



SERVICE UNIT TEAM

Team Manual

Unlocking Leadership

Service Unit Team Guide to Volunteer Support

“The ultimate responsibility for the Girl Scout movement rests with its members.”

—Blue Book of Basic Documents

What is the purpose of a Service Unit?

A Service Unit is a dynamic support system that through diverse methods, and the support of local communities, provides the Girl Scout Leadership Experience to girls and adults. It is the embodiment of the Girl Scout movement within the local community and has the responsibility to:

- Extend and retain membership of girls and adults
- Provide direct program and administrative support to girls and adults
- Educate the community about the benefits of Girl Scouting
- Act as a communication center for Girl Scouts

What is the purpose of a Service Unit Team?

The purpose of the Service Unit Team is to recruit, develop and support volunteers to effectively implement the Girl Scout Leadership Experience with girls. The Service Unit Team works together and in partnership with community engagement and recruitment teams to assess the needs of volunteers and girls in the communities, develops a plan to address those needs, implements the plan and ensures there is ongoing communication between volunteers, the Service Unit Team and regional staff.

Getting Started

Regardless of the pathway in which girls participate, the Girl Scout Leadership Experience is primarily delivered by the 2,800 adult volunteers in Girl Scouts of Black Diamond. Volunteers rely on the support of the Service Unit, experienced volunteers, educational materials and council wide communication tools to understand their role and to implement it effectively.

As a member of the Service Unit Team, your role as an individual, as well as a team member, is critical to a volunteer’s success and ultimately the experience of the girls participating in Girl Scouts.

This guide will assist you in being a member of an effective team that ensures volunteers are prepared to deliver the Girl Scout Leadership Experience and that girls are working towards becoming girls of courage, confidence and character, who make the world a better place. This should be used as a foundation for Service Unit Team development and can be used when recruiting new members to the team, when facilitating Service Unit Team meetings, creating Service Unit plan of work, and when implementing the critical fall membership campaign. It is important to remember that while there are key strategies that can be used in providing support to volunteers and girls, there is flexibility to work as a team to best meet the varied needs and interests of each community within the council.

The guide is divided into the following sections:

- The Role of the Service Unit Team
- Year Round Recruitment
- Retention

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The Role of the Service Unit Team

Our Leadership Message

To maintain our role as the premier leadership experience for girls in our jurisdiction, Girl Scouts of Black Diamond is focusing our resources on the challenges we face in engaging past, present and future Girl Scouts in becoming inspiring, visionary leaders in the community.

Our Winning Proposition

Girl Scouts of Black Diamond Council will connect girls to a world of possibilities to create, dream and make a difference.

The Cultural Value Statement for Girl Scouts of Black Diamond

United by our commitment to the Girl Scout mission and Movement, Girl Scouts of Black Diamond lives by these core values:

- We are champions for girls.
- We honor the legacy of Girl Scouting.
- We build open and honest relationships.
- We embrace differences.
- We work together as one team.
- We inspire imagination, creativity and wonder.
- We are adventurous and open-minded.
- We have fun.
- We are committed to excellence.



The Essential Responsibilities of the Service Unit

Within the purpose of the Service Unit, there are essential responsibilities that must happen in order to ensure we are working towards the mission and goals of the organization. These functions are carried out through appointed and trained administrative volunteers who work together as the Service Unit Team. Before the Service Unit Team can work to support girls and adults, each member must know and understand the role of the Service Unit Team and equally important, they must understand the Girl Scout Leadership Experience, Council Goals and council program and service delivery priority areas.

Recruit volunteers and girls reflective of the diverse community:

- Service Unit Team members—at a minimum, Service Unit Administrator, Event Coordinator, Membership Advisor, Recruiter, Treasurer and Product Sales Chair.
- Leaders and volunteers for the troop.
- Girl membership at all grade levels.

Provide support to leaders and other troop volunteers to promote the delivery of the Girl Scout Leadership Experience and member retention:

- Required and enrichment training
- Service Unit networking and discussion (buzz) groups
- Support to all volunteers through a variety of communication methods including Service Unit meetings
- Progressive opportunities for girls and adults within the Service Unit, community and council-at-large
- Volunteer recognition

Partner with the community to communicate the benefits of Girl Scouts and develop partnerships that support the achievement of goals:

- Engage parents through committee volunteer positions, Service Unit events and ongoing communication.
- Identify potential partners in the community for progressive opportunities for girls

Getting Your Team in Place

Who are these 2800 volunteers? We all know that Girl Scout support does not come from one place or one person. It takes a team of committed volunteers to help leaders understand the Girl Scout Leadership Experience and that girls are having a meaningful experience. The key to a successful Girl Scout year is having the right people in place to provide support to girls and adults. Placing adults in the position that fits them is important, whether it is in a troop leadership position or a Service Unit Team position.

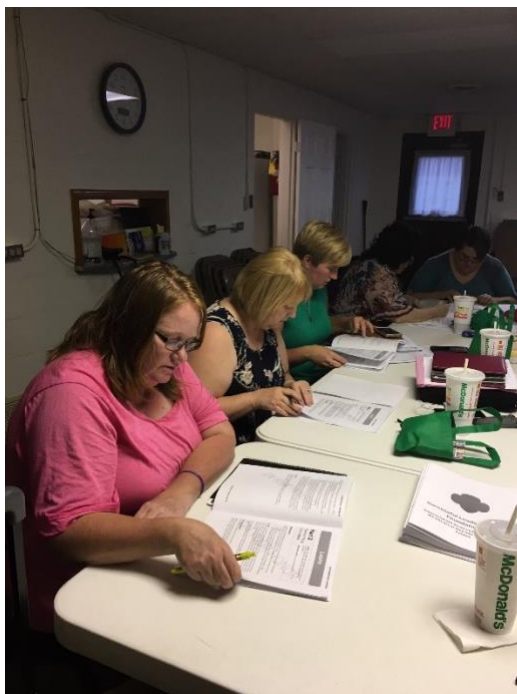
Having the right volunteers in the following areas can make the difference in a volunteer's experience.

