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Welcome
Thank you for volunteering to serve as a Service Unit Manager (SUM) for Girl Scouts of Eastern Pennsylvania! Volunteerism is core to Girl Scouting, and volunteer leadership is the critical factor behind the success of our council.

As a SUM, you play a unique and important leadership role: providing a welcoming and supportive environment to a team of volunteers and helping them develop and maintain programs that reflect the mission and core value of Girl Scouts.

The Service Unit Team serves as a critical link between GSEP staff and troops. Whether you’re a newly appointed SUM or an experienced SUM, this manual is designed to be a resource and guide to your Girl Scout leadership adventure!

You’re not alone! Let your Service Unit Team and GSEP staff help you BE PREPARED to lead your Service Unit.

LET’S GET STARTED!
Girl Scout Hierarchy
A team of staff and volunteers provides you with local support, learning opportunities, and advice. GSEP staff members are based out of our service centers and camps. Troop volunteers will have the most contact with their Girl Scout support team, which is called a Service Unit. Service Units are made up of experienced volunteers in a local area, led by a Service Unit Manager. Each Service Unit works closely with an assigned team of staff including Volunteer Support, Placement, and Recruitment.
Building Your Service Unit Team
Suggested Service Unit Structure

The following suggested positions are part of the Service Unit structure. The Service Unit is a volunteer-led support system that through diverse methods, and the support of Council staff, recruits and provides our members the means to deliver the Girl Scout Leadership Experience to girls and adults in a troop setting. Each Girl Scout is part of a local Service Unit, geographically based throughout nine counties of Eastern PA.

Service Units will determine the best way to approach the support they will need for their units. Don’t forget to make it your own!
Service Unit Team Descriptions

Team assist you, the Service Unit Manager, in the performance of your job.

- **Service Unit Manager**: The SUM is an appointed position that manages a team of volunteers within an assigned geographic area. The SUM appoints members of their team to build a system of volunteers that support a community of Girl Scouts.

- **Service Unit Co-Manager**: A Co-SUM shares the responsibilities of the SUM. One of the SUMs may take on meeting organization while the other may take on the administrative aspects of the position.

- **Service Unit Secretary**: The SUS keeps minutes of the Service Unit meetings and shares their notes with the Communications Manager so the notes can be posted on the Service Unit website and emailed out to the Troop Leaders.

- **Service Unit Treasurer**: A SUT is a signer on all troop bank accounts in the Service Unit. The SUT reviews all end of year troop financial reports and prepares the Service Unit financial report. They conduct business for the Service Unit and report out at every Service Unit meeting.

- **Service Unit Registrar**: A SUREG oversees the School Organizers and works with the GSEP Placement Team. They assist with the placement of girls into troops and encourage parents to start new troops.

- **Service Unit Delegate/Alternate Delegate**: The SU Delegate/Alternate Delegate is a volunteer elected by the Service Unit who represents the SU at Delegate Training, Delegate Meetings and the Annual Meeting. Their responsibility is to represent the Council at any meeting where Delegate business is transacted. The Alternate serves when the Delegate cannot.

- **Service Unit Nuts About Reading Manager**: The SUNAR organizes the Nuts About Reading Program in the Service Unit. They train the Troop Nuts About Reading Managers and serve as the liaison between troops and GSEP.

- **Service Unit Cookie Manager**: The SUCM is responsible for organizing, training the Troop Cookie Managers, and facilitating the Cookie Program throughout the Service Unit. They serve as the liaison between the troops and GSEP.
• **Service Unit Cookie Booth Manager:** The Service Unit Cookie Booth Manager locates and secures cookie booths at commercial enterprises within the Service Unit’s territory. They often hold a Service Unit lottery so that key locations and dates may be fairly selected by members of the Service Unit.

• **Service Unit Event Manager:** The Service Unit Event Manager works with the SUM to plan key events and activities for the membership year. They may work with coordinators or sub committees to execute all the details of an event on behalf of the Service Unit.

• **Service Unit Communications Manager:** The SU Communications Manager updates the Service Unit website (or group communication medium) and relays Council and Service Unit information to all leaders and/or troop families.

• **Service Unit New Leader Mentor:** The SU New Leader Mentor welcomes and ensures the support of all new Troop Leaders in the Service Unit.

• **Service Unit School/Location Coordinators:** A School/Location Coordinator represents GSEP at a designated site which may include Back to School Night(s), flyer distribution, coordination of meeting spaces, and site point person.
Service Unit Manager
Volunteer Position Description and Agreement

Summary: The Service Unit Manager (SUM) is appointed by the Volunteer Support Team and will manage a team of volunteers who promote, develop, and maintain Girl Scouts within the assigned Service Unit.

Term of Appointment: The SUM is appointed for a one year term (October 1 to September 30) which is renewable upon completion of and review of the responsibilities listed on this document.

Supervision: The SUM reports to the Volunteer Support Specialist.

Support: The SUM receives support, guidance, and encouragement through a quality, customer-centric and consistent experience resulting in girl and volunteer membership growth and satisfaction. In addition, the SUM has access to relevant learning opportunities and resources that prepare for and support this role.

Responsibilities:

- Recruit and appoint appropriate Service Unit Team members, leaders, and other volunteers in accordance with Girl Scouts of Eastern Pennsylvania (GSEP) policies
- Ensure accessibility of Girl Scouts for all girls living within the assigned Service Unit area
- Manage, guide, and coordinate the work of the Service Unit Team
- Maintain regular communication with your Trefoil of Support, the Service Unit Team, and Troop Leaders
- Ensure that all national and Council policies, standards, and procedures are followed, including financial management and Troop or Service Unit activity approvals in accordance with Volunteer Essentials (VE) and Safety Activity Checkpoints
- In the absence of a SU Treasurer, support GSEP by collecting documents and concerns in cases of reported financial irregularities with Troop or Service Unit accounts
- Ensure distribution of materials in a timely manner
- Serve as a representative of GSEP in the community
- Ensure that Service Unit meetings are held on a regular basis
- With your team, establish a welcoming tone and provide an effective support system for new volunteers
- Engage Service Unit volunteers in the planning process for the next membership year
- Align Service Unit activities to the Service Unit Action Plan and recruitment goals
- Self-appoint as the primary leader for Independently Registered Members (IRM). Maintain a listing and connection with these individual girls and the Service Unit
- Be guided in all actions by the Girl Scout Mission, Promise, and Law
- Attend appropriate Service Unit and Council meetings
Qualifications and Core Competencies:

- **Girl focus**: Empower girls to lead activities, learn by doing, and cooperate with others on current issues that involve their interests and needs, while having fun.
- **Personal integrity**: Demonstrate confidentiality, dependability, honesty, and credibility.
- **Adaptability**: Adjust/modify own behavior, and remain flexible and tolerant in response to changing situations and environments.
- **Oral communication**: Express ideas and facts confidently, clearly, and accurately. Maintain confidentiality when appropriate.
- **Foster diversity**: Understand, respect, and embrace differences.
- **Computer skills**: Access to e-mail and the Internet, including knowledge of social media.

Additional Requirements:

- Must be a registered member of GSUSA.
- Successfully complete the GSEP enrollment process, including background clearances.
- Complete required coursework as assigned and provided by GSEP and GSUSA.
- Valid driver’s license and safe driving record (if applicable).

Preferred Skills:

- Bilingual (if applicable)

*I agree to perform the above responsibilities to the best of my ability.*

Signed:

__________________________________________________

Print Name & SU#:

__________________________________________________

Volunteer Support Specialist Signature:

__________________________________________________

Date:

__________________________________________________

*Please sign and return to your Volunteer Support Specialist*
Service Unit Registrar
Volunteer Position Description and Agreement

Summary: The Service Unit Registrar (SUREG) helps ensure that all Service Unit (SU) participants are registered members and support SU recruitment efforts to grow membership.

Term of Appointment: The Registrar is appointed for a one year term (October 1 to September 30) that is renewable by the Service Unit Manager (SUM) upon completion of the evaluation process.

Supervision: The Registrar reports to the SUM.

Support: The Registrar receives support, guidance, and encouragement from the SUM, Placement Specialist, Recruitment Specialist, and Volunteer Support Specialist. She/he has access to relevant learning opportunities and materials that prepare for and support this role.

Responsibilities:

- Promote online and on-time registration of troops and individually registered members (IRMs) in the SU
- Provide online membership registration training and support to troops, leaders/advisors and other team members
- Submit requests for troop transfers to Member Services after verifying (email confirmation or on SU roster) that the member(s) is/are registered
- Become familiar with and promote use of Volunteer Systems and the Volunteer Tool Kit (VTK)
- Help to identify and support recruitment opportunities within the SU, which might include back to school nights, Bridging to Daisies, etc.
- Review SU roster reports with Troop Leaders and Organizers (if applicable) at SU meetings
- Assist Troop Leaders with registration questions
- Create and maintain a contact list of Service Unit Team members; as well as; Troop Leaders
- Coordinate with your Placement Specialist to establish new troops, manage disbanding troops, and place waiting girls into existing troops
- Enter local girl and adult leads into Volunteer Systems
- Participate as a member of the Service Unit Team and attend monthly Service Unit meetings
- Maintain regular communication with your SUM
- Support Troop/School Organizers (if applicable)
- Be guided in all actions by the Girl Scout Mission, Promise, and Law
• Remain informed about and comply with the most current policies, procedures, and guidelines of Girl Scouts of Eastern Pennsylvania (GSEP) and Girl Scouts of the USA (GSUSA)

Qualifications and Core Competencies:
• **Girl focus:** Empower girls to lead activities, learn by doing, and cooperate with others on current issues that involve their interests and needs, while having fun
• **Personal integrity:** Demonstrate confidentiality, dependability, honesty, and credibility
• **Oral communication:** Express ideas and facts confidently, clearly, and accurately. Maintain confidentiality when appropriate
• **Foster diversity:** Understand, respect, and embrace differences
• **Computer skills:** Access to e-mail and the Internet, including knowledge of social media

Additional Requirements:
• Must be a registered member of GSUSA
• Successfully complete the GSEP enrollment process, including background clearances

Preferred Skills:
• Bilingual (if applicable)

*I agree to perform the above responsibilities to the best of my ability.*

Signed:

______________________________________________

Print Name & SU#:

______________________________________________

Service Unit Manager Signature:

Date:

______________________________________________

*Please sign and return to your Service Unit Manager*
Service Unit Treasurer
Volunteer Position Description and Agreement

Summary: The Service Unit Treasurer (SUT) manages and maintains all aspects of Service Unit (SU) finances.

Term of Appointment: The SUT is appointed for a one year term (October 1 to September 30) that is renewable upon completion of the evaluation process.

Supervision: The SUT reports to the Service Unit Manager (SUM).

Support: The SUT receives support, guidance, and encouragement from the SUM and Volunteer Support Specialist. She/he has access to relevant learning opportunities and materials that prepare for and support this role.

Responsibilities:

- Maintain Service Unit bank account and pay Service Unit bills as needed
- Report on the status of the SU Bank Account at SU meetings
- Serve as Service Unit signer on troop bank accounts (SUM may sign on accounts in absence of a SUT) and make sure to remove old signers and close accounts based on Volunteer Essentials (VE) policies
- Collect and review year-end Troop Financial Reports (TFR) and submit to Finance Department along with list of missing reports by June 30 each year. Maintain copy with SU records for 2 years
- Submit annual SU Financial Report by July 31 each year
- Assist Troop Leaders in opening, transferring, and closing troop bank accounts per VE
- Work with the Troop Treasurer at the beginning of each membership year to review ACH Master List (i.e. new leader changes, mergers, disbanding troops)
- Collect new/changed ACH forms and submit to Finance Department. Maintain copy with SU records for 2 years
- Work with Service Unit Product Sales – Fall Manager and Service Unit Product Sales – Cookie Manager to ensure entry of troop bank account information into appropriate system
- If an audit is requested, support GSEP by collecting documents and concerns in cases of reported financial irregularities with troop or SU accounts and serve as the primary contact for the reporting of these concerns
- Educate Troop Leaders on troop finance policies and procedures
- Be guided in all actions by the Girl Scout Mission, Promise, and Law
- Remain informed about and comply with the most current policies, procedures, and guidelines of GSEP and Girl Scouts of the USA (GSUSA)
Qualifications and Core Competencies:

- **Girl focus:** Empower girls to lead activities, learn by doing, and cooperate with others on current issues that involve their interests and needs while having fun
- **Personal integrity:** Demonstrate dependability, honesty, and credibility
- **Adaptability:** Adjust, modify own behavior, and remain flexible and tolerant in response to changing situations and environments
- **Oral communication:** Express ideas and facts clearly and accurately
- **Foster diversity:** Understand, respect, and embrace differences
- **Computer skills:** Access to e-mail and the Internet

Additional Requirements:

- Must be a registered member of GSUSA
- Successfully complete the GSEP enrollment process, including background clearances
- Complete required coursework as assigned and provided by GSEP and GSUSA
- Exemplary mathematical skills
- Ability to reconcile a bank statement

*I agree to perform the above responsibilities to the best of my ability.*

Signed:

____________________________________
Print Name & SU#:

____________________________________
Service Unit Manager Signature:

____________________________________
Date:

*Please sign and return to your Service Unit Manager*
Service Unit Cookie Manager
Volunteer Position Description and Agreement

**Summary:** The Service Unit Cookie Manager (SUCM) is responsible to organize and facilitate the Cookie Program throughout the Service Unit (SU), train and support the Troop Cookie Program Managers (TCM), and serve as liaison between the Product Program Department and TCM.

