



Service Unit Manager

Leading the Service Unit

*Volunteers do not necessarily
have the time.
They have the
heart.*

Elizabeth Andrew

Objectives

Honest & Fair: The SU Manager Role

Inform the service unit manager of the basics of the service unit, their position and their support team. Empower the service unit manager to act as the representative for and liaison to Girl Scouts of Northeast Texas in their community.

Considerate & Caring: Managing People

Equip service unit managers to identify potential SU team leadership, recruit members of the SU team, manage the activities of the SU team and ensure all team members have appropriate support for their roles.

Friendly & Helpful: Communication & Meetings

Ensure service unit managers are able to hold effective meetings and communicate efficiently with their volunteers, parents and SU members.

Making the World a Better Place: Service Unit Success

Demonstrate the measures of service unit success and provide the means for the SU manager to contribute to achieving service unit goals.

Using Resources Wisely:

Provide tools, tips and procedures for the service unit manager to follow in order to be successful in their role.

Honest & Fair: The SU Manager Role



What is a Service Unit Manager?

PURPOSE

The SU manager is responsible for collaboratively developing and managing the Girl Scout service unit with the support of the volunteer coordinator, placement specialist and recruitment coordinator. Together, they will work to recruit a service unit support team, engage new and existing troop leaders and other volunteers, recruit new girls and adults, successfully meet goals that in turn support the overall efforts of Girl Scouts and provide for a rich, memorable and important Girl Scout experience for girls and adults within their geography.

The SU manager is the lead volunteer for their area. As the SU manager, you have the opportunity to encourage girls to dream big, learn new skills, make new friends and accomplish their goals by empowering and developing the adult volunteers who serve them every day.

SERVICE UNIT SUPPORT ROLES

SU team members are recruited and appointed by the SU manager in partnership with the GSNETX member relations support staff- the volunteer coordinator on the retention team and the recruitment coordinators and placement specialists on the recruitment team, depending on the SU team position.

Who supports the Service Unit Manager?

The SU manager is appointed by and receives direct support from a GSNETX volunteer coordinator. Additionally, the SU manager receives support from GSNETX outside sales and sales support staff members, as well as other Girl Scouts of Northeast Texas staff members who can give unique and specific insight into various questions.

This combination of efforts is designed to allow the SU manager to receive the best possible support from the staff member whose role is focused on certain activities and functions.

THE ROLE OF THE VOLUNTEER COORDINATOR

Working in partnership with the SU manager and other appropriate SU team members, the volunteer coordinator will:

- provide superior service and support to volunteers
- ensure that membership retention goals are met
- assist in the planning, development and implementation of the Girl Scout Service Unit meeting agenda
- assist in the planning, development and implementation of SU action plans
- assist in identifying team members and succession planning for future SU positions
- ensure communications are received in a timely fashion
- clarify council policies and procedures, including support of the GSNETX Cookie Program and the annual Family Partnership campaign
- work to provide support and assistance with problem solving and conflict resolution
- attend SU team meetings, SU leader meetings and SU events to provide additional support throughout the membership year
- provide reports, including SU rosters, as needed.

THE ROLE OF THE RECRUITMENT COORDINATOR

Working in partnership with the appropriate SU team members, the recruitment coordinator will:

- provide superior service and support volunteers
- ensure that membership recruitment goals are met
- assist in planning and carrying out recruitment events at the Girl Scout Service Unit level
- cultivate and access community resources to assist in the development and understanding of Girl Scouting in her/his assigned geographic locations
- assist with troop organizing and girl placement

THE ROLE OF THE SALES SUPPORT SPECIALIST

Working in partnership with the appropriate SU team members, the recruitment coordinator will:

- Assist new girls, new adults, and new volunteers with completing all steps required for membership registration.
- New leader onboarding, including selecting volunteer role, completing adult membership registration and ensuring background check is cleared. Transition new leaders to volunteer coordinators for ongoing support.
- Work with Troop Organizers, Recruiters, or Registrars to work any "wait lists" to help place girls more quickly and recruit additional volunteers.
- Organize new troops and issue new troop numbers in partnership with GSNETX registrar and SU Team.

