



service unit
membership & support
manager



**The Service Unit
Membership & Support Manager (SUMSM)**
is charged with providing support, leadership and
management oversight for volunteers in the service unit as they
work to recruit and retain girl members and adult volunteers.
Additionally, this volunteer establishes, cultivates, and
maintains relationships with community partners and works
collaboratively with other service unit leads and the council.

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

Qualities of a Great Girl Scout Leader



Honesty

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



Ability to Delegate

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



Communication

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



Sense of Humor

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



Confidence

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



Commitment

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



Positive Attitude

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



Creativity

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



Ability to Inspire

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



Intuition

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



GSHS Service Unit Team Member

SERVICE UNIT MEMBERSHIP & SUPPORT MANAGER

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Conflict Management Notes

Membership Recruitment Aids

SU Team Position Descriptions for Your Coordinators

SERVICE UNIT MEMBERSHIP & SUPPORT MANAGER POSITION DESCRIPTION

- Recruit, lead, and support volunteers to service unit-level membership & support roles; team of volunteers oversee logistics of recruitment, membership registration and renewal, and volunteer support.
- Support the effective execution of the membership and support team's roles and responsibilities.
- In partnership with the SU leadership team, develop agendas for and facilitate regular service unit meetings. These meetings should be used to plan and discuss service unit activities, promote council services and events, provide training, distribute information, and interpret or clarify GSUSA and council policies, standards, and procedures. A minimum of four meetings per year are required. They should be inviting, inclusive, and provide opportunities for sharing ideas and building relationships. Meeting dates should be communicated in advance to all leaders within the service unit and the Membership Manager.
- Use communication skills to provide necessary conflict resolution in an appropriate manner and with the support of your Membership Manager, if needed make recommendations for volunteer release.
- Collaborate closely with assigned Membership Manager on recruiting and retention strategies.
- Ensure the implementation of a comprehensive set of goals and plans for girl and adult membership recruitment and retention established in partnership with the Membership Manager and the SU Membership Coordinator.
- Establish, cultivate, and maintain contacts with community organizations, faith communities, and businesses to market Girl Scouting, recruit volunteers, and organize collaborative partnerships.
- Provide guidance on responsibilities of engagement and expectations, along with policies and procedures to ensure a positive experience for leaders, volunteers, and girl members.
- Ensure successful new leader onboarding and continued support.
- Consistently communicate with other members of the service unit leadership team.
- Create an atmosphere of appreciation within the service unit.
- Openly communicate with assigned Membership Manager about challenges, trends, successes, and progress towards service unit goals and objectives.

Thank you

for stepping into the role of Service Unit Membership & Support Manager. Your leadership and care are essential to helping volunteers and families feel welcomed, supported, and connected to the Girl Scout mission. Whether you're recruiting new members, answering questions, or guiding new troop leaders, you are the heartbeat of your service unit.

This guide is here to support you every step of the way. Inside you'll find helpful tools, guidance, and tips to make your volunteer experience rewarding and effective. Thank you for being a champion for girls and volunteers in your community.



WELCOME TO THE SERVICE UNIT TEAM!

Please also visit the
[Service Unit Teams page](#)
our website to reference the
[Service Unit Team](#)
[Guide & Planning Packet.](#)

OVERVIEW OF A SERVICE UNIT

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

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

The Service Unit Team is responsible for:

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

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

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

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

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

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

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

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



Service Unit Role Summaries

Service Unit Membership & Support Manager

The SU Membership and Support Manager (SUMSM) is charged with providing support, leadership and management oversight for volunteers in the service unit as they work to recruit and retain girl and adult volunteers. Additionally, this volunteer establishes, cultivates, and maintains relationships with community partners and works collaboratively with other service unit leads and the council.

Service Unit Operations Manager

The SU Operations Manager (SUOM) is charged with providing leadership and management oversight for volunteers in assigned areas as they oversee communication and fiscal responsibilities of the service unit. Responsibilities include, but are not limited to service unit treasury, meeting coordination, communications, and fundraising.

