

# Service Unit Manager



A Manual for  
Service Unit Managers  
2022-2023

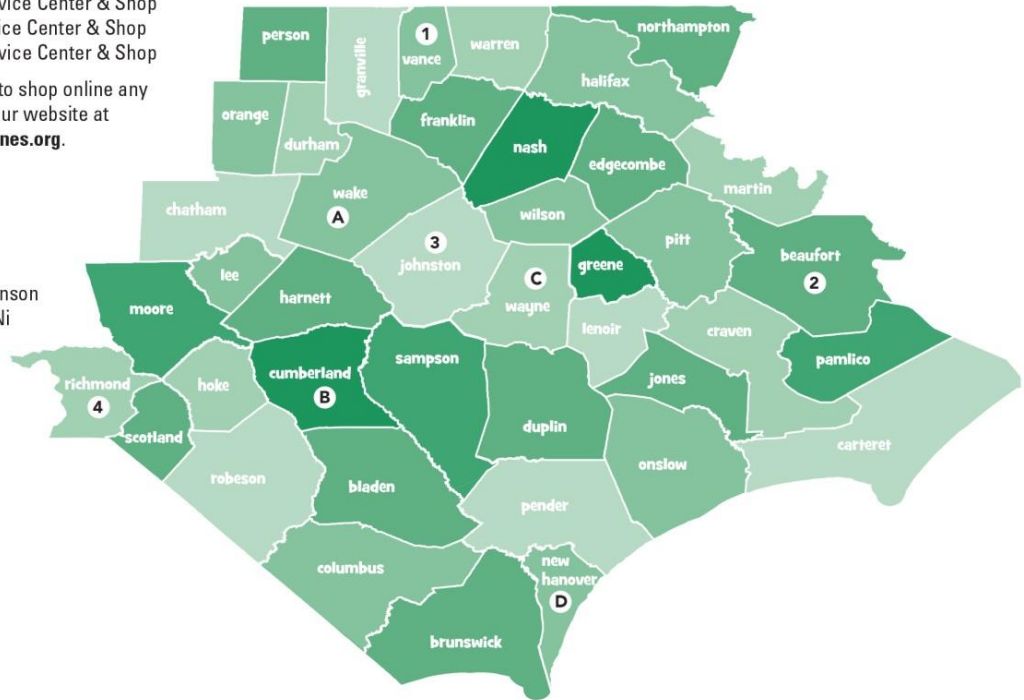
### Council Service Centers & Shops

- A. Raleigh Service Center & Shop
- B. Fayetteville Service Center & Shop
- C. Goldsboro Service Center & Shop
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For shop hours or to shop online any time, please visit our website at [www.nccoastalpines.org](http://www.nccoastalpines.org).

### Camps

- 1. Camp Graham
- 2. Camp Hardee
- 3. Camp Mary Atkinson
- 4. Camp Mu-Sha-Ni



## Office Locations

### Corporate Office & Raleigh Service Center

6901 Pinecrest Road, Raleigh, NC 27613  
919.782.3021 or 800.284.4475; Fax 919.782.2083

### Fayetteville Service Center

894 Elm Street, Suite B Fayetteville, NC 28303  
910.437.9900 or 800.284.4475; Fax 877.699.9389

### Goldsboro Service Center

108 E. Lockhaven Drive, Goldsboro, NC 27534  
919.734.6231 or 800.284.4475; Fax 919.734.9038

### Wilmington Service Center

2250 Shipyard Blvd, Suite 3, Wilmington, NC 28403  
910.202.9197 or 800.284.4475; Fax 877.699.9389

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# Welcome to the Administrative Team



## The Girl Scout Mission

Girl Scouts builds girls of courage, confidence, and character, who make the world a better place.

Welcome to the team! As service unit manager, you will partner with your membership director/manager and the other members of your team to provide leadership and guidance to the girl and adult members in your area. In truth, your biggest mission is to help facilitate and create an environment of inclusivity and support in your local area. As you step into your role, keep in mind that other area teams may look different than yours. That's the great thing about Girl Scouts! We're possibility thinkers and we're innovators so we do our best to accommodate the many different schedules, needs, and interests of our girls and volunteers!

This manual is intended to help prepare you for your new role. Inside you'll find ways to organize, plan, and collaborate with your team to ensure that all girls and adults have a safe, fun, and amazing Girl Scout experience. Of course, you're bound to have questions along the way. If you ever find that you need additional support or guidance, remember that you can reach out to your membership director/manager at any time!

## Your Role as a Service Unit Manager

So much happens behind the scenes in Girl Scouts! As service unit manager, you play a vital role in helping to support our largest group of volunteers—our troop co-leaders – and our girls! You and your team set the tone for their Girl Scout experience and are the liaison between the council and your community. With you on their side – every Girl Scout member is sure to have an amazing Girl Scout adventure!

## Girl Scouts' E.P.I.C. Culture

At Girl Scouts – North Carolina Coastal Pines (GS-NCCP), we seek an E.P.I.C. culture across all levels of our organization and encourage service unit teams to exercise and embrace our four E.P.I.C. principles:

**E**mpathy





**P**ossibility Thinking

**I**nnovation

**C**ourageous Leadership

As service unit manager, we're counting on you to model these principles. On the next page, you'll find a chart outlining the behaviors for each principal. We believe that these cultural attributes can be contagious and hope that you will use them as you guide your team throughout the year.

## Girl Scouts' E.P.I.C. Principles

Principle	Modeling Behaviors
<p><b>Empathy</b></p> 	<ul style="list-style-type: none"> <li>• Approaches others with a service mindset</li> <li>• Offers humility and inspires trust</li> <li>• Maintains perspective with a sense of humor</li> <li>• Offers respect and kindness to all</li> <li>• Trusts the good intentions of others</li> <li>• Shows concern for the needs of others</li> <li>• Takes time with people</li> <li>• Is open and warm</li> <li>• Is a good listener</li> </ul>
<p><b>Possibility Thinking</b></p> 	<ul style="list-style-type: none"> <li>• Approaches challenges with curiosity</li> <li>• Demonstrates an eagerness to learn new things</li> <li>• Sees opportunities in ambiguity, change, and transition</li> <li>• Spots patterns and connects dots</li> <li>• Displays flexibility in thinking</li> <li>• Openly shows enthusiasm</li> <li>• Explores alternatives before acting</li> <li>• Works for the sense of accomplishment</li> <li>• Takes on challenging tasks</li> </ul>
<p><b>Innovation</b></p> 	<ul style="list-style-type: none"> <li>• Brings an action orientation</li> <li>• Learns from small experiments and rapid prototyping</li> <li>• Embraces new ideas from everywhere and everyone</li> <li>• Thinks in unique and independent ways</li> <li>• Resists conformity</li> <li>• Communicates ideas effectively</li> <li>• Learns from smart risk taking and failure</li> </ul>
<p><b>Courageous Leadership</b></p> 	<ul style="list-style-type: none"> <li>• Works for the good of the whole</li> <li>• Works collaboratively with all</li> <li>• Models assertive behavior: bold, confident, respectful</li> <li>• Empowers others and distributes decision making</li> <li>• Promotes honest communication and passionate debate</li> <li>• Leads reflection for self and teams</li> <li>• Is a passionate team player</li> <li>• Maintains personal integrity</li> <li>• Resolves conflicts constructively</li> <li>• Helps others to grow and develop</li> <li>• Involves others in decisions affecting them</li> </ul>

## Service Unit Manager Responsibilities and Leadership Skills

Our service unit managers are the heart of our communities and help promote the Girl Scout program at the local level. In addition to working with your membership director/manager, you will also take an active role in leading your team. Below are the primary responsibilities and leadership skills of a service unit manager but honestly, all it takes to be a successful service unit manager is a passion for Girl Scouting and a willingness to help others! And we know you've already got that covered!

### Responsibilities

- **Be the heart of the team and the face of Girl Scouting in your community!** In partnership with your membership director/manager, be the heart of the team! Help grow Girl Scouting by sharing information about the benefits of Girl Scouting with volunteers, parents, and the community!
- **Be a master of ceremonies!** One of your biggest responsibilities is to plan, schedule, and host the area/service unit meetings and work in partnership with the membership director/manager to plan, schedule, and host administrative team meetings by:
  - planning the agenda (and utilizing the one provided from council) with input from your team and membership director/manager;
  - planning discussions and/or enrichment workshops for each meeting and reminding your team of their meeting roles and commitments; and
  - connecting with and updating volunteers who missed the meeting.
- **Encourage communication and teamwork!** Communication and teamwork are essential to success. As service unit manager remember to:
  - encourage regular communication among all members of the administrative team;
  - encourage and invite volunteers to ask for help when needed; and
  - offer your support and guidance, when needed.
- **Seek to learn and stay informed and encourage others to do the same by:**
  - attending council conferences and trainings;
  - reaching out to your membership director/manager and the learning and development team to plan adult training opportunities for your area;
  - encouraging volunteers to attend local and council sponsored events and trainings;
  - encouraging team members to complete position specific training and both personal and volunteer development type trainings either online (gsLearn) or in-person;
  - directing fellow service unit team members to Rallyhood for role specific resources and updates and collaboration with other volunteers serving in the same role; and
  - staying up to date on council and GSUSA policies and procedures.
- **Maintain and submit required reports.** Encourage and promote the importance of submitting required reports as needed, including:
  - end-of-year reports and troop financial reports;
  - Approve TP103 – permission request for camping – swimming/boating program-overnight activities and any activity requiring certifications;
  - Approve SU104 – troop money earning project form;
  - Program related assessments for troops in the area; and

- Service Unit Mid-Year Assessment, Self-Reflection, and any other reports associated with the Service Unit Reflection and Support Program.
- **Be a coach and mentor in your area.** For new co-leaders especially, strive to provide them with the appropriate support and/or training they need by:
  - ensuring that your area/service unit has a plan for welcoming new troop co-leaders to the area and area meetings;
  - working in partnership with your membership director/manager, the learning and development team, troop mentor coordinator, troop mentors, and local or neighboring New Leaders on the Block programs to ensure new troop co-leaders receive ongoing support; and
  - introducing the other members of the administrative team to new volunteers and letting them know that you and the admin team are available to answer questions and address concerns.