Considerate & Caring: Managing People



Building Your Service Unit Team

Depending on your service unit, you may have a strong, full team when you take over as service unit manager or you may find that you have to build the service unit team altogether. Work together with other volunteers and support staff to determine what roles need to be filled and by whom. Remember that different adults- volunteers, parents, troop leaders, community members, recent Girl Scout graduates- can bring a wide variety of perspectives, talents and skills to any position on the team.

Some things to look for in perspective SU team members:

- organization
- communication skills
- passionate about Girl Scouts
- positive perspective
- works well on a team

Leading a Team

Remember, as the service unit manager, you are leading a team- leading the SU meetings, coordinating activities, supporting what other volunteers are doing behind the scenes, mentoring, nudging people into action, answering questions, empowering volunteers to “own” the tasks they are volunteering for, plus being the liaison between your service unit and GSNETX. Don’t forget to ask for help when you need it in order to balance out that support system.

In order to keep your team working together efficiently, you should make sure that all SU team members have completed the training requirements for their position and offer additional ways for them to further develop their skills.

Keep in mind that since you are leading a team, that also means leading different personalities who may have different opinions and approaches to any number of tasks and activities.

Friendly & Helpful: Communication & Meetings



Communication is Key

One of the main functions of the service unit team is to communicate – with their volunteers, troop leaders, parents, girls, and GSNETX staff. No matter who you are communicating with, it needs to be timely, accurate and frequent enough to get your message across and keep everyone well-informed while not overloading anyone’s inbox or using up all of their data plan.

Knowing how to communicate with these groups is important. One of the best ways to communicate with people is to ask them how they would like to receive information. Some individuals prefer e-mail while others may like a phone call or a text message. There are many free online sites and tools that you can use to communicate with your important audiences, including Shutterfly, Yahoo! Groups, and Rallyhood. GSNETX does have website guidelines, such as:

- Before you begin developing a Girl Scout website, you must first designate one (1) adult who will be the primary volunteer responsible for managing the website.
- If you wish to post Girl Scouts’ names on the website, first names are recommended and you must have the approval from the girl and parent to use the entire name.
- Remember that anything you place on your website is a reflection of Girl Scouts of Northeast Texas and GSUSA, so be cautious in selecting content.
- If Girl Scouts of Northeast Texas or GSUSA contacts you and requests that any content or links on your website be removed or altered in accordance with their guidelines, it is required that you comply with the request.

Just as it is important to share timely, relevant information, you should also be careful to recognize what information should be shared. At times, service unit team members may be privy to information that better informs them to perform their roles and that should not be shared with all members. Please contact GSNETX support staff directly should you have specific questions in regard to this.

Elements of a Model SU Meeting

One of the main roles of the SU manager is to help plan, organize and facilitate SU meetings. These meetings, sometimes also called leaders' meetings, take place on a regular basis and act as a way to share information, bring volunteers together and coordinate activities for the Girl Scout troops in the service unit. These meetings do not need to be limited to just Girl Scout leaders – any Girl Scout volunteer or adult member could benefit from attending.

In order to model good meeting behavior, you can utilize the same six parts of a Girl Scout troop meeting in your service unit, per the instructions below.

PART 1: START UP

Consider adding some kind of self-directed activity leaders may do if they arrive early for the meeting. The activity should not require a lot of time to complete and little, if any, clean up. Supplies for the pre-meeting activity should be set up and ready for the leaders when they arrive. This activity gives the Service Unit Team time to greet people as they arrive and keeps attendees busy with something structured.

Hint: If you make this part fun, the leaders will tend to be on time.

PART 2: OPENING

Make sure you start your meeting on time and have an official start to the meeting. This could include the Girl Scout Promise & Law or a flag ceremony if there is time. Your opening could also change depending on the meeting and time of year.