**Term of Appointment:** The SUCM is appointed for a one year term (October 1-September 30) that is renewable upon completion of the evaluation process.

**Supervision:** The SUCM reports to the Service Unit Manager (SUM).

**Support:** The SUCM receives support, guidance, and encouragement from the SUM, Member Services Team, Volunteer Support Specialists, and Product Program Team.

**Responsibilities:**

- Accept and adhere to Girl Scouts of Eastern Pennsylvania (GSEP) and Girl Scouts of the USA (GSUSA) policies, standards, and procedures
- Adhere to *Safety Activity Checkpoints* to provide a safe experience for girls
- Verify that all SU TCMs have completed the required volunteer background check process
- Attend SU meetings during the Cookie Program, and work closely with the Service Unit Team and Volunteer Support Specialist to ensure a positive, debt-free program for all troops in the SU
- Coordinate the recruitment of TCMs with the Service Unit Team
- Provide training and mentoring to TCMs
- Provide assistance to TCMs to assure proper and complete information is entered into the online reporting system (ABC Smart Cookies™) provided through ABC Bakers
- Ensure regular deposits are made to the troop account and recorded by TCMs
- Meet all deadlines established for the annual Cookie Program
- Verify and input all necessary information for the Cookie Program reporting system (ABC Smart Cookies™) provided by ABC Bakers
- Collect and reconcile final reports from TCMs and submit the final SU report by established deadline
- Receive girl incentive items, sort by troop, and distribute to troops in a timely manner
- Identify potential problem areas during the Cookie Program and communicate regularly with the Service Unit Team, Volunteer Support Specialists, and Product Program Department
- Provide information and assistance to troops and the Product Program Department regarding troop debt and support troops to maintain financial accuracy of all records
- Download GSEP Cookies TeamApp (or visit it online) and lookout for news and important information provided by Council
- Complete and return the SU Booth Upload Spreadsheet by established deadline
- Ensure that all troops have completed an ACH Authorization Form before start of program
Qualifications and Core Competencies:

- **Girl focus**: Empower girls to lead activities, learn by doing, and cooperate with others on current issues that involve their interests and needs, while having fun
- **Personal integrity**: Demonstrate confidentiality, dependability, honesty, and credibility
- **Adaptability**: Adjust/modify own behavior, and remain flexible and tolerant in response to changing situations and environments
- **Oral communication**: Express ideas and facts confidently, clearly, and accurately. Maintain confidentiality when appropriate
- **Foster diversity**: Understand, respect, and embrace differences
- **Computer skills**: Access to e-mail and the Internet, including knowledge of social media

Additional Requirements:

- Must be a registered member of GSUSA
- Successfully complete the GSEP enrollment process, including background clearances
- Complete required coursework as assigned and provided by GSEP and GSUSA
- Ability to work with numbers and retain detailed records
- Ability to communicate and motivate adults from diverse backgrounds
- Ability to support and train others to facilitate the program, coordinate volunteer efforts, and problem solve in a positive manner
- No outstanding debt with GSEP

*I agree to perform the above responsibilities to the best of my ability.*

Signed:

____________________________________
Print Name & SU #:

____________________________________
Service Unit Manager Signature:

____________________________________
Date:

*Please sign and return to the Product Program Team*
Summary: The Service Unit Nuts About Reading Manager (SUNAR) is responsible to organize and facilitate the Nuts About Reading Program throughout the Service Unit (SU), train and support the Troop Nuts About Reading Program Managers (TNARs), and serve as liaison between the Product Program Department and TNARs.

Term of Appointment: The SUNAR is appointed for a one year term (August 1 – July 31) that is renewable upon completion of the evaluation process.

Supervision: The SUNAR reports to the Service Unit Manager (SUM).

Support: The SUNAR receives support, guidance, and encouragement from the SUM, Member Services Team, Volunteer Support Specialists, and Product Program Team.

Responsibilities:

- Accept and adhere to Girl Scouts of Eastern Pennsylvania (GSEP) and Girl Scouts of the USA (GSUSA) policies, standards, and procedures
- Adhere to Safety Activity Checkpoints to provide a safe experience
- Verify that all TNARs have completed the required volunteer background clearance process
- Attend SU meetings during the Nuts About Reading Program, and work closely with the Service Unit Team and Volunteer Support Specialist to ensure a positive, debt-free sale for all troops in the Service Unit. Keep in mind, TNARs are financially responsible for all product ordered
- Coordinate with the Service Unit Team the recruitment of the TNARs
- Provide training and mentoring to TNARs
- Provide assistance to TNARs to assure proper completion of information is keyed into the online reporting system (Nut-E) provided through Ashdon Farms
- Meet all deadlines established for the annual Nuts About Reading Program
- Verify and input all necessary information for the Nuts About Reading Program, Nut-E, provided by Ashdon Farms
- Collect and review final information from TNARs and submit final SU data by established deadline
- Receive nuts/candy and girl recognition items and sort and distribute to troops in a timely manner
- Identify potential problem areas during the Nuts About Reading Program and communicate regularly with the SU, Volunteer Support Specialist, and Product Program Team
- Provide information and assistance to the Product Program Team regarding any debt
- Ensure that all troops have completed an ACH Authorization Form before start of program
Qualifications and Core Competencies:

- **Girl focus**: Empower girls to lead activities, learn by doing, and cooperate with others on current issues that involve their interests and needs, while having fun
- **Personal integrity**: Demonstrate confidentiality, dependability, honesty, and credibility
- **Adaptability**: Adjust/modify own behavior, and remain flexible and tolerant in response to changing situations and environments
- **Oral communication**: Express ideas and facts confidently, clearly, and accurately. Maintain confidentiality when appropriate
- **Foster diversity**: Understand, respect, and embrace differences
- **Computer skills**: Access to e-mail and the Internet, including knowledge of social media

Additional Requirements:

- Must be a registered member of GSUSA
- Successfully complete the GSEP enrollment process, including background clearances
- Complete required coursework as assigned and provided by GSEP and GSUSA
- Ability to work with numbers and retain detailed records
- Ability to communicate and motivate adults from diverse backgrounds
- Ability to support and train others to facilitate the program, coordinate volunteer efforts, and problem solve in a positive manner
- No outstanding debt with GSEP
- Ability to communicate and motivate adults from diverse backgrounds, and support and train others to facilitate the program
- Ability to coordinate volunteer efforts and problem solve in a positive manner

*I agree to perform the above responsibilities to the best of my ability.*

Signed:

________________________________________________________________
Print Name & SU #:

________________________________________________________________
Service Unit Manager Signature:

________________________________________________________________
Date:

________________________________________________________________

*Please sign and return to the Product Program Team*
Summary: The purpose of a Service Unit Delegate and Alternate Delegate is to represent the entire Council at the Annual Meeting or any meeting where Delegate business is transacted.

Term of Appointment: Service Unit Delegates and Alternates serve a term of one year, elected by the members of their Service Units. Delegates and Alternate Delegates may serve no more than six consecutive terms in the same position. The term begins at the close of the Annual Meeting and will run through the following Annual Meeting.

Supervision: Service Unit Delegates and Alternates are accountable to the members of the Girl Scout Movement in their Service Unit. Delegates and Alternate Delegates are required to attend two Delegate Meetings (one in the fall and one in the spring) and the Annual Meeting. Required training is made available twice per year to new Delegates and Alternate Delegates.

Support: Service Unit Delegates and Alternates receive support, guidance, and encouragement from the GSEP Governance Department.

Responsibilities:
- Elect Members of the Board of Directors, Officers of the Board of Directors, Board Development Committee Chair, Board Development Committee members-at-Large, and, triennially, National Council Delegates for the National Council Session of GSUSA
- Approve Amendments to the Bylaws and to the Article of Incorporation
- Take all other actions requiring a vote of the Council and conduct other business which may come before the Council
- Determine the general direction of Girl Scouting within the jurisdiction of the Council by responding to reports and information from the Board of Directors
- Can understand reference documents for the position
- Provide prompt notice to the Council of any changes to their mailing address or email address
- Attend the Council's Annual Meeting, Delegate Meetings, and Delegate Training
- Regularly attend Service Unit Meetings to understand and represent the interests of the Service Unit.

Qualifications and Core Competencies:
- Girl focus: Empower girls to lead activities, learn by doing, and cooperate with others on current issues that involve their interests and needs while having fun
- Personal integrity: Demonstrate dependability, honesty, and credibility
- Adaptability: Adjust, modify own behavior, and remain flexible and tolerant in response to changing situations and environments
- Oral communication: Express ideas and facts clearly and accurately
- Foster diversity: Understand, respect, and embrace differences
- Computer skills: Access to e-mail and the Internet
Additional Requirements:
- Must be a registered member of GSUSA
- Adult Service Unit Delegate/Alternate successfully complete the GSEP enrollment process, including background clearances
- Be at least 14 years of age at the time of the Annual Meeting
- Complete required coursework as assigned and provided by Girl Scouts of Eastern Pennsylvania and GSUSA
- Support the mission, vision, and policies of Girl Scouts of Eastern PA
- Familiar with the democratic process
- Live by the Girl Scout Promise and Law
- Submit official Service Unit Election Result form to governance@gsep.org

Reference Documents:
- Please go to http://www.gsep.org/en/for-volunteers/governance.html for all governance related information, including access to the GSEP Bylaws and GSUSA Blue Book of Basic Documents

I agree to perform the above responsibilities to the best of my ability.

Signed:

____________________________________________________________________
Print Name & SU#:

____________________________________________________________________
Director Governance Department:

____________________________________________________________________
Date:

Please sign and return to the GSEP Office of Governance, governance@gsep.org, along with any other documentation required.
Summary: The Troop Leader has the vision, enthusiasm, and ability to inspire girls’ interests and curiosities about the way they can discover themselves, connect with others, and take action to make the world a better place through the Girl Scout Leadership Experience (GSLE). The Troop Leader is open and willing to celebrate diversity and inclusion by being willing to accept and include new girls into their troop.

Term of Appointment: The Troop Leader is appointed for a one-year term (October 1 to September 30) that is renewable each year upon completion of the evaluation process.

Supervision: The Troop Leader reports to the Service Unit Manager.

Support: The Troop Leader receives support, guidance, and encouragement from members of the Service Unit Team and Girl Scouts of Eastern Pennsylvania (GSEP) She or he has access to relevant learning opportunities and materials that prepare for and support this role. These are found on the GSEP website, in the Volunteer Toolkit (VTK), and in other resources.

Responsibilities:

- Become a registered member of Girl Scouts of the USA (GSUSA)
- Successfully complete the GSEP enrollment process, including background clearances
- Complete New Leader Training, outlined in Volunteer Essentials (VE), within three months of appointment
- Be guided in all actions by the Girl Scout Mission, Promise, and Law
- Work in a partnership with girls and adults and possess the ability to inspire girls’ interests in, and curiosities about, the ways they can discover themselves, connect with others, and take action to make the world a better place through the GSLE
- Ensure that the program offered aligns with the GSLE by utilizing the VTK, Journeys, and The Girl’s Guide to Girl Scouting, and customize them with additional experiences
- Serve as a role model for girls by modeling positive attributes such as reliability, respect for others, inclusiveness, and a positive attitude
- Organize fun, interactive, girl-led activities that address current issues involving girls’ interests and needs
- Support and encourage girls in attaining desired goals and awards
- Provide guidance and information to the parents or guardians of girls on a regular, ongoing basis through a variety of tools, including e-mail, phone calls, newsletters, VTK, blogs, etc.
- Provide guidance and information to parents or guardians in the process of completing the girls’ registrations and other paperwork according to GSUSA and GSEP’s policies and procedures as outlined in VE
- Manage the group funds according to GSUSA and GSEP’s policies and procedures, which includes completing and submitting the troop financial report (TFR) every year
• Remain informed about and comply with the most current policies and procedures of GSUSA and GSEP
• Attend or send a representative to Service Unit meetings for ongoing support and information
• Manage troop using Volunteer Systems (MY GS), this includes self-appointing as the Troop Leader/Co-Leader position. Confirm girls and adults who are participating in your troop are registered and appear in your online troop roster. Confirm adults volunteering in your troop are registered, self-appointed, and have completed the Criminal Background Clearance process through GSEP. Complete troop meeting information for each membership year
• Support and promote all council fund development activities including the fall and spring product program sales
• Follow all safety guidelines as outlined in Safety Activity Checkpoints and VE for any activity with girls

Qualifications and Core Competencies:
• **Girl focus:** Empower girls to lead activities, learn by doing, and cooperate with others on current issues that involve their interests and needs while having fun
• **Personal integrity:** Demonstrate dependability, honesty, and credibility
• **Adaptability:** Adjust, modify own behavior, and remain flexible and tolerant in response to changing situations and environments
• **Oral communication:** Express ideas and facts clearly and accurately
• **Foster diversity:** Understand, respect, and embrace differences
• **Computer skills:** Access to e-mail and the Internet

_I agree to perform the above responsibilities to the best of my ability._

Signed:

____________________________________

Print Name & Troop #:

____________________________________

Service Unit Manager Signature:

____________________________________

Date:

____________________________________

Please sign and return to your Service Unit Manager
Service Unit Meetings
Successful Service Unit Meetings

As the Service Unit Manager, you will be required to plan meetings throughout the year. These meetings include Service Unit meetings for Troop Leaders and for Service Unit Team members. Each of these meetings are important to the functioning of the SU and attendees should leave with a sense of accomplishment.