## Leadership Skills

Offering to share your time and talents as service unit manager already shows your passion for Girl Scouting. Below are just a few of the leadership skills we encourage you to let shine!

- **Enthusiasm and positivity.** Don't be afraid to share your enthusiasm and positivity for the Girl Scout program with others.
- **Encouragement and acceptance of new ideas.** Your leadership and openness to new ideas will help those around you to see differing ideas and opinions in a positive light and feel comfortable when expressing their ideas and opinions too. By showing that you value and respect different ideas, others will too!
- **Interact well with others.** You're a leader and a team builder! Look to identify other peoples' strengths and build upon them. Show that you appreciate the diversity of peoples' backgrounds and strive to include everyone equally.
- **Conflict management.** There may be times when you need to set aside your personal views to better help those involved reach a resolution. Take care to remain objective, understanding, and focused on what is best for the girls, the volunteers, and the organization.
- **Respect confidentiality.** You understand and respect peoples' need for privacy and confidentiality and seek to keep personal information private.
- **Organization and efficiency.** Organization is a must. Be sure to keep detailed records and information regarding the service unit's plans and activities.

## The Administrative Team

As service unit manager, you are not expected to do it alone. In fact, you will have a team to help you, every step of the way! Guided by your leadership, your team will help you foster the Girl Scout program in your area and provide support and assistance to the volunteers, parents, girls, and troops in your local community.



## Recommended Structure for Area/Service Unit Admin Teams

It's important to remember that all area/service unit teams will not look the same. We recognize that the communities we serve are different - they have different strengths, needs, goals, and resources. Because of that, it is not uncommon for teams to look different too. When creating your "dream team", start by filling the positions that you feel are most important to your area/service unit, and build from there. As time goes on, continue to add to your team – the more individuals you have working together, the better your team will be able to function and serve the volunteers and girls in your area.

At a minimum, we recommend these five primary roles are filled by different individuals on every team:

- Service Unit Manager
- Area Cookie Coordinator
- Area Event Director
- Area Fall Product Coordinator
- Area Treasurer

## Members of the Administrative Team

Below is a list of administrative team member roles that will help build a strong team. Keep in mind that there are no requirements regarding which roles must be filled. Every area is different and will require different support from their service unit team. Regardless of the path you take when building your team, it's important to try to make sure that no single volunteer takes on more responsibilities than she/he can reasonably carry out.

### **Adult Recognitions Coordinator**

At Girl Scouts, we value our volunteers and believe in showing them how much we appreciate their service. Our area recognition coordinators help to build a culture of appreciation across the council and to recognize the outstanding work of our area volunteers. Contact [learning@nccoastalpines.org](mailto:learning@nccoastalpines.org) for help onboarding a volunteer into this role.

### **Area Cookie Coordinator**

The area cookie coordinator manages the Girl Scout Cookie Program for their area by ensuring timely distribution of materials, providing support to participating troops, and helping troops and girls meet their goals. Contact your membership director/manager or our product sales team with questions.

### **Area Event Director**

One of the biggest responsibilities of the area team is to help bring the Girl Scout program to life in the local community. One of the ways to do this is by holding area events for the troops and girls you serve. The area event director works in partnership with the other members of the team to plan, organize, and deliver area events for troops and girls designed to enhance their Girl Scout experience that are both fun and safe. Contact [learning@nccoastalpines.org](mailto:learning@nccoastalpines.org) for help onboarding a volunteer into this role.

### **Area Fall Product Coordinator**

The area fall product coordinator manages the Fall Product Program for their area by ensuring timely distribution of materials, providing support to participating troops, and helping troops meet their goals. Contact your membership director/manager or our product sales team with questions.

### **Area Treasurer**

Financial reporting is extremely important for non-profit organizations such as ours. The area treasurer maintains service unit financial records, provides regular financial updates, and prepares and submits the annual area/service unit financial report. They also provide guidance to troop co-leaders when submitting forms to the council's finance department. Contact your membership director/manager or our finance team with questions.

### **Girl Scouts Give Champion**

The Girl Scouts Give Champion leads the Girl Scouts Give Campaign within the service unit by ensuring timely distribution of materials, promoting the campaign at local meetings and helping with troop presentations. Contact your membership director/manager or our fund development team for help onboarding a volunteer into this role.

### **Media Coordinator**

At Girl Scouts, we know that our members do amazing things! The media coordinator assists in the promotion of Girl Scouting within the local community and ensures the media is aware of local Girl Scout events, happenings, and news. Contact your membership director/manager or our marketing team for help onboarding a volunteer into this role.

### **Troop Mentor**

Helping a new troop co-leader get their troop started is one of the best ways to share your Girl Scout experience and knowledge. Troop mentors provide one-on-one support to new co-leaders by sharing ideas, helping them plan (and maybe even visit) their first meetings, and answering questions. Contact your membership director/manager or [learning@nccoastalpines.org](mailto:learning@nccoastalpines.org) for help onboarding a volunteer into this role.

### **Troop Mentor Coordinator**

Let's face it, there is a lot to learn when you become a troop co-leader. As troop mentor coordinator, you can have a big impact on a new troop co-leader's experience. In this role, you will oversee the troop mentor program in your area by pairing/grouping troop mentors with new troop co-leaders. You may consider holding "office hours" to offer a designated time for troop co-leaders to ask those important questions. Some troop mentor coordinators provide local mentor program support and some lead New Leaders on the Block programs where they extend their support umbrella to neighboring service units in nearby counties. Contact your membership director/manager or [learning@nccoastalpines.org](mailto:learning@nccoastalpines.org) for help onboarding a volunteer into this role.

## **Quick Tip!**

Visit the council website/Volunteers/Volunteer Learning & Support/Service Unit Teams to access Position Descriptions, manuals/guides, and other helpful resources for administrative team roles. Select administrative team role training modules are available through the council website under gsLearn!

## Additional Supportive Administrative Team Roles

As service unit manager, you will have additional members on your team to provide leadership and guidance to the girl and adult members in your area. Remember, there are no requirements regarding which roles must be filled. Each area is different and will require different support from their service unit team. Focus on filling the positions that you feel are most important to your service unit and build from there. The more individuals you have working together, the better your team will be able to function and serve the volunteers and girls in your area.

### Adult Learning Facilitator

Adult learning facilitators specialize in topic-specific training such as First Aid/CPR, outdoor skills, new co-leader orientation, and Girl Scout program delivery enrichments. In their role, facilitators provide training to adult volunteers both locally and at council-sponsored events. We recommend that each service unit strives to have facilitators specializing in: First Aid/CPR, outdoor skills training, and new co-leader orientation on their team. Contact [learning@nccoastalpines.org](mailto:learning@nccoastalpines.org) for help onboarding a volunteer into this role.

### Area Delegates

Area delegates represent the service unit at the council's Annual Meeting and participate in the election of our board of directors, board development committee members, and national council delegates. Contact your membership director/manager or [learning@nccoastalpines.org](mailto:learning@nccoastalpines.org) with questions.

## Delegating to the Administrative Team

Regardless of the size of your team, there will be times when you will need to delegate some of your responsibilities. And that's ok. Delegating will not only help minimize your workload, but it will also encourage collaboration and teamwork! When deciding which tasks to delegate, keep the following in mind:

- assign tasks to those willing to assist and who have the time and knowledge to complete the task;
- be sure the assignment and deadlines are clear; and
- do not delegate the handling of inter-personal concerns or issues of a sensitive nature - these are best handled by the service unit manager and/or membership director/manager.

## Additional Services of the Administrative Team

Besides hosting area/service unit meetings, the admin team may provide a variety of additional services and support. Below are some examples of how admin teams may help provide additional service and support to the area:

### *Help organize girls and troops by...*

- aiding in the recruitment of girls, adults, troop sponsors, and troop meeting locations;
- encouraging member registration through the council website;
- helping welcome new volunteers and other adults to the area and Girl Scouts; and
- publicizing Girl Scout activities and educating the community on the purpose and mission of Girl Scouts.

