointment occurring annually.

Appointed by/Accountable to:

Membership Manager/Membership Specialist

Duties and Responsibilities:

Responsibilities to the Service Unit:

- Plans, organizes, and directs the work of the Service Unit.
- Ensures all troop activities, events, and money earning efforts are reviewed and approved; may delegate oversight and approval responsibilities to another Service Team member.
- Determines and, in partnership with staff, appoints the positions needed in the Service Unit to form an effective team. Recruits qualified adults with the skills needed to be a part of the team.
- Ensures that Service Unit Team members have access to the tools needed to perform effectively.
- Coordinates and evaluates work among the Service Unit members.
- Collaborates with Service Unit Team and Service Unit members to complete the annual goals and budget for the Service Unit.
- Plans the agenda and conducts regular meetings for leaders and other adult volunteers, keeping the Service Unit well informed on all GSGLA policies, procedures, programs, events, and about Service Unit activities.
- Ensures that volunteers and Service Unit Team members understand and complete necessary forms in compliance with Council policies and procedures.
- Ensures that volunteers receive on-going support throughout the year.
- Works with Service Unit Team members to ensure that girls and adults are recruited, organized into troops, and registered on time.
- Works within the Service Unit and the community to promote a positive attitude toward Girl Scouting.
- Ensures that volunteers are recognized within the Service Unit.

Responsibilities to the Council:

- Ensures that the Service Unit is represented at Council's annual meeting, recognition meetings, and events.
- Works closely with the Membership Specialist to accomplish goals of the Service Unit and participates in a yearly evaluation and goal setting with the Membership Manager/Specialist.
- Recognizes and interacts in issues needing conflict resolution and ensures compliance with Girl Scout policies and procedures
- Reviews on-going reports from Registration hub and takes corrective/necessary actions when needed.
- Maintains continuous communication with Membership Specialist on progress and needs of troops.
- Attends required Service Unit Position Trainings, Service Unit Manager meetings, conferences, and other meetings and trainings as needed.
- Supports council fundraising efforts through communications regarding product sales, Family Partnership, and other council fund raising activities.

Volunteer Position Description Service Unit Manager

Core Competencies: Each GSGLA Volunteer will effectively demonstrate these behaviors:

- **Girl focused:** 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.
- **Demonstrate personal integrity:** Demonstrate dependability, honesty, and credibility.
- **Demonstrate adaptability:** Adjust, modify own behavior, and remain flexible and tolerant in response to changing situations and environments.
- **Demonstrate effective oral communication:** Express ideas and facts clearly and accurately.
- **Foster diversity:** Understand, respect, and embrace differences.
- **Demonstrate adequate computer skills:** Access to e-mail and the Internet, plus knowledge of social media.
- **Additional requirements:**
 - Must be in good standing with Girl Scouts of Greater Los Angeles (GSGLA), be a registered adult member of Girl Scouts of the United States of America (GSUSA), complete a Volunteer Application / Criminal Background Check and update these items every three years.
 - Believe in the purpose and philosophy of Girl Scouting and adhere to the principles of the Girl Scout movement and the goals of GSUSA and GSGLA.
 - Have a working knowledge of the goals, objectives, and policies of GSGLA and an acceptance of and willingness to promote them.
 - Be familiar with the appointed service area.
 - Perform tasks willingly and effectively and be a team player.
 - Have an ability to communicate effectively under pressure while maintaining good working relationships with volunteers, staff, and parents.
 - Demonstrate planning, organizing, recruiting, problem solving, human relations, and supervisory skills.
 - Understand and observe the organizational structure and relationship of GSGLA staff and volunteers.
 - Have an ability and willingness to make decisions and delegate responsibility.
 - Have the commitment and the time needed to perform specified duties.

As a supportive partner with the Service Unit Team, I agree to fulfill my duties for the upcoming membership year.

Volunteer - Print Name _____

Signature _____

Date _____

Membership Specialist - Print Name _____

Signature _____

Date _____

Membership Manager - Print Name _____

Signature _____

Date _____

BEST PRACTICES AS A SERVICE UNIT MANAGER

You are there to support the volunteers and council. You will pass on an extraordinary gift to your Service Unit ~ your time, knowledge, and experience.

