

Service Unit Director Manual

Thank you for accepting the position of Service Unit Director (SUD). This position is the primary position within the Service Unit. It requires a great deal of management and dedication, as well as the acceptance of Girl Scout policies and procedures.

The SUD reports to and is supported by a staff Volunteer Service Coordinator (VSC) assigned to the geographic area. Additionally, the SUD is supported by a membership recruiter (MR) whose purpose is to recruit qualified volunteers in a geographic area. The SUD manages the operations of the Service Unit with the support of the VSC and other council staff members.

As a volunteer for Girl Scouts of Utah, you will have access to adult and girl member personal information. You are responsible for safeguarding this information. It should not be shared or used for any purpose that is not related to your volunteer duties. Because the primary concern at Girl Scouts is the health and safety of the girls and adults we serve, the release and distribution of any Girl Scout membership list to a Girl Scout council or non-Girl Scout entity, or release of any data or information on Girl Scout members, is prohibited except upon approval by Girl Scouts of the United States of America.

There are six volunteer positions on the Service Unit team:

- Service Unit Director (SUD)
- Service Unit Director Bud (SUD-Bud)
- Service Unit Finance Director
- Service Unit Event Director
- Service Unit Registrar
- Service Unit Cookie Manager (SUCM)

A complete description of these volunteer positions can be found in the *Service Unit Position Guide*. Please contact your VSD for any clarification.

Service Unit Structure

Girl Scouts is a volunteer-based organization. This means there would be no Girl Scouting without you.

Our council is responsible for carrying out Girl Scout program activities, recruiting and supporting adult volunteers, governing and managing Girl Scouting in our jurisdiction, securing funds for council expenses, and promoting Girl Scouting in the community. Girl Scouts of Utah (GSU) supports adult volunteers through a Service Unit volunteer structure. All areas of our council's jurisdiction are represented and led by a Service Unit team. The SUD and the Service Unit team are vital to the foundation of Girl Scouting.

The six volunteers on the Service Unit team should be reporting to the entire Service Unit on a regular basis.

All troops within the Service Unit are expected to provide representation at the Service Unit's monthly support meetings. These meetings are designed to provide leaders with ideas, networking opportunities, and mentoring. Troop leaders should recruit a representative from the troop (such as a parent) to attend these meetings when they cannot be there.

Service Unit Report Codes

For data and coding purposes, each Service Unit has a three-digit number that enables registration and demographics information to be tracked by the council database. Contact information for VSC's and council staff can be found on the GSU website. www.gsutah.org

Service Unit Director

As Service Unit Director, you are the primary leader for the Service Unit. You are responsible for recruiting qualified volunteers and recommending them to the MR for the other five leadership positions that make up the administrative support team. You are also responsible for monitoring team members' work and progress, interpreting and supporting GSU and Girl Scouts of the USA (GSUSA) policies and procedures. Your VSC will support and mentor you along the way.

Keys of Effective Leadership

As the primary leader for the Service Unit, it is important that your leadership be an example to those in your area.

- Maintain a positive attitude. An open mind finds many paths of self-development.
- Set goals for yourself and those to whom you give leadership.
- Learn from mistakes and use constructive criticism to coach others.
- Be familiar with GSU's goals and plans for the future. What are the objectives? What is everybody doing? How do you connect?
- Recruit the best and expect their best.
- Share the leadership by delegating responsibilities. Be sure to offer a clear idea of the desired outcomes.
- Encourage individual thinking. Don't stifle ideas.
- Involve your team in planning and decision-making.
- Be an effective mentor, utilizing your leadership skills to provide guidance and education. Listen to ideas, suggestions, criticism, and complaints before you respond.
- Know your audience and your community.
- Keep people informed of progress and change.
- Be an active listener and observer.

- Step forward and initiate changes. Make suggestions that help others use and understand your reasons and visions.

As the SUD, you are not expected to do it all. An effective leader knows how to delegate. By delegating and setting expectations, everyone will have an opportunity to participate in the success of the Service Unit. Delegating also gives you an opportunity to assess strengths and weaknesses within your volunteers. As an effective leader, you can use these opportunities to coach and mentor your volunteers for success.