PART 3: BUSINESS

Have an agenda and seek input from your SU team members. Print the agenda and stick to it. People feel good when they can visually see that the group is accomplishing tasks. In order to make sure you have time for questions and discussion, it is generally best to try and keep your meeting agenda to one page.

PART 4: ACTIVITY

Facilitate a **SU Toolkit** and provide the leaders with some skill or knowledge they can take back and apply to their own troop meetings. Have experienced volunteers share information about relevant topics, such as how to request a bank account change, fill out an activity approval form or host a successful Girl Scout event.

PART 5: CLOSING

Bring them back together. Ask what the most valuable thing they got from tonight's meeting was. Give them the date and time of the next meeting. Invite them to help clean up after the meeting if they'd like to stay and chat. Thank them for coming.

PART 6: CLEAN UP

Put the meeting place back in order. Involving others can help them make connections with each other and feel like part of the group.

SU Toolkits

SU Toolkits are plug and play resources for SU team members to help them easily provide an extra something of value to leaders who attend the meetings. All of these are available on the SU Manager Shutterfly: <https://sumanager.shutterfly.com/resources>.

Service Unit Meetings that provide useful information and an opportunity for Troop Leaders to share and engage with each other helps their Leaders find value in attending the meeting and increases the likelihood of them coming back every month.

Why is this important?

- Your leaders will stay longer if they feel supported.
- Your SU will grow stronger as a result.
- The girls ultimately will have a better experience because their leaders are finding value and support in their volunteer experience.

These toolkits are designed to provide you with a single month's worth of programming or training snippets that a member of your Service Unit Leadership Team can pick up and deliver with only a small amount of preparation.

TOOLKIT TITLE:	DESCRIPTION:
Re-Energize Your Service Unit	<i>Read This First!</i> Your guide to using the SU Toolkits effectively.
Active Listening* NEW!	<i>Active listening</i> is a skill that can be learned, and with practice, will help us learn new things and understand other's point of view.
An Ounce of Prevention: Teach Inclusion & Prevent Bullying While Playing Games	Anti-Bullying Part 2. Games to use in experiential learning to help prevent bullying.
Be Prepared for the Unexpected* NEW!	Tools to help Leaders be prepared to help girls occupy their time when plans don't go smoothly.
Color Guard Protocol	How to help girls become confident at providing flag ceremonies in Girl Scouts and for the community at large.
Dealing with ADD & ADHD in a Troop Setting	Strategies for adult volunteers to best support girls with ADD/ADHD to get the most out of Girl Scouts!
Encouraging Parent/Guardian Involvement	Ideas and Resources for encouraging all parents/guardians in your troop to be more involved.
Evaluating with Girls	An important part of adult troop leadership is knowing HOW to evaluate activities done with girls which gives the kind of needed information to make improvements for the next time.

TOOLKIT TITLE:	DESCRIPTION:
Girl Bullying: Awareness to Action Steps for Adults	Anti-Bullying Part 1. How we as adults can recognize and constructively react if bullying happens.
Progression in the Out-of-Doors* NEW!	The Out-of-Doors has always been a big part of Girl Scouts. It is a major source of the fun, satisfaction, and desire to remain in Girl Scouts as well as a key driver of girls learning to be leaders. The focus of the toolkit is emphasis on progressive experiences.
GS Program Outcomes* NEW!	The Girl Scout Program Outcomes toolkit will help leaders and volunteers understand the how they can connect the three keys of the GSLE to the 15 program outcomes.
Jargon Games	Improve communication within your SU by helping everyone 'speak Girl Scout' more quickly. Games and a lingo dictionary provided.
Kapers: Sharing the Work* NEW!	Kapers build ownership and teach girls responsibility and leadership. Using them helps to divide up the jobs fairly... and without any favoritism suspected by the girls.
Promoting Financial Literacy with Girls at all Grade Levels	GSUSA provides four ways to help build financial literacy in girls through a fully developed Financial Empowerment program. How and why using them is important for girls current and future success.
Recognizing a Job Well Done!	How to get more nominations, which are well written, for volunteers in your service unit.
Sing Along	A song workshop for your SU (or Troops) where you learn to sing various types of songs and when to use them.
Teaching Songs	A tool to teach you <i>how</i> to teach any song to others. Leaders can also use this toolkit with their girls!
The Patrol System & Dividing Girls Into Patrols	How to set up the patrol system for a troop to help retain girls and grow leaders.
World Thinking Day	Understanding what World Thinking Day is, why we celebrate it, and global Girl Scout resources to use WTD as a springboard to explore and take advantage of our international resources year round.
Teen Mentoring and Leadership Awards* NEW!	As girls grow older the opportunities for them to take on a leadership/mentoring role also increases. The Teen Mentoring and Leadership Awards Toolkit will help leaders and volunteers understand the different mentoring opportunities that exist.