Although monthly Service Unit meetings are suggested, you are free to determine the frequency and timing of your unit’s meetings. These meetings allow for the sharing of both Council and Service Unit information. It is suggested that these meetings be at least one hour in length.

Much of the success of a Service Unit meeting depends on the facilitator. This is the person who sets the tone for the meeting and ensures that the purpose of the meeting is achieved. The Service Unit Manager does not need to be the facilitator.

A good facilitator should:
- Set a positive, productive tone
- Focus the discussion and keep it on the subject
- Encourage all members to express ideas
- Interrupt, with tact, those who dominate the discussion
- Be objective and not take sides or express judgment
- Keep enthusiasm high
- Use humor
- Summarize at the end of the discussion
- Pay attention to unanswered questions and arrange for follow-up

Meeting Components:

Participation

- The goal is to have all troops represented at a meeting. Representation does not need to come from the Troop Leader. The leader could send a parent or other troop volunteer to represent the troop
- Send a meeting reminder with the agenda PRIOR to the meeting so that the participants know the value of attending
- A personal call is a nice way to invite new leaders and make sure they know how important it is for them to come
- Provide a calendar of future meeting dates so volunteers can plan ahead
Purpose

- The purpose of a SU Meeting is to provide Troop Leaders with Council and Service Unit information

Possible Agenda Items

- Council updates and events which are obtained from your Volunteer Support Specialist, Digital Roundtables, GSEP News, SPARK, and the GSEP website
- Council policies and procedures
- Service Unit updates & events
- Product Program updates
- Service Unit treasury update
- A take-away - this may be a brief training, a craft, song, or game that they can take back to their troop, or a new tool that will be helpful to leaders
- Time for collaboration or discussion

Location

- Choose a central location to meet. If you have a large Service Unit, you may decide to alternate meeting locations throughout the unit
- Clear signage to direct participants to the meeting room

Timing

- A consistent time, date, and location helps to increase participation
- Begin and end the meeting on time
- Provide a yearly calendar
- Stick to the agenda. Include approximate times on the agenda for each section. This shows your participants that you value their time
- Use a variety of methods or presenters to hold the participants’ attention
- Be flexible but stay on topic
- Provide social time before or after the meeting
- Deal with “competing conversations” during the meeting by addressing them head on and make a plan to tackle that topic at the end of the agenda
- Attendance at meetings may increase/remain consistent when you keep meetings to an hour or slightly more. Some meetings may require more time than others, for example Product Program trainings. Notify your leaders in advance when that is expected
Tips & Tricks

- Start on time and be positive – Let the group know you are ready, and then START! Hold up your hand with the Girl Scout sign – it works
- Delegate responsibility for portions of the meeting
- Include something fun and a chance for people to socialize informally before or after the meeting. Perhaps offer refreshments
- Don’t read announcements. Reference them, but have them written on the agenda with necessary information including contact information
- Never delay a meeting – If someone is not in attendance to present an agenda item, go on to the next item and return when they are present
- **Thank, compliment, and praise in public. Criticize and question in private. Repeat questions or motions for all to hear before acting on them**
- Have an older girl troop offer babysitting in another room as a service to participants or share something with the group that they have done
- Make the agenda visually exciting and functional. Use graphics or colored paper. Include some fun items on the sides that do not necessarily need to be discussed at the meeting. Leave some space for notes
- Reward participants for attending with candy, a small token of appreciation, leader bucks, etc. A little recognition shows your appreciation that they made this meeting a priority
- Use nametags – your volunteers will respond better to your leadership if you address them by name. Plus they encourage socialization and make new leaders more comfortable
- Say Thank You! Remind leaders that what they are doing is important and how much you appreciate them making the extra effort to provide the best program experience for their girls
- Have participants sit with leaders of the same age levels

**Remember, these are just suggestions – not a “to-do” list!**
Ice Breakers and Team Building

Things to consider when using icebreakers or games:

- Use games during a workshop or meeting, whenever people look sleepy or tired, or to create a natural break between activities. Keep them short
- Select games in which everyone can participate and be sensitive to the needs of the group

Games and Activities:

Getting to Know You Games

- **M&M Game** - Allow each person to pick one M&M from a bowl. (don’t eat it!) Have them each answer one question about themselves that corresponds to the color M&M they picked. For example, reds state their favorite sport. Greens share their favorite movie. Bring extra M&Ms to eat after the game is done
- **Name That Person** - Give each person an index card and have them write three little-known facts about themselves on it. Collect the cards. Read a random card to the group and see if they can guess who wrote it
- **Two Truths and a Dream** - Have each person stand up and say three things about themselves – two that are true and one that they wish was true. Have the group guess which statement was just a dream
- **Beach Ball Toss** - Blow up an inexpensive beach ball, then use a permanent marker to write several get-to-know-you questions on the ball (For example, what’s your favorite food? Book? Sport? Vacation place?). Toss the ball to each person and have her answer the question that is underneath their right thumb when they catch the ball
- **Where the Wind Blows** - Form a circle of chairs with enough chairs for all but one of the members of your group. Recruit a volunteer to stand in the center of the circle and make one true statement about him/her (For example, I am an only child.). Everyone who shares this characteristic stands up and runs to another chair, while the person who is “It” also tries to get one of the open chairs. Whoever is left standing is now “It.” Keep going until most have had a chance to be “It”
- **Sit Down If You** - Have everyone stand up, then read off a list of random statements and have each person sit down if the statement pertains to them. For example, sit down if you are an only child, sit down if you were born in December and so on. Keep going until everyone is sitting
- **Snowball Fight** - Give each person a piece of white paper and have her write one thing about herself on it. Then, have everyone crumple the paper up into a ball and have a snowball fight with the whole group! At the end, each person should pick up a snowball and try to figure out whom it belongs to
Name Games

- **Human Bingo** – Create a Bingo card with Girl Scout categories such as “likes to go camping” or “super event planner.” Ask persons to stand and explain the answer behind the category when they have a match. Bring candy or small prizes for the winners.

- **Name a Fruit** – Sit in a circle and have one person say her name, then the name of a fruit that starts with the same letter as her first name (Caitlyn Cranberry, Robert Raspberry). Have the next person say her name and fruit, then introduce the first person to the group using her name and fruit. Keep going and see how far your group can get without forgetting the names.

- **ABC Names** – Have the group arrange themselves in alphabetical order, by first names, with no help. Make it a competition by dividing the group into two teams and seeing which team can do it the quickest.

- **Name Toss** – Have everyone stand in a circle. Give a ball to one person, who has to say the name of another person before tossing it to that person. Then, that person does the same. Continue until everyone in the circle has received the ball once.

Team Building Activities

- **Telephone (whisper down the lane)** – A classic — with a person twist! With the group sitting in a circle, have one person whisper a Girl Scout principle or motto to the person next to her, who in turn will whisper it to the next person, and so on. When you get to the last person, have them say the message aloud to see how it compares to the original message.

- **Person Pictionary** – Come up with some words that relate to Girl Scouts (knots, mess kits, marshmallows, etc.). Split into teams. One member “draws” the word while the others guess.

- **Once Upon a Time** – Give each person a picture — possibly from a magazine or together newspaper — of an outdoor place. Have one person start a story that incorporates whatever is in her picture. The next person continues the story, incorporating whatever is in her picture. Keep going until each person has gotten a chance to contribute to the tangled tale.

- **Pass the Hula-Hoop** – Have the volunteers stand in a circle holding hands. Put a hula-hoop over the head of one person. Then challenge the group to pass the hoop around the circle without letting go of anyone’s hand.

- **Back to Back** – Have two people sit on the floor, back to back, with their arms linked. Then challenge them to stand up together by using each other for support. Once they’ve done that, keep adding people until the whole group is trying to stand up.
# Service Unit Planning Calendar

## July - August

<table>
<thead>
<tr>
<th>Priorities:</th>
<th>SU Member Responsible:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Build the Service Unit Team (fill in gaps)</td>
<td>SUM</td>
</tr>
<tr>
<td>Verify all troop accounts have 2 signatures – Leader plus one SU Team member (either SU Treasurer or SUM)</td>
<td>SU Treasurer</td>
</tr>
<tr>
<td>Submit Service Unit (SU) Financial Report, due July 15</td>
<td>SU Treasurer</td>
</tr>
<tr>
<td>Determine the Service Unit meeting dates, place, and times</td>
<td>SUM/SU Team</td>
</tr>
<tr>
<td>Determine Service Unit Team meeting dates, place, and times</td>
<td>SUM/SU Team</td>
</tr>
<tr>
<td>Establish event calendar</td>
<td>SUM/SU Team</td>
</tr>
<tr>
<td>Register for and Attend Fall Kickoff for SU Team</td>
<td>SUM/SU Team</td>
</tr>
<tr>
<td>Send Service Unit meeting notices to all leaders for meetings in August and September</td>
<td>SUM/SU Secretary</td>
</tr>
<tr>
<td>Fall product program training for Service Unit Nuts About Reading Manager</td>
<td>SUM/ SUM/ SUM/SU Team</td>
</tr>
<tr>
<td>Remind troops to edit/update troop meeting information for new year</td>
<td>SUM</td>
</tr>
</tbody>
</table>

**CONSIDERATIONS:**

- Hold a 4-6-week recruitment program such as Bridging to Daisies, “Dip your toes,” etc. | SUM/SU Team
- Recruit leaders and girls over the summer | SUM/SU Team
- Encourage participation at F.A.L.L (September) – Fall Adult Learn and Lead Training Weekend | SUM

## September

<table>
<thead>
<tr>
<th>Priorities:</th>
<th>SU Member Responsible:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Request troop transfers</td>
<td>All Troop Leaders/SU Registrar</td>
</tr>
<tr>
<td>Contact new leaders to welcome them and invite to Service Unit meeting</td>
<td>SUM/SU Team</td>
</tr>
<tr>
<td>Identify and contact non-compliant troop leaders. Clearances must be submitted prior to meeting with girls</td>
<td>SU Compliance Liaison</td>
</tr>
<tr>
<td>Remind all adult volunteers that they need to submit clearances before participating with girls</td>
<td>SU Compliance Liaison/SUM/Troop Leaders</td>
</tr>
<tr>
<td>Follow up with disbanded troops to ensure 2 leaders are in place or girls are transferred to another troop</td>
<td>SU Registrar/SUM</td>
</tr>
<tr>
<td>Work with the SU Treasurer to establish bank accounts and close old ones</td>
<td>SU Treasurer/SUM</td>
</tr>
<tr>
<td>Complete ACH process from Finance</td>
<td>SU Treasurer</td>
</tr>
<tr>
<td>Task</td>
<td>Responsible</td>
</tr>
<tr>
<td>---------------------------------------------------------------------</td>
<td>------------------------------</td>
</tr>
<tr>
<td>Send next Service Unit meeting notices to all leaders – add any new leaders to your distribution list</td>
<td>SUM/SU Secretary/SU Team</td>
</tr>
<tr>
<td>Remind leaders to check troop roster and Volunteer Toolkit in MY GS, especially before fall product sale</td>
<td>SUM/SU Registrar</td>
</tr>
<tr>
<td>Encourage use of the Volunteer Tool Kit</td>
<td>SUM</td>
</tr>
<tr>
<td>Provide Fall Product Program training for troops</td>
<td>SUNAR</td>
</tr>
<tr>
<td>Edit/update troop meeting information</td>
<td>Troop Leaders</td>
</tr>
<tr>
<td>Remind families of girls who have not re-registered to do so before Sept. 30</td>
<td>Troop Leaders/SU Registrar</td>
</tr>
</tbody>
</table>

**CONSIDERATIONS:**

<table>
<thead>
<tr>
<th>Task</th>
<th>Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work with SU Registrar/troop leaders to hold recruitment events</td>
<td>SUM</td>
</tr>
<tr>
<td>Register for and Attend F.A.L.L. Weekend – plus advertise to troop leaders</td>
<td>SUM/SU Team</td>
</tr>
<tr>
<td>Encourage SU Cookie Team to start to reach out to local vendors for SU cookie booths in January</td>
<td>SUCM/Cookie Team</td>
</tr>
<tr>
<td>Have a plan to on-board new leaders - assign leader mentors, plan new leader meetings, etc.</td>
<td>SUM/SU Team</td>
</tr>
</tbody>
</table>