*Share and promote program opportunities by...*

- sharing ideas for community service projects;
- sharing ideas for outdoor activities and places groups can visit;
- sharing ideas for money-earning projects, including guidelines and procedures;
- sharing ideas for large group or multi-troop activities;
- promoting council-sponsored activities and program events for girls and volunteers;
- helping to plan local camping opportunities and promoting council-sponsored group, day, and resident camps; and
- sharing information on national and international engagement opportunities for all members.

*Provide and enhance volunteer support by...*

- ensuring new volunteers receive one-on-one support, as needed;
- creating opportunities for troop co-leaders to network, learn, and grow;
- ensuring volunteers have access to Girl Scout materials, camping equipment, and additional resources that enhance program delivery;
- sharing local and council updates and resources to local troop co-leaders; and
- interpreting and clarifying policies, standards, and procedures for volunteers.

*Honor local volunteers and celebrate successes by...*

- working in partnership with the area adult recognitions coordinator;
- recognizing volunteers through year-round efforts of appreciation and gratitude;
- being creative and economical with appreciation gestures – check out Pinterest for cute ideas that can also be low cost; and
- promoting both council and local level awards to recognize the dedication of volunteers in your area.

## Meeting Structure

### Administrative Team, Area, and Service Unit

It is important to understand that our council is as diverse as our amazing volunteers and each county and area meeting schedule may look different. Most counties within the GS-NCCP Council consist of one area with one service unit. However, there are some counties that consist of one area with multiple service units. In addition, there are counties within the council that have several areas with multiple service units in those areas. **If you are a Girl Scout Volunteer in a county where there is one area and one service unit, we encourage you to follow the service unit meeting structure for meeting success.** Feel free to reach out to your membership director/manager or the [helpdesk@nccoastalpines.org](mailto:helpdesk@nccoastalpines.org) for more information regarding service units and areas.

County	Area	Service Unit
Beaufort County	AREA060	Beaufort - Martin
Bladen County	AREA041	Bladen
Brunswick County	AREA061	Brunswick

Carteret County	AREA062	Carteret
Chatham County	AREA021	Chatham
Columbus County	AREA063	Columbus
Craven County	AREA064	Craven – Pamlico - Jones
Cumberland County	AREA033	Cumberland - Ft. Liberty
Cumberland County	AREA033	Cumberland-Central/Fayetteville
Cumberland County	AREA036	Cumberland - Greater Cumberland
Duplin County	AREA065	Duplin
Durham County	AREA010	Durham 10 - North/West
Durham County	AREA011	Durham 11 - South/East
Durham County	AREA011	Durham 11 - Central
Edgecombe County	AREA066	Edgecombe
Franklin County	AREA007	Franklin
Granville County	AREA002	Granville
Greene County	AREA067	Lenoir - Greene
Halifax County	AREA068	Halifax – Northampton
Harnett County	AREA027	Harnett - West
Harnett County	AREA027	Harnett - East
Hoke County	AREA032	Hoke
Johnston County	AREA025	Johnston - Clayton
Johnston County	AREA025	Johnston - Southeast
Johnston County	AREA025	Johnston - West
Johnston County	AREA025	Johnston - Northeast
Jones County	AREA069	Craven - Pamlico - Jones
Lee County	AREA028	Lee
Lenoir County	AREA070	Lenoir - Greene
Martin County	AREA071	Beaufort - Martin
Moore County	AREA029	Moore
Nash County	AREA072	Nash
New Hanover County	AREA073	New Hanover
Northampton County	AREA074	Halifax - Northampton
Onslow County	AREA075	Onslow - Greater Jacksonville
Onslow County	AREA075	Onslow - Camp Lejeune
Orange County	AREA009	Orange - North
Orange County	AREA009	Orange - South
Pamlico County	AREA076	Craven – Pamlico - Jones
Pender County	AREA077	Pender
Person County	AREA001	Person
Pitt County	AREA078	Pitt
Richmond County	AREA040	Richmond
Robeson County	AREA042	Robeson
Sampson County	AREA039	Sampson
Scotland County	AREA043	Scotland
Vance County	AREA003	Vance - Warren
Wake County	AREA013	Wake 13 - Wake Forest/Rolesville
Wake County	AREA014	Wake 14 - North/East Raleigh

Wake County	AREA015	Wake 15 - Fuquay-Varina
Wake County	AREA016	Wake 16 - Southeast Raleigh
Wake County	AREA018	Wake 18 - North/Central Raleigh
Wake County	AREA019	Wake 19 - Brownie-Cary/Morrisville
Wake County	AREA019	Wake 19 - Junior-Cary/Morrisville
Wake County	AREA019	Wake 19 - Teen-Cary/Morrisville
Wake County	AREA019	Wake 19 - Daisy-Cary/Morrisville
Wake County	AREA020	Wake 20 - Knightdale/Wendell/Zebulon
Wake County	AREA022	Wake 22 - Garner
Wake County	AREA023	Wake 23 - Teen-Apex/Holly Springs
Wake County	AREA023	Wake 23 - Brownie-Apex/Holly Springs
Wake County	AREA023	Wake 23 - Junior-Apex/Holly Springs
Wake County	AREA023	Wake 23 - Daisy-Apex/Holly Springs
Warren County	AREA004	Vance - Warren
Wayne County	AREA079	Wayne
Wilson County	AREA080	Wilson

## Administrative Team Meetings

The administrative team meetings are where you and your team brainstorm, discuss, organize, and plan area meetings, events, and programs. Essentially, the area meetings are the finished product of the admin team meetings. We recommend holding regularly scheduled admin team meetings throughout the year (whether that is in-person or virtual) to keep your team engaged, informed, and aware of how they can help. These meetings may be in collaboration with other nearby service units and your membership director/manager, or they may only consist of you and your administrative team members. Your membership director/manager will work in partnership primarily with the service unit manager and administrative team members to facilitate admin team meetings. We recommend holding these meetings bi-monthly (or more depending on upcoming events within the area) with various touchpoints of communication in between scheduled meetings.

### Regularly Scheduled Admin Team Meeting Goals

- to provide team members time to share their ideas and provide updates related to their position;
- to evaluate and review current goal statistics to ensure success in meeting year end service unit goals;
- to discuss and plan what needs to be included on upcoming area meeting agendas; and
- to discuss and address any concerns and/or challenges within the service unit; remember confidentiality may be important.

### Important Administrative Team Meetings

At a minimum, there are two key team meetings to host in partnership with your membership director each year – the Service Unit Planning Packet Meeting and the Membership Growth Meeting. These meetings will set the tone for your year and keep you organized.

## Service Unit Planning Packet Meeting

Ideally, this meeting should be held in June or July.

## *Important Team Meetings*

**Service Unit Planning Packet Meeting  
Membership Growth Meeting**

### **Service Unit Planning Packet Meeting Goals**

- to set the dates for the admin team and area/service unit meetings for the upcoming year;
- to begin planning and scheduling area/service unit events, trainings, and activities for the upcoming year (remember to consider all major holidays); and
- to discuss area/service unit goals for the previous year; what progress was made on last year's goals; what changes should be made?

## Membership Growth Meeting

This meeting can be held in the spring or summer to ensure all members are prepared for Spring Renewal registration and the fall recruitment season.

### **Membership Growth Meeting Goals**

- to plan overall membership growth strategies for the area/service unit;
- to plan individual membership growth activities, set dates, and assign duties for year-round recruitment efforts;
- to review school calendars and school profiles or statistics;
- to share membership statistics for current and past years;
- to share troop status reports and Spring Renewal registration statistics;
- to review the locations of area/service unit troop and group locations;
- to share membership diversity statistics and discuss ways to increase diversity of participation in your area;
- to review troop status reports and note returning troops, possible new leadership needs, bridging girls, and other leadership needs; and
- to encourage volunteers to help at troop organization meetings, parent meetings, and other membership growth events, if needed.

## Area Meetings

Area meetings provide an opportunity for co-leaders and members of the administrative team to meet on the local level. If troop co-leaders from a troop are unable to attend due to the area meeting occurring at the same time as a troop meeting or for personal reasons, co-leaders are encouraged to connect with a registered parent volunteer from the troop to attend on their behalf.

During the meeting, members bond with fellow volunteers through team building exercises and activities, share both local and council updates, and acquire additional skills and knowledge through educational presentations and hands-on experiences. Area meetings are an ideal opportunity for volunteers to ask questions and facilitate learning through the sharing of ideas. Area meetings are facilitated by the service unit manager with the support of the membership director/ manager and administrative team. If there are multiple service units in an area, the membership director/manager will work in partnership with the administrative team to predetermine who will lead the meeting and the team will work together to make contributions to the meeting.