- Service Unit Administrator
- Event Coordinator
- Membership Advisor
- Recruiter
- Treasurer
- Communication Liaison
- Fund Development Liaison
- Product Sales Chair
 - Girl Scout Cookie Program
 - Fall Product Sale

The Service Unit Team uses a committee structure with the chair as the primary connector to the council staff. Committees should work together and communicate regularly to make decisions about the direction of the functional area as it relates to the needs of the community and in relation to the Girl Scout Leadership Experience and Girl Scouts of Black Diamond's policies and procedures.

Each member of the committee should have a defined role and a clear understanding of expectations. It is important that the committee has a shared sense of purpose and understands how they communicate with other committees as well as fit in to the overall goals of the Service Unit and the organization.

It is never too late to recruit volunteers to support your Service Unit, whether it is for Service Unit Team positions or short-term positions. Identify volunteers you think would provide great support to new volunteers and provide dependable support to existing volunteers in the Service Unit. For example, if there is a volunteer who always reaches out to new leaders and helps them get connected to the Service Unit, they may be a great Girl Scout Leadership coach or a new volunteer mentor coordinator. Tell them why you think they would be great and don't be afraid to ask!



Service teams hard at work reviewing GSUSA materials



Who says a regional team meeting has to be boring? This SUA is enjoying a reprieve from the winter blahs at this tropical themed meeting.

Service Unit Personnel Chart (Insert into Service Unit plan of work)

Position	Primary Accountabilities	Direct/Regional Support	Resource/Council wide Development
Service Unit Administrator	<ul style="list-style-type: none"> Assist New and existing troop volunteers with administrative driven functions and responsibilities of their positions Assists new Troop/Group Volunteers in conducting parent/guardian meetings to develop troop/group committees Work with the Service Unit Team to ensure all community program offerings align to the GSLE by using journey books and the Girls' Guide to Girl Scouting, customized with additional local experiences. Be responsible for retention of girls through follow up with lapsed girls and troops Appoint and manage committee members. 	Member Delivery Manager	Senior Director of Member Services
Membership Advisor	<ul style="list-style-type: none"> Work with the Service Unit and Regional Membership and Program Staff, to provide options available for individual Girl Scout (I-girl) participation. Communicate with the Service Unit Team and Membership Delivery Staff to receive support and assistance in placing new girls and following up with lapsed members for re-engagement. Maintain Service Unit copies of troop/group rosters Provide support to leaders unable to use online troop management. 	Member Delivery Manager	Senior Director of Member Operations
Fund Development Liaison	<ul style="list-style-type: none"> Be the local "champion" for GSBDC and help promote events, programs and funding opportunities. Be the liaison between community members in the Service Unit and GSBDC. Identify funding opportunities, potential sponsors and community partners. 	Member Delivery Manager	Director of Philanthropy
Treasurer	<ul style="list-style-type: none"> Plans budget with Service Unit based on Service Unit plan of work Handles all financial affairs of Service Unit (collecting money; depositing funds, paying bills, and balancing statements) as directed by Service Unit administrator Maintains Service Unit copies of troop/group inventories, money-earning applications, troop and Service Unit financial reports; and troop bank account list with numbers, bank, and signatures Review troop financial reports Assist with troop audits as necessary. 	Member Delivery Manager	Chief Finance and Business Officer
Communication Liaison	<ul style="list-style-type: none"> Be present at all meetings (if unavailable, must find a substitute) to record minutes, distribute and receive pertinent information to be shared. Provide pertinent information to members on a local level, via several mediums (Facebook, twitter, email, newsletters) Assist the council in informing local members of council events, communications, updates, endeavors, etc. 	Member Delivery Manager	Director of Marketing
Event Coordinator	<ul style="list-style-type: none"> Responsible for overseeing the planning and implementation of events at the service unit level to provide high-quality events that are aligned with the Girl Scout Leadership Experience, working with both volunteers and Council Staff. Responsible for being informed and compliant with the most current policies, procedures and guidelines of the Girl Scouts of Black Diamond Council and GSUSA, including Volunteer Essentials and Safety Activity Checkpoints. Assist Event Volunteers with carrying out the administrative functions and responsibilities of their positions in adherence to all guideline set forth in Volunteer Essentials and the Safety Activity Checkpoints. 	Member Delivery Manager And Regional Program Director	Senior Program Manager
Recruiter	<ul style="list-style-type: none"> Facilitate opportunities for group and individual adult support in all pathways. Provide program resource education and support to volunteers. Participate in assessment and recommend learning opportunities as needed. 	Member Delivery Manager	Senior Director of Member Services