Share - your knowledge and past experiences with volunteers

- Planning
- Activity resources
- Learning experiences

Encourage – volunteers when they have moments of doubt

- Help problem solve
- Be positive
- Report unresolved issues to your membership specialist

Guide - volunteers in promoting a high-quality Girl Scout program in a safe setting

- Understanding and completing necessary forms
- Activity progression
- Safety Activity Checkpoints

Create – a friendly, welcoming atmosphere for the Service Unit

- Monthly communication
- Respond promptly when contacted
- Share possible activities

Challenge – volunteers to identify their strengths and interests to help girls lead

- Training opportunities
- Meeting ideas
- Level resources

Inspire – volunteers to become successful in Girl Scouting

- Informal recognition
- Share progress
- Recommend for formal recognitions

Take Action – with your Service Unit team and Mission Delivery team

- Plan yearly service unit calendar and budget
- Recruit and retain girls and adults
- Recognize deserving volunteers

YOUR SERVICE UNIT TEAM

Recruit Your Service Unit Team

As a Service Unit Manager, your role is to ensure all responsibilities of the service unit are carried out. You may delegate certain responsibilities to a Service Unit Team Member. Recruit experienced leaders in your Service Unit to join your service unit team. Select members who will promote healthy communication and be a role model to troop leaders and girls.

- Ask them personally
- Find the right job for them
- Offer them a sneak peak of what the job entails
- Stress their importance as a volunteer
- Continually cultivate your relationship with them
- Let them know what you expect from them (and let them be responsible)

Service Unit Team Positions

This is a suggested listing of service team positions. Remember, delegating to your Service Unit Team will make your job easier. Additional positions may be added to suit the needs of your Service Unit.

- Treasurer
 - Manages the service unit checking account
 - Assists troops with all financial matters
 - Facilitates Annual Troop/Group Finance reports (including collecting and reviewing with you)
 - Maintains accounting for Independent Girl Scouts within the Service Unit
- Registrar
 - Supports troop registration thru E-Biz
 - Analyzes monthly membership reports from council
- Events Coordinator
 - Manages and approves events for the service unit
 - Assists troops in hosting events
- Troop Consultant
 - Provides support to troop leaders
 - Reviews troop trips and activities
 - Approves overnight activities
 - Is familiar with Safety Activity Checkpoints
- Recruiter
 - Coordinates recruitment events
 - Manages girl and adult placement
- Product Chairs (Fall and Cookie)
 - Train and support troop product chairs and troop leaders
 - Manage products sales tasks per council guidelines
- And other positions...Cookie Mentor, Mediator Squad Rep

With Your Service Team

Create a take action plan to:

- Create a welcoming environment – helps with leader retention
- Work as a team – helps the service unit run smooth
- Set goals – provides service unit direction
- Establish a yearly calendar – everyone is able to plan activities
- Solve Service Unit problems as a group – helps all team members develop problem solving skills
- Develop an agenda for Service Unit Leader meetings and Service Unit Team meetings – using a team approach keeps everyone involved

SERVICE UNIT PLAN OF WORK

The Service Unit Plan of Work is a guide for what the service unit team has accomplished in the past year and plans to accomplish in the upcoming membership year. Your team planning should take place before August, so your plan is ready for the beginning of the new school year! The Plan of Work should be tailored to your service unit needs and is a working tool to achieve goals and needs to be reviewed ongoing throughout the year. The Plan of Work will include what you will be doing to meet the goal, when it will happen and who is responsible. Your Service Unit Team will work with you and your Mission Delivery team to complete the Service Unit Plan of Work. Items of priority include:

- Service Unit membership goals
- Girl Recruitment
- Volunteer Support and Retention
- Reaching out to lapsed girls and adults
- Communication
- Product Sales
- Finances
- Program

Leader meetings are essential to implementing and achieving the Service Unit goals and communicating key messages to your leaders. As you set dates for your Service Unit Leader meetings or events, be sure to consider GSGLA program and training dates as well as special Girl Scout dates and celebrations. Meetings should be scheduled to meet the needs of your volunteers and Service Unit; monthly meetings are recommended, but if not meeting monthly, some type of communication piece should go out to the volunteers in your in Service Unit in the interim.

APPROVING

An ongoing responsibility of the Service Unit Manager is approval of specified troop activities and all Service Unit events. While approving is the responsibility of the Service Unit Manager, she/he may delegate the responsibility to a Service Unit Team designee. Additional approval by the council may be needed for some activities.

Approval is needed for the following activities:

Activity	SUM Approval	GSGLA Approval
Service Unit events	Yes	Yes
Troop camping	Yes	No
Troop travel	Yes	Yes
Troops to participate in money-earning activities	Yes	Yes
Intent to charter a bus	Yes	Yes
Intent to conduct saddle animal activities	Yes	No
Year-End financial report	Yes	No
Troop Disband notice	Yes	No

There is a handy tool called "What You Need For" which details what forms and trainings are needed for different types of activities. A copy is at the back of this book and will be on the Council website with direct links to the forms and training registration pages needed.

RECRUITING

Growth in the Girl Scout movement depends upon ongoing recruitment. Girl Scouting would cease to exist without the recruitment of girls and adults and the organization of new troops/groups.

Work closely with your Service Unit Recruiter and Membership Specialist to develop a Service Unit recruitment plan.