We recommend a *minimum* of four area meetings during the Girl Scout year:

- to kick-off the new Girl Scout year and share area events for the year (end of August/early September)
- to offer support during the Fall Product Program and for the upcoming Cookie Sale Program (November)
- to reconnect shortly after the Cookie Sale Program and prepare for both council and local recognitions (March)
- to celebrate a successful Girl Scout year and honor and recognize local volunteers (May)

Area meetings are vital to the health and growth of an area and help volunteers feel informed and connected which leads to increased member retention. Therefore, although we recommend a *minimum* of four area meetings a year, we highly encourage areas to hold additional meetings.

### Service Unit Meetings

The service unit meeting is very similar to the area meeting, and in fact may be one in the same for some counties. For areas that are subdivided into service units, the service unit meeting is completed at the local level. Planning and scheduling service unit meetings is one of the major responsibilities of our service unit managers. It's at these meetings that you and your team will have the opportunity to welcome new volunteers, teach new skills, encourage networking, and promote local and/or council sponsored programs, events, and activities. These meetings enhance the volunteer's experience and help them succeed. The service unit meeting is an excellent opportunity for volunteers from the same service unit to connect, collaborate, and experience enrichment trainings. When possible, we recommend meeting outside of the regular meeting space and engaging in activities that promote networking and team building.

#### **The Purpose of Service Unit Meetings is to:**

- Continue to build an atmosphere of teamwork and foster enthusiasm for Girl Scouts
- Keep area members informed of Girl Scout activities and opportunities, locally and throughout the council footprint
- Celebrate area and troop successes
- Provide enrichment opportunities, trainings, and support for local volunteers



## Service Unit Meetings at a Glance

It's important that the area meetings run smoothly and that they include four essential parts:

1. Welcome and Introductions: icebreaker and/or teambuilding activity.
2. Announcements: share upcoming local and council-sponsored events for volunteers, troops, and girls. Utilize the Service Unit Meeting Agenda & Council Updates PowerPoint shared via Rallyhood
3. Girl Scout Program Related Training or Activity
4. Closing Activity or Game

### Quick Tip!

Looking for an enrichment topic for your next area meeting? We've got you covered!

Visit the Service Unit Team page under Volunteer/Volunteer Learning and Support on the council website to view the current *Service Unit Meetings Programs and Enrichments*. Request a Lead 'n Learn Quick Guide or staff led enrichment for your next meeting!

## Strategies for Boosting Attendance

When planning training and/or enrichments at your meetings, be sure to plan the meeting dates and locations well in advance. Also, **promote upcoming learning opportunities on area social media networks and in area newsletters and emails as far in advance as possible**. Include the main topic and a short *teaser* about the training or enrichment to get people interested in attending.

Once you have set the date, place, topic, and time for your meetings, encourage admin team members and co-leaders to attend. **Send out meeting reminders a few days before each meeting**, by email or by posting to your area social media network.

Add a personal touch. **If a troop misses an area or service unit meeting, follow up with a personal call to one of the troop's co-leaders and share what they missed**. Speaking with them one-on-one may make them more comfortable attending in the future and may also give you a chance to identify potential factors that may or may not be preventing them from attending.

**Strive to have a balanced agenda that includes time for introducing new faces, learning new and/or helpful things, and asking questions**. Always start the meetings on time regardless of the number of volunteers present. Once the meeting starts, stay on schedule. As meeting participants come to know that meetings are organized and on time, they will be more likely to attend the next meeting. Further increase meeting attendance by offering refreshments and drawing for a small door prize. These tiny details provide another personal touch and add extra excitement to the meeting.

## Virtual Service Unit Meetings

In reference to *Safety Activity Checkpoints* and holding a virtual troop meeting, holding virtual service unit meetings create an array of new challenges and exciting opportunities to deliver a powerful Girl Scout volunteer experience. As with all the special experiences that Girl Scouts offers, meeting virtually creates not only the ability for adult volunteers to get comfortable and tech savvy but to gain character, confidence, and courage by expressing themselves and learning leadership skills to take them into the virtual world. For every adventure that can be done in-person, there is another that can be shared and taught and experienced virtually. Adult volunteers

will find it exciting and challenging to bring new experiences to fellow volunteers through streamed virtual service unit meetings. Whether it be discussing community service projects, brainstorming the areas next outdoor adventure, planning for cookie sales, sharing badge work or STEM tips – there is a way for Girl Scout volunteers to meet and stay connected.

### Tips for a Successful Virtual Service Unit Meeting

You may have adults in the service unit who face unique circumstances due to living in remote areas without internet access, or with limited access to technology, or other economic circumstances. Make certain you are able to accommodate and include all adults, regardless of their issues, before moving forward with plans to go virtual. Ensure that the service unit utilizes a video conferencing service that is accessible on all types of devices. When thinking about which virtual meeting platform to use, many service units utilize Zoom and other streaming platforms to conduct service unit team meetings and area meetings that include volunteers beyond service unit team members.

### Best Practices for Virtual Service Unit Meetings

- Welcome! Seek out new volunteers virtually joining the meeting and welcome them personally.
- Remind volunteers of virtual meeting etiquette – kindly muting to avoid white noise, using the chat log, etc.
- Provide an agenda to ensure smooth transitions between topics – utilize the monthly Service Unit Agenda & Council Updates shared each month on Rallyhood within the Service Unit Manager rally.
- Offer a little Q & A time post meeting (if possible) via phone call or text for volunteers that are hesitant to ask questions online.
- Follow up with an email or post on the area Facebook page and share resources and service unit reminders.

### Privacy and Safety

As with all aspects of technology, it is important to keep in mind that virtual service unit meetings can be the target of unwanted intruders. This can mean either directly by interrupting or lurking in a live virtual meeting or, more covertly, using data behind the scenes in a manner that has not been authorized or made transparent. Do all that is possible to learn about the platforms being used to host virtual troop meetings. Choose platforms that are publicly recognized, reported about by others as favorable or transparent about the issues they may have experienced and the steps a company may be taking to protect users. Become knowledgeable about the terms of use and do not choose a company that you are unsure about, for any reason, without consulting council for advice.

It is imperative to personally protect adult volunteers while holding virtual meetings and communications online. This can mean keeping personal background space invisible or obscured, keeping photos and images of volunteers and girls secured from public viewing, keeping meeting lines set to private and making sure to protect personal email addresses or passwords and other situations that could compromise adult/girl privacy or safety. Operate in a manner and with the knowledge that anything recorded or photographed or “saved” to a particular site may be misused

in the future and stay away from that sort of situation by making educated choices. To take a deeper dive into virtual meeting safety, please reference *Safety Activity Checkpoints*.

### Learn More:

There are many choices when it comes to free video conferencing services and no end to the skills one can learn online ranging from protecting your service unit meeting to creative ideas for sharing and interacting with girls and fellow volunteers. Explore blogs and news articles to stay current and enable you to make the best and safest selection for your virtual service unit meetings. If you are unsure about something, always consult council. Some examples are below:

- [Protect Your Zoom Meeting from Hackers](#)
- [10 Best Video Conferencing Tools to Choose From](#)

### Include Adult Volunteers with Disabilities

Hosting or leading virtual service unit meetings provides a unique opportunity to increase inclusion in new ways. Communicate with adult volunteers with disabilities on how to best manage their participation in virtual meetings. Once underway, virtual meetings can provide a new way for all volunteers to have a voice and input in the meeting, potentially drawing in those volunteers who are shy or hesitant or less apt to either attend in person or speak up in a face-to-face meeting. Some volunteers may enjoy the chat feature, for example, where they can become more comfortable expressing themselves.

### Planning the Meeting Agenda

Summer is the time for you and your team to start thinking about your area/service unit meetings – when to schedule them, what to include, etc. Again, provide an agenda to ensure smooth transitions between topics and utilize the monthly Service Unit Agenda & Council Updates provided by council that is shared each month on Rallyhood within the Service Unit Manager rally. In addition to the monthly agenda, below are some ideas and suggestions to highlight and general announcements you might include in your plans and on your meeting agendas each month.

## July – Review, Prep & Planning



- Review results of Service Unit Reflection and Support Program from the prior year as a team if they have been received.
- Complete Service Unit Planning Packet for upcoming year as a team by July 31.
- Encourage team members to register for the Administrative Team Conference (ATC) held in August. ATC is an opportunity for team members to gain valuable information and training related to their role.
- Follow up or work with the council recruitment team on plans for fall membership growth – generate interest at community events, plan area membership growth events, and attend and flier PTA/School Open House nights.
- Work with your team and membership director/manager to contact troops that have not yet renewed to ask if they will continue in the fall. If a troop is not returning, work with the troop co-leaders to ensure the disbanding troop report is completed and the troop bank account is closed.

## August – Kick Off the Year!

- Meet with your team to plan the area kick-off meeting.
- Host an area kick off meeting – distribute resources and materials.
- Encourage volunteers to take advantage of upcoming training opportunities.
- Host membership growth events (work with your membership director/manager to ensure there will be an adequate number of volunteers present at each event).
- Begin to promote nominations for Council Level Awards.
- Host a Volunteer Toolkit workshop for troop co-leaders; include an intro to My GS – contact [learning@nccoastalpines.org](mailto:learning@nccoastalpines.org) for assistance.