Position	Primary Accountabilities	Direct/Regional Support	Resource/Council wide
Service Unit/ Council Trainer	<ul style="list-style-type: none"> Schedule local adult learning enrichment opportunities, as needed and as requested by the volunteer Resource Manager. Process and complete paperwork such as training attendance forms, evaluation forms, etc. Manage delivery of trainings to volunteers. Secure facilities for training workshops 	Volunteer Resource Manager and Membership Delivery Manager	Senior Director of Member Services
Fall Product Chair	<ul style="list-style-type: none"> Assist in recruiting Troop Fall Product Chairs Tracking sales and payments for troops within your Service Unit Assist with collection and paperwork for delinquent money due to council and troops Resolving issues for your Service Unit (complaints, schedules, etc.) Support and maintain Product Sales computer programs pertaining to sale Helping new troops with support needed 	Director of Product and Resource Sales and Membership Delivery Manager	Director of Product and Retail Sales
Cookie Sale Chair	<ul style="list-style-type: none"> Assist in recruiting Troop Cookie Chairs Tracking sales and payments for troops within your Service Unit Assist with collection and paperwork for delinquent money due to council and troops Resolving issues for your Service Unit (complaints, schedules, etc.) Support and maintain Product Sales computer programs pertaining to sale Helping new troops with support needed 	Director of Product and Resource Sales and Membership Delivery Manager	Director of Product and Retail Sales
Service Unit Delegate	<ul style="list-style-type: none"> Attend and participate in council meetings, be informed of the point of view of the group which one represents, and be prepared to vote for the good of the total council, after studying and hearing discussion of the issues. (Informed by not instructed.) Be familiar with national and local council policies, standards, and decisions in order to adequately interpret them to Girl Scout adults, parents, and community groups. Be responsible for learning all aspects of the job by attending appropriate training sessions. Be willing to carry such special responsibilities for the council meetings as may be assigned or appointed by the president or vice president (i.e., elections committee and minutes committee). Represent Girl Scouting to community groups as assigned by the CEO, Board of Directors and/or council president. Be a resource person and submit referrals to the Board Development Committee. 	Chief Executive Officer And Membership Delivery Manager	Chief Executive Officer

Designing For Leadership: Building More Leadership for More Girls

Regions

A region is a grouping of contiguous Service Units that are grouped to provide consistent access to an extended network of opportunities and support for girls, volunteers and parents. All Service Units share a part of a larger region. One Membership Delivery Manager, who is responsible for coordinating communication across the region, will support the service units within the Region. All Regions are encouraged to share information and program/training opportunities across their areas. Regions should provide opportunities for both girls and adults to share resources and connect with one another for broader opportunities and support.

Coordinating the Work of the Team

As a Service Unit Team, your role is to ensure the essential responsibilities are implemented in the Service Unit. Each appointed Service Unit Team position has a staff counterpart that appoints, trains and provides ongoing support to the volunteer position to ensure that the function of the position can be implemented effectively. It is through the coordinated work of the Service Unit Team in which everyone must come together to ensure the **right** support is being provided for the volunteers in the Service Unit. You can do this by:

1. Developing a Service Unit plan of work
2. Implementing the Service Unit plan of work with volunteers; referencing the plan as a “working document”
3. Ensuring ongoing communication with volunteers, Service Unit Team and staff

Developing a Service Unit Plan of Work

Developing a Service Unit plan of work helps focus and organize the work of the Service Unit. If done correctly it will engage all stakeholders in the Service Unit, help define the most important work to do to accomplish goals, determine responsibility amongst volunteers and provide a guide to help volunteers stay on track in achieving success. When developing a plan remember the following:

- ☒ Service Unit assessment
 - How will we engage all volunteers in providing feedback to the Service Unit?
 - Are we implementing the essential responsibilities of the Service Unit?
 - What is our progress toward extending membership to girls and adults?
 - How effective is our volunteer support? How do we know?
 - What are our strengths and challenges in addressing program and service delivery priorities?
 - What are our main goals we want to accomplish as a Service Unit based on the assessments?
- ☒ Development of the Plan
 - How is the entire Service Unit Team contributing to the creation of the plan?
 - Has the Service Unit Team discussed and agreed upon the actions the Service Unit will take?
 - How are we working with our staff representatives to ensure they are a part of the discussion involved in planning, as well as ensure they are aware of support that will be needed throughout the year?
 - What volunteers do we need to accomplish the plan and who are the best people to help us achieve our results?

Implementing the Service Unit Plan of Work

Your plan is created, now what? Your plan is a living document, and should come to life in all of your interactions with volunteers within and outside of the Service Unit meeting. It may be easy to put the plan aside and pull it out again next year when it is time to plan again, but that is not going to be beneficial to you in achieving your desired results. In order to ensure that there is ownership of the plan and that it is being implemented, consider the following:

How will you share the plan with all leaders in the Service Unit and ensure they understand its contents?

- Service Unit meeting
- Website or other social media site
- Buzz groups (small discussion groups)

How will you ensure that the goals are being accomplished and activities are being implemented?

- Review plan quarterly to check on progress.
- Ensure opportunities to debrief Service Unit activities.
- Evaluate major activities like the fall membership campaign, adult recruitment and new volunteer support.
- Communicate on a regular basis with the Service Unit Team before Service Unit meetings, at Service Unit Team meetings or through other methods of communication (email, Facebook and other forms of social media).
- Communicate regularly with your staff representative by contacting them to share successes and request support as well as being open to information they share with you.



Service Unit Agenda Items

Below are some suggested meeting agenda items, as well as a sample meeting, to help you plan your year.