Service Unit Program Manager

The SU Program Manager (SUPM) provides supportive services and guidance to leaders, parents, guardians, volunteers, and community partners to cultivate a positive experience through service unit events and product programs.

Service Unit Community Relations Coordinator

The SU Community Relations Coordinator (SUCRC) is responsible for helping to spread the good news about all the great things that Girl Scouts and volunteers are doing in their community through local media outlets.

Service Unit Finance Coordinator

The Service Unit Finance Coordinator (SUFC) provides general oversight and management of all service unit finances and is a knowledgeable and encouraging source of guidance, support and reassurance to troops regarding all relevant financial matters.

Service Unit Learning and Support Coordinator

The Service Unit Learning & Support Coordinator (SULSC) provides communication and guidance to adult volunteers regarding continual training and learning opportunities (both required and elective) to support their ability to deliver a safe, balanced and quality Girl Scout Leadership Experience

to girls. The SULSC is also the key source of knowledge and support regarding all girl and adult volunteer awards programs and enthusiastically promotes them within the service unit.

Service Unit Membership Coordinator

The SU Membership Coordinator (SUMC) serves as an ambassador for Girl Scouts, seeking to engage and recruit new members into the organization. The SUMC also ensures the success of Girl Scout membership registration/renewal, as well as the accurate representation of troop and volunteer opportunities within the service unit.

Service Unit Program and Events Coordinator

The Service Unit Program & Events Coordinator (SUPEC) serves as a knowledgeable, positive and encouraging source of support for the entire Service Unit Team and engages others in carrying out the team's plans for membership development and delivery of a quality Girl Scout experience.

Service Unit Cookie Coordinator

The Service Unit Cookie Coordinator (SUCC) organizes, coordinates, directs and manages the Cookie Program, eBudde, and Digital Order Card online systems at the service unit level.

Service Unit Fall Product Coordinator

The Service Unit Fall Product Coordinator (SUFPC) organizes, coordinates, directs and manages the Fall Product Program and M2 online ordering systems at the service unit level.



Other SU Role Information - Service Unit Membership & Support Manager

Time Commitment

Approximately 5 to 8 hours per month depending on the season. Additional time may be needed during back-to-school or peak recruitment periods.

Term of Appointment

Appointed by the council’s Membership Manager for a one-year term, renewable upon agreement.

Accountability

Reports to the Membership Manager and collaborates with the Service Unit Team.

Training Required

- Service Unit Team Training
- Volunteer Essentials and Safety Activity Checkpoints
- Additional onboarding or membership training as needed

Additional Support

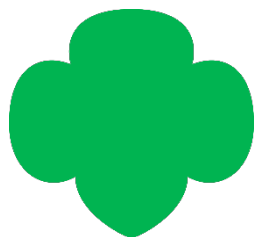
- Access to Membership and Customer Care teams
- Support from your Service Unit Team
- Flyers, digital tools and more for recruitment

Benefits

- Build strong connections within your community
- Grow your leadership and problem-solving skills
- Play a direct role in helping more girls experience Girl Scouts



..... **NOTES**



SERVICE UNIT OF EXCELLENCE GUIDE



Service Units that achieve the Service Unit of Excellence distinction will receive their choice of \$100 credit at their local GSHS Trefoil Trunk shop location OR \$100 off a GSHS property rental fee.

To achieve the Service Unit of Excellence distinction, complete the required number of items from each section below and submit the required verification form by August 1. See additional instructions at the bottom of the next page.

COMMUNITY ENGAGEMENT & MEMBERSHIP GROWTH

Complete the first requirement AND at least two other tasks from the list.