## September – Things are Falling into Place!

- Meet with your admin team to brainstorm and discuss how things are going – make sure all admin team members are on Rallyhood. Encourage admin team members and other specialty roles to go to [www.rallyhood.com](http://www.rallyhood.com) to join the GS-NCCP volunteer group that's right for their role.

<p><b>Rallyhood Rallies</b></p> <p>Adult Recognition Coordinators Archery Facilitators Area Event Director Facilitators Area Event Directors Area Level Product Program Members Area Treasurers Counselor-in-Training Day Camp Directors First Aid/CPR/Babysitting Instructors Girl Scouts Give Champions Gold Award Committee Media Coordinators New Co-Leader LIVE! Facilitators Outdoor Skills Facilitators Service Unit Managers Service Unit Rallies Trip and Travel Committee Troop Mentor Coordinators &amp; Troop Mentors Troop Rallies (for a select number of troops) Watercraft Safety &amp; Life-guarding Facilitators</p>	<p>Rallyhood is a private, secure platform that helps our mission-driven members communicate, collaborate, and share in one place.</p> <ul style="list-style-type: none"><li>• Fosters a more connected community among volunteers by streamlining communication and encouraging collaboration.</li><li>• User friendly. Rally from your PC or smart phone! Download the FREE Rallyhood phone app!</li></ul> <p> </p> <p>Visit <a href="http://www.rallyhood.com">www.rallyhood.com</a> to join the GS-NCCP Rallyhood volunteer group that's right for you!</p>
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- Hold an area meeting – whether that is in-person or virtually or a combination.
- Promote gsLearn trainings. Share a quick demo of how to sign in. Take volunteers to the list of training options and show them how to get started.
- Ask the adult recognitions coordinator to offer a quick presentation on nomination and endorsement best practices for Council Level Awards.  
**TIP!** Request a Lead 'n Learn Quick Guide on this topic! Email [learning@nccoastalpines.org](mailto:learning@nccoastalpines.org).
- Promote the Fall Product Program and ensure the area fall product coordinator completes training; ask them to share updates and announcements at the area meeting.
- Consider organizing a Fall Product Program Rally to kick-off the program.
- Promote Co-Leader Academy - contact [learning@nccoastalpines.org](mailto:learning@nccoastalpines.org) for more information.

## October – Rolling Along!

- Meet with your admin team to brainstorm and discuss how things are going – promote gsLearn trainings for both volunteer, personal, and professional development.
- Hold an area meeting.
- Remind volunteers about any upcoming adult learning events and opportunities.  
**TIP!** *Check out Activities on the council website to find upcoming adult events, trainings, webinars, & more!*
- Continue to promote nominations for Council Level Awards – nominations are typically due at the end of October.
- Consider holding an Investiture and Rededication Ceremony in conjunction with the October meeting.
- Consider celebrating Juliette Gordon Low’s birthday (October 31) during the October meeting.
- Consider hosting another “Set Up Your Year Plan in the Volunteer Toolkit” workshop for co-leaders; include an intro to My GS.

## November – Thank YOU for a Great Start to the Year!

- Meet with your admin team to brainstorm and discuss how things are going. Has a member of the team, or the membership director, touched base with all newly formed troops? Have new troop co-leaders heard about gsLearn and how to access new co-leader trainings?
- Discuss membership goals with your membership director/manager.
- Hold an area meeting – encourage Girl Scouts Give Champion to present campaign updates.
- Begin to promote the Girl Scout Cookie Program and ensure the area cookie coordinator completes training; ask them to share updates and announcements at the area meeting.
- Share a list of ideas for Thanksgiving and holiday service projects for troops and girls.
- Announce the date for the Annual Meeting and determine Area Delegates.
- Begin to plan the area cookie rally.

## December – Get Ready for Cookies!

- Meet with your admin team to brainstorm and discuss how things are going.
- Hold an area meeting/holiday celebration.
- Continue to promote the Girl Scout Cookie Program and work with the area cookie coordinator to plan the Cookie Rally and share sale information with volunteers.

## January – Think Cookies!

- Meet with your admin team to brainstorm and discuss how things are going. Complete Service Unit Planning Packet Mid-Year Assessment by January 31<sup>st</sup>. Connect with appropriate departments for additional support.
- Hold an area meeting (some areas may choose not to meet in January, but are available for program or cookie questions).
- Cookie Program begins!

- Host a Cookie Rally.
- Review Cookie Booth guidelines and safety.
- Plan for cookie delivery and distribution.
- Consider hosting a mid-year girl and adult membership growth event.
- Begin to share information about group, day, and resident camp programs.

## February – Girl Scout Traditions!

- Meet with your admin team to brainstorm and discuss how things are going.
- Hold an area meeting.
- Encourage troops to celebrate World Thinking Day/Different Shoe Day – February 22.
- Remind volunteers to register for the Annual Meeting.
- Ask the adult recognitions coordinator to share information on upcoming end-of-year celebrations and local recognitions.
- Be on the lookout for live registration for the upcoming Learning and Development event, VolunteerCon and Expo, that is typically held in the spring (April).

## March – Happy Birthday Girl Scouts!

- Meet with your admin team to brainstorm and discuss how things are going.
- Hold an area meeting.
- Continue to share information about group, day and resident camp programs.
- Promote VolunteerCon & Expo and encourage volunteers to register. Contact [learning@nccoastalpines.org](mailto:learning@nccoastalpines.org) for more information.
- Encourage troops to celebrate Girl Scout Week and the Girl Scout Birthday – March 12.
- Continue to share information on end-of-year celebrations and local recognitions.

## April – Volunteer Appreciation Month!

- Meet with your admin team to brainstorm and discuss how things are going.
- Hold an area meeting.
- April is Volunteer Appreciation Month and Leader Appreciation Day is April 22 - celebrate the volunteers in your area and troop co-leaders!
- Begin planning an end-of-year celebration/recognition event.
- Encourage troops to complete their troop financial report, and any end of year troop status reports or evaluations.
- Begin to plan an area bridging ceremony, if applicable.
- Promote Spring Renewal registration and incentives.
- Begin early planning for next year – area events, area celebrations, member and troop co-leader goals and needs, etc. Consider asking volunteers for their input on what they would like to see on next year's agenda.

## May – Wrapping up the Year!

- Meet with your admin team to brainstorm and discuss how things are going.
- Hold an area meeting.
- Remind troop co-leaders to complete any required end-of-year forms.

- Select members (Service Unit Manager, Area Treasurer, and Area Event Director) of the admin team complete and submit Self-Reflection form by May 31<sup>st</sup>.
- Service Unit Team completes and submits documents associated with the Service Unit Reflection and Support Program by May 31<sup>st</sup>.
- Meet with your membership director/manager to review and celebrate the past year and begin looking ahead to next year.
- Begin identifying new admin team members, as needed.
- Continue to promote Spring Renewal registration and incentives.
- Hold an area end-of-year celebration/recognition event.

## June – Time for a Hug!

- Work with your team to ensure that all end-of-year reports have been completed and submitted – area financial report, troop financial reports, etc.
- Save the date for the Administrative Team Conference (ATC) in August and be on the lookout for live registration.
- Give yourself a hug! – It was a great year!

## The Area/Service Unit Meeting Agenda

Area/service unit meetings typically have four essential parts:

1. Welcome and Introductions
2. Announcements
3. Girl Scout Program Related Training or Activity
4. Closing Activity or Game

In addition to the four essential parts of the area meeting, we highly encourage administrative team members to utilize the Service Unit Meeting Agenda & Council Updates created by council staff each month. The agenda, which provides council updates and reminders, is shared with volunteers in the Service Unit Manager rally on Rallyhood and the agenda is available in PowerPoint and PDF forms for volunteer convenience. Between local announcements and council's Service Unit Meeting Agenda & Council Updates, your meeting agenda may be quite full. Add a little spark to the meeting to keep people interested by placing important topics at the beginning of the agenda. Once local and council announcements have been shared, consider offering additional resources. The learning and development team and council staff have joined together to provide service units with a catalog of programs to choose from for your next area meeting. Will it be an Enrichment or a Lead 'n Learn? You choose!

### What is a Service Unit Enrichment Workshop?

An enrichment workshop is designed to provide knowledge, skills, and personal development opportunities at your area meeting. These 30-60-minute interactive programs are developed and presented by council staff.

## What is a Lead 'n Learn Quick Guide?

A Lead 'n Learn Quick Guide contains all the information needed to lead a short, interactive presentation or discussion on a variety of Girl Scout topics. These 15-20-minute sessions provide bursts of learning and can be easily facilitated by a member of your team using the information provided. Lead 'n Learn Quick Guides are offered for the following topics:

### Being Inclusive

Building Relationships Within Your Service Unit  
 Cooperative Learning & Team Building  
 Council Level Awards & Recognitions Overview  
 Diversity, Equity, Inclusion & YOU  
 Engaging Girls in STEM  
 Girl Scout Bridging Ceremonies  
 Girl Scout Traditions  
 Girl Scouts' E.P.I.C. Culture

### Girl-Led Planning

How to Use Safety Activity Checkpoints  
 Leading a Multi-Level Troop  
 Nominate a Fellow Volunteer  
 Online Resources: A Quick Guide for Troop  
 Co-Leaders and Service Unit Team Members  
 Start Your Year Off Right  
 Strategies for Resolving Conflicts  
 Troop Banking from Start to Finish

To request an enrichment opportunity, view the [Service Unit Meeting Enrichment Catalog](#) and use the [Service Unit Enrichment and Lead 'n Learn Request Form](#) or, visit the council website – [www.nccoastalpines.org](http://www.nccoastalpines.org) – Volunteers > Volunteer Learning and Support > Service Unit Teams > Service Unit Programs and Enrichments.