August

- If you have not completed your reregistration please do so
- If you have not completed your reappointment paperwork please do so OR you will not be able to access troop information
- Start fall product sale training
- Start planning girl talks and parent nights
- Start planning kickoff event for new girls
- Start planning recruitment events
- Next Service Unit meeting _____

September

- Fall product sale starts _____
- Service Unit Cookie Chair appointed
- If you have not completed your reregistration please do so
- If you have not completed your reappointment paperwork please do so OR you will not be able to access troop information
- Continue planning girl talks and parent nights
- Hold kickoff event
- Start planning recruitment events
- Next Service Unit meeting _____

October

- Fall product sale ends _____
- If you have not completed your reregistration please do so as of October 1 your registration has lapsed and you are not covered by insurance and can't turn in fall product sale orders
- If you have not completed your reappointment paperwork please do so OR you will not be able to access troop information
- Continue girl talks and parent nights
- Delegate elections begin
- Continued planning of recruitment and other events
- Juliette Gordon Lowe Birthday-October 31
- Next Service Unit meeting _____

November

- Fall membership recruitment finishes up the first rounds of girl talks and parent nights
- Membership analysis takes place and a plan for winter recruitments is set
- Delegate elections continue
- Service Unit recognitions committee meets and begins the adult recognition process
- Reassess troops that have room for additional members
- Fall product sale items arrive _____
- Next Service Unit meeting _____

December

- Membership analysis takes place and a plan for winter recruitments is set
- Late fall/winter recruitment starts
- Service Unit recognitions committee meets and begins the adult recognition process
- Delegate election forms are due Dec 1st
- Delegate training happens
- Cookie training for Service Units start
- Cookie training for girls starts taking place
- Next Service Unit Meeting _____

January

- Late fall/winter recruitment continues
- Start discussion about summer day camp and summer activities
- Cookie sale starts _____
- Service Unit recognitions committee continues the adult recognition process
- Registrations for annual meeting is due
- Cookie training for the Girls takes place
- Cookie kick off events take place
- Day camp director appointed
- Place orders for Girl Scout Sunday fliers/bulletins
- Daisy Launch recruitment starts at kindergarten registrations/round up
- Next Service Unit Meeting _____

February

- Late fall/winter recruitment continues
- Continue discussion about summer day camp and summer activities/Events
- Initial cookie ordering ends _____
- Cookies are delivered to Service units _____
- Annual meeting _____
- World Thinking day Feb. 22
- Delegate elections are due by the end of January
- Day camp paperwork due _____
- Daisy Launch recruitment continues at kindergarten registrations/round ups
- Next Service Unit Meeting _____

March

- Late fall/winter recruitment concludes
- Cookies are delivered to customers _____
- Girl Scout Sunday March 12
- Day camp paperwork due _____
- Daisy Launch recruitment continues at kindergarten registrations/round ups
- Next Service Unit Meeting _____

April

- Daisy Launch recruitment continues at kindergarten registrations/round ups
- Start Service Unit plans of work
- Service Units request support for recognitions due three weeks prior to event
- Cookie Money due _____
- Spring registration & reappointment packets distributed at Service Unit meetings
- Spring registration starts
- April 22 Leader appreciation day
- April 22 Earth day
- Next Service Unit Meeting _____

May

- Daisy Launch recruitment continues at kindergarten registrations/round ups
- Work on Service Unit plans of work
- Planning for fall recruitment
- Service Units request support for recognitions due three weeks prior to event
- Council level Adult recognition nominations and endorsements are due
- Spring registration continues
- Reappointment paperwork submitted between April 15 and June 30
- Conduct Service Unit bridging and recognitions events
- Distribute day camp fliers

- Next Service Unit Meeting _____

June and July

- Spring registration ends June 30
- Service Unit plans of work due Sept 1
- Planning for fall recruitment
- Reappointment paperwork deadline June 30
- Conduct Service Unit bridging and recognitions events
- Day camp reports due 2 weeks after camp concludes

BASIC or “typical” Service Unit agenda includes:

- **Opening** – this is a good place to introduce new leaders to existing leaders and find mentors also a place to do GS ceremonies...
- **Finance report** – give an accounting of the Service Unit finances and review minutes from the last meeting and approve.
- **Membership report** – discuss schools in need of troops, troops accepting girls, girls on waiting lists, and iGirl participation.
- **Service Unit events updates** – information on what events have occurred, what is coming up and when and what support is needed to make the event happen. Please promote all the council events.
- **Other business** – i.e. – delegate elections, annual meeting discussion, surveys to be completed
- **Celebration** – recognize super activities, service completed, awards received (i.e. Gold, Silver)
- **Learning opportunity** – whatever is needed at the local level
- **Closing** – same kind of thing as the opening

Communication

Communication is the key to the success of the Service Unit. As lives become busier, technology advances and individuals have various preferred methods to communicate, it becomes even more important that as a Service Unit Team we are communicating the most important things in a variety of ways. While the Service Unit administrator holds major accountability for facilitating communication, each Service Unit Team member holds equally important responsibility in communicating with others and creating an environment an open environment that welcomes all volunteers' voices.

What does good communication look like in the Service Unit?

There is a forum for open discussion at the Service Unit meetings.

- Volunteers share success and challenges at the Service Unit meeting and opportunities are provided to problem solve.
- Diverse viewpoints are expressed and valued.
- The Service Unit talks about the council goals and priorities and how they are achieved within troop, group and Service Unit activities.
- The Service Unit involves all volunteers in developing the Service Unit plan.
- The Service Unit talks about how to involve girls in the planning, implementing and evaluating of Service Unit activities.
- A variety of communication methods are used to ensure all volunteers are engaged in the Girl Scout Leadership Experience (even those not at Service Unit meetings).

Consider the following when communicating with:

Service Unit team

- What is the best way for us to communicate?
- How often should we come together as a team?
- What is the purpose of us meeting as a group?

Service Unit volunteers

☒ What are the ways we ensure leaders are connected to the Service Unit community and one another?

- Mentors
- Service Unit meetings
- Buzz sessions
- Council and Service Unit websites
- Social media

☒ How do we engage volunteers in decision-making and problem solving?

