



service  
unit  
manager



**girl scouts**  
of central california  
south



**The Service Unit Manager**  
serves as a knowledgeable, positive and encouraging  
source of support for the entire Service Unit Team  
and enthusiastically engages others in carrying out  
the team's plans for membership development  
and delivery of a quality Girl Scout experience.

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

# Qualities of a Great Girl Scout Leader



## Honesty

You are a trusted representative of your service unit and of Girl Scouts. If you strive to make honest and ethical decisions, your team will too.



## Ability to Delegate

Where there is trust, there is strength! The ability to delegate tasks to appropriate team members is one of the greatest skills you can have.



## Communication

Be clear and be knowledgeable about what you want done or the information you wish to convey. If you can't explain it, they can't understand it.



## Sense of Humor

Always try to find the smiles inside the struggles! If you strive to find the "punny" and positive side of any situation, your teammates will too!



## Confidence

When setbacks occur, help assure everyone that everything is going to be OK. Be a source of encouragement and calm during life's little storms.



## Commitment

Lead by example. If you expect your team to work hard and give of their time and talents, always do your best to do the same.



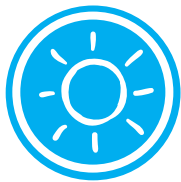
## Positive Attitude

Help keep your team focused on the goals ahead by keeping a smile on your face and in your voice. Positive energy produces positive results!



## Creativity

Problems don't always have clear solutions and sometimes the best ideas take a little time to find. Always try to think outside the box!



## Ability to Inspire

Motivation is key to achieving your goals. Keep everyone's spirits high by appreciating hard work and recognizing team members' strengths.



## Intuition

Use your best judgment. Trust your gut. When there is no roadmap telling you where to go or how to proceed, trust yourself and trust your team.



# SERVICE UNIT MANAGER

## TABLE OF CONTENTS

Introduction.....	1
Overview of a Service Unit.....	1
• Service Unit Team Responsibilities .....	1
• Expectations of Service Unit Team Members.....	2
Planning Service Unit Meetings.....	5
• Using Meeting Time Wisely.....	5
• Activity and Training Options.....	6
Leading Service Unit Meetings .....	6
• Sample Meeting Agenda .....	6
• Parts of the Meeting.....	7
• What to Avoid in Your Meetings .....	8
• Recognizing Volunteers .....	8
Delegating Tasks.....	9
It's a Partnership! .....	10
• Managing Conflict .....	10
• Conflict Management Notes Form .....	11

# SERVICE UNIT MANAGER POSITION DESCRIPTION

The basic job description for the Service Unit Manager is listed below. We would like for you to be the first line of contact for your Service Unit Team and all of our troops across your service unit.

- Recruit, lead, and manage the service team and support volunteers in accordance with the volunteer management system.
- Support the effective execution of service team roles and responsibilities.
- Prepare an agenda and preside over service unit meetings during the membership year.
- Utilize service unit meetings to plan and discuss service unit activities, promote council services, provide training, distribute information, and interpret or clarify GSUSA and council policies, standards, and procedures.
- Communicate service unit meeting dates, times, and locations to volunteers.
- Ensure volunteers submit requested forms and reports to council by appropriate due dates.
- Ensure positive visibility and awareness of Girl Scouting in the community.
- Create an atmosphere of appreciation within the service unit using both informal methods and more formal GSUSA and GSCCS Adult Volunteer Awards & Recognitions.
- Provide conflict resolution with the support of council staff.
- Recommend to council staff volunteer appointment and/or release in accordance to volunteer management procedures.

# Thank you

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

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

As the Service Unit Manager, you will oversee the “business” of the service unit. The Service Unit Manager serves more as a facilitator, mentor and trainer.

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



There are four key components to your position as Service Unit Manager:

- Direction of all aspects of the Service Unit
- Promotion of the Girl Scout Leadership Experience
- Recruitment and retention of both girls and adults
- Celebration and recognition of volunteers

Although yours is a pivotal role within the service unit, you don’t have to “go it alone!” There is a whole volunteer team around you—your Service Unit Team. And there is an entire staff behind you, too! Customer Care and your Troop Support Specialist are there to support you!