## Tips for Successful Meetings

Preparation is the key to any successful meeting. Below are some suggestions to follow in the days leading up to your meeting and during the meeting itself.

<p><b>1-2 Weeks Before</b></p>	<ul style="list-style-type: none"> <li>Send out a meeting reminder.</li> </ul> <p><b>TIP:</b> Work with admin team members and your membership director/manager to determine the best way to communicate with your area.</p>
<p><b>1 Week Before</b></p>	<ul style="list-style-type: none"> <li>Download the Service Unit Meeting Agenda &amp; Council Updates from the Service Unit Manager rally on Rallyhood.</li> <li>Determine the best order of topics.</li> <li>Decide how much time is needed for each topic.</li> <li>Determine if additional resources and/or equipment will be needed.</li> <li>Finalize the agenda.</li> <li>Distribute the agenda and background information in advance of the meeting, if necessary.</li> </ul>
<p><b>2 Days Before</b></p>	<ul style="list-style-type: none"> <li>Remind presenters of their topic and place on the agenda.</li> <li>Assign a hostess for the meeting to welcome and introduce new faces!</li> </ul>



<b>1 Hour Prior</b>	<ul style="list-style-type: none"> <li>• Arrive early and set up (in person meeting).</li> <li>• Make sure all materials are present and equipment is working.</li> </ul> <p><b>TIP:</b> The best seating arrangements allow everyone to see and hear each other easily – a circle of chairs or tables in a “U” or square. These types of arrangements also help eliminate disruptive side conversations.</p>
<b>The Meeting</b>	<ul style="list-style-type: none"> <li>• Peoples’ time is important - start on time! Keep meetings to one-hour and if you must go over (because your agenda is especially full), let your guests know ahead of time and cover the “must know” information first.</li> <li>• Ask the hostess to introduce any new faces.</li> <li>• Open with a simple ceremony or icebreaker activity.</li> <li>• Stick to the agenda – if a topic begins to run long, remind participants that you will be available after the meeting for further discussion and questions.</li> <li>• End on time.</li> </ul>
<b>After the Meeting</b>	<ul style="list-style-type: none"> <li>• Plan to stay at least 30 minutes after the meeting to answer questions, brief latecomers, introduce yourself to new members. If you will be busy answering questions, ask a member of your team to help clean up, replace tables/chairs, lock up, etc. (in person meeting)</li> </ul>

### A few simple meeting agenda ideas...

- Round-Table Discussion: Let’s Talk Grade Level Training
- Girl Scout Traditions: Songs, Games, and Swaps
- Bridging Ceremonies & Ideas
- Camping Tips and Tricks: How to Pack, Menu Ideas, & More
- Troop Banking Basics
- Bling Your Booth: How to Create Successful, Fun & Safe Cookie Booths

## A Few Sample Icebreakers and Team Building Exercises for Meetings

### Icebreakers

- Paired Introductions**  
Pair attendees in groups of two. Give groups 3 minutes to interview each other and then have each person introduce their partner to the group.
- One Minute Autobiography**  
Break into small groups and with a timekeeper, give each person one minute to share a little about themselves – for example, their job, family, where they grew up, the hobbies they enjoy, what special talent they would like to share with Girl Scouts, etc.
- Name Circle**  
Go around the room, share your name and explain why/how you got your name.
- Free Vacation**  
Give everyone a 3x5 card and ask them to write where they’d rather be than at the meeting. Invite members to share their Free Vacation!
- Sharing Circle**  
Form a circle and ask each person to share with the group the last thing they did before coming to the meeting. This can be very revealing.

## Team Building Exercises

### Stand Tall (a good first meeting exercise)

Prepare a list of common things that people may have experienced over the *summer (winter break, in their lifetime)*. Instruct guests to STAND if they did any of the following “over the summer”. Examples might include:

- Visited another country/went on a family vacation (“Where?”)
- Suffered a sunburn
- Had house guests
- Went camping
- Learned something new (like water-skiing)

### Fill in the Blank

Divide into small groups of 5 or 6 (if the group is small, go around the room allowing each member to participate). Prepare a list of statements. Ask participants to complete the sentence. Examples might include:

- As a person/volunteer, my greatest strength is *blank*.
- My favorite book (tv show, movie, sports team, etc.) is *blank*.
- I love to *blank*.
- I wish I could *blank*.

### This or That?

With this exercise you line up the group in the middle of the room and ask them to go to the right for one choice and the left for the other as you read the list of “This or That”. Say, “Are you...” Samples might include:

- A mini-van or a sports car?
- A rose or a wildflower?
- A business suit or a pair of jeans?
- A sunny day or winter storm?

## The Different Personalities in the Room

Lead the area meeting like a pro with these suggestions of a variety of approaches of ways to collaborate with the different personalities you may encounter in the meeting space.

The Personality	What happens:	What you can do:
The Talker	Frequently gets off-subject. Tells detailed stories and tends to monopolize the discussion.	<ul style="list-style-type: none"><li>• Wait for them to take a breath, thank them, and refocus their attention by restating the relevant points, and move on.</li><li>• Smile, tell them their point of view is interesting, and in a friendly manner share that, “we are a bit off subject.”</li></ul>
The Veteran	Remembers the way things used to be and seems to speak negatively about change; may also	<ul style="list-style-type: none"><li>• Listen to their point of view, acknowledge their experience and thank them for their long-term dedication.</li></ul>

	offer incorrect or outdated information.	<ul style="list-style-type: none"> <li>• Remind them that our organization must continue to adapt so that we can pass on our traditions.</li> <li>• Offer to schedule a meeting with them and a council staff person to address their concerns.</li> </ul>
The Quiet Listener	Sits in silence and may seem withdrawn at times.	<ul style="list-style-type: none"> <li>• Enjoy it! Sometimes silence makes a meeting host nervous but don't fret. Although this person is quiet, they are watching, listening, and learning.</li> <li>• Purposefully say hello to them after the meeting to help them feel welcome and/or comfortable asking any questions they may have.</li> </ul>
The Yin to your Yang	This person may be quick to say, <i>"It'll never work"</i> or <i>"We've already tried blank..."</i> This personality tends to worry and may be unwilling to try new things.	<ul style="list-style-type: none"> <li>• Be patient with this person and realize that their anxiety may come from past failures and some of their own insecurities.</li> <li>• Reassure them that they will have a team to work with and that you are there for support.</li> <li>• Ask them to jot down their concerns and invite them to meet with you after the meeting to address their concerns.</li> </ul>
The Mediator	We love the mediator. They seek to find common ground, don't necessarily take sides, and will work to create an environment of peace and calm.	<ul style="list-style-type: none"> <li>• This person is your friend and can be a great plus at a meeting. Be careful not to put too much pressure on them when issues arise.</li> <li>• Some situations may be policy-driven and may not have a happy medium. When this is the case, state the facts so the policy is clear.</li> </ul>
The Clock Watcher	They don't seem to want to be there and may fidget and fiddle	<ul style="list-style-type: none"> <li>• Remain courteous and thank them for coming. Assure them that the meeting will start and end on time.</li> <li>• Try to engage them as much as possible. If you need help handing out papers, etc. ask them for assistance – it will help them feel as though the meeting is moving quickly.</li> </ul>

## Managing Conflict and Sensitive Issues

When we hear the word conflict, we think trouble and negativity. The truth is, conflict does not have to be bad and in fact, can be positive; very little change or growth ever happens without conflict. There are volumes of research on conflict resolution and negotiation. The bottom line is conflict is a part of all human relationships. Conflict occurs when two (or more) different points of view need to be considered.

As service unit manager, you are a role model and looked up to as the leader of your group. When conflict arises, volunteers and parents will look to you for solutions. How you handle conflict, or differing points of view, will have a direct impact on the outcome. Below are some strategies we hope will help. Our goal is to reduce conflict and reach solutions that work for all involved.

However, if you do not feel comfortable or need guidance in how to handle a situation, we invite you to contact your membership director/manager for assistance.

## Strategies for Managing Conflict and Sensitive Issues

### **Separate the people from the problem.**

If you look at the problem as an issue to be resolved, rather than looking at the people involved as opponents, the odds of reaching consensus increase. A good technique to use when meeting with people in conflict is to purposefully “arrange” the seating – no table, just chairs all facing the same way and a flip chart where the problem can be presented. This creates an “all of us” against “it” (the problem) attitude, rather than an “us (or me)” against “them” environment. Then begin the discussion by setting everyone’s expectations – “We are here for the best interests of the girl(s)” and have everyone agree to it.