1. Participate in at least two activities to increase visibility of Girl Scouts in your community:
 - Host a “bring-a-friend” recruitment event
 - Host a fall new member kick-off event
 - March in a local parade
 - Promote local recruitment events by distributing fliers at schools, community centers, and local businesses, and promote on social media outlets
 - Host an open house
 - Lead a Girl Scout activity at a community fair
 - Host a community service day (park clean-up, tree planting, food drive)
 - Any additional community engagement activities
2. 45% of troops participate in Early Bird
3. Send highlights from Service Unit to local paper or online publication
4. Increase your total number of adult volunteers by at least 2%
5. Increase your total number of girl members by at least 2%

VOLUNTEER SUPPORT & MENTORSHIP

Complete the first requirement AND at least two other tasks from this list:

1. Set a growth goal for leader participation in the service unit:
 - Brainstorm and research ideas for leading successful leader meetings
 - Develop and implement a pre-and post-meeting communication plan
 - Follow a meeting outline with the goal of creating meetings that are consistently welcoming, interactive, enriching, and worthy of volunteers’ time and effort
 - Develop incentives for leaders to participate in monthly service unit meetings
 - Schedule at least 15 minutes of structured networking into service unit meetings
2. Promote use of the Volunteer Toolkit at leader meetings.
3. Plan and implement something for volunteer appreciation or recognition.
4. Create and implement a welcome plan to ensure a smooth onboarding for new troop leaders (e.g. send welcome communication – email, phone call, face-to-face – to new volunteers to introduce service unit team).

SERVICE UNIT TEAM BUILDING

Complete at least three of these six tasks:

1. Fill seven positions on the service unit team with different volunteers.
2. Create and execute a plan for girl feedback and engagement at SU meetings.
3. As a service unit team, meet at least four times per year to plan, review goals, and collaborate.
4. Host a service unit team gathering outside of regular meeting times (dinner, tea, retreat, etc.).
5. Provide training opportunities for leaders and SU team members.
6. Have at least 3 SU team members attend Volunteer Leadership Summit.

GIRL SCOUT PROGRAMMING

Complete the first requirement AND at least three other tasks from this list:

1. Have a representative from the Service Unit attend the GSHS Annual Meeting.
2. Host an event to support Girl Scout Product Programs (Fall Product or Cookie Program).
3. Host an event to promote Girl Scouts in the outdoors (Outdoor Skills Day, camping trip, outdoor badge or Journey).
4. Host an event promoting STEM or Life Skills.
5. Hold an event promoting Girl Scout traditions (Girl Scout Week, World Thinking Day, Girl Scout Birthday).
6. Establish a girl planning committee to advise on and plan events in the service unit.
7. Plan or support a leadership experience for older girls.
8. Establish a Gold Award Scholarship Fund with an award of \$100 or more for girls within the service unit who earn the Girl Scout Gold Award.

Submit verification form by August 1st.

Submission of Annual Service Unit Financial Report and ACH form are also required.

Qualifying service units will have the choice between \$100 credit at their local GSHS Trefoil Trunk shop locations OR a \$100 discount on a GSHS property rental made within one year.

All active registered members of the service unit team will receive a Service Unit of Excellence Pin.



DELEGATING TASKS

The first rule of management is delegation.

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

- Anthea Turner

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

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

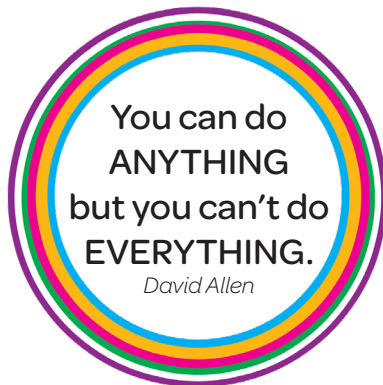
- I can do it better.
- I can do it faster.
- I feel it's my job.
- I don't trust anyone else to do it.

Why Delegate?

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

What happens if you don't delegate?

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



The Do's and Don'ts of Delegating:

DO:

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

DON'T:

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

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

IT'S A PARTNERSHIP!