**October**

<table>
<thead>
<tr>
<th>Priorities:</th>
<th>SU Member Responsible:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review membership reports for accuracy</td>
<td>SUM/SU Registrar</td>
</tr>
<tr>
<td>Review/evaluate goals to determine the need for future recruitment events. Target areas that need recruitment – by grade, school, etc.</td>
<td>SUM/SU Team</td>
</tr>
<tr>
<td>Attend Delegate Training</td>
<td>SU Delegate/Alternate Delegate</td>
</tr>
<tr>
<td>Finalize fall product program sale</td>
<td>SUNAR</td>
</tr>
<tr>
<td>Provide spring product program training for SUCM</td>
<td>SUCM</td>
</tr>
<tr>
<td>Remind leaders to check MY GS troop rosters, do not wait until cookie season starts</td>
<td>SUM</td>
</tr>
<tr>
<td>Send next Service Unit meeting notices to all leaders – add any new leaders to your distribution list</td>
<td>SUM/SU Secretary</td>
</tr>
</tbody>
</table>

**CONSIDERATIONS:**

<table>
<thead>
<tr>
<th>Task</th>
<th>Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hold investiture/rededication ceremony as part of Service Unit meeting</td>
<td>SUM/SU Adult Recognitions Chair</td>
</tr>
<tr>
<td>Contact girls who did not re-register for new Membership Year (MY)</td>
<td>SU Registrar</td>
</tr>
<tr>
<td>Celebrate Juliette Low’s birthday (Oct 31)</td>
<td>SU Event Coordinator</td>
</tr>
<tr>
<td>Encourage Leaders and girls to register for Take the Lead. Deadline is at the end of October</td>
<td>SUM/Leaders</td>
</tr>
</tbody>
</table>
**November**

<table>
<thead>
<tr>
<th>Priorities:</th>
<th>SU Member Responsible:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review membership reports for accuracy</td>
<td>SUM/SU Registrar</td>
</tr>
<tr>
<td>Encourage troop leaders to submit nominees for Council Volunteer Awards. The deadline is in February each year</td>
<td>SUM/SU Adult Recognitions Chair</td>
</tr>
<tr>
<td>Encourage SUM and SU Team members to attend fall L.E.A.D. meeting</td>
<td>SUM/SU Team</td>
</tr>
<tr>
<td>Inform Service Units about the start of the Council Cookie Booth lottery</td>
<td>SUCM/Cookie Team</td>
</tr>
<tr>
<td>Check troop roster in MY GS in preparation for cookie sale – don’t wait until SNAP is open to determine who is missing</td>
<td>Troop Leaders</td>
</tr>
<tr>
<td>Send next Service Unit meeting notices to all leaders – add any new leaders to your distribution list</td>
<td>SUM/SU Secretary</td>
</tr>
</tbody>
</table>

**CONSIDERATIONS:**

| Plan Cookie Rally for girls                                               | SUCM/Cookie Team       |

**December**

<table>
<thead>
<tr>
<th>Priorities:</th>
<th>SU Member Responsible:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review SU roster reports for accuracy</td>
<td>SUM/SU Registrar</td>
</tr>
<tr>
<td>Encourage nominations and recommendations for Council Volunteer Awards. The deadline is in February each year</td>
<td>SUM/SU Adult Recognitions Chair</td>
</tr>
<tr>
<td>Check troop roster in MY GS in preparation for cookie sale – don’t wait until cookie ordering system is open to determine who is missing</td>
<td>Troop Leaders</td>
</tr>
<tr>
<td>Schedule and Hold SU Cookie Booth Lottery</td>
<td>SUCM/Cookie Team</td>
</tr>
<tr>
<td>Schedule and Hold TCM Cookie Training</td>
<td>SUCM</td>
</tr>
<tr>
<td>Send next Service Unit meeting notices to all leaders – add any new leaders to your distribution list</td>
<td>SUM/SU Secretary</td>
</tr>
</tbody>
</table>

**CONSIDERATIONS:**

| Hold SU Cookie Rally                                                      | SUCM/Cookie Team       |
| Plan holiday celebration                                                  | SUM/SU Team            |

**January**

<table>
<thead>
<tr>
<th>Priorities:</th>
<th>SU Member Responsible:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review SU roster reports for accuracy</td>
<td>SUM/SU Registrar</td>
</tr>
<tr>
<td>Hold winter recruitment event</td>
<td>SUM/SU Team</td>
</tr>
<tr>
<td>Encourage submission of SU and Council recognitions (deadline for Council Volunteer Awards is Feb. 15)</td>
<td>SUM/SU Adult Recognitions Chair</td>
</tr>
</tbody>
</table>
Cookie sale begins in January!
Mega drop cookie delivery for all registered troops
Remind leaders to check troop rosters in MY GS, then check cookie ordering system
Send next Service Unit meeting notices to all leaders – add any new leaders to your distribution list

<table>
<thead>
<tr>
<th>February</th>
<th>Priorities:</th>
<th>SU Member Responsible:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify Kindergarten registrations dates and schedule outreach</td>
<td>SUM/SU Team</td>
<td></td>
</tr>
<tr>
<td>Participate in cookie sales</td>
<td>Troop Leaders &amp; Girls</td>
<td></td>
</tr>
<tr>
<td>Remind leaders to check rosters in MY GS</td>
<td>SUM/SU Registrar</td>
<td></td>
</tr>
<tr>
<td>Review SU roster reports for accuracy</td>
<td>SUM/SU Registrar</td>
<td></td>
</tr>
<tr>
<td>Council Volunteer Awards Deadline</td>
<td>SUM/SU Adult Recognitions Chair</td>
<td></td>
</tr>
<tr>
<td>Send next Service Unit meeting notices to all leaders – add any new leaders to your distribution list</td>
<td>SUM/SU Secretary</td>
<td></td>
</tr>
</tbody>
</table>

**CONSIDERATIONS:**

Schedule event/activity for World Thinking Day, Feb. 22
Encourage participation at Spring Training Event (March)

<table>
<thead>
<tr>
<th>March</th>
<th>Priorities:</th>
<th>SU Member Responsible:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prepare Troops for Early Bird Registration and work with Service Unit Team to plan a Service Unit sponsored spring registration event</td>
<td>SUM/SU Team</td>
<td></td>
</tr>
<tr>
<td>Remind leaders to check rosters in MY GS</td>
<td>SUM/SU Registrar</td>
<td></td>
</tr>
<tr>
<td>Review SU roster reports for accuracy</td>
<td>SUM/SU Registrar</td>
<td></td>
</tr>
<tr>
<td>Finalize cookie sale</td>
<td>SUCM/Cookie Team</td>
<td></td>
</tr>
<tr>
<td>Determine needs for the next MY</td>
<td>SUM/SU Team</td>
<td></td>
</tr>
<tr>
<td>Establish a plan for troops (girls) that are losing their leader/disbanding</td>
<td>SUM/SU Registrar</td>
<td></td>
</tr>
<tr>
<td>Elect or re-elect SU Delegate(s)/Alternates for next MY</td>
<td>SUM</td>
<td></td>
</tr>
<tr>
<td>Attend Spring Delegate Training</td>
<td>Delegate/Alternate Delegate</td>
<td></td>
</tr>
<tr>
<td>Begin planning to participate in local fairs, parades, etc. for spring and summer</td>
<td>SUM/SU Team</td>
<td></td>
</tr>
<tr>
<td>Send next Service Unit meeting notices to all leaders – add any new leaders to your distribution list</td>
<td>SUM/SU Secretary</td>
<td></td>
</tr>
</tbody>
</table>

**CONSIDERATIONS:**

Celebrate the Girl Scout Birthday, March 12
Attend spring training event
Begin planning for Bridging to Daisies program
### April

<table>
<thead>
<tr>
<th>Priorities:</th>
<th>SU Member Responsible:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Determine SU Team needs for the coming year</td>
<td>SUM</td>
</tr>
<tr>
<td>Set date for SU Team evaluation meeting</td>
<td>SUM</td>
</tr>
<tr>
<td>Attend LEAD Meeting</td>
<td>SUM</td>
</tr>
<tr>
<td>Encourage leaders to fill out leader assessment online</td>
<td>SUM</td>
</tr>
<tr>
<td>Schedule SU Team meeting to complete Service Unit Action Plan</td>
<td>SUM/SU Team</td>
</tr>
<tr>
<td>Plan bridging activities</td>
<td>SU Event Committee</td>
</tr>
<tr>
<td>Elect SU Delegate and Alternate for next MY</td>
<td>SUM</td>
</tr>
<tr>
<td>Encourage Spring Early Bird Registration and promote Early Bird incentives</td>
<td>SUM</td>
</tr>
<tr>
<td>Encourage attending the Volunteer Award Ceremony</td>
<td>SUM</td>
</tr>
<tr>
<td>Ensure all cookie sweeps happened accurately</td>
<td>SU Treasurer</td>
</tr>
<tr>
<td>Send next Service Unit meeting notices to all leaders – add any new leaders to your distribution list</td>
<td>SUM/SU Secretary</td>
</tr>
</tbody>
</table>

**CONSIDERATIONS:**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Celebrate Girl Scout Leader Day, April 22</td>
<td>SUM/SU Team</td>
</tr>
<tr>
<td>Create your own SU awards</td>
<td>SU Event Committee</td>
</tr>
<tr>
<td>Plan a Service Unit camp rally to promote resident and day camp opportunities</td>
<td>SU Event Committee</td>
</tr>
</tbody>
</table>

### May

<table>
<thead>
<tr>
<th>Priorities:</th>
<th>SU Member Responsible:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Complete Service Unit Action Plan</td>
<td>SUM/SU Team</td>
</tr>
<tr>
<td>Prepare and hold Service Team evaluation meeting. Evaluate volunteers and determine needs for team</td>
<td>SUM/SU Team</td>
</tr>
<tr>
<td>Plan for summer recruitment</td>
<td>SUM/SU Team</td>
</tr>
<tr>
<td>Attend Council Annual Meeting</td>
<td>SUM/SU Team</td>
</tr>
<tr>
<td>Encourage leaders to register/re-register during early bird time frame and ask families to register their girls to ensure space in troop</td>
<td>SUM/SU Team</td>
</tr>
<tr>
<td>Register and self-appoint for upcoming membership year</td>
<td>All Volunteers</td>
</tr>
<tr>
<td>Follow-up with disbanding troops. Hold parents’ meetings for these troops</td>
<td>SU Registrar/Treasurer</td>
</tr>
<tr>
<td>Encourage families to register their girls to ensure spot in troop</td>
<td>Sum/Troop Leaders</td>
</tr>
<tr>
<td>Distribute Troop Financial Reports</td>
<td>SU Treasurer</td>
</tr>
</tbody>
</table>

**CONSIDERATIONS:**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Hold Bridging Activities</td>
<td>SUM/SU Team</td>
</tr>
<tr>
<td>Attend Volunteer Awards Ceremony</td>
<td>All volunteers</td>
</tr>
<tr>
<td>Task</td>
<td>Responsible</td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>------------------------</td>
</tr>
<tr>
<td>Collect supplies from disbanded troops – perhaps use for new troop</td>
<td>SUM/SU Team</td>
</tr>
<tr>
<td>gift packages</td>
<td></td>
</tr>
<tr>
<td>Recognize leaders – hold a leader recognition event</td>
<td>SUM/SU Team</td>
</tr>
<tr>
<td>Recognize girl award recipients and graduating seniors</td>
<td>SU Event Committee</td>
</tr>
</tbody>
</table>

**June**

<table>
<thead>
<tr>
<th>Priorities</th>
<th>SU Member Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plan for 4-6-week recruitment programs such as Bridging to Daisies, “Dip</td>
<td>SUM/SU Team</td>
</tr>
<tr>
<td>your toes,” etc.</td>
<td></td>
</tr>
<tr>
<td>Submit Troop Financial Reports to SU</td>
<td>Leaders/SU Treasurer</td>
</tr>
<tr>
<td>Encourage Participation at F.A.L.L. (September Training Event)</td>
<td>SUM</td>
</tr>
</tbody>
</table>
Conflict Resolution
Handling Conflict & Grievances

As a Service Unit Manager, your role is to be impartial when presented with conflicts or grievances. You should give constructive feedback while mediating a resolution that is agreeable to all parties. It is important to remember that documentation is key in case the conflict escalates.

Conflicts and disagreements are an inevitable part of life, and when handled constructively can enhance communication and relationships. At the very least, Girl Scouts are expected to practice self-control and diplomacy so that conflict does not erupt into regrettable incidents. Shouting, verbal abuse, or physical confrontations are never warranted and cannot be tolerated in the Girl Scout environment.