- Educate volunteers on Girl Scouts of Black Diamond Communication Policies
- Ensure the appropriate Service Unit Team member is involved in solving issues with volunteers
- Encourage networking at Service Unit meetings and Service Unit events

Council-wide and regional volunteers

- Are we taking opportunities to learn from other volunteers in like positions by participating in regional group discussions throughout the year?
- How can we ensure that our team participates in the Fall Kick-Off and other council programs?

Regional Membership Delivery Staff

Volunteers and staff work together to set expectations of the working relationship, discuss accountabilities and determine the best way to communicate. Developing a relationship of mutual respect and understanding is key to the support volunteers receive to deliver the Girl Scout Leadership Experience.

- Have I had the opportunity to discuss Service Unit goals with the Membership Delivery Managers?
- Have I discussed the position expectations, as well as our mutually identified areas of growth and support?
- Am I being contacted regularly by my staff supervisor, not only through email but also by phone and in person?
- Am I reaching out to my counterparts to share success stories of troops and the Service Unit, problem solved and identify support resources?

The timeline below gives you an overview of the cycle for the membership year at a glance. As a Service Unit Team, it is important to remember that there is some flexibility in how, when and by whom support is being provided. The support should be determined by the needs of volunteers and girls in the community. The expectations for volunteers should still be identified and explained as well as documented and implemented.

Annual Cycle for the Membership Year	
March–July	
	Use the Troop Participation List to determine who will be returning for the next membership year.
	Collect disbanding troop forms and contact leaders and girls to determine reason for disbanding and identify options for girls and adults to continue.
	Implement Spring Registration Campaign.
	Follow up with troops who did not register by July 1 to encourage registration by September 30.
	Analyze gaps in membership and develop plans (Service Unit plan of work) to re-register and re-engage girls and adults based on needs of the Service Unit
August–October	
	Recruit in all communities, in kindergarten through fifth grade to start new troops or to other pathways relevant to that community.
	Ensure volunteers and girls re-register on time, by September 30. This will ensure they can participate in all upcoming Girl Scout activities and are covered by Girl Scout’s national insurance.
	Develop Service Unit Team—identify gaps, participate in Service Unit Team meetings, review the Service Unit plan of work.
	Support new volunteers—identify, prepare and match mentors, facilitate a new volunteer orientation and a facilitated Girl Scout Fundamentals training.
	Promote council and community program opportunities.
November–February	
	Prepare volunteers to communicate with parents about girls’ progress and Service Unit activities.
	Continue school recruitments including second chance recruitments to add more troops or increase troop size; place girls and volunteers for all pathways (i.e., winter troops, series).
	Check on progress of mentors and mentees and provide support based on those needs. Identify if there are leaders that are not involved in the support system. How can we reach out to them?
	Provide enrichment opportunities for new and returning volunteers (i.e. troop money earning, service learning, and highest awards).
	Promote summer camp opportunities and discuss how to prepare girls for camp.
	Promote the “5 Skills” girls gain through participation in the Girl Scout Cookie Program and support troops in identifying and training troop cookie consultants.

March-June	
	Continue support activities for volunteers and girls.
	Facilitate a girl-planned Court of Awards, bridging and adult recognition event for the Service Unit.
	Participate in assessment and planning for the next membership year.
	Facilitate spring registration and identify who will be returning the next year.
	Recruit Service Unit Team members.
	Implement Service Unit day camp or encourage participation on council sponsored camping opportunities.

Service Unit membership Calendar

Below, you will find a month-by-month calendar of the membership year.

August

- Day camp reports due 2 weeks after camp concludes
- Membership kick off events take place
- Fall membership recruitment begins with in school girl talks and parent nights
- Service Unit Fall Product Chair trainings take place
- Membership Advisor provides initial list of troops in each school, and troops accepting Girls to the Recruiters, SUA, and MDM.
- Service Unit meeting _____

September

- Fall membership recruitment continues with in school girl talks and parent nights
- Membership kick off events take place
- Fall product sale starts _____
- Service Unit Cookie Chair appointment
- Service Unit work plans due Sept 1
- Service Unit meeting _____

October

- Fall membership recruitment continues with in school girl talks and parent nights
- Membership kick off events take place
- Service Unit Cookie Sale Chairs are trained
- Fall product sale ends _____
- Service Unit Meeting _____

November

- Fall membership recruitment finishes up the first rounds of girl talks and parent nights
- Membership analysis takes place and a plan for winter recruitments is set
- Add-a-member starts informally
- Service Unit recognitions committee meets and begins the adult recognition process
- Fall product sale items arrive _____
- Cookie training for Service Unit chairs
- Service Unit meeting _____

December

- Membership analysis takes place and a plan for winter recruitments is set
- Late fall/winter recruitment starts
- Informal Add-a-member continues thru January 30
- Service Unit recognitions committee meets and begins the adult recognition process

- Delegate elections start
- Cookie training for troop chairs begin
- Cookie training for the Girls start taking place
- Service Unit meeting _____

January

- Late fall/winter recruitment continues
- Cookie sale starts _____
- Add-a-member ends January 30
- Delegate elections are due by the end of January
- Cookie training for girls takes place
- Cookie kick off events take place
- Day camp director appointed
- Place orders for Girl Scout Sunday fliers/bulletins
- Daisy Launch recruitment starts at kindergarten registrations/round ups
- Service Unit meeting _____

February

- Late fall/winter recruitment continues
- Cookie sale Ends _____
- Cookies are delivered _____
- World Thinking day Feb. 22
- Adult recognitions are due _____
- Delegate elections are due by the end of January
- Day camp paperwork due _____
- Daisy Launch recruitment continues at kindergarten registrations/round ups
- Service Unit meeting _____