Recruitment ideas:

- Table at Back to School Night
- Table at Kindergarten Round-ups
- Host a Recruitment Fair at beginning of each school year
- Host a booth at community events
- Handout fliers at school and community events
- Post blurbs in school newsletters, church bulletins, and other community forums
- Put contact information/number on all school websites

ALL adults volunteering in GSGLA need to be cleared. Refer all interested adults to the GSGLA website for more information on the on-boarding process.

Clearing process:

- Complete an online application and background check (all volunteers)
- Attend a Welcome Session and Council Orientation (leaders and co-/assistant leaders need to attend)
- View Girl Scouting 101 on-line (leaders and co-/assistant leaders need to view)
- Attend additional learning opportunities

RETENTION

Once we recruit, it is important to retain girls as well as adults. Retention happens when leaders and girls are:

- Engaged in the activity
- Have the opportunity to explore new interests
- Able to develop leadership skills
- Feel valued
- Are supported

Work closely with your Service Unit Team, membership specialist, troops, and leaders to:

- Ensure your Service Unit hosts events for all age-levels
- Include girl planning in all Service Unit events
- Communicate timely information about upcoming Service Unit and Council events and activities

MEETINGS

Providing effective Service Unit Leader meetings gives you, as the Service Unit Manager the opportunity to build the leadership skills of the adults within your Service Unit. When facilitating a Service Unit Leader Meeting, it is important to keep in the mind three key concepts that help produce an effective meeting: create a welcoming atmosphere; engaging your audience; and making the time together productive. By focusing on these three concepts your leaders will have a positive experience and feel their time was well spent.

Begin with...

- Your meeting's purpose
 - Regular Monthly Leader Meeting
 - Product Sales training
 - Awards and recognitions
- Secure a location
 - Girl Scout Program Center (certain locations)
 - Church
 - School
- Schedule and plan your meeting
 - Notify attendees
 - Recruit Service Unit Team members to help
 - Gather materials for meeting
- Create an agenda

Sample Agenda

Opening
Business
 Service Unit
 Council
Learning Session
 Mini training
 Roundtables
 Hands on activity
 Program level break-outs
Questions and Answers
Closing

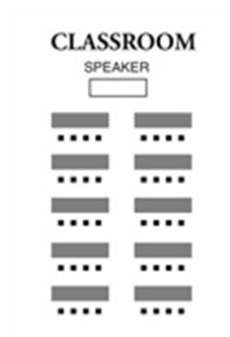
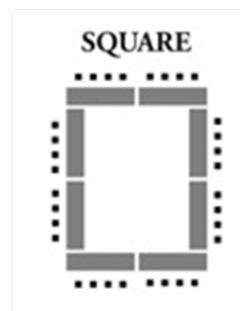
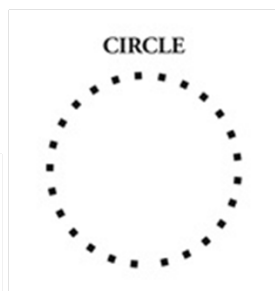
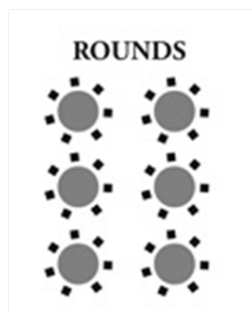
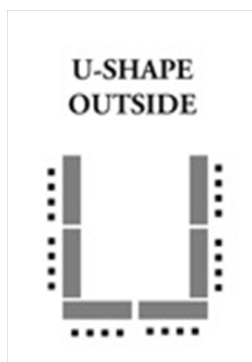
Meeting Tips

Arrive early – be ready to start the meeting when leaders arrive

Be organized – have an agenda, sign-in sheets and materials readily accessible

Meeting layout – meeting location may dictate your layout.

SAMPLE MEETING LAYOUTS



Add...

- Welcoming environment
- Catchy title or theme
- Something leaders can share with their girls
- 10 min. mini-trainings
- Management of the atmosphere if necessary

Engaging Your Leaders

- Create a theme for each meeting throughout the year
- Recognize your leaders (minimum of a “thank you,” have “leader bucks” that are given to those who show up and can be redeemed for useful items)
- Offer more than a “information dump,” make the meeting interactive – encourage comments
- Make time on the agenda to share success stories
- Have a “take home” item that leaders learn at the meeting and then can bring to their girls (songs, craft, ceremony – designate a Service Unit volunteer to lead each item)
- Rotate table set-up (by program level, schools, communities, new leader w/returning leader)
- Have a round-table topic at every meeting
- Have snacks or give a door prize
- Invite speakers to the meeting (consider inviting girls to talk about an event they are planning or an experience they want to share)
- Create a SU webpage