Tips for Delegating

- Remember, you are sharing the ownership of projects and accomplishments within the Service Unit.
- Allocate responsibilities to others so previously determined or desired outcomes can be obtained.
- Provide a way of accomplishing more by trusting others to contribute their skills.
- Have a clear expectation of outcomes and abilities
- Delegate meaningful tasks.
- Encourage ingenuity and individual creativity so people are motivated and satisfied.
- Show confidence in people. Leave them alone to do their jobs.
- Review results, not methods.

Support and Expectations

Every girl and volunteer has the full support of GSU and GSUSA. Your position and Service Unit has also been assigned a council liaison: you're VSC. The VSC's primary responsibility is to support, mentor, and assist you for the success of Girl Scouts. As a SUD, you are expected to maintain a full Service Unit team, have a succession plan, cultivate your community, develop recruitment opportunities, strengthen community awareness, appoint a mentor(s) to support new troop leaders and work to enhance Girl Scouts in your community.

SUD Meetings

SUD meetings are held by VSCs to inform you of upcoming events, activities, current council information, and training opportunities. It is expected that this information will be shared with all volunteers within the Service Unit. If you are unable to attend a SUD meeting, you should send another Service Unit team member.

Service Unit Meetings and Networking Opportunities

Invite all Service Unit volunteers, troop leaders, and new recruits to Service Unit meetings. At these meetings, share information received at the SUD meeting. Have the SUD-Bud, Registrar, Event Director, Finance Director, and Cookie

Manager share news, past events, outcomes, and expectations. Put these team members on your agenda for each meeting.

You may also want to use this meeting to conduct mini-trainings, discuss recruitment plans, highlight Service Unit and troop achievements, and cover expectations.

Helpful Meeting Tips

A successful meeting takes planning.

- Send out a pre-meeting agenda item request to solicit input.
- Determine the agenda and assignments for the meeting.
- Send a confirmation of the meeting site and agenda.
- Encourage team members to provide reports of current events.
- Be prepared. Arrange meeting logistics, such as room set-up, materials, refreshments, and equipment. Bring duplicate copies of materials for participants who did not receive them or left them at home.
- Start and end on time.
- Set ground rules and keep them.
- Communicate information clearly.
- Stay on task and respect everyone's time.
- Follow the agenda, both in content and time allocation, unless new information or an emergency warrants alteration.
- Ensure that important decisions are recorded accurately.

Monitor Team Member Work and Progress

Conduct annual reviews with Service Unit team members and troop leaders. At these reviews, give constructive feedback and set realistic expectations. Recommend volunteers for Service Unit and council awards and recognitions.

Welcome New Volunteers

Establish a process for welcoming new volunteers. Have an assigned greeter. Direct new volunteers to the Girl Scout website to start their training, www.gsutah.org.

Support Service Unit Team and Troops

With the assistance of your VSC, make sure all volunteers are following GSU and GSUSA policies and procedures as stated in the *Volunteer Essentials* and *Safety Activity Checkpoints, 2011-2012*. They are both on line; however, you may request a hard copy from your VSC. Make sure all volunteers are informed about the mandatory training and resources to ensure a safe and inclusive Girl Scout environment.

Ways to Be a Girl Scout

Girls can belong as a Juliette or as a member of a traditional troop. Girl Scouts offers a variety of pathways for girls and adults. Girls have the freedom to choose from Events, Series, Travel, Camp and Virtual Pathways. Adults can volunteer/assist as a one-time opportunity, work with fellow adults, participate at events, or facilitate in a troop setting.

Girls Registered in a Girl Scout Troop/Group

Girls from one age level are considered a troop. Girls from one or more age levels can be organized into a group. The troop/group meets on a regular schedule under the guidance of trained troop leaders. Leaders with input as needed from girls and parents will determine dues, frequency of meetings, time of meetings, and the meeting place. A troop/group must include a minimum of five girls and two adults.