### **Determine each participant’s position and interest in the problem, situation, or conflict.**

**What** each person wants **is their position** and **why** they want it **is their interest**.

Understanding and knowing both is important to reaching a resolution. Don’t only ask what outcome they are hoping for but also, why that outcome is important to them. Here’s an example: Two sisters want the only orange in the pantry. Each says she must have the orange for herself and no other solution can be considered. One wants the orange to drink the juices; the other wants the orange rind to cook in a pudding. If we give the first sister the orange so she can squeeze the juice, the cooking sister can then have the rind, everyone’s interests are met.

### **Be an active listener.**

Throughout the meeting, be an active listener; if others are present, remind them to be active listeners as well. Remained focused on what each participant is saying and repeat it back to them to be sure you understand. Use phrases like, “What I understand you saying is ....” Or, “What I hear you saying is...”

### **Have a plan.**

As the facilitator, it’s important that you seek to understand the issue and have an idea ahead of time as to what can and cannot be done to resolve the issue.

### **Ask the right questions.**

Asking the right questions is a powerful tool. Questions can lead and focus the conversation, uncover underlying assumptions and feelings, reveal facts, and reduce misunderstandings. But most importantly, questions can lead to breakthroughs in communication and increase understanding between 2 people. Use a good mix of closed and open-ended questions when working through difficult situations.

### **Strive for fairness.**

If all participants view the process as fair, they are more likely to accept the result. If you go back to your standard, (best interest(s) of the girl(s)) each party has a face-saving way to agree to a compromise.

### Create an agreement.

Be sure to wrap up by stating what each party has agreed to. Suzy and Carol both want the last orange. Each insists she must have the entire thing. Suzy wants to drink the juice; Carol wants to bake the rind in a pie. The obvious resolution to the conflict is for Suzy to take the orange and squeeze out the juice and then give the rind to Carol who will use it in her pie. Have both parties verbally agree, and if necessary, put the agreement in writing, and give each participant a copy.

### Ask for help.

We realize that most of the issues you deal with will not be as simple as the orange example. Emotions can run high and can get in the way of clear-headed thinking. As the facilitator, you need to remain cool and calm. However, if a situation extends beyond your comfort level, there is nothing wrong with asking for help. We trust that you can resolve issues that may arise, but we also understand that you may not be comfortable in every situation. Instead of letting a situation simmer for too long, ask for help so things can be resolved as quickly as possible.

## Quick Tip!

### Closed vs. Open-Ended Questions

#### Closed Questions

Closed questions will usually have an *either-or answer*. In other words, the answer will either be right or wrong, yes or no. Closed questions are great early in the conversation to get the other person involved, (*Can I get you something to drink? Did you have a chance to speak to Mary?*) to establish facts, (*What time was it when this happened? How many people were there?*) or to clarify or test your understanding (*What I hear you saying is blank. Is that correct?*). It's important to be extremely careful when using closed questions as they can quickly end the conversation or lead to awkward silence; always be ready with your next question. Closed Questions usually begin with:

**Is/Are/Was** – *Are you hungry?*

**Did you/Do you** – *Did you speak to Sue?*

**Can** – *Can I help you next time?*

**Has/Have/Had** – *Have you tried blank?*

**Would you/Will you/Won't You** – *Would you like to try blank?*

#### Open-Ended Questions

On the other hand, open-ended questions require a *full answer*. By design, open-ended questions encourage full and meaningful answers based on the other person's own knowledge or feelings. Open-ended questions help to develop and extend the conversation and build rapport. *Why do you think she reacted that way? How do you feel about blank? What concerns you the most?* Open-ended questions also allow the conversation to easily switch back and forth and keep the dialog going. Open-Ended Questions usually begin with:

**What** – *What do you think about blank? What else can we do to make this situation better?*

**Why/How** – *I'm not sure I understand, why do you think that? How do you feel about blank?*

**When you...what** – *When you tried blank, what happened? When you said blank, what did you mean?*

**Describe or Tell me** – *Describe your best-case scenario. Tell me more about blank. Tell me how I can help you.*

## Service Unit Funds

Service unit funds are intended to benefit all troops in the service unit area and should be used to further the Girl Scouts Mission. Each service unit should collaborate in the preparation of an annual budget at the start of the program year. The annual budget should be used to guide the service unit's activities, but the budget may evolve over the course of the program year if priorities and opportunities shift. Service unit managers and treasurers should collaborate throughout the year to ensure that necessary funds are available to meet the area's goals and may adjust the budget if needed. Questions to consider:

- What types of activities will be planned for troops in our area?
- What types of activities will be planned for volunteers in our area?
- What are the costs associated with these activities?
- How will the service unit fund these activities?

Service unit funds may be acquired in a variety of ways. A few examples of income and expenses for a service unit include:

- Local adult recognitions (a service unit may receive income from council to support local adult recognitions and awards with purchases coming from the area account)
- Area events (a service unit may have both income and expenses associated with the event (Camporee, Cookie Rally, etc.) with the service unit determining the price for participants)
- Service unit meeting expenses
- Income from council for disbanded troop/s from within the area
- Income from donations the area may receive from volunteers or community members

When able, we encourage service units to utilize these funds to enhance and further support the girl and adult Girl Scout experience in the area. Some additional and more specific approved expenses for a service unit include:

- Office supplies/Postage
- Duplication of meeting enrichment materials and resources
- Books, packets, and pamphlets for the service unit library (if applicable)
- Bank service charge
- Food/drink for meetings, events, trainings, and recognitions
- Honorariums or tokens of appreciation for community speakers at area meetings, in-person trainings, or service unit events
- Equipment or property rental for service unit events
- Girl uniforms (if available)
- Expenses for recognition of the area's older girls and volunteers (allocated equitably)
- Financial assistance with service unit or troop community service-related projects
- Financial support for local girl Bronze, Silver, and Gold Award Projects (if available)
  - If applicable, girls/troops must complete the [Service Unit Financial Assistance Application for Highest Award Projects](#) form.
  - The amount donated to the girl/troop is designated by administrative team members with equitable distribution following review of the completed application.

If you have questions or need additional support related to service unit banking, please reach out to our Finance Department at [troopbanking@nccoastalpines.org](mailto:troopbanking@nccoastalpines.org).

## Volunteer Appreciation Ideas for Service Units

Girl Scout Volunteers are amazing, so we encourage service units to recognize volunteers year-round. Most volunteers prefer acts of gratitude, not expensive objects. Many volunteers feel rewarded by giving their time and sharing their talents to support girls and fellow volunteers through the Girl Scout experience. However, it's important to make volunteers feel appreciated because they are vital to the Girl Scout Movement. Every single act of appreciation, big or small, makes a difference! Here are a few volunteer appreciation ideas to get you started:

- *Sound Off!* During the area/service unit meeting, designate a time on the agenda for volunteers, admin team members, and your area membership director to share thanks and acknowledgements!
- *Keep it Simple!* Highlight successes and positive impacts of volunteer efforts with girls and fellow adult volunteers in the area and council. Personal heartfelt thanks are invaluable to people. Also, write a note of thanks. Who doesn't love a personal, handwritten letter?
- *Happy Birthday!* Recognize volunteer's birthdays and share a signed card from the team.
- *Photo Booth Fun!* At area or service unit meetings, set up a photo booth with props for volunteers to capture the moment and fun and then share on local social media Girl Scout related pages.
- *Round of Applause!* Cut paper or a paper plate into a circle. Place a photo of the volunteer in the center. Encourage volunteers to add words of appreciation around the circle. Go a step further and encourage volunteers, girls and parents to write a note of thanks. At a meeting, present it to the volunteer with a standing "O"vation and applause.
- *Chalk It Up to Volunteers!* Using sidewalk chalk, write thank you notes with volunteers' names and words of thanks and appreciation on the sidewalk at the meeting location or the volunteer's home.
- *Holiday Card Swap!* Each volunteer writes their name on a card and then passes the card around for everyone to write personal, specific thank you on the cards. Once the cards have gone around the room, return the card to the volunteer with messages of appreciation.
- *Pat on the Back!* Volunteers tape a blank piece of paper on their back and then take turns writing personal positive messages to each other. At the end, the volunteer reveals their amazing notes!
- *Roll out the Red Carpet!* Treat fellow volunteers in your area like a Rock Star! Use red carpet/ bulletin board paper to create a special entrance to the area/service unit meeting. Take photos as the volunteers enter - like the paparazzi! Add balloons and music to make it even more fun!
- *Girl Scouts - NCCP Encore Peer Appreciation Program!* Surprise a fellow Girl Scout volunteer with our online Encore! Send a High Five, Fist Bump or Pat on the Back to cheer on fellow volunteers!

### Quick Tip!

Check out Pinterest for recognition fun!

**Pens**

"Thank you for being de-PEN-dable!"

**Herbs**

"You're a "sup-HERB" volunteer!"

**Hand Sanitizer**

"Hands down, you're a great Girl Scout Co-Leader!"

**Candy/Goodies**

Mounds - "MOUNDS of thanks!"