Managing the Atmosphere

- Use “parking lot” for hot topics
- Discourage side conversations
- Draw out non-contributing attendees
- Be prepared to deal with difficult behavior
- Focus on the behavior - not the person (meeting facilitator is the best person to handle the situation)
- Stay neutral on issues
- Avoid getting into a debate with anyone
- Discuss vs. Defer
 - Discuss when stakes are small – Defer when stakes are high
 - Discuss when short time frame – Defer when long term activity
 - Discuss when no research is needed – Defer when research is needed
 - Discuss when options are limited – Defer when there are several options

Creating a Welcoming Environment

- Give directions upon arrival (grab items, sign-in, find a new friend)
- Make time for introductions
- Have a positive attitude, take a light-hearted approach
- Have an attendance sheet
- Have an icebreaker/opener/check-in
- Recite Promise and Law
- Provide child care (girl troop)
- Have new leaders partner with a mentor leader
- Designate a greeter
- Use nametags (if group is large)
- Provide beverages and light snacks (consider rotating this responsibility)
- Have a freebie table (tokens of appreciation, troop supplies, craft supplies)
- Use a safe and comfortable meeting location
- Remember leaders’ names
- Start the meeting by thanking leaders and acknowledging new leaders
- Have an end-of-year celebration
- Have a kick-off meeting at the beginning of the year for new leaders

Making the Time Productive

- Send out a meeting reminder
- RSVP and Regrets
- Ensure information is timely
- Provide additional relevant information on the back of the agenda (calendar, event info with contact info for each event)
- Delegate topics to different people on which to report
- Designate a minute taker and send minutes to leaders after the meeting
- Create a group agreement
- Have a “dues jar” for SU supplies
- Have a designated meeting time and stay within the timeframe (start and end on time, consider assigning someone to the timekeeper role)
- Have a Q & A time
- Provide regular business reports/updates
- Have committee break out time
- Bring materials and have available for checkout from the Service Unit Library (Resource Coordinator)
- Practice good meeting facilitation skills

End with...

- Volunteers who come to meetings
- High volunteer retention

MANAGING FINANCES FOR THE SERVICE UNIT

The Service Unit plays a vital role in ensuring the financial matters of the Service Unit and its troops are managed effectively and in accordance with GSUSA and GSGLA policies. See *Volunteer Essentials* chapter on Managing Group Finances for more information.

THE SERVICE UNIT:

- Maintaining Service Unit financial records
- Seeing funds are distributed properly and budgets are prepared for Service Unit activities
- Managing financial records for all Independent Girl Scouts in the Service Unit area
- Bank account is opened in the name of “Girl Scouts of Greater Los Angeles (Service Unit Name)”
- Complete a Service Unit annual finance report

Service Units are funded by:

- Service Unit money earning events
- Council rewards
- Additional nominal fees for events

THE TROOPS:

The Service Unit oversees troop financial records and bank accounts. The Service Unit is responsible for:

- Ensuring all leaders know the financial policies of Girl Scouts of Greater Los Angeles
- Collecting and reviewing troop finance reports
- Assisting with splitting of troop funds
- Handling disbanded troop funds
- Encouraging participation in product sales
- Promoting Family Partnership

The Service Unit is responsible for leaders knowing:

- Every troop must have a bank account
- The procedures for using a troop debit card
- Two signatures on a check
- Depositing money in a timely manner
- The importance of keeping financial records up to date and receipts
- Troop financial records are open for review by parents, the Service Unit Manager or designee, and council staff
- Completing an annual finance report
- Procedures for splitting troop funds
- Process for handling disbanded troop funds

Troop/Group Funds

- Money is earned for the troop and is not retained by individuals
- If a girl moves to a new troop, troop funds may be transferred to the new troop
- Troops/Groups that disband are required to submit a finance report along with funds and troop equipment to the Service Unit Manager

Troop Bank Accounts

- All troops must have a bank account
- Open in the name of “Girl Scouts of Great Los Angeles Troop (#)”
- Complete annual finance report

See *Volunteer Essentials*, chapter on Managing Group Finances for more information.

MONEY-EARNING

There are a few specific guidelines—some required by the Internal Revenue Service because of our non-profit status — to ensure all money-earning is conducted with legal and financial integrity. Please consider the following reminders and cautions:

BASICS

- Troop/Group money-earning activities need to be suited to the age and abilities of the girls and be consistent with the principles of the Girl Scout Leadership Experience
- Money earned is for Girl Scout activities and not retained by individual girls
- All rewards earned by girls through the product sale activities must support Girl Scout program
- Rewards are based on sale ranges set by the council and may not be based on a dollar-per-dollar calculation
- Service Units and troops may not fund raise for other organizations but may donate a portion of their troop treasury
- Girl Scouts forbids use of games of chance, the direct solicitation of cash, and product-demonstration parties

SERVICE UNITS

Service Units may do money earning to cover operating expenses of the Service Unit. All fund raising must be approved by your membership specialist.