One primary leader (01) must be trained prior to organizing (registering) a troop. At least one additional leader (02) must be trained within 60 days of troop start-up (the date the troop receives a troop number at the time of registration/re-registration). Leaders must be at least 18 years of age. The Assistant Troop leader may be female or male not related to the other adults. The Service Unit Registrar needs to inform her/his VSC of troop status or any pertinent situations. (See the *Volunteer Essentials* policy for more information.)

Who are Juliettes?

Juliettes are Girl Scouts of all grade levels who are not affiliated with a troop. Working with a parent or other caring adult, Juliettes create their own unique Girl Scout experience, charting their own course that may lead them to camp, Journeys, badge work, cookies, service, leadership, and so much more.

What support do the Juliettes have from our council?

GSU provides a Coordinator. She sends welcome packets to all new Juliettes introducing them to their options as a Girl Scout Juliette. She offers some programs/activities exclusively for Juliettes. Girls can go onto the Juliette blog: www.gsujuliettes.blogspot.com. Girls may also follow on Facebook, Twitter, and YouTube.

What is the Service Unit role with the Juliettes?

The SUD and/or Registrar should stay in contact with all of the Juliettes in your service unit and find out if they want to continue as a Juliette or if they would really prefer to be in a troop.

If they want to continue as a Juliette:

- Make sure they are invited to all service unit events including day camp.

If they want to join a troop:

- Work with the troops in your service unit to find placement for them.

Understanding the Registration Process

GSU has worked diligently to improve our registration process, making it more efficient while keeping the necessary components for proper start-up. There are two major components to the membership registration year: troop/group start-up (for new troops/groups) and re-registration.

Troop Start-up Packets are given to adults interested in facilitating a new troop/group. The steps are outlined below for both components.

New Troop/Group

Girl Scouts of Utah requires all new troop leaders to complete a volunteer appointment process and required training. When a potential adult volunteer inquires about being involved as a troop leader or in a position on the Service Unit team, that person's information should be shared with the MR, who will follow up with the potential leader. The MR and/or the SUD will meet with the adult and gather the proper paperwork. When the background check has cleared, GSU will send a welcome letter to the volunteer, along with a copy to the MR and VSC. The MR and/or SUD will contact the volunteer and invite her/him to the local Service Unit meetings.

Welcoming Adults to Leadership

In addition to the appointment process, Girl Scout troop leaders need to do the following training:

Part 1: Girl Scouting 101 (on line only)

To access this training, see www.gsutah.org/currentvolunteers. The password is: aboutGS101.

Part 2: Leadership Essentials (online only). To access this training, see www.gsutah.org/currentvolunteers. The password is: Discover

Part 3: Grade Level Training. This workshop is offered in a classroom at one of our Service Centers, through a webinar or self-study. You can check the calendar for upcoming trainings by going to www.gsutah.org and clicking on Current Volunteers.

Part 4: After the new troop leader has completed the appointment process and the required training, she/he will receive troop registration materials from the MR or a Service Team volunteer.

A new troop/group leader should organize and conduct a parents' meeting for girls and adults in the troop. This is a great time to have parents/guardians complete membership registration forms and to request support. The Service Unit Registrar should receive the adult and girl registration forms for new troop. The Registrar will collect the troop forms, assign a troop number, complete the "Membership Dues Summary" form, and send all paperwork and dues to GSU. Upon receipt of forms, the Council Registrar will verify and process membership registrations.

Bringing Documentation to GSU

Sometimes a new volunteer brings paperwork directly to a Girl Scout office. Staff will accept the paperwork and process the registration. A notice will **not** be sent to the Service Unit Registrar.

Re-Registration Packets

Each spring, currently registered troops and groups will receive a Re-Registration Packet. This packet includes all the materials needed to continue the Girl Scout experience for the next membership year. Re-registration packets will be delivered to the Service Unit Registrar in early spring. This gives troops a sufficient time to re-register and participate in the council's early re-registration campaign.