## WELCOME TO THE SERVICE UNIT TEAM!

# OVERVIEW OF A SERVICE UNIT

Service Units are organized groups of volunteers within a certain council-defined, geographical area who provide a critical layer of management and support needed to provide Girl Scout services throughout our council.

Since the Girl Scout council has a budget to support only a small staff in proportion to the population, the delivery of Girl Scout services relies heavily on volunteers. Troop leaders provide direct services to girls, while service units provide vital support to leaders, girls, and parents through meetings, events, recruitment activities, financial management, etc.

### The Service Unit Team is responsible for:

- Extending membership by recruiting volunteers and girls reflective of the diverse community including:
  - ~ Service Unit Team members
  - ~ Leaders and volunteers for a variety of pathways including troops and series
  - ~ Girl membership at all grade levels
  - ~ Supporting the on-boarding of volunteers
  - ~ Assisting with girls’ and volunteers’ registration

## **The Service Unit Team is responsible for:** *(continued from p.1)*

- **Providing direct support to girls and adults through:**
  - ~ Enrichment training
  - ~ Service unit networking and discussion groups
  - ~ Providing support to all volunteers through a variety of communication methods including service unit leader meetings
  - ~ Girl-planned service unit events that promote a connection between troops in the service unit and enhance the troop experience
  - ~ Participation in council and community events, including the GoNuts and Cookie Programs
  - ~ Volunteer recognition
  - ~ Providing service unit events that incorporate the Girl Scout Leadership Experience
  - ~ Ensuring that within each of the functions of the service unit, support will be consistent and flexible, and provide ease of access to the Girl Scout experience
- **Community engagement by:**
  - ~ Educating the community about the benefits of Girl Scouting
  - ~ Ensuring messaging and activities of the service unit reflect the Girl Scout Leadership Experience and council goals

Although every service unit has primary functions, it does not mean that these are the only volunteers who will assist with service unit business.

For example, in service units with fewer troops and therefore, less volume, you might have several people on your team who assume more than one role or serve in more than one function. In larger service units, multiple people may be needed in order to function effectively and not overtax any one person. You may find you need additional (non-Service Unit Team Member) volunteers who are assigned specific duties *under* one of the listed Service Unit Team positions.

What matters most is that each service unit builds an effective team, promotes healthy communication, and serves as a role model to your troop leaders and girls.

## **It is expected that all members of the Service Unit Team will:**

- Register as an adult member and be a positive representative of the Girl Scout Promise and Law.
- Be at least 18 years old and complete the volunteer screening process.
- Attend preliminary training to learn the job and eagerly participate in ongoing learning opportunities for continuous growth in the position.
- Participate in the development of yearly service unit planning.
- Participate as an active member of the service unit team by attending service team and unit meetings.
- Provide excellent customer service by fulfilling responsibilities promptly and courteously.
- Build and maintain an effective working relationship with service team, association team, and council staff.
- Possess and utilize sound judgment, flexibility, organization, delegation, communication, and prioritization skills.
- Understand and help others understand and embrace diversity and inclusion.
- Follow all GSUSA and council policies, standards, and procedures.
- Display a positive, enthusiastic attitude that reflects the acceptance of the mission, vision, and goals of GSUSA and GSCCS
- Support, promote, and maintain a commitment to and knowledge of the Girl Scout Leadership Experience and the National Program Portfolio which includes Journeys and Girl's Guide to Girl Scouting.
- Have access and be able to communicate via phone, internet, and email.



# PLANNING SERVICE UNIT MEETINGS

Running a service unit meeting is an important responsibility of the Service Unit Team, especially the Service Unit Manager. These meetings happen monthly and should focus on the specific needs within your service unit. Ideally, 20% of the meeting should be spent on announcements and service unit business; the other 80% should be spent on collaborating with each other, mentoring each other, planning events, and learning new skills.

Before meeting as a full service unit with all troops represented, a meeting should be held with the members of the Service Unit Team to discuss and address what is to be presented to the service unit at-large. This meeting could be held an hour prior to the full service unit meeting or on another day. Conducting these meetings is a very important part of building the leadership of your service unit.

It is critically important that the meetings be kept to a specific time schedule. Meetings should start and end on time, unless the participants have been warned that the meeting could run longer than usual. Remember, your time - and the time of all the other participants - is valuable and should be honored. Make sure you do not spend too much time presenting information that could have been learned via notes or a post-meeting email; instead, spend the majority of your time on learning opportunities or activities.