When dealing with conflict, please remind all parties involved that information is confidential and should not be shared with others. If a conflict persists, follow the Conflict Resolution Policy in Volunteer Essentials and explain the matter to your Volunteer Support Specialist (VSS).

Bring the following issues to the attention of your Volunteer Support Specialist:

- Situations involving girl safety
- Cases where termination is warranted
- Situations where money is involved
GSEP’s Conflict/Grievance Resolution Policy
Volunteer Essentials - Chapter 3, p. 58

Definitions:

1. A “conflict” is any kind of disagreement between two or more people.
2. A “grievance” is a dispute over the interpretation or application of a Council policy, practice, or procedure.

Conflict Resolution

The most effective way of resolving conflicts, complaints, and concerns is usually by calm, open discussion between the persons involved. GSEP encourages volunteers and staff to take positive actions to resolve conflicts quickly by having a personal phone call or meeting. E-mail is not recommended by Council.

Procedure: At any time during this process, the volunteer(s) may seek the advice of their Service Unit Manager or Volunteer Support Specialist (VSS).

Step 1: Volunteers should discuss concerns directly with the individual(s) involved, in the spirit of the Girl Scout Promise and Law. All discussions should be held outside of the girl environment. If this does not resolve the issue, volunteers should proceed to step two.

Step 2: The parties should jointly discuss the situation with their Service Unit Manager or their Volunteer Support Specialist. In an effort to respect all parties involved, this step should be transparent and involve all parties in the discussion. If this is not possible, the SUM or VSS may individually interview all parties concerned and determine next steps and outcomes from those conversations. Once a resolution is reached, all parties will be informed of the decision(s) immediately (for urgent matters) or otherwise within 10 days of the initial discussion/meeting. It is expected that most, if not all, situations will be resolved at this step. If no resolution is reached, the conflict will be escalated within the Volunteer Training and Support Team as detailed in Step 3 below.

Step 3: Volunteers should complete the Conflict/Grievance Support Form (found on the Forms page of www.gsep.org). The Volunteer Training and Support Team will review the form, investigate all concerns, and facilitate a conversation or mediation between the concerned parties. If another GSEP staff member has been involved up to this point, the Volunteer Training and Support Team will request written documentation from the staff member with a timeframe of the events. The Volunteer Training and Support Team will contact all parties immediately (for urgent matters) or otherwise within 10 days of receiving the form with their recommendation/proposed resolution.

Step 4: If no resolution is reached, a volunteer may escalate the issue to the Senior Director of Volunteer Training and Support (SDVTS) in writing for review. The SDVTS or her designee
Grievance Resolution

A grievance involves a sense or feeling of being treated unfairly or not by the rules. A grievance may also be caused by misinterpretation of policies and/or procedures. Volunteer Essentials is the primary guide for GSEP’s volunteer policies, but situations may arise that require help in interpreting the information.

Procedure: At any time during this process, the volunteer(s) may seek the advice of their Service Unit Manager or Volunteer Support Specialist (VSS).

Step 1: If a volunteer has questions or needs help with understanding or interpreting a specific policy they may contact their Service Unit Manager or their Volunteer Support Specialist for assistance.

Step 2: If a resolution is not reached, a volunteer may complete the Conflict/Grievance Support Form (found on the Forms page of www.gsep.org). The Volunteer Training and Support Team will contact all parties within 10 business days of receiving a form, will investigate all concerns, and may facilitate a negotiation/dialogue between all concerned parties.

Step 3: If it is decided a violation of policy has been committed, the appropriate steps will be taken (depending on the severity of the violation) to correct the problem by:

1. Educating the volunteer on the appropriate policy (i.e.: a day trip was taken without notifying the SUM),
2. Correcting the issue via meetings and corrective action (i.e.: parents felt there was no financial accountability regarding the troop funds),
3. Removing the volunteer until corrective action is completed (i.e.: the volunteer owes money after cookie season), or
4. Removing the volunteer from their role at GSEP (i.e.: misappropriation of funds, behavior that puts the girls’ well-being in jeopardy, etc.).

Step 4: The Volunteer Training and Support Team will notify all parties within 10 days of their proposed outcome/recommendations and next steps for the volunteer. If a volunteer is not satisfied with the outcome, they may escalate the issue to the Senior Director of Volunteer Training and Support (SDVTS) for review. The SDVTS or her designee will render a decision within 10 business days. All decisions are final and will be documented with the outcome in writing. It is the responsibility of the SDVTS or designee to implement the decision.
Volunteer Dismissal

Volunteer appointments are made on an annual basis (October 1-September 30) and will be renewed by the Service Unit Manager based on successful completion of the expectations and requirements outlined in the volunteer position description. If a volunteer has not met expectations, a Service Unit Manager can refuse reappointment or encourage a volunteer to take a different volunteer position. A volunteer who does not agree with a reappointment decision may file a grievance with council.

Situations may arise that require Council to initiate a release, separation, or termination of a volunteer from a position prior to the end of their term. The council may release an individual because of, among other things, restructuring of a position in which the individual serves, the volunteer’s inability or failure to complete the requirements of the position, misappropriation of funds, or the refusal to comply with council or Girl Scouts of the USA policies. Release from the position does not cancel membership with Girl Scouts of the USA.

Volunteers may, at the sole discretion of the Council, be:

1) **Redirected.** A volunteer may be released from a specific role but still be eligible to volunteer in a different capacity.

2) **Relieved of volunteer duties.** A volunteer may be released from a volunteer role and be ineligible to serve in any volunteer position, but may still attend Girl Scout activities/events like other members.

3) **Permanently ineligible to participate.** A volunteer may be released from a volunteer role and be ineligible to attend/participate in any Girl Scout activities/events. Volunteers who are released from their Girl Scout position are still considered members of GSEP and GSUSA. Membership registration dues ($25 annual fee) will not be refunded or transferred.

When an issue for dismissal arises, and after the SUM and Volunteer Support Specialist (VSS) have determined the volunteer should be removed, an investigation will be conducted by the Senior Director of Volunteer Training and Support who will consider all documentation, interviews, and evidence. The Senior Director will review the information and complete an investigation – all parties will be notified of the decision within 10 business days of receipt.

In the case of a dismissal/release of a volunteer, the individual will be notified by mail of the release and any conditions associated with the release. The SUM (and when necessary, the troop parents) will be notified of the release and every attempt will be made to reassign the troop members or to identify new leadership for the troop. All information, details, and rationale behind the decision will be kept confidential.
As a Service Unit Manager, you are responsible for relationship management in your unit. Managing relationships is important in resolving and avoiding conflicts. The following tools can help you navigate through difficult conversations.

**Using “I” Statements**

Perhaps the most important tip for communicating with others is to use “I” statements instead of “you” statements. While “you” statements may make the person feel defensive, “I” statements tell someone what you need from them.

Here are some examples about how to use “I” statements:

<table>
<thead>
<tr>
<th>If a Volunteer . . .</th>
<th>You Can Say . . .</th>
</tr>
</thead>
<tbody>
<tr>
<td>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</td>
<td>“I need your help. Here are some specific tasks you can help with.”</td>
</tr>
<tr>
<td>Constantly talks about all the ways you could make the group better</td>
<td>“I need your leadership. Share ideas you would like to develop and lead.”</td>
</tr>
<tr>
<td>Shifts responsibilities to you and is so busy with her own life that she allows no time to help</td>
<td>“I also am a volunteer and want to make a difference. Let’s brainstorm some ways to fulfill your responsibilities or find help.”</td>
</tr>
</tbody>
</table>

**Danger vs. Power Phrases**

It’s not what you say but how you say it. Below are some ways to take control of a conversation. This will keep conversations flowing in a positive manner.
Four Magic Power Phrases

Validates the other person, elicits more from speakers, and can provide clarification.

- That’s interesting; tell me more.
- That’s interesting; why would you say that?
- That’s interesting; why would you ask that?
- That’s interesting; why would you do that?

<table>
<thead>
<tr>
<th>Danger</th>
<th>Power</th>
</tr>
</thead>
<tbody>
<tr>
<td>I’m sorry</td>
<td>I apologize – make sure this is intended and not tossed around</td>
</tr>
<tr>
<td>I have an idea</td>
<td>I have a solution/answer/proposal</td>
</tr>
<tr>
<td>Our policy is . . .</td>
<td>The reason our policy exists . . . – then add a benefit statement (what’s in it for them?)</td>
</tr>
<tr>
<td>I disagree</td>
<td>I understand what you’re saying, but I see it another way</td>
</tr>
<tr>
<td>I would suggest</td>
<td>I suggest- exudes more confidence without would</td>
</tr>
</tbody>
</table>

Other Tips:
- Be specific
- Do not use qualifiers - Danger: “just,” “would,” “confront”
- Address one incident - Danger: “always” or “never”
- Speak the other person’s language
- Address the behavior, not the person - Danger: “You make me . . .”
- Say what you want to happen - Don’t assume they know anything
- Use benefit statements - Power: “So you can . . .” or “So that you . . .”
- Close by getting a commitment by using close-ended questions - Power: “Are we on the same page?” or “Can I count on you?”

Using Strategic Assertive Verbal Patterns

- Spotlight Questions
  Use with passive aggressive people to ‘shine the light’ on them to reveal their intentions.
    - “When you say . . . are you trying to . . .?”
• Bottom-Line Statements
  Set the rules or boundaries
    o “I don’t allow . . .”
    o “I don’t communicate . . .”
    o “I don’t permit . . .”

• Boundary Statements
  Set expectations and directions
    o “I want to . . . but not . . .”

• Re-direct with Assumptions
  Tells people in advance what the reward will be
    o “When you are ready to . . . I’ll be ready to . . .”

• Empowering Statements
  Telling them they have a choice/power and increases the odds you’ll get the behavior you are seeking
    o “Would you like . . . or . . .?”
My GS and VTK
**MY GS** is our membership registration system that allows girls and families to find troops in their area. This system also allows Troop Leaders to view their family, troop roster, and renew themselves and their girls.

In **MY GS**, through Volunteer Systems, Troop Leaders can:

- See their troop’s and family’s information
- Renew troop and family members’ memberships
- Register new troop members
- Share their troop schedule with troop parents
- Access the Volunteer Toolkit (VTK)
Volunteer Enrollment Process

Whether you can give a few hours, a few weeks, or a few months, volunteering with Girl Scouts is flexible and fun. Here are the simplified steps to the following processes that might be helpful to you in your role as SUM.

1. **Volunteer Enrollment**
   a. Go to [MY GS](#) and register as an adult member for the current Membership Year
   b. Browse the volunteer opportunity catalog and choose the volunteer role you'd like or simply renew your current role
   c. Check your email for confirmation and next steps on how to complete your Criminal Background Check (be sure to check your Spam folder!)

2. **Background Clearance**
   a. All volunteers, parents, or adult members who participate in any of the following Girl Scouts activities, must submit current CBC documentation before the start of the Program Year: assist with troop meetings, help with troop activities, attend campouts/camporees, drive/transport girls, supervise girls, or handle money. GSEP reserves the right to request clearance documentation for any volunteer who is in contact with or responsible for the welfare of girls.
   b. Begin the background clearance process by following the instructions in your confirmation email. More detailed instructions can be found on the GSEP website under “Volunteer/Ways to Volunteer”.
   c. You will receive a response within 7-10 business days. To fulfill clearance processing with the quickest turnaround, please submit the 3 or 4 required documents in their entirety. Partial submissions will cause a delay in processing. To be cleared to volunteer, you must complete all steps above.

3. **Training & Support**
   All Troop Leaders are required to take Steps 1-3 of New Leader Training. But there are also support trainings for other roles, including Troop Finance Training and Troop Travel Training. All required and additional training courses can be found on the [Volunteer Training page](#). GSEP offers not only in-person sessions but webinars too! So make sure to check out the Council Courses Schedule.

4. **Start Volunteering!**
   If you have any questions about becoming a volunteer, please contact us at 215.564.2030
Volunteer Toolkit

The Volunteer Toolkit (VTK) is a digital resource that supports troop leaders and co-leaders, by making the process of running a troop easier and more efficient. This tool is accessible on your computer, smartphone, or tablet.

**Through the VTK, Troop Leaders can:**

- Plan the troop’s calendar year
- Email parents, with one click, to generate customized emails that tell families what to expect at each meeting
- View the troop roster, renew girls’ memberships, and update their contact information
- View Daisy, Brownie, and Junior Journeys and badges to plan for troop meetings
  - There are a variety of prepopulated year plans in the VTK for Daisy, Brownie, and Junior leaders, with 15 meetings each
  - Access the newest Journeys and badge activities only through the VTK
  - Plus – check out the new PDFs for Older Girls including the Outdoor Journey and the Troop Camping Journey
- Customize meetings, by troop year, with other badge and Journey options
- Access the VTK as a multi-level troop (troops with a mix of girls in Daisy, Brownie, and Junior levels)
- Explore individual meeting plans that show a breakdown of every meeting, including a list of the materials needed and editable time allotments for each activity within a meeting
- Record girls’ attendance at meetings and their badge and Journey achievements
- Add troop events to the troop’s calendar
- Access 18 activities that now include a “Get Outside” option, which provides alternative outdoor activities

Check out the [VTK tutorial videos on our website](#).