TROOPS

Product sales are a great way for girls to earn funds necessary to travel or carry out Take Action projects. If income from product sales isn't enough, the girls have more options available to them. These other options are referred to as Additional Group Money-Earning Activities.

All money-earning activities follow a planned budget and are carried out by the girls and adults, in partnership, to earn money for the Troop/Group treasury. Troops must comply with the following:

- Submit a written application for approval by the Service Unit Manager (or designee) and Mission Delivery
- Participate in **both** council sponsored product sale programs
- Number of money-earning activities shall not exceed what is needed to support activities and are limited to four during the year (in addition to the two product sales)
- Money-earning may not take place during boothing periods of Council-sponsored products sales program
- At least one adult must attend the GSGLA Special Events and Money Earning course

SPONSORSHIPS

Sponsors help Girl Scout councils ensure all girls in the community have an opportunity to participate in Girl Scouting. Community organizations, businesses, religious organizations, and individuals may be sponsors. These entities may also provide group meeting places, volunteer their time, offer in-kind donations, provide activity materials, or loan equipment.

Monetary sponsorships may come from:

- Employer matching gift
- Employee "volunteer hours" program
- Other donations

Troops/groups may receive a single gift from any one source during one Girl Scout year.

See *Volunteer Essentials* chapter on Managing Group Finances for more information.

RECOGNITIONS

ADULTS

There are many ways to recognize volunteers for their time and dedication. Whether in the form of a simple “thank you” for a small job well done or a formal commendation for years of faithful service in a key position, acknowledgment is a signal to the recipient that she/he is noticed and appreciated.

You can honor any Girl Scout leader, Service Unit Team member or adult volunteer by nominating her/him for an award or by making a special recognition of your own! Recognitions usually take the form of pins, badges, certificates, or other tangible tokens. They may be presented at a special Service Unit ceremony, Girl Scout meeting, or recognition event such as the GSGLA Recognitions Ceremony, held in conjunction with the annual meeting.

It is important to let your leaders, Service Unit Team members, and other volunteers know the information about the awards and adult recognitions in a timely manner. Nominations and requests for awards are due the second Friday in January. Information about the awards is posted on the GSGLA website.

A few of the awards are below.



Volunteer
of Excellence



Thanks
Badge



Platinum
of Service



Appreciation
Pin



Honor
Pin



First Year
Leader Award



Years of
Service

GIRLS

The Bronze, Silver, and Gold Awards are the highest awards a girl can earn as a Girl Scout. These are national awards with significant standards that must be met, representing a girl's skills, leadership, creativity, values, and efforts contributed to make the world a better place. Requirements for these awards can be found in the Girl's Guide to Girl Scouting and on the GSGLA website. Girls must rely on GSGLA forms and requirements.

It's important to let your leaders, Service Unit Team members, and other volunteers know about these awards and recognize the girls who have earned them. Gold Awardees are recognized annually at a Council-wide event; recognitions for Silver and Bronze awardees can be done on a regional, Service Unit, or troop level.



Bronze Award
Juniors



Silver Award
Cadettes



Gold Award
Seniors & Ambassadors

TIPS AND TOOLS

One of the most important functions of a Service Unit team is to provide leader support so as they work with girls they have the resources they need to deliver a high-quality Girl Scout program in a safe setting.

Sharing your knowledge and experience by answering questions and clarifying information helps leaders become successful in Girl Scouting and gain a sense of pride. Here are some resources to help you.

GSGLA WEBSITE

There is a wealth of information accessible to all volunteers at a given time on the GSGLA website.—
<http://girlscoutsla.org>

- Adult Learning
- Become a Leader or Volunteer
- Cool Tools
- Family Partnership
- Forms
- On-line Event Calendar
- eBiz (see Resource section in this Workbook)
- Pixie List – GSGLA classifieds
- Registration information
- Safety Activity Checkpoints
- Volunteer Essentials
- Volunteer of The Month

DISCIPLINE APPROACHES

A common problem with girls in a group setting is misbehavior. Leaders ask for guidance on handling behavioral situations. The following are some tips for resolving behavior:

- Work with the girls to create a troop/group agreement – they will better abide by what they help create
 - Girls, depending on age, create the troop/group agreement
 - Include consequences
 - Girls tend to be hard on themselves when creating consequences
 - Be sure all situations are addressed
 - Share troop/group agreement with parents
- Respond consistently
 - Try nonverbal cues to improve behavior
 - Use gentle verbal reminders
 - Redirect to the activity if not responding to the reminder
- Explore the reason for the behavior
 - If for attention: respond with positive choices
 - If for power: give responsibility or choices
 - If for belonging: structure activities to help them feel a part of the group
- Teach positive behaviors
 - Discuss and role play positive behaviors
 - Notice when behaviors are positive
 - Ratio should be 3 positives to 1 negative comment
- If misbehavior continues
 - Remove from the activity
 - Discuss with parent/guardian