## Here are some ideas to get you started:

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

## USING MEETING TIME WISELY

### Tips and Suggestions:

- Start on time. End on time or early. Always.
- If your volunteers want to stick around and talk afterwards, they should be given a window of time to do so.
- Sometimes being given the opportunity to share ideas is the best use of your time together. Be prepared to keep the building open longer than the scheduled time but know when/if the building manager needs to lock up the facility.
- Be consistent with your meetings. The opportunity to share information and “face time” with Service Unit Team Members and other leaders can make a huge difference in a volunteer’s Girl Scout experience.





## ACTIVITY AND TRAINING OPTIONS

### Keep them coming back!

Seek out, encourage and mentor new volunteers. Do you remember what it was like when you attended your first service unit leader meeting? Wouldn't it have been easier if there was someone there whom you knew and who could explain the ins and outs? As a seasoned Service Unit Team Member, you have the opportunity to get the leaders off to a good start and give them a positive experience.

Include a training or activity as part of your service unit meeting. GSCCS staff and volunteer facilitators can provide short trainings, also known as "Short and Snappy," at your service unit meetings (or on a separate date) on a variety of beneficial subjects.

**Don't let any  
of your leaders be  
"The volunteer who never  
came back!"  
Take action with your team  
and brainstorm  
welcoming ideas to make every  
service unit leader meeting a  
positive experience!**

Dear Girl Scout Service Unit Team:

It amuses me to think your organization spends so much time looking for new members when I was there all the time. Do you remember me?

I'm the person who came to every meeting, but nobody paid any attention to me. I tried several times to be friendly, but everyone seemed to have their own friends to talk to and sit with. I sat down among some unfamiliar faces several times, but they didn't pay attention to me. I hoped someone would ask me to join one of the committees or somehow participate and contribute – but no one did.

Finally, because of illness, I missed a meeting. The next month, no one asked me where I had been. I guess it didn't matter very much whether I was there or not. On the next meeting date, I decided to stay home and watch a good television program. When I attended the next meeting, no one asked me where I was the month before.

You might say I am a good person. I have a good family and love my community.

You know who else I am?

I'm the volunteer who never came back.

# LEADING SERVICE UNIT MEETINGS

## A SAMPLE MEETING AGENDA

It is the responsibility of the Service Unit Manager to make sure that the service unit meeting runs smoothly and to request the resources the volunteers in your area might need. Here you will see a suggested meeting agenda and schedule to use as a sample with your leaders.

Notice that this meeting does not last longer than one hour. It is important that your volunteers know that the meeting will start on time, end on time, and not last longer than one hour, unless it is truly necessary. Make sure that you use the time you are given with your volunteers wisely.

### Service Unit Meeting, October 9, 2019, 6-7pm

6:00 – Welcome and introductions

6:05 – Icebreaker or team-building game

6:15 – Announcements and upcoming events (*should include treasurer's report, minutes from previous meetings, and council announcements or business*)

6:25 – Training or activity

6:55 – Closing activity or game

## PARTS OF THE MEETING

**1. Welcome** - This is the beginning of your meeting.

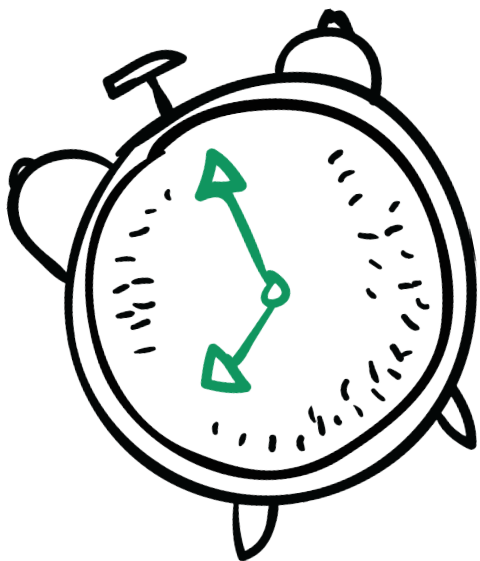
Introduce the service team, especially if you have new leaders attending. Use name tags or re-useable name plates on the tables in order to call individuals by name. You might explain how the members of your team serve in the area. This is also a great time to do a flag ceremony and say the Girl Scout Promise and Law together.