**Quick VTK FAQs:**

- Why does the VTK only include Year Plans for K-5 troops?
  - In order to use resources wisely, GSUSA had to narrow the focus during initial implementation. Since older girls have more experience making decisions and planning their own meetings, it was decided to implement the K-5 meeting plans first
  - Older girl troops can still use the VTK to communicate with families and plan activities with the Create Your Own Year Plan option. Additional resources for older girl troops will be rolled out in the future
• What about multi-level troops?
  o If a troop is listed as a multi-level troop with two active Troop Leaders, they are able to create their own year plan. If their troop is listed as a specific level (Daisy, Brownie, or Junior), they can access all meeting plans and add meetings from other program levels by clicking ADD MEETING

• How can a leader add a badge to a YEAR PLAN?
  o In the YEAR PLAN tab, near the top click ADD MEETING and filter through the options

• What is not in the VTK?
  o There is no YEAR PLAN for the It’s Your World Journey series. Refer to the adult Journey guide instead
  o Information on Highest Awards, bridging, and awards are not included in VTK. Refer to the Girls’ Guide to Girl Scouting

• What can parents/guardians view in the VTK?
  o All parents/guardians have a personal MY GS account to view parts of the VTK, but they cannot make any changes. They can view the YEAR PLAN, most of the MEETING PLAN, and view and search for resources
  o Parents/guardians can use their account to make changes to their daughters’ information and renew their membership

• If a leader doesn’t have internet access at their meeting place, how can they access the VTK?
  o They can download and save their VTK plans onto and a digital device, laptop, tablet, or smartphone
  o They can also print the VTK plans to take with them

VTK Demo Log-in for Service Unit Managers

The VTK Demo site is GSUSA’s answer to staff and SU volunteers who need access to learn the ropes, but don’t run a troop. Our Council’s log in info is below. **Please do not share this log in info with your leaders. It is for SU volunteer and staff use only.**

VTK Demo Website URL: vtkdemo.girlscouts.org

Council Password: VTKDemo253
Volunteer Recruitment and Retention
What is Recruitment?

There are many ways to promote Girl Scouts in your community, from hanging posters at your favorite lunch spot to hosting a table at your school open houses, and even submitting a write-up for the local church bulletin. With all these options available, it can be difficult to know where to begin, how to prioritize, and what will be the best use of your limited time.

Girls find out about Girl Scouts in two ways—Marketing and Recruitment. Marketing efforts raise the general level of awareness about Girl Scouting within the community. Recruitment efforts use some of the same principles to actively bring girls into the movement—often face-to-face, in a setting where they can ask questions and even join a troop! For example:

<table>
<thead>
<tr>
<th>Focus</th>
<th>Marketing</th>
<th>Recruitment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Execution</td>
<td>Passive</td>
<td>Active, face-to-face</td>
</tr>
<tr>
<td>Tools</td>
<td>Print or social media ads, news placement, bulletin boards</td>
<td>Flyers at schools, collateral</td>
</tr>
<tr>
<td>Common Events</td>
<td>Information table</td>
<td>Troop formation event, rally</td>
</tr>
</tbody>
</table>

You’ll do a little of both. Here’s how—

1. You live in your community! As a resident, you are in the best position to bring the fun and excitement of Girl Scouts directly to the girls and families in your area. Prospective members love talking to someone who has had a Girl Scout experience in the very same place – your passion and authenticity always shine through!

2. It’s the most effective way to reach your goals. As a busy volunteer, we want you to spend your limited time doing the work we know is most effective. Time and again, our data shows us that most of our new girls and families either attended a recruitment event, had support through the online process, or met someone in Girl Scouts.

Some more things to keep in mind:

1. **Know your setting** – In a more formal setting, like a recruitment rally, your pitch may be longer and more detailed. In a less formal setting, like bumping into someone outside the post office, it may be shorter. If someone is seeking you out, like at a rally, they may want more information. In a chance encounter, it’s likely they’ll want just the highlights.

2. **Ask questions** – what does this family already know about Girl Scouting? What do they want for their girl? What does she like to do, and what do they like to do together? If you’re face-to-face, you can draw out more information to customize your pitch.
3. **Save the lingo for later conversations** – Girl Scouting is such a rich, vast tradition – with so much for girls to do and learn! Over time, we start to create a shared language for discussing what girls are doing. Remember that a new family is at the very start of their adventure, so meet them where they are. Use basic, common language and focus on experiences that will be relevant to them right away. If you are using a Girl Scout term, like “Journey,” define it by saying something like “a year-long, immersive experience with awards along the way and a community service project at the end.” If something takes more than a few seconds to define, save it for a later conversation.
Step-by-Step Troop Recruiting

Have a Plan!

Recruitment can happen at any time during the Girl Scout year, but there are times when efforts are more concentrated. The start of the school year is one of these times. School nights and parent meetings are the primary methods most Service Units use to recruit girls and adults.

When and Where

- Schools (although a recruitment event can be held anywhere, at any time) are an excellent place to hold recruitment events. Recruitment meetings, where you aren't competing with parents’ other commitments (like meeting their child's teacher at an open house), are best
- Ensure things go smoothly by contacting the school with a reminder of the event. If possible, ask for a reminder to be sent through the morning announcements a few days before the event. Encourage girls to tell their parents. Ensure the flier or postcard has been sent home
- It is an event. Think through how you can make it more exciting for girls. What will little brothers be doing? How can you capture the parents’ attention so they are really engaged and hear the volunteer opportunities
- How can you market the event? What needs to be done before the event to ensure its success? Consider using Facebook and Instagram to promote the recruitment event. If you are creating a Facebook event, make sure that it is a public event so that anyone can search for it
- Wherever possible, recruit schools to help with advertising recruitment events held in a school. Show a Girl Scout video on the school TV or post information on the school’s website, newsletter, or marquee
- Attend PTO/PTA meetings to promote Girl Scouts via booth or announcement
- Place yard signs throughout your community (available from Council, just use the online request form: http://www.gsep.org/en/our-council/forms/girl-scout-collateral-order.html)

- Create a customized flyer and post in public areas (schools, grocery stores, libraries, etc.) to increase promotion/visibility of the event (available from Council, just use the online request form: http://www.gsep.org/en/our-council/forms/girl-scout-collateral-order.html)
- Order collateral and giveaways (available from Council, just use the online request form: http://www.gsep.org/en/our-council/forms/girl-scout-collateral-order.html)
- Ask current Girl Scouts to spread the word and invite their classmates
• Freshen up your Girl Scout knowledge and practice your pitch

• Gather your supplies, display materials (pictures, handbooks, uniform components), a sign-in sheet, collateral, and any activity supplies
• Have a plan for follow-up before you hold the event

Who Can Help?

Current Girl Scouts (girls and/or adults):
• To lead a song, activity, or game
• To create a poster of their Girl Scout experiences
• To speak about their Girl Scout experience and how it has impacted their lives
• To discuss awards – bronze, silver, and gold
• To have parents share their daughter’s experiences
• To discuss parental involvement
• To share why they volunteer and how they have benefitted personally

Prior to Event:
• Dress the part. Wear a Girl Scout t-shirt or Girl Scout pin and name tag so that the guests know you are representing the organization
• Arrive about 20 minutes early to set up and prepare. Post directional signs or ask girls to help as greeters and assist families in finding the recruitment location. Designate an area for the children’s activity. Encourage older Girl Scouts to wear their uniforms and help facilitate the activities. We suggest you have adults sit according to the age level of their daughter. The goal is to encourage the adults to join together as leaders and co-leaders that night to form a leadership team
• Plan to setup a display table with Journey books, scrap books, uniforms, etc. to excite the parents and girls about the fun they will have in Girl Scouts

The Event!

There are two main focuses during a recruitment event:
• Give a general, informational overview of a Girl Scout troop experience. Remember that there are different age levels and that all troops are different. Give parents enough detail to make it sound like a great activity for their daughter
• We are a volunteer-led organization. Explain that you are looking for adults who are prepared to play a role in the lives of not only their daughter, but many other girls
Give them some food for thought:

• We provide an easy to use support system with curriculum provided (handbooks and the VTK)
• We offer training, resources, and the collaboration with other volunteers, as support
• Troop meetings and activities can be tailored to fit the troop leader’s calendar
• 80% of women leaders in your community were Girl Scouts
• All women astronauts were Girl Scouts
• Volunteers introduce girls to new experiences that show them they’re capable of more than they ever imagined
• Only one in five girls believes she can lead
• Some girls lack female role models
• Peer pressure starts in elementary school
• The "mean girl" culture is a problem in every community

The Follow-Up

So, the question on everyone’s mind as they leave your recruitment event is, “What’s next?”

Suggested follow-up:

• Direct parents to website – www.gsep.org
• Hand out business cards with troop numbers if you know a troop they can join now
• Obtain the “great 8” on GSEP cards and enter online (available from Council, just use the online request form: http://www.gsep.org/en/our-council/forms/girl-scout-collateral-order.html)
Retention Strategies

Once you recruit girls and volunteers, it’s important to retain both groups! Retention happens when leaders and girls are:

- Engaged in activities
- Able to explore new skills and interests
- Able to develop leadership skills
- Feel valued
- Are supported

Work closely with your Service Unit Team, GSEP staff, 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

Listed below are some Retention Strategies:

**Council-Wide Early Registration Retention**
The Early Registration renewal period gives current Girl Scouts the opportunity to renew their membership for the upcoming Girl Scout year (October 1 through September 30). GSEP provides an incentive for girls who register before the Early Bird deadline. Consider holding a Service Unit-wide re-registration event where the girls receive an incentive or participate in a fun activity while being encouraged to re-register.

**Retention of Girls Bridging**
Invite parents to have an opportunity to see their daughters as they bridge from one age-level to the next. This is an opportunity to share what Girl Scouts will offer the girls over the next few years. This strategy is especially important if the Service Unit notices a decreased retention of girls at a specific grade level.

**Lapsed Member Event**
This strategy is held to re-engage prior members by reminding them of the Girl Scout’s mission, vision, and purpose in hopes of them renewing their membership. This event would be advertised to anyone who has not renewed membership from the last two years. This event should focus on ways to re-engage. The room layout includes areas for Pathways, Program, Volunteer, Retail, Product Sales, Membership Registration, and Girl Activity.

**Lifetime Mailing**
Send a letter to members of your Service Unit who are lifetime members to encourage them to remain actively involved in the Girl Scout program. Give them specific examples of areas your Service Unit could use their help, experience, and leadership. Many times Girl Scout Alumnae would love to get involved again, but without an active daughter, they just don’t know how.
Additional SUM Responsibilities
Disbanded Troops

What happens when a troop disbands? Below are the steps to be taken when leaders step down.

**Active Troops with Leaders Stepping Down:**

- Identify the troop.
  - Ask the Service Unit Manager, the Service Unit Registrar, or the Troop Leader to please notify the members of the troop that the leader is stepping down. Ask the volunteer to host a parent meeting informing the parents that the leader is stepping down and to discuss options for next steps. Discuss adjusting schedules, program activities, and reorganizing adult leadership. Sometimes exploring these options allows the troop to remain active, but even if the troop does disband, everyone will have had a say in the process.

- Some possibilities include:
  - A parent/parents step forward to ensure that the troop has the number of adults required by Safety Activity Checkpoints. A GSEP staff member (currently a Placement Specialist) will reach out to guide the person through the process of becoming a volunteer.
  - If there is no leader identified, the girls can renew their GSEP membership and request another troop by selecting unsure when prompted. This will alert a staff member to reach out to the parent to determine another troop for their daughter.
  - The troop can disband. If this happens, a GSEP staff member (currently a Placement Specialist) will work to place the girls into another troop. A troop is considered disbanded when it is no longer functioning or has not re-registered any members within six months of the expiration date of its last registration.