March

- Late fall/winter recruitment concludes
- Cookies are delivered _____
- Girl Scout Sunday (the Sunday before March 12)
- Girl Scout week (the week with March 12 in it)
- Day camp paperwork due _____
- Daisy Launch recruitment continues at kindergarten registrations/round ups
- Service Unit meeting _____

April

- Daisy Launch recruitment continues at kindergarten registrations/round ups
- Start Service Unit plans of work - due June 30
- Service Units request support for recognitions three weeks prior to event
- Cookie Money due _____
- Spring registration & reappointment packets distributed
- Spring registration starts April _____
- April 22 Leader appreciation day
- April 22 Earth day
- Service Unit meeting _____

May

- Daisy Launch recruitment continues at Kindergarten registrations/round ups
- Work on Service Unit plans of work Due by June 30
- Planning for fall recruitment
- Service Units request support for recognitions paperwork, due three weeks before event
- Spring registration thru June 30
- Reappointment paperwork submitted by June 30

- Conduct Service Unit bridging and recognitions events
- Distribute date camp fliers
- Service Unit meeting _____

June

- Spring registration ends June 30
- Service Unit plans of work due Sept 1
- Planning for fall recruitment
- Reappointment paperwork deadline June 30
- Conduct Service Unit bridging and recognitions events
- Day camp reports due 2 weeks after camp concludes

July

- Service Unit meeting _____
- Planning for fall recruitment
- Day camp reports due 2 weeks after camp concludes

** Finance reports for Service Units

*** Region meetings

Retention of Girls and Adults

The support that volunteers receive and the opportunities that are available for girls within the Service Unit are a critical factor in supporting girls and adults to continue their Girl Scout experiences. While there are other factors as well, it is important that the Service Unit Team work together to assess the needs and interests of girls and volunteers provide progressive opportunities for adults and girls and identify ways to keep girls and adults connected. Three ways Service Units can support retention are through a re-registration campaign, re-engagement of girls and adults and the customer experience that supports progressive opportunities relate to the Girl Scout Leadership Experience.

Re-registration

It is important to remember that girls and adults can register throughout the membership year and a plan should be in place to ensure that this happens based on the way in which members participate. While some members only re-register for short-term opportunities like camp or series, it is imperative that girls and adults who have participated are extended opportunities to register. For the troop pathway, this is done through two major campaigns: Spring Registration (June 30) and On-time Registration (September 30). Girls and adults should have the opportunity to participate fully in program activities, product sales, as well as be covered under the Girl Scout accidental insurance when meeting as a troop.

- Determine who will be coming back during Service Unit assessment utilizing a variety of methods including information collected from the Disbanding Troop Forms.
- Implement a Spring Registration Campaign communicating the benefits of registration and providing support to the process.
- Connect with troop leaders and girls who have not re-registered to determine status and encourage registration during the On-time Campaign.
- Implement a Service Unit kick-off or event where girls and adults can register or where girls and adults who have registered can participate.

Re-engagement

Girls and adults may want to continue even if their troop is not, and just do not know how they can continue their experience. Through your due diligence during Spring Registration, you should have a good idea of who is returning and who is not, as well as their reasoning. Some reasons for not continuing may include the troop leader not returning, moving to a different grade level and not knowing the opportunities available, or the troop not meeting the time constraints of girls. These are all opportunities for the Service Unit to re-engage girls and adults using methods that best meet the needs of the members as well as being creative as volunteers and implementing strategies that highlight the strengths of the Service Unit. Some ideas include:

- Identify if there are topic-based series (i.e. STEM related activities) that will meet the interests of girls.
- Recruit adults who still want to be leaders for troops or series.
- Work with troops who have small troop size to merge to provide a meaningful experience to both girls and adults.
- Provide Service Unit activities that girls who register as individual members can attend.

Customer Experience

As a Service Unit Team, you are ensuring progressive opportunities for girls and adults focusing support for adults in delivering the Girl Scout Leadership Experience. Your Service Unit plan of work should be developed to meet the needs of adults. Support includes Service Unit activities and networking opportunities for leaders, but as a team you can decide what will work best for you. Some ideas include:

- Topic related buzz sessions at Service Unit meetings
- Enrichment workshops
- Focused age level activities
- Adult training for specific age levels where we typically lose girls and adults
- Encouraging parent support

New Volunteer Support

In your role, you want to make sure that you are ensuring the volunteers are prepared to implement the Girl Scout Leadership Experience. When leaders are prepared and feel supported, and girls have a positive experience, both are more likely to continue in Girl Scouting. To do this, you will need to understand the needs of the volunteers, girls and communities, and provide a support system so that new and returning leaders feel welcomed, prepared and want to continue their experience in Girl Scouts from year to year.

Every Girl Scout volunteer requires support and wants to know they are doing the right things, but think back to when you were a brand new leader. Did you know anything about the job when you agreed to take it? Did you feel comfortable coming into a group of people who “walked the walk” and “talked the talk?” Maybe this was you, but we know this is not the case for everyone. The more organized and deliberate in executing our plan, the better chance we have of retaining new leaders.