WORKING WITH LEADERS AND VOLUNTEERS

One of the most important goals is to set the expectation of leaders/volunteers to be active and engaged participants. Your key responsibility in this area is to work with the leaders/volunteers and to maintain frequent contact. You should also encourage the leaders to develop a troop support committee – parents who have specific, assigned tasks, such as cookie mom, treasurer, program assistant, and driver. It is very important that those relationships are built early on.

Most leaders/volunteers are helpful and supportive and sincerely appreciate your time and effort on behalf of Girl Scouts. And you almost always have the same goal, which is to make Girl Scouting an enriching experience for girls.

Perhaps the most important tip for communicating with leaders/volunteers is to use “I” statements instead of “you” statements. You want to clearly communicate what you observe or need and how they can help.

- “You” statements may make a person feel defensive. Here are examples of “you” statements:
 - “Your daughter just isn’t responsible.”
 - “You’re not doing your share.”
- “I” statements tell someone what you need from her/him. Here are examples of “I” statements:
 - “I’d like to help your daughter learn to take more responsibility.”
 - “I’d really appreciate your help with registration.”

Here are some specific situations:

If a parent or guardian....	You can say...
Is uninvolved and asks how she can help but seems to have no idea of how to follow through or take leadership of even the smallest activity.	“I do need your help. Here are some written guidelines on how you could help me prepare for our camping trip.”
Constantly talks about all the ways you could make the group better.	“I need your leadership. Project ideas you would like to develop and lead can fit in well with our plan. Could you write out your suggestion so we can see how to fit it into the girls’ program?”
Tells you things like, “Denise’s mother is on welfare, and Denise really doesn’t belong in this group.”	“I appreciate your letting me know. Girl Scouting is for all girls. Denise probably needs our support more than many. I could use your help to teach the girls to be sensitive to others’ feelings.”
Shifts parental responsibilities to you and is so busy with her own life that she allows no time to help.	“I love volunteering for Girl Scouts and want to make a difference. Could you take a few moments from your busy schedule to let me know what you value about what we’re doing, I’d appreciate it. It would keep me going for another year.”



How to Create an eBiz Account

Overview

Creating Your eBiz Account

Questions?

Overview

To use the GSGLA online registration system (eBiz), you must first create an online account which allows you to create a Username and Password that you will use to login for all subsequent visits to eBiz.

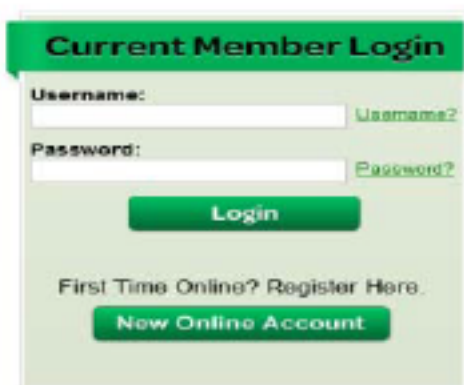
If this is your first time accessing the eBiz system after August 10th 2013, you will need to complete this process even if you have created an account in the past.

As of August 10th, parents of girl members under the age of 18 will no longer need to access their daughter's individual eBiz accounts.

- Adults who are designated as the Guardian 1 for their daughter(s) will have access to the Family Management areas from their own individual accounts. As a Family Manager, Guardian 1's will now have the same access and capabilities that were previously only available to Troop Leaders.
- Designated 01 Troop Leaders will continue to have access to Troop Management.
- Adults who are both Guardian 1's and Troop Leaders will have access to both areas of management.