Almond Joy - "For all the JOY you bring!"

Lifesavers - "You're a LIFESAVER!"

Package of peanuts - "We'd go NUTS without you!"

*And many more...*

Use the **GET UP** method - an easy way to remember how to recognize Girl Scout Volunteers!

**G** - Be Genuine - Always show sincerity and respect.

**E** - Be aware of Every Opportunity - Offer a simple "thank you" and ask for opinions and feedback.

**T** - Be Timely - Try to recognize volunteers' efforts as soon as possible.

**U** - Be Unique - Come up with creative ways to customize volunteer appreciation.

**P** - Be Positive - Know your appreciation is priceless!

## Forms & Resources

### Essential Documents

Documentation is essential to ensure the success of our organization and, most importantly, to ensure the safety, care, and well-being of our members. Some of the most frequently used forms you will work with are listed below. You may request copies through your membership director/manager or download copies from the council website (Forms in the top right corner).

#### CP – Corporate Business Forms and Resources

- CP107 Volunteer Policies
- CP111a Council Crisis Communication Plan
- CP115 Accident/Incident Report Form (used w/CP116)
- CP116 Accident/Incident Report Log

#### R – Recognition Forms and Resources

- R114 Adult Awards & Recognitions Manual
- R114a Council Level Awards & Recognitions Guide

#### SU – Service Unit Forms and Resources

- SU104 Troop Money Earning Project Request
- Service Unit Manager Self-Reflection Form –  
<https://gsnccp.wufoo.com/forms/w1t67yx21o64muj/>
- Area Event Director Self-Reflection Form -  
<https://gsnccp.wufoo.com/forms/wxk4qnw05bwha1/>
- Area Treasurer Self-Reflection Form - <https://gsnccp.wufoo.com/forms/w1udiodv0slcg7t/>

#### TP – Troop Forms and Resources

- TP103 Troop Permission Request for Camping, Overnights, Watersports and Adventure Activities
- TP103a How to Fill Out and When to Use a TP103: Guide to help troops filling out a TP103
- TP105 Parent/Guardian Permission for Troop Outings and Health History: Each girl must have one on file with the troop.
- TP106 Healthy History Form for Adult Members.
- TP300 Plan 2 – Accident Coverage Only: For non-members participating in any Girl Scout sponsored event lasting two consecutive nights or less.
- TP301 Plan 3E – Accident and Sickness Coverage: Recommended for members and non-members participating in any Girl Scout sponsored event lasting more than two consecutive nights.
- TP302 Plan 3I – Accident and Sickness Coverage (primary international): Recommended for members and non-members participating in any Girl Scout sponsored international trip lasting more than two consecutive nights.
- TP303 Plan 3P – Accident and Sickness Coverage (primary): For members and non-members participating in any Girl Scout sponsored event lasting more than two consecutive nights.
- TP450 Troop Banking Guidelines

### Quick Tip!

Forms and manuals are reviewed each year to ensure these documents are up-to-date and in alignment with the most current Girl Scout policies and procedures. We recommend that volunteers go to the FORMS section of the council website to access council forms and other resources to ensure that you are accessing (like when referencing *Safety Activity Checkpoints*) the most up-to-date version/s.



## T - Training Forms and Resources

T205 Troop Mentor Coordinator Manual

T205a Troop Mentor Guide

## VPD – Volunteer Position Descriptions

For copies of any VPD, visit our council website or email [learning@nccoastalpines.org](mailto:learning@nccoastalpines.org).

## Checklist of Required Forms

Refer to this chart to determine which forms are required to be in the troop co-leader’s possession for various Girl Scout events and activities.

	High- Risk Activity	Overnight Camping Trip	Domestic Extended Trip	International Trip
TP105 Parent/Guardian Permission for Troop Outings	✓	✓	✓	✓
TP106 Adult Health History	✓	✓	✓	✓
CP115 Accident/Incident Report (blanks)	✓	✓	✓	✓
CP116 Accident/Incident Log (blanks)	✓	✓	✓	✓

## Who Needs What Training?



Understanding who needs what training can be confusing, we hope this simple chart will help answer those questions.

## Girl Scout Service Unit Team Member Training At-a-Glance Chart

Service Unit Team Member Training At-a-Glance

Service Unit Team Member Required and Recommended Trainings	Service Unit Manager	Area Treasurer	Fall Product Program Coordinator Area Cookie Program Coordinator	Area Event Director	Adult Recognitions Coordinator	Troop Mentor Coordinator/ Troop Mentor	Media Coordinator	Girl Scouts Give Champion	Learning Facilitator (Area Event Director, NCO)
Required Role Training/s (367 Trainings are available on gsLearn)	367 New Service Unit Manager Training	367 Troop Banking: Fraud Detection and Reporting 367 Troop Banking: Annual Troop Finance Report	FPP–367 2023 Area Fall Product Coordinator Training ACC–In person Training with RCM (Regional Cookie Manager)	Register for virtual or in person Area Event Director Training on gsLearn–367 Area Event Director	Virtual training offered annually in the summer. Additional trainings—use <a href="#">Training by Request Form</a>	New Leaders on the Block— Troop Mentor Program Training—use <a href="#">Training by Request Form</a>	GSUSA Brand Ambassadors 101 367 Media Coordinator Training 367 Service Unit Social Media Training	367 Giving... Girl Scout Style	Register on <a href="#">Activities</a> or <a href="#">gsLearn</a> . Prerequisites may be required. See Program or L & D Dept.
367 Diversity, Equity, Inclusion and Belonging for Volunteers	Required Training	Required Training	Required Training	Required Training	Required Training	Required Training	Required Training	Required Training	Required Training
GSUSA Daisy/Brownie/Junior Grade Level Essentials	Highly Recommended Training		Recommended Training	Highly Recommended Training		Highly Recommended Training	Recommended Training	Recommended Training	Highly Recommended Training
GSUSA New Leader Onboarding: What Girl Scouts Do	Highly Recommended Training		Recommended Training	Recommended Training		Highly Recommended Training	Recommended Training	Recommended Training	Recommended Training
Adult & Child FA/CPR/AED	Recommended Training		Recommended Training	Recommended Training		Recommended Training			Recommended Training

GS-NCCP Onboarding Trainings  
 GSUSA Successful Leader Learning Series  
 GSUSA Volunteer Toolkit - Troop Leader View  
 367 Troop Banking: Getting Started and Making Changes (2021)  
 367 Diversity, Equity, Inclusion and Belonging for Volunteers (Required for all Volunteers)  
 367 New Co-Leader Live! (Virtual or In-person)

 Required Training  
 Highly Recommended Training  
 Recommended Training  
 Please complete the [Training by Request Form](#) to request a specific training in your area.

## Ideas and Inspiration for Your Service Unit Meetings

### ***To Engage Your Leaders...***

- Recognize all leaders in attendance at each meeting (ask them to stand and say, “thank you.”)
- Encourage comments and questions
- Have a “take home” item at each meeting that leaders can bring back to their troop – songs, simple craft handout, Girl Scout trivia item – designate an admin team member to lead this initiative each month
- Rotate table setup – by program level, by troop meeting places, new leaders/returning leaders, etc.
- Invite girls to open the meeting – ask them to share a project they are working on, what they like about Girl Scouts, a Girl Scout experience they would like to share. This can be so inspiring to adults, especially new co-leaders.
- Draw out non-contributing attendees by asking them to, “...share their thoughts or experience/s...” on topics

### ***To Create a Welcoming Environment...***

- Create a theme for each meeting throughout the year
- Designate a greeter for each meeting to give directions upon arrival and introduce new faces
- Have a “Freebie” table – invite meeting participants to bring in no longer needed troop supplies for others to pick up for their troop
- Provide nametags if the group is large, have guests put a conversation starter on their nametag – for example, grade level for their troop; a burning Girl Scout question they’d like help with; their hometown, etc.
- Partner new faces with a meeting pal
- If time allows, include an icebreaker
- Have an attendance sheet and follow up with a short, thank you email for attending

### ***To Manage the Meeting Atmosphere...***

- Be prepared for difficult situations and behaviors
- Commit to remain positive and neutral
- Discourage side conversations
- If someone asks an unrelated question or raises a hot topic, make a note and tell them you will be happy to help them after the meeting
- Know when to Discuss vs. Defer
  - Discuss when stakes are small; Defer when stakes are high
  - Discuss if the matter requires a short amount of time; Defer when the matter requires more time
  - Discuss when no research is needed; Defer when research is needed
  - Discuss when options are limited; Defer when there are several options

### ***To Make the Time Productive...***

- Send out meeting reminders
- Ensure the information provided is timely and relevant
- Use the agenda to provide other relevant but possibly upcoming information – area events, calendar of dates, the “take home” item (see Engage Your Leaders above)
- If a question or discussion item comes up that is off topic or is something you may need to come back to and address later, ask them to put their thought or idea on a slip of paper or post-it and place it in the “parking lot”
- Include time for questions
- Start on time
- End on time

**Thank you for volunteering to be a Girl Scout Service Unit Manager!**