- Leader Responsibilities:
  - Contact the Service Unit Manager as soon as you know (or think) that your troop is disbanding. The Service Unit Team will assist you through the process.
  - If a new leader has been recruited, all supplies, financial records, and bank account information should be transferred to the new leader. The signatures on the bank account will need to be changed. If this happens mid-year, a new ACH form must be submitted to ACH@gsep.org.
  - If a new leader has not been recruited, all supplies, financial records, and bank account information should be given to your Service Unit Manager or the Service Unit Treasurer.
- If a new leader has not been recruited, work with the School Organizer, Service Unit Registrar, and Placement Manager to find new troops for the continuing girls and adults. Encourage and assist the girls and adults still interested in scouting to find a new troop. There is also the option of registering girls as Individually Registered Members (IRM)

- Determine what the remaining troop money will be used for. Remember that the troop money belongs to the Girl Scout troop, not the individual girls in the troop, and the funds should be used in a manner compatible with the Girl Scout program goals (refer to Chapter 5 of Volunteer Essentials)

- If all girls are placed into existing troops, the remaining troop funds may be divided proportionately and given to the troops in which the girls were placed

- Remaining troop funds that are returned to the Service Unit Manager immediately after disbanding are to be held in the Service Unit account. If the troop is reorganized within one year, the monies will be returned to the troop. If the troop is not reorganized within one year of disbanding, the funds will be given to the Service Unit

- Complete a Final Troop Financial Report. The purpose of this report is to fulfill the Girl Scouts of Eastern Pennsylvania obligation as a corporation to account for public funds and to provide other information required by GSUSA. Please submit two copies of this report, along with two copies of your final bank account statement and the closing receipt from your bank account, to the Service Unit Manager. Any remaining funds should be turned in to the Service Unit Manager or Treasurer along with any unused checks, bank statements, the checkbook register, and any troop records

**Service Unit Manager/Service Unit Treasurer Responsibilities**

- Close the troop bank account. Once **ALL** checks have cleared the bank, make sure the account is closed. Have the bank issue a Cashier’s Check for remaining funds payable to “GSEP- Name of the SU.” The Service Unit Manager or Service Unit Treasurer will manage and distribute funds to any troops accepting the continuing girls

- The Service Unit Treasurer should make sure all troop property has been appropriately distributed

- Members of the SU Team should confirm that girls who want to continue with Girl Scouts have been offered other options:
  - Move to another troop
  - Become an Individually Registered Member (IRM)
  - Be informed of the other options available via other pathways
Trip Approval

Any activity outside the regular troop meeting time and/or place is considered a trip. As the Service Unit Manager, it is important that you are knowledgeable about when and where your troops are planning to travel. All GSEP Volunteer Essentials and Safety Activity Checkpoints policies and procedures MUST be followed. Leaders are required to notify their Service Unit and/or GSEP by completing the appropriate trip application unless it is a SU event or GSEP Spark Program.

The role of trip advisor can be held by the Service Unit Manager and/or a team member. In addition, familiarity with Girl Scout travel policies is important when making decisions about a troop's travel plans.

*Please refer to these sections in VE for more detailed information - Travel Appendix p. 123, Safety Activity Checkpoints p. 16

Types of Trips:

1. **Day Trips** – An activity outside the regular troop meeting time and/or place.
   - Leader submits to SUM or SU Trip Advisor for approval
   - Examples could include but are not limited to
     - Zoo
     - Fire/Police Station
     - Grocery/Craft Store
     - Library

2. **Overnight Trips** – Trips lasting 1-2 nights or 3 nights over a holiday weekend or during the summer months (June-August).
   - Leader submits to SUM or SU Trip Advisor for approval
   - Examples could include but are not limited to
     - Juliette Low Homestead
     - GSEP camp properties
     - Mountains
     - Beach

3. **Extended Trips** - Trips lasting 3 nights or longer. Extended trips require both a Proposal and a Final Submission to be submitted. One form serves both of these purposes – check off “Proposal” at the top of the form for your first submission, and check off “Final Submission” for your final paperwork.
- Leader advises SUM and submits application to GSEP for approval
  - Examples could include but are not limited to
    - Pax Lodge
    - Visiting National Parks across the country
    - Extended camping/hiking trips
    - Cruise

In addition to a completed application, it’s important that the troop leader can answer the following questions:

- Has the application been submitted within the required timeline?
- Is the activity reflecting an appropriate progression for the age level?
- Is the majority of the troop able to attend?
- Is the activity/location permitted according to GSEP guidelines?
- Is the adult/child ratio being followed based on age level?
- Is there confirmation that all attending adults are registered and cleared?
- Are the required trained/certified adults available for the activity?
- Is there an “at home” emergency contact listed?
- Does the leader understand the statement of compliance (including additional permissions, insurance, COI’s, travel forms)?

Approved applications should be kept on file with troop records for at least two years after the date of the event. This provides support for any requests for insurance claims and incident reporting.

Forms may be kept as a hard copy or electronically. If kept as hard copies, ensure they are enclosed in a filing cabinet or secure location. If electronic, create a trip folder within your email for easy access.
Money Earning Activities

Girl Scout troops/groups are financed by dues, money earning activities, and a portion of the money earned through council sponsored fall and spring Product Program campaigns, Nuts About Reading, and Cookies. Additional money earning activities may be done only by those troops who have participated in both council sponsored programs.

Additional troop/group money earning activity requests are approved by you, the Service Unit Manager, and must be submitted at least 4 weeks prior to the activity. The Troop/Group Money Earning Request Form can be found on the GSEP website. The same form is used for troop/group and Service Unit money earning activities. Money earning activities done at the Service Unit level must be approved by your Volunteer Support Specialist. Money earning rules can be found in Chapter 5 of Volunteer Essentials, but here are the basics:

- Extra money earning activities cannot be held during the dates of council sponsored Product Programs
- Girls may not raise money for another organization
- Girls may not profit share with another company
- Girls may not sell or endorse commercial products
- Girls can provide a service for which they are compensated (for example: babysitting)
- Girls can make their own tangible items to sell (for example: bake sale)

In addition to completing an application, you should be prepared to ask and/or answer the following questions:

- Is the activity suited to the age and abilities of the girls and consistent with the principles of the Girl Scout Leadership Experience?
- Do troop/Service Unit members understand that participation in this activity is voluntary?
- Is the activity a GSEP approved fundraiser?
- Has the leader acquired the written permission for each girl to participate?
- Has this activity been planned by and will it be carried out by the girl members?
- Do troop members understand why the money is needed?
- Will all earnings support the Girl Scout Leadership Experience?
- Is it understood that the objective is to raise only the amount of money to offer the planned activity?
• Do the troop members understand that all earnings become the property of the troop and not the individual girls?
• Is the adult/child ratio (based on age-level) that’s needed to ensure the personal safety of each girl being met?
• Is there confirmation that all adults involved are registered and cleared?

It’s recommended that approved applications are kept on file with troop and Service Unit records for two years. This provides support documentation as it relates to the submission of the Troop Financial Report to the Service Unit Treasurer by June 30th each year. Copies of all requests must be submitted to your Volunteer Support Specialist.
Volunteer
Recognitions
Volunteer Awards

Do you know a volunteer who goes above and beyond? It’s easy to nominate them for a Volunteer Award! Volunteer Awards are updated annually and the most recent versions can be found in the “Chart of Awards,” which is posted on the Volunteer Events page of our website at http://www.gsep.org/volunteers/volunteer-events/.

As a SUM, it’s your responsibility to ensure the volunteers in your Service Unit are recognized by Council for their hard work. You can keep track of who in your unit has received awards and which ones they’ve earned, or you can delegate this responsibility to someone else on the SU Team.

Please pay attention to the timeline. It’s a little different each year and deadlines will be announced. But the active nomination window typically spans from November into February.

The Nomination process is now easier than ever – since it lives online in Smarter Select. Look for the link on the Volunteer Events Page. Please make sure that all nominations are completed in full, including all endorsements, by the deadline, so that your volunteers can be recognized. Then make sure your Service Unit Members register to attend and cheer on their colleagues! This is a peer-to-peer award system. So the only way it works is if you’re supportive of one another. This is also another great example of a retention strategy.

And here’s a little secret – our goal is to make everyone feel valued! So while the Volunteer Awards Committee is very strict at upholding the integrity of each award when making their selections, even if a nomination doesn’t make the cut – they can almost always find a different award that does apply. So be specific in your nominations with real life examples of how your volunteer peer has gone above and beyond to serve our girls. It will pay off!

❤️

Little Ways to Say, “Thank You”

Informal recognitions on the troop/group and individual levels are great ways to say “thank you” to your volunteers today! These sincere expressions of appreciation can be powerful when given with a personal touch. Examples of meaningful, informal rewards include:

1. A welcome or thank you card or letter
2. Skill-building learning opportunities (For example, how to use social media to network)
3. A recommendation for a promotion
4. Sending the volunteer’s supervisor or CEO a letter recognizing her/his contributions
5. Complimenting a volunteer’s work to a supervisor or co-worker (in the volunteer’s presence)
6. Showing interest in a volunteer’s personal life (such as asking about a volunteer’s grandchild or weekend plans)
Creating Your Own Service Unit Awards

Service Unit Managers are in the unique position to be able to recognize and appreciate anyone in their unit. A heartfelt thank you goes a long way towards making a person feel appreciated. Listed below are some ideas for Service Unit Awards which were created by one of our units. Include your own creations in the open boxes!

<table>
<thead>
<tr>
<th>Award Name</th>
<th>Award Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Responder</td>
<td>Go-To Volunteer - always ready to go when needed</td>
</tr>
<tr>
<td>Round of Applause Award</td>
<td>Volunteer who came up with great event ideas - always on the lookout</td>
</tr>
<tr>
<td>Full House Award</td>
<td>Leader with the most girls</td>
</tr>
<tr>
<td>Superb Showing</td>
<td>Volunteers that attended every Service Unit meeting</td>
</tr>
<tr>
<td>Longevity Award</td>
<td>Volunteer who has been here the longest</td>
</tr>
<tr>
<td>The Traveler</td>
<td>Leader who submitted the most trip forms</td>
</tr>
<tr>
<td>The Early Bird</td>
<td>Leader who hands in trip forms on time</td>
</tr>
<tr>
<td>Team Player Award</td>
<td>A Volunteer who helped a new volunteer get acclimated</td>
</tr>
<tr>
<td>Helping Hand</td>
<td>Troop that has done the most community service</td>
</tr>
<tr>
<td>New Found Treasure</td>
<td>A Leader who is new and hit the ground running, making a positive impact in a short time</td>
</tr>
<tr>
<td>The Snickers Award</td>
<td>Someone who keeps everyone smiling and laughing</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Forms are a necessary part of Girl Scouts. They help to ensure that there is accountability and that the safety of the girls is paramount. Forms are updated periodically and can be found on the GSEP website (www.gsep.org) by clicking on FORMS (top right corner the website) and searching the options available.

Below is a table of common forms that you may use or of which you need to be aware. It also indicates who fills them out and when they need to be used.