### 2. Icebreakers and Team-Building Games

Icebreakers and team-building games are a great addition to service unit meetings. These games traditionally give people an opportunity to get to know each other and/or learn new skills. Always try to include information on how volunteers can use these games with their girls, possibly explaining how to alter for younger or older girls. These games can get more challenging as the year moves on and people get to know each other better. Encourage different troops to take turns planning and ice breaker or team building game. You can even have leaders sign up for certain dates ahead of time.

### 3. Announcements and Upcoming Events

This is the third part of your service unit meeting. Here you will present service unit information, council information, and information about upcoming community events. Remember - don't spend more than 10 or 15 minutes making announcements. This information can be sent out via email either right before the meeting or soon after and this valuable meeting time may be better spent learning together instead.



### 4. Training or Activity

The majority of your time together should be devoted to a training or activity. This is your opportunity to bring in speakers and community resources, or facilitate a Journey, badge, or other outcomes-based training or activity. Be creative!

Make sure to ask the leaders in your area about what *they* would like to see at the meetings. Many times the Service Unit Team is made up of experienced leaders who need different training than newer leaders, so be sure to keep your whole audience in mind when planning service unit leader meeting activities and trainings. Consider who can lead the trainings that the leaders choose. Volunteers within your service unit might excel in certain subjects, and you may find a volunteer who is willing to share their experience with others. If you cannot find someone to facilitate a particular training, contact your Troop Support Specialist.

Another great use of volunteer mentors is to engage Girl Scout alumnae. Many alumnae continue to stay engaged and can offer many activity suggestions and resources. Some are even willing to travel and assist with troop meetings or events.

### 5. Closing Activity

This is the final part of your service unit meeting. There are many creative options for this portion of the meeting as well. Closing time is the perfect time for a friendship circle or short game. You could ask the volunteers to share something that they learned during the meeting or have used since you last met. It is also the best time to remind your volunteers of the next meeting date and time, especially if you only meet every other month.

**Planning and running an informative, helpful,  
and timely meeting can be easy.  
If you need additional guidance  
or if you need help  
getting runaway meetings back on track  
reach out to your GSCCS  
Customer Care team at  
[customercare@girlscoutscs.org](mailto:customercare@girlscoutscs.org)**

## Together with your Service Unit Team, create a Take Action Plan to:

- Create a welcoming environment *to help with leader retention.*
- Work as a team *to help the service unit run smoothly.*
- Set goals *to give the service unit direction.*
- Establish a yearly calendar *to help everyone easily plan activities.*
- Solve Service Unit problems as a group *to help all team members develop problem solving skills.*
- Develop an agenda for service unit leader meetings and Service Unit Team meetings *because using a team approach keeps everyone involved!*

### WHAT TO AVOID IN YOUR MEETINGS

#### Avoid negativity!

Don't allow negativity to thrive in the meeting. There should be time for participants to voice opinions, but encourage the conversation to move toward creative solutions rather than complaints. A great rule to establish and use with your service unit team is, "If you bring up a problem or concern during the service unit meeting, you must also give one possible solution." This helps to ensure that your meetings stay productive.

#### Avoid being unprepared.

Remember, you will need to use the small amount of time you have as wisely as you can. This means you should create an agenda, arrive early, have all of your materials in hand, and be prepared when it is time for the meeting to start.

#### Avoid losing control of the discussion/agenda.

Again, opinions are valuable, but set aside a specific amount of time for discussion and then move forward. At times, you might need to table a discussion until a later time when everyone has had an opportunity to think through the issue.

### RECOGNIZING VOLUNTEERS

**Volunteers are our gold!** Recognizing volunteers is a task that every manager and/or coordinator of volunteers needs to think about. There is no single solution to how to go about recognizing volunteers. Each gesture should be tailored to the volunteer(s) you wish to honor.

Never assume that volunteers know they are appreciated. A sincere and spontaneous thank you note to a volunteer for a job well done is also a welcome bit of positive feedback. Personalizing your volunteer recognition component of your program is the best form of showing appreciation for the contribution of your volunteers.