LEAP

In addition to WHAT you are communicating, HOW you are communicating can make all the difference. LEAP is a communications concept that can help anyone in your service unit provide amazing support to others that they help serve. These four letters- L, E, A and P- stand for four different parts of how to engage with others.

L IS FOR LISTEN

Listening is the FIRST step to the LEAP process. Why is it the very first step? A vast majority of the time, the only thing someone with a concern, complaint or question wants is simply for someone to listen. They don't expect that you can move mountains. They don't expect that you'll know every "right" answer. They simply want to know that someone is acknowledging them and their situation.

E IS FOR EMPATHIZE

Empathizing lets the other person know that you understand where they are coming from and their unique point of view. It is not saying that you agree with them but does let them know that you are on the same team.

A IS FOR ACKNOWLEDGE-

The art of apologizing is something that many of us struggle to master. When it comes to LEAP, the most important thing to remember is that you are not (necessarily) apologizing for something you have done or any one person has done- just that the situation has occurred.

P IS FOR PROBLEM SOLVE

Problem solving is the last step in this process- once you've gathered the facts, let the person know you are on the same team, and acknowledged their concerns, you are now prepared to actually take steps to address the issue at hand.

You might be saying: But if I know how to solve the problem- can't I just jump straight to problem solving? Yes, you could. And no, you shouldn't really. Going through these steps- even if each of them is simply a minute or a sentence as part of a large conversation- makes sure you truly understand the situation and have built a level of trust that will help your solution be that much more likely to take root.

GSNETX has a formal conflict escalation process described in our GSNETX Volunteer Policies and Procedures. The first step in this process is to attempt to address conflict at the local level and between the members it directly affects.

VIP, Annual Meeting & Kickoff- Oh My!

In addition to your SU meetings and meetings of your SU team, Girl Scouts of Northeast Texas has meetings scheduled throughout the year that serve various purposes and also serve to further engage your SU team members, troop leaders, parents and community members.

VIP MEETINGS

VIP (Volunteers in Partnership) Meetings are held on a quarterly basis in October, January, April and July. During each of these months, meetings are held in various locations throughout the council jurisdiction, as well as virtually. These meetings allow you to network with other volunteers from other areas, receive updates, interact with various GSNETX staff and support team members and more. To see the upcoming VIP meeting schedules or to review any information you may have missed at previous meetings, check out our VIP Meeting Shutterfly at <https://vipmeetings.shutterfly.com>.

GSNETX ANNUAL MEETING

Each April, Girl Scouts of Northeast Texas holds its annual meeting. This meeting serves as a way for the GSNETX Board of Directors to provide an update to our membership at large and for our council governance process to take place.

KICKOFF

As a way to start off the new school and Girl Scout membership year, GSNETX has a Kickoff is every August that to get our volunteers excited, motivated and prepared. Volunteers have the opportunity to take classes, hear from GSNETX, network and connect to resources

Making the World a Better Place: Service Unit Success



Goals & Numbers: The Facts

Every year, goals are set for service units to achieve, including recruitment and retention goals for both girls and adults and Family Partnership goals. All of these goals are comprised of numbers- but these pieces of data are far more than “just numbers.” Our recruitment goals represent girls and adults who have yet to discover the amazing leadership journey that is Girl Scouts. Our retention goals represent girls and adults who have already been engaged in our incredible program and who we want to keep as members. Family Partnership is the way that our members can show the community, funders and each other how much they value Girl Scouts and truly want it to succeed in the future through a financial investment. We do have to utilize factual data to gauge our successes and opportunities for growth but we absolutely cannot lose sight of what these facts truly mean.