**KEY:**
- SUM – Service Unit Manager
- SU – Service Unit
- VSS – Volunteer Support Specialist

<table>
<thead>
<tr>
<th>Form</th>
<th>Who...</th>
<th>When...</th>
<th>Where</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACH (Automated Clearing House)</td>
<td>Troop Leader or Treasurers to SUM or SU</td>
<td>Authorize GSEP to initiate credit and/or debit entries associated with</td>
<td><a href="http://www.gsep.org/content/dam/girlscouts-gsep/documents/ACH-">http://www.gsep.org/content/dam/girlscouts-gsep/documents/ACH-</a></td>
</tr>
<tr>
<td></td>
<td>Treasurer</td>
<td>payment or sweeps from each troop and SU bank account</td>
<td>Authorization-Form.pdf</td>
</tr>
<tr>
<td>COI REQUEST FORM</td>
<td>Troop Leader or SU Team Member</td>
<td>A request for proof from GSEP for general liability insurance</td>
<td><a href="http://www.gsep.org/en/our-council/forms/cert-insurance-request-form.html">http://www.gsep.org/en/our-council/forms/cert-insurance-request-form.html</a></td>
</tr>
<tr>
<td>CONFLICT- GRIEVANCE FORM</td>
<td>Any Volunteer or Parent</td>
<td>When a conflict or grievance needs to be sent to GSEP staff</td>
<td><a href="http://www.gsep.org/content/dam/girlscouts-gsep/documents/Conflict-Grievance%20Support%20Form.pdf">http://www.gsep.org/content/dam/girlscouts-gsep/documents/Conflict-Grievance%20Support%20Form.pdf</a></td>
</tr>
<tr>
<td>CORPORATE RESOLUTION FORM</td>
<td>Troop Leader and SUM or SU Treasurer</td>
<td>Used to open and maintain bank accounts on behalf of a SU, Troop, or</td>
<td><a href="http://www.gsep.org/content/dam/girlscouts-gsep/documents/Corporate-Resolution-Form.pdf">http://www.gsep.org/content/dam/girlscouts-gsep/documents/Corporate-Resolution-Form.pdf</a></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Group</td>
<td></td>
</tr>
<tr>
<td>DAY TRIP APPLICATION</td>
<td>Troop Leader submits to SUM or SU Trip</td>
<td>For one-day activities outside of your regular troop meeting time and/or</td>
<td><a href="http://www.gsep.org/content/dam/girlscouts-gsep/documents/Day-Trip-Application%202.pdf">http://www.gsep.org/content/dam/girlscouts-gsep/documents/Day-Trip-Application%202.pdf</a></td>
</tr>
<tr>
<td></td>
<td>Advisor</td>
<td>place</td>
<td></td>
</tr>
<tr>
<td>EXTENDED TRIP APPLICATION</td>
<td>Troop Leader to GSEP</td>
<td>Proposal 3-12 mo. based on trip; Final</td>
<td><a href="http://www.gsep.org/content/dam/girlscouts-gsep/documents/Day-Trip-Application%202.pdf">http://www.gsep.org/content/dam/girlscouts-gsep/documents/Day-Trip-Application%202.pdf</a></td>
</tr>
<tr>
<td>Form</td>
<td>Who…</td>
<td>When…</td>
<td>Where</td>
</tr>
<tr>
<td>-------------------------------------------</td>
<td>----------------------------------------------</td>
<td>-----------------------------------------------</td>
<td>-----------------------------------------------------------------------</td>
</tr>
<tr>
<td>Form</td>
<td>(Leader notifies SUM or SU Trip Advisor)</td>
<td>Submission 30-60 days prior (based on trip)</td>
<td>gsep/documents/Extended-Trip-Application%20.pdf</td>
</tr>
<tr>
<td>HIGH RISK ACTIVITIES FACT SHEET</td>
<td>Troop Leader or SU Team Member</td>
<td>Troop needs to refer to this when doing a high-risk activity. SU Team members need to be knowledgeable about high risk activities to approve events</td>
<td><a href="http://www.gsep.org/en/our-council/forms.html?q=insurance">http://www.gsep.org/en/our-council/forms.html?q=insurance</a></td>
</tr>
<tr>
<td>OVERNIGHT TRIP APPLICATION</td>
<td>Troop Leader to SUM or SU Trip Advisor</td>
<td>For trips lasting 1-2 nights or 3 nights, if Federal holiday</td>
<td><a href="http://www.gsep.org/content/dam/girlscouts-gsep/documents/overnight_trip_application_form%202.pdf">http://www.gsep.org/content/dam/girlscouts-gsep/documents/overnight_trip_application_form%202.pdf</a></td>
</tr>
<tr>
<td>PA TAX EXEMPT FORM</td>
<td>Troop Leader or SU Team Member</td>
<td>When purchasing supplies for troops or SU</td>
<td><a href="http://www.gsep.org/content/dam/girlscouts-gsep/documents/PA-State-Template-.pdf">http://www.gsep.org/content/dam/girlscouts-gsep/documents/PA-State-Template-.pdf</a></td>
</tr>
<tr>
<td>SERVICE UNIT FINANCIAL REPORT</td>
<td>SUM or SU Treasurer to VSS</td>
<td>To be filed by SU Treasurer July 31st with the VSS</td>
<td><a href="http://www.gsep.org/content/dam/girlscouts-gsep/documents/Service-Unit-Financial-Report.pdf">http://www.gsep.org/content/dam/girlscouts-gsep/documents/Service-Unit-Financial-Report.pdf</a></td>
</tr>
<tr>
<td>TROOP FINANCIAL REPORT (TFR)</td>
<td>Troop Leader submits to SUM or SU Treasurer</td>
<td>Must be filed with the SUM or SU Treasurer each year by June 30th</td>
<td><a href="http://www.gsep.org/content/dam/girlscouts-gsep/documents/Troop-Financial-Report.pdf">http://www.gsep.org/content/dam/girlscouts-gsep/documents/Troop-Financial-Report.pdf</a></td>
</tr>
<tr>
<td>TROOP LEADER AGREEMENT</td>
<td>Troop Leader submits to SUM</td>
<td>Generally signed at beginning of each year by Leader/Co-Leader as an understanding of the position</td>
<td><a href="http://www.gsep.org/content/dam/girlscouts-gsep/documents/troop%20leader%20position%20agreement%20MY18.pdf">http://www.gsep.org/content/dam/girlscouts-gsep/documents/troop%20leader%20position%20agreement%20MY18.pdf</a></td>
</tr>
<tr>
<td>TROOP/GROUP MONEY EARNING REQUEST</td>
<td>Troops who have participated in the Cookie and NAR Program to SUM or SU Treasurer</td>
<td>Not permitted during the Cookie Program or Fall Product Program dates</td>
<td><a href="http://www.gsep.org/content/dam/girlscouts-gsep/documents/MoneyEarningRequest%202.pdf">http://www.gsep.org/content/dam/girlscouts-gsep/documents/MoneyEarningRequest%202.pdf</a></td>
</tr>
</tbody>
</table>
Service Unit Action Plan

This document’s purpose is to guide your Service Unit team as you plan for the upcoming year. It will become an internal and external tool to help measure the course of your progress. We will be referencing it throughout the year.

DEADLINE: JULY 31

Date of completion: ________________
Completed by: ____________________________________________________________
______________________________________________________________

1. Service Unit Snapshot

Currently, you have X girls. Last year you had X girls with a +/- %, Your current retention rate is X %

Current MY___ numbers:
Previous MY___ numbers:
+/-:
Retention rate:

2. Reports

Your Volunteer Support Specialist will provide you with reports. What type of information would you find helpful?
3. SWOT Analysis

The SWOT Analysis is a method Service Units use to evaluate the strengths, weaknesses, opportunities, and threats involved in supporting our membership. Consider the following when completing the SWOT analysis: troop involvement, Service Unit meeting attendance and participation, size of Service Unit team, effectiveness Service Unit Team, completion of trainings, retention, etc.
4. Service Unit Meetings

Service Unit meetings provide an opportunity for leaders to learn important information about the unit or council, talk with their peers, provide training opportunities or other takeaways, etc.

How many meetings will you hold this year? _____________

Do you provide an agenda? _____________

How long are your meetings? _____________

Do you plan to hold separate Service Team meetings? _____________

Ideas for meetings—check any that you may try implementing this year.

☐ Round Robin ☐ Trainings/Team building ☐ Trip Ideas ☐ Breakout sessions ☐

☐ New leader session ☐

☐ Sharing an activity or craft to do with girls, i.e. sit-ups, games, songs, etc. ☐

☐ Other ____________________________ ☐

☐ Other ____________________________

5. Service Unit Team

The Service Unit Team is a volunteer-led support system for the unit. Below is a list of suggested Service Team positions. Check which roles you plan to utilize and provide names, if known.

☐ Service Unit Manager(s) ____________________________

☐ SU Registrar ____________________________
School/Troop Organizer(s) ____________________________________________

SU Compliance Liaison (Coach) _______________________________________

Event Coordinator _________________________________________________

SU Treasurer ______________________________________________________

SU Product Sale Coordinator – Spring _________________________________

SU Product Sales Fall ______________________________________________

SU Elected Delegate(s) ______________________________________________

Adult Awards Coordinator ___________________________________________

Other ______________________________________________________________

Other ______________________________________________________________

6. Leader Retention Plan

What plans do you have to increase leader retention? Please check all that apply.

☐ Adult Awards ____________________________________________________

Incentives - i.e. Leader bucks, T-Shirts, giveaway ______________________

Leader Appreciation Events _________________________________________

Mentoring _________________________________________________________

Other __________________________________________________________________

Other __________________________________________________________________
7. Event Calendar

*Please list planned events that help promote retention.*

---

**FALL**

---

**WINTER**

---

**SPRING**

---

**SUMMER**

---

Volunteer Tool Kit (VTK)

*How will you promote the use of VTK to leaders of troops in K-5? The VTK is designed to assist troop leaders in organizing their troop meetings. Develop a goal for VTK adoption in your unit. GSEP’s goal will be at least 50% adoption by troop leaders.*

Your Goal __________%
9. Tools and Resources
   What tools do you need to be successful? i.e. special lists, charts, marketing materials, etc.

10. Additional Feedback?
Volunteer Awards - Formal awards for adult Girl Scout members are available to recognize exemplary service for those who go above and beyond the expectations of an individual's volunteer position. Volunteers, girl members, and/or their families may nominate someone for an award. Formal volunteer awards are only one way to recognize volunteers – create your own informal recognition ideas to celebrate other adults serving Girl Scouts!

Adult-to-Girl Ratio - Minimum number of adults needed to supervise a specific number of girls. The purpose of these ratios is to ensure safety and well-being of girls. Ratios must include at least 2 registered, cleared, trained, and unrelated adults, one of whom must be female. See Volunteer Essentials for more information.

Annual Meeting - Governance annual meeting for a local Girl Scout Council. At this meeting, the Council elects its board of directors and conducts other business decisions essential to Girl Scouting in its geographic area.

Bridging – A term used to indicate when girls advance from one program level of Girl Scouting to the next. Typically, bridging is celebrated with a ceremony that occurs during the spring/summer in preparation for the new school year. Bridging awards are presented to those who complete requirements. Refer to the Girl's Guide to Girl Scouting for each age level for instructions on completing these awards.

Council - One of Girl Scouts of the USA's local affiliates, with authority over Girl Scouting in a specific section of the country. Currently, there are 112 Girl Scout Councils in the USA.

Customer Engagement Initiative (CEI) - GSEP's new way of work focusing on aligning people, processes, and systems to effectively ensure both recruitment and service/retention functions. This initiative provides a quality, customer-centric, and consistent experience resulting in girl and volunteer membership growth and satisfaction.

Delegate - This volunteer position serves the Council for a specified term as an elected representative at the annual meeting and other governance opportunities throughout the year. Older girl members and adult members are both able to represent their local service areas as delegates.

Disbanding Troop - A troop disbands if the girls age out of Girl Scouts (graduate from high school) or if the leader no longer wants to lead and no other leadership is identified. When a troop disbands, the Council works to place those girls into other troops.

Girl Awards - The highest honors a Girl Scout can earn in the Girl Scout program. There are 3 awards: Bronze, Silver, and Gold. The Gold award is the highest award. These awards give girls a chance to take action in their community and make a difference in the world around them. There are specific requirements for each award. See Volunteer Essentials for more information.
Girl's Guide to Girl Scouting - Girl program resource that includes fun activities, a badge book, and a handbook all-in-one. This resource complements the Girl Scout Journeys. There is a different guide for every Girl Scout program level.

Girl Scout Leadership Experience (GSLE) - These are the 3 keys to girl leadership: Discover (girls find out who they are, what they care about, and what their talents are), Connect (girls collaborate with others to make the world a better place), and Take Action (girls do something to improve their world). See Volunteer Essentials for more information.

Girl Scout Program Levels - Program levels divided by grade level. The levels are: Daisy (K-1st grade), Brownie (2nd-3rd), Junior (4th-5th), Cadette (6th-8th), Senior (9th-10th), and Ambassador (11th-12th).

Girl-led - Girl Scouts incorporates girl leadership into virtually every component of our program. We encourage girls to take ownership of projects, meetings, and planning opportunities. Girls partner with adults to facilitate meetings and other Girl Scout programs. As girls get older, the level of responsibility and leadership opportunities increases.

Journeys - A thematic program opportunity where girls earn recognitions by completing a set of activities. There are 7 Journey options for each program level.

Market Share - Typically expressed as a percentage, market share is the percent of available girls that are registered Girl Scouts. The lower the market share, the more opportunity there is to recruit in an area. The higher the market share, the higher membership saturation we have in that area.

Membership Dues - This is the annual fee, paid to GSUSA, that a member makes to join Girl Scouts of USA. There is also the option for adults and graduating girls to purchase a lifetime membership. Our Council offers financial aid for membership fees for those in financial need.

Member Services - Serves as your first point of contact for general questions and provides an exceptional level of customer service. This is your go-to department for all questions and concerns. You can reach them at memberservices@gsep.org or by calling 215-564-2030.

Money-earning Activities - When a troop needs to supplement its dues and product sales earnings for a special trip or program, the troop may plan a money-earning event to help with the costs. Money earning events should be girl-led and require approval by the Service Unit or Council.

Parent Meeting - Initial meeting every troop should have at the beginning of the school year. At this meeting, the Troop Leader(s) meets the parents, collect forms and payments, and decide on ways parents can be involved throughout the year.

Recruitment Specialist - A Girl Scout recruiter on staff responsible for engaging girls and adult volunteers to grow membership. The SUM will work together with Recruitment staff to provide you with growth support.
**Placement Specialist** - The Placement Specialist enrolls new volunteers; including interviewing and ensuring volunteers meet Pennsylvania state clearance requirements. The Placement Specialist works with volunteers and Recruitment Specialists to grow and to start new troops within a geographic area.

**Volunteer Support Specialist** – The Volunteer Support Specialist provides support to Service Unit Managers and Service Unit Teams. This includes communication from GSEP on procedures and policies. The Volunteer Support Specialist also aids in conflict resolution.

**Service Unit** - Grouping of troops that meet within a specific geographical jurisdiction. Typically led by a volunteer team, this team supports the troops in that area through guidance, programming, and approval for money earning and other events. Service Units partner with the Council to make decisions and implement program.

**Troop Funds** - Each troop must have their own bank account. Money belongs to the troop, not to the individual girls. Management of funds must be transparent to the girls, parents, volunteers, and the Council. Certain reporting rules apply. See Volunteer Essentials for more information.

**Volunteer Toolkit** - The Volunteer Toolkit (VTK) is a digital resource that supports troop leaders and co-leaders, making the process of running a troop easier and more efficient.

**WAGGGS** - World Association of Girl Guides and Girl Scouts. This is a world network of 145+ girl member organizations focused on developing girls and young women around the world.