Work with your SU to plan great ways to ensure that your service unit volunteers know just how valuable they are!



# DELEGATING TASKS

**The first rule of management is delegation.**

**Don't try and do everything yourself because you can't.**

- Anthea Turner

As a manager of volunteers, for you, "delegating tasks" means entrusting someone you have appointed to do a specific job - usually on their own without your assistance or interference. If you have the right person in place, your role as a volunteer manager will become much easier, and your team will become more efficient and successful in achieving its goals.

**Get rid of the "I'd Rather Do It Myself" mentality.**

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

**Why Delegate?**

- Because you can't do it alone.
- Because you build a team of experienced volunteers.
- Because you develop skills and confidence in others.

**What happens if you don't delegate?**

- You over-extend yourself.
- People stop volunteering to help.
- Resentment and ill-feeling build.
- NO new leadership is developed.



**The Do's and Don'ts of Delegating:**

**DO:**

- Be sure the person understands what the job is on the front-end and make sure that you are both "on the same page" about specifically needs to be done.
- Maintain regular communication and contact with the person to whom you have entrusted the task in order to show encouragement and support.
- Show your appreciation whenever you have the chance.
- Be interested in other ideas and viewpoints.
- Let the person do the job!

**DON'T:**

- Coerce people into jobs they'd rather not do
- Let someone continue in a job when nothing is getting better
- Ask the wrong person to do the job or just choose a "warm body"
- Overload people
- Ask the same people over and over again

**Remember, to engage volunteers, you must support them by allowing them the opportunity to answer questions, to share their talents, and to share their expertise.**

# IT'S A PARTNERSHIP!

The Service Unit Team provides the “link” between staff and Board members, and volunteers and girls. Your role as a leader of the Service Unit Team helps us maintain this vital connection, so that we keep it strong and healthy, and set ourselves up for growth so that we can serve more girls.

Below are a few of the ways we can work together to strengthen this partnership:

- Facilitate participation in council meetings. This is a great way to network with other service units within your area as well as gain valuable information about our organization.
- Assist in promoting, supporting, and attending the Annual Meeting (typically held in late April of each year). This annual event offers a wonderful opportunity to learn and network with other adult Girl Scouts throughout our council, as well as have a say in the decision making process.
- Work with your team to provide constructive feedback in all areas so that we can continue to improve our organization. We depend on you to be the eyes and ears of our council!
- Be on the lookout for ways to network with your community to help identify funding possibilities, donation sources, potential volunteers, and community support for Girl Scouting.

Above all, help us be the SOLUTION to any problems that arise. With your help, our council can be a shining example of what healthy leadership can accomplish!

## MANAGING CONFLICTS

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

When a conflict arises between individuals, encourage those involved to sit down together and talk calmly in a nonjudgmental manner. Depending upon the situation, each party may need some time—a few days or a week—to calm down before being able to do this. Although talking in this way can be uncomfortable and difficult, it does lay the groundwork for working well together in the future. Whatever you do, do not spread complaints around to others. That kind of talk won't help the situation and causes only embarrassment and anger.

If a conflict persists, be sure you complete a [Conflict Management Notes](#) form (see page 11) and explain the matter to your Troop Support Specialist. If the team cannot resolve the issues satisfactorily the issue can be taken to the next level of supervision.



Above all, **THANK YOU** for your continued dedication to Girl Scouts, our mission, and to Girl Scouts of Central California South!

**We appreciate YOU!**

For questions or concerns, please contact the Customer Care at [customer care@girlscoutscs.org](mailto:customer care@girlscoutscs.org)

# Conflict Management Notes

## Service Units/Troops

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

Person Sharing Concern: \_\_\_\_\_

Troop #: \_\_\_\_\_ Phone #: \_\_\_\_\_ Email: \_\_\_\_\_

Name(s) of all parties involved: \_\_\_\_\_

\_\_\_\_\_

Concern, as expressed: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Response/Recommendation: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Is follow-up needed?  No  Yes

Name of person completing this form: \_\_\_\_\_

Phone #: \_\_\_\_\_ Email: \_\_\_\_\_

..... Council Use Only .....

Received By: \_\_\_\_\_ Date Received: \_\_\_\_\_