Planning Your Year: SU Action Plan

The SU Action Plan is the way that the SU team can plan out their events and activities for the upcoming membership year. By turning in your SU Action Plan to your volunteer coordinator, you are ensuring they are aware of your plans and can help support you best.

Start with the instructions, review the pieces and adapt them as you need to in order to make them work best for your SU team. We always would love to hear your feedback, input and suggestions to continue to improve these tools and make them helpful for you.

The SU Action plan is available on the SU Volunteers page on the GSNETX website:
www.gsnetx.org/suvolunteers.

Recognizing Success: The President’s Award

The President’s Award is the highest award a service unit can receive. Applications are submitted each summer and service units who receive the award are recognized at the Administrative Kick-Off event in August. The President’s Award is not about any one criteria but is awarded to service units based on all the information provided. In addition to receiving recognition for the contributions you have made and achievements of your year, completing the President’s Award application can also help you plan for the upcoming membership year. The award is based on a number of different topics including the SU team and whether those members have taken the appropriate training, SU team diversity, leader retention, girl retention and recruitment goals, GSNETX Cookie Program, Family Partnership, adult recognitions, communication, community engagement, and overall challenges and accomplishments. Your volunteer coordinator can assist you in completing your President’s Award application.

Using Resources Wisely



Your Greatest Resource: People!

Your greatest resource that will contribute to the success of your role as SU manager is other people- your team, your volunteers, your GSNETX support staff and OTHER SU managers. There are a wide variety of places and ways you can interact with these people to garner support:

- Your SU Meetings
- Your SU Team Meetings
- Phone Calls
- Texts
- E-mails
- Coffee Dates
- GSNETX VIP Meetings
- GSNETX Annual Meeting
- GSNETX Kickoff
- GSNETX SU Manager Shutterfly: <https://sumanager.shutterfly.com/>
- SU Volunteers page on the GSNETX website: www.gsnetx.org/suvolunteers

SU Manager: Yearly Checklist

SUMMER

- Work with the team and your volunteer coordinator to complete and submit the President's Award application. Brag about your service unit's accomplishments and successes!
- Attend a VIP meeting in July. Can't go? Send another representative from your service unit or participate in a Virtual VIP meeting.
- Complete your SU Action Plan. Plans are due to your volunteer coordinator during the fall.
- Gear up for the new school year and Girl Scout membership year by attending Administrative Kick-Off.

FALL

- Engage your brand new girl and adult members in service unit events, activities and meetings as soon as they start. Make them feel welcome!
- Keep your current Girl Scouts coming back for more each year and promote them to register by October 1st, the first day of the new membership year.
- Encourage your volunteers to get trained (and take some enrichment training yourself!)
- Attend a VIP meeting in October. Can't go? Send another representative from your service unit or participate in a Virtual VIP meeting.

WINTER

- Ensure your troops and volunteers have the support they need during the GSNEX Cookie Program.
- Recognize your volunteers by nominating them for awards as part of the GSNEX Adult Recognition program.
- Attend a VIP meeting in January. Can't go? Send another representative from your service unit or participate in a Virtual VIP meeting.

SPRING

- Keep your current Girl Scouts coming back for more each year and promote them to register as part of Early Bird Spring Renewal.
- Attend a VIP meeting in April. Can't go? Send another representative from your service unit or participate in a Virtual VIP meeting.
- Ensure your SU Annual Financial Report is submitted by June 15th.
- Help identify potential leaders who can help start troops in the fall- we want to find our leaders first so we have more than enough troops to place all of the girls who want to be Girl Scouts!