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

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

- Facilitate participation in council or association meetings. This is a great way to network with other service units within your area as well as gain valuable information about our organization.
- Assist in promoting, supporting, and attending the GSHS Annual Meeting held on the 4th Saturday of April each year. This annual event offers a wonderful opportunity to learn about GSHS and network with other adult Girl Scouts throughout our council, as well as have a say in the decision making process.
- Work with your Membership Manager to provide constructive feedback in all areas so that we can continue to improve our organization. We depend on you to be the eyes and ears of our council!
- Be on the lookout for ways to network with your community to help identify funding possibilities, donation sources, potential volunteers, and community support for Girl Scouting.

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

MANAGING CONFLICTS

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

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

If a conflict persists, be sure you complete a **Conflict Management Notes** form (see Appendix) and explain the matter to your Membership Manager.



Above all, **THANK YOU** for your continued dedication to Girl Scouts, our mission, and to Girl Scouts Heart of the South!
We appreciate YOU!

For questions or concerns, please contact your Membership Manager or Customer Care at 800-624-4185.



GSHS Service Unit Team Member

SERVICE UNIT MEMBERSHIP & SUPPORT MANAGER

APPENDIX

Conflict Management Notes

Membership Recruitment Aids

**SU Team Position Descriptions for
Your Coordinators**



The **Service Unit Membership Coordinator (SUMC)** serves as an ambassador for Girl Scouts, seeking to engage and recruit new members into the organization. The SUMC also ensures the success of Girl Scout membership registration/renewal, as well as the accurate representation of troop and volunteer opportunities within the service unit.

SERVICE UNIT MEMBERSHIP COORDINATOR POSITION DESCRIPTION

- Collaborate with the Service Unit Membership & Support Manager, other members of the service team, and the assigned Membership Manager on setting membership recruitment and renewal goals
- Develop the service unit membership renewal and recruitment plans
- Lead and/or coordinate service unit membership renewal and recruitment efforts and engage service unit volunteers to participate
- Instruct others on current methods for completing membership registration and opportunities for participation
- Plan and coordinate the implementation of pre-k recruitment efforts
- When applicable, manage the work of school captains and recruitment event volunteers in order to maximize recruitment opportunities and distribute materials
- Ensure proper troop establishment and operation regarding girl and adult participation, according to GSUSA and GSHS standards
- Regularly utilize Looker to review membership goal progress, troop information, and member information
- Update the Service Unit Membership & Support Manager of membership registration and renewal progress
- Maintain an up-to-date contact list of all service team membership and troop leadership



The **Service Unit Learning & Support Coordinator** provides communication and guidance to adult volunteers regarding continual training and learning opportunities (both required and elective) to support their ability to deliver a safe, balanced, and quality Girl Scout Leadership Experience to girls.

The Service Unit Learning & Support Coordinator is also the key source of knowledge and support regarding all girl and adult volunteer awards programs and promotes them within the service unit.

SERVICE UNIT LEARNING & SUPPORT COORDINATOR POSITION DESCRIPTION

- Communicate the need for volunteer trainings within the service unit to your Membership Manager.
- Provide guidance to troops on training requirements related to girl awards, the approval processes, and communication with Council staff.
- Provide start-up support and encouragement to new leaders, ongoing support to all volunteers, and is available to answer questions.
- Acquaint volunteers with available activities, program materials and community resources to help them enhance and evaluate their troop activities.
- Monitor and ensure troop level compliance with GSUSA and GSHS health, safety, and finance standards.
- Create an atmosphere of appreciation within the service unit using both informal methods and more formal GSUSA and GSHS Adult Volunteer Awards & Recognitions.
- Encourage troop leaders to utilize the VTK for program planning and troop management, and provide guidance as needed.
- Work in collaboration with SUPEC to plan and host traditional Girl Scout Ceremonies (investiture, bridging, Court of Awards, etc.). Ensure that troop leaders know the importance of these events.