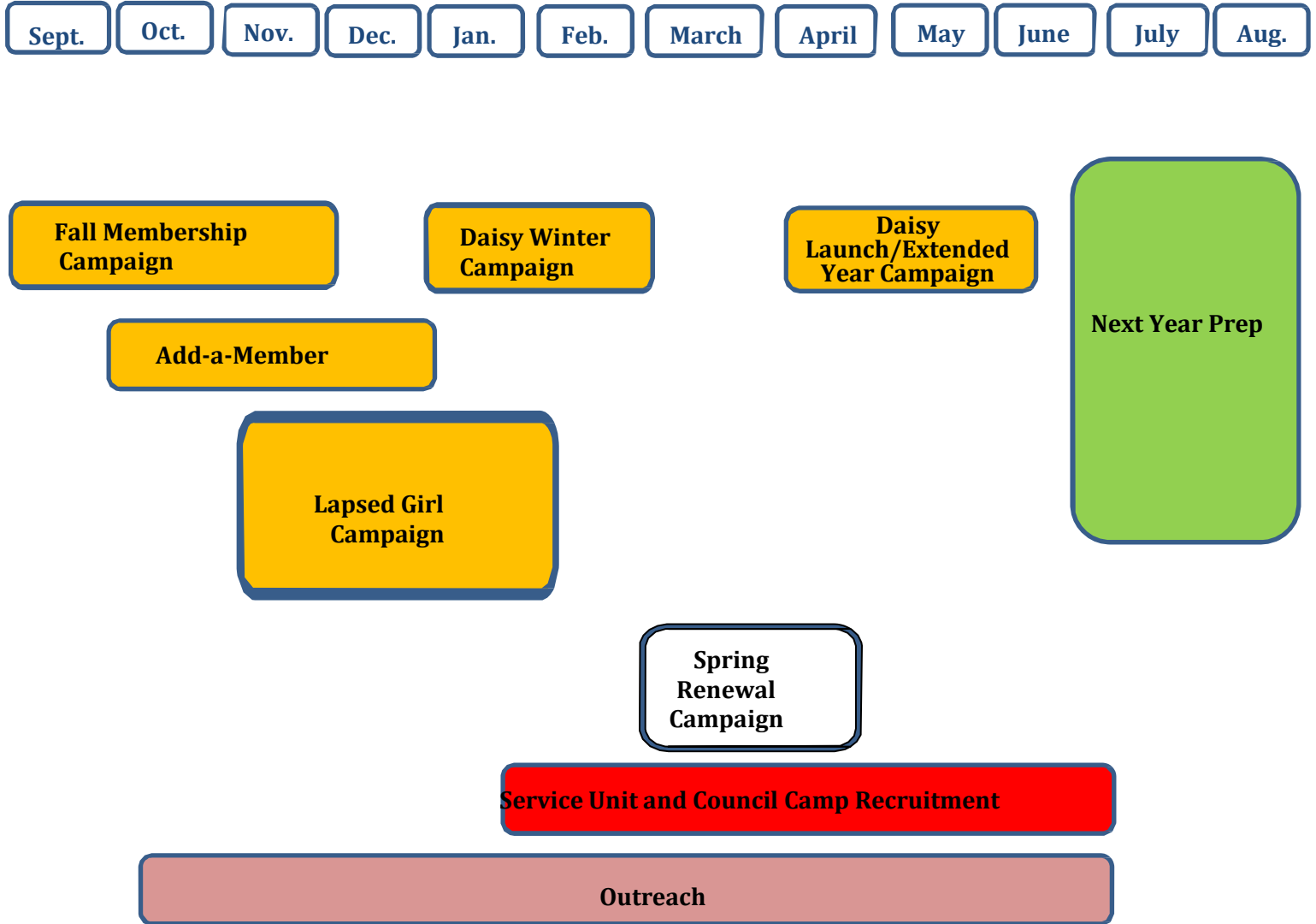
The table below lists the steps (actions) taken by the Service Unit Team to provide support to new volunteers as they enter the organization through the Troop experience and begin their Girl Scout journey.

Step/ Action Taken	Who is responsible? Who else is involved?	What resources do they use?
New volunteer is recruited.	<i>Membership Delivery Manager; Volunteer Recruiter</i>	<ul style="list-style-type: none"> • <i>Recruitment Marketing Materials: fliers/yard signs/bracelets</i> • <i>Community Resources: School blogs, social media, local newspapers</i>
Coaches new volunteer to complete online registration	<i>Membership Delivery Manager; Volunteer Recruiter</i>	<ul style="list-style-type: none"> • <i>Girl Scouts of Black Diamond Website</i> • <i>Volunteer Experience Brochure</i> • <i>A few hard copy registration forms to use as needed.</i>
Shares new volunteer’s contact information with Service Unit team members.	<i>Membership Delivery Manager</i>	<ul style="list-style-type: none"> • <i>Email, Phone</i> • <i>Service Unit Team meeting</i>
Invites new volunteer to New Volunteer Orientation event or one-on-one session and coaches them to complete required training (GS101 and Troop Leadership Orientation).	<i>Service Unit Administrator; Membership Delivery Manager</i>	<ul style="list-style-type: none"> • <i>Email, Phone</i> • <i>Orientation invitation from MDM</i> • <i>Orientation</i>
Sends new volunteer welcome/appointment email. Notification of approval is also sent to the regional Membership Delivery Manager who will then inform the SUA.	<i>Onboarding Customer Care Associate</i>	
Ensures that new volunteers are aware of resources and prepared to implement the Girl Scout Leadership Experience through the Service Unit’s new volunteer support system.	<i>Service Unit administrator; Membership Delivery Manager</i>	<ul style="list-style-type: none"> • <i>Volunteer Experience Guide</i> • <i>Buzz sessions at S.U. meetings</i> • <i>Volunteer Resources Page</i> • <i>Volunteer Toolkit access</i> • <i>Troop Notebook</i>
Supports volunteers and parents in using online registration process. Issues a troop number to group and ensures that all girls and adults are registered members.	<i>Onboarding Customer Care Associate; Membership Advisor</i>	<ul style="list-style-type: none"> • <i>Approved troop numbers</i> • <i>Blank registration forms</i>
Provides ongoing support and coaching by identifying additional opportunities for learning through required and enrichment trainings.	<i>SU Council Trainer SU team</i>	<ul style="list-style-type: none"> • <i>Enrichment workshop outlines</i> • <i>Service Unit Meetings</i> • <i>Roundtable information</i>
Provides ongoing support and coaching related to successful understanding and implementation of the Girl Scout Leadership Experience with the troop’s grade-level.	<i>Service Unit administrator</i>	<ul style="list-style-type: none"> • <i>Service Unit meetings</i> • <i>Buzz Sessions</i> • <i>Roundtable information</i>
Works with the troops to verify that all girls and adults participating are registered, and coaches volunteers about online re-registration, Spring and On-Time Registration.	<i>Membership Advisor</i>	<ul style="list-style-type: none"> • <i>Service Unit rosters</i> • <i>Service Unit Re-Registration Guide</i> • <i>Registrar Guide</i>
Places additional girls in troops as needed.	<i>Recruiter, Membership Delivery Manager</i>	<ul style="list-style-type: none"> • <i>Troop rosters</i> • <i>Recruitment fliers/yard signs bracelets</i> • <i>Recruitment events</i>
Coordinates the work of the team and facilitates communication between the team	<i>Service Unit Administrator</i>	<ul style="list-style-type: none"> • <i>Service Unit plan of work</i> • <i>Roundtable</i> • <i>Service Unit Team/Service Unit meetings</i>