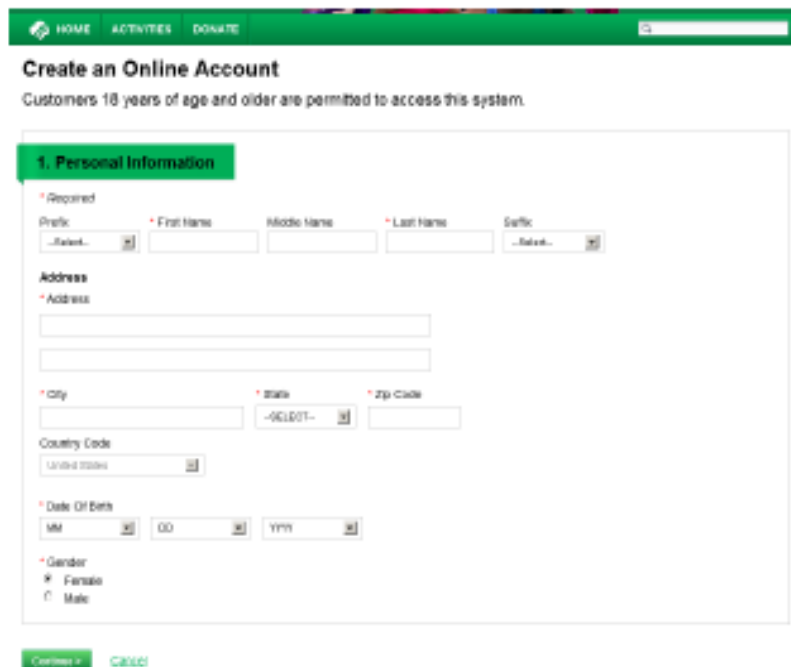
Creating Your eBiz Account

1. Using a supported browser (Internet Explorer 8,9 & 10, Firefox, Safari or Chrome), access the GSGLA website: www.girlscoutsla.org
2. Scroll to the far right and click on the eBiz tab, click on Log-in.
This will open the eBiz webpage.
3. Below you will see the screen; you will see an area title **Current Member Login**. Click on the button that reads **New Online Account**.



The image shows a login form titled "Current Member Login". It has two input fields: "Username:" and "Password:". To the right of each field is a green link: "Username?" and "Password?". Below the fields is a green "Login" button. At the bottom, there is a link "First Time Online? Register Here." and a green "New Online Account" button.

4. The screen should show the form below. Fill in all required fields marked with a red asterisk.



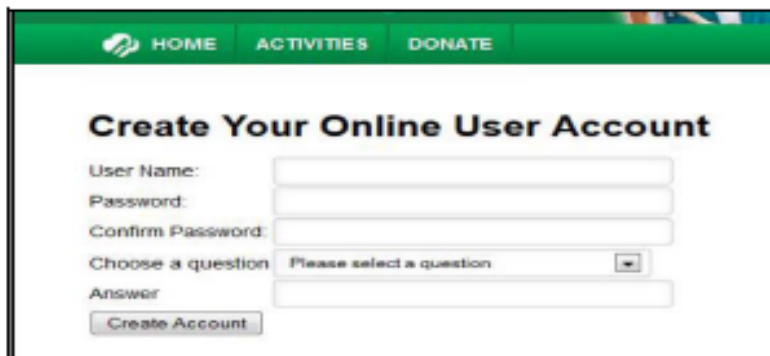
The image shows a web page titled "Create an Online Account" with a navigation bar at the top containing "HOME", "ACTIVITIES", and "DONATE". Below the title is a note: "Customers 18 years of age and older are permitted to access this system." The form is titled "1. Personal Information" and contains several required fields marked with a red asterisk (*):

- * Required
- * Prefix (dropdown menu)
- * First Name (text field)
- * Middle Name (text field)
- * Last Name (text field)
- * Suffix (dropdown menu)
- * Address (text field)
- * City (text field)
- * State (dropdown menu, currently showing "GOLDOT")
- * Zip Code (text field)
- * Country Code (dropdown menu, currently showing "United States")
- * Date Of Birth (MM/DD/YYYY format)
- * Gender (Radio buttons for Female and Male)

At the bottom of the form are two buttons: "Continue" and "Cancel".

5. When you click Continue the system will attempt to match the data entered into the form with a record in GSGLA's database. If a match is found and you are able to create a login, you will receive the message below, if so, skip to [step 8](#).

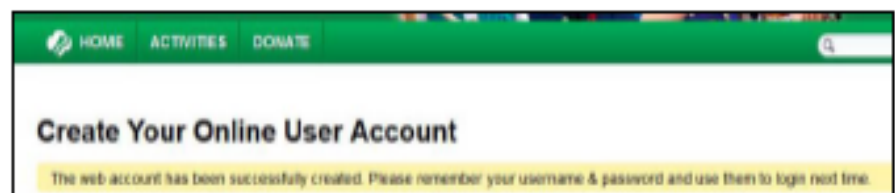
9. Click on the link, or copy the whole link and paste it into your web browser. The below page should load:



The screenshot shows a web page with a green header containing 'HOME', 'ACTIVITIES', and 'DONATE' links. The main heading is 'Create Your Online User Account'. Below this, there are input fields for 'User Name:', 'Password:', 'Confirm Password:', and 'Answer'. A dropdown menu for 'Choose a question' is set to 'Please select a question'. A 'Create Account' button is at the bottom.