Year Round Recruitment/Retention

To ensure all girls and adults who are interested in joining Girl Scouts have the opportunity to participate, the Service Unit actively recruit new girls and adults year-round. To facilitate this, we have developed the following recruitment calendar. For each key window, the Girl Scout council will provide relevant recruitment materials.

2016-17 Year Round Recruitment Calendar



Fall Membership Campaign and Second Chance Recruitments

While new volunteers and girls join Girl Scouts year round, the most critical time for recruitment is during the fall once school has started. It is important that we are communicating the benefit of Girl Scouts early on so that girls and adults can join and enjoy their experience for a full membership year. It is also important that we are very deliberate about the new volunteer support we are providing to ensure that adults are prepared and ready to go so that they start off by feeling supported and are encouraged to continue. If the initial round of fall recruitment is not successful, consider a second chance recruitment to extend membership to new girls and adults.

During the fall campaign, which runs from August 1 through November 15, we cast a wide net; we will recruit in every community in our 61-county region for membership to Girl Scouts. The success of the fall impacts the work that will be done for the remainder of the membership year.

Who is responsible for the fall membership campaign?

The entire Service Unit Team is responsible for the support of members, including:

- Ensuring girls and adults are given the opportunity to participate.
- Ensuring adults are prepared to deliver the Girl Scout Leadership Experience.
- Ensuring ongoing opportunities for support.
- Ensuring progression and opportunities for girls to interact with other girls.

This ultimately results in adults and girls continuing in Girl Scouts each membership year.



How do we prepare for the fall membership campaign?

Being prepared for the fall membership campaign is essential to its success. Your Recruiter, together with the entire Service Unit, should identify how recruitments will occur in the Service Unit. In addition, all functions should agree on how new girls and adults will be supported by the Service Unit. Here are some key dates to consider as it relates to the campaign:

Fall Membership Campaign and New Volunteer Support Timeline	
August	
	Ensure volunteers are in place to support the fall membership campaign.
	Meet with school personnel to review plan for Girl Scouts in the community and garner support.
	Set or confirm dates for recruitments and Service Unit re-registration event.
	Meet as a Service Unit Team to review support available to volunteers to date and determine what resources or support is still needed.
	Begin school recruitments, or alternate locations if necessary.
September	
	Continue school recruitments and start to place girls and volunteers.
	Review list of newly appointed volunteers and share with all Service Unit Team members.
	Follow-up with all the girls and adults who have attended a recruitment event.
October	
	Continue school recruitments as necessary.
	Work with Service Unit Team to place any girls not currently placed and identify other sources for adult recruitment.
	Ensure new troops are registered to be eligible for registration incentive.
November	
	Participate in Service Unit Team meeting to ensure all girls have been placed and identify any additional support or resources needed.
	Facilitate a second chance recruitment in areas where initial recruitments were not successful.
	Evaluate success of campaign with entire Service Unit, including recruitment, placement, and connection to the Service Unit.
	Reconnect with school personnel to communicate the results of the recruitment effort.

Additional Membership Drives

Add-a-Member Campaign

We will once again provide incentives for new and existing troops to add new girls to troops. Remember, adding new girls not only extends the gift of Girl Scouting, but new girls bring new perspectives and additional parent helpers to troops.

Winter Daisy Campaign

The Winter Daisy Campaign concentrates recruitment efforts on forming Daisy troops. Special recruitment materials are available for this campaign.

Pre-K Daisy/Extended Year Campaign

We will once again offer extended year memberships to Pre-K girls, as well as other girls who would like to register in April for two years. This special registration is a reduced cost of \$35 for both years and is only available to new girls. All girls registering for extended year membership will receive special activity packets via email during June, July and August.

Service Unit and/or Council-Sponsored Day Camps

Girl Scout camp is a fantastic way to introduce new girl members to the experiences of Girl Scouting. We will actively recruit new girls to Girl Scout camp, at a council-wide level. However, we encourage you to consider recruiting new girls to your Service Unit sponsored day camp.