10. Fill in the username and password of your choice. It will need to be unique in the system and your password must meet security requirements (needs to be at least 7 characters long and include at least one number). You will receive a message if you need to revise your login credentials.
11. Choose a security questions and provide the answer. Click Create Account
12. You may wish to record this information for future use as you will be using this username and password each time you login to eBiz. Should you forget your username or password, you can click on the Username? Or Password? Links next to the fields in the Current Member Login area, shown on [page 2](#) of these instructions. This will allow you to retrieve your login credentials using your provided security question.

13. When you've successfully completed the account creation process, you will receive the below success message and an email will be sent to confirm the creation of your account.



The screenshot shows the same 'Create Your Online User Account' page, but with a yellow banner at the bottom stating: 'The web account has been successfully created. Please remember your username & password and use them to login next time.'

14. Congratulations! You have successfully created your eBiz account. You are now logged into your account and can begin using the online registration system.

Questions?

If you need help or have questions during the process, email our Help Desk at:

helpdesk@girlscoutsla.org

Help Desk tickets are answered in the order they are received.

WHAT YOU NEED FOR YOUR GIRLS TO....

Getting the girls out to explore their world and experience new activities is fundamental to Girl Scouting and developing leadership qualities in the girls, whether it is taking a hike, planting new flowers at the local assisted living facility, camping, or traveling to Sea World, Savannah, Georgia, or Our Chalet in Switzerland. It is often confusing for leaders to know exactly what training they need, forms to fill out, or equipment to bring. The GSGLA Adult Educators team has created a handy chart reduce the mystery!

On the following page, you will find “What I Need for My Girls to Attend A....” Please feel free to share it with the leaders and volunteers in your Service Unit. It will be found in the workbook for each GSGLA Adult Education course and on our Council website. On the website, it will have interactive links so adults can immediately download the proper form or register for the necessary class! This chart will be updated periodically, so have your volunteers confirm all requirements in the online version.

WHAT I NEED FOR MY GIRLS TO ATTEND A...

Activity	*Forms/Equipment	Approval/Notification/Insurance	**Training/Certification	Review
Troop Meeting				Adult-to-girl Ratio Safety Activity Checkpoints Volunteer Essentials
Troop Meeting - Location Change		Notify - Parents		
Meeting Time Trip	**Parent Permission Form	Notify – Service Unit Manager/Designee		
Day Trip	**Parent Permission Form	Notify - Service Unit Manager/Designee ***Insurance – needed for non-registered attendees	***First Aider	
1-2 Night Indoor Over-night (including federal holidays)	**Parent Permission Form	Approval – Service Unit Manager/Designee ***Insurance – needed for non-registered attendees	Indoor Overnight ***First Aider	
1-2 Night Outdoor Over-night (including federal holidays)	**Parent Permission Form	Approval – Service Unit Manager/Designee ***Insurance – needed for non-registered attendees	Indoor Overnight Camping Skills ***First Aider	
2+ Nights Outdoor Over-night (excluding federal holidays)	Extended/International Travel App. **Parent Permission Form Additional Insurance	Extended Approval – Council 6 weeks in advance ***Insurance – needed for extended trips	Indoor Overnight Camping Skills Domestic Travel ***First Aider	
2+ Nights Indoor Over-night (excluding federal holidays)	Extended/International Travel App. **Parent Permission Form Additional Insurance	Extended Approval – Council 6 weeks in advance ***Insurance – needed for extended trips	Indoor Overnight Domestic Travel ***First Aider	
International	Extended/International Travel App. **Parent Permission Form Additional Insurance	International Approval – Council 18 mo. in advance ***Insurance – needed for international trips	Indoor Overnight International Travel ***First Aider	
Group Money Earning	**Parent Permission Form Money Earning Form	Applications submitted online no less than 6 weeks before the event. Service Unit Manager/Designee	Special Events and Money-Earning	
Product Sales	Product Program Agreement Form		Product Program Sale Troop Training	
Product Sales Boothing	**Parent Permission Form Product Program Agreement Form	Notify – Service Unit Manager/Designee		

*Health History and First Aid Kit are required for every Girl Scout activity.

**Welcome Session and Council Orientation are required for all troop leaders, co-leaders, and assistant leaders.

***Parent Permission Form is required for every activity or trip for every girl, whether parents attend or not.

****Purchase additional insurance from council at least 4 -6 weeks in advance of activity.

*****First Aider Level depends on remoteness of activity and danger involved.

Access to EMS	Minimum Level of First Aid Required
15-20 min.	Level 1 (Some health care providers may also serve)
30 min. or more	Level 2 (Some health care providers may also serve)
Wilderness	Wilderness First Aider or Wilderness First Responder

Federal Holidays: New Year's Day; Martin Luther King Day; President's Day; Memorial Day; Independence Day; Labor Day; Columbus Day; Veterans' Day; Thanksgiving Day; Christmas Day.