



gscb

Service Unit Manager Handbook



girl scouts 
of the chesapeake bay

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Girl Scout Ideals

Girl Scouts create the world they want to live in and strive to make it better every single day. They explore their strengths, take on new challenges, and can always be themselves, regardless of background or ability.

Supported by adult volunteers and mentors right here in our community, as well as millions of alums around the globe, Girl Scouts lead the way as they discover who they are and how they can make the future a brighter place.

The Girl Scout Mission

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

Girl Scout Promise

On my honor, I will try:

To serve God and my country,

To help people at all times,

And to live by the Girl Scout Law.

Girl Scout Law

I will do my best to be

honest and fair,

friendly and helpful,

considerate and caring,

courageous and strong,

and responsible for what I say and do,

and to respect myself and others,

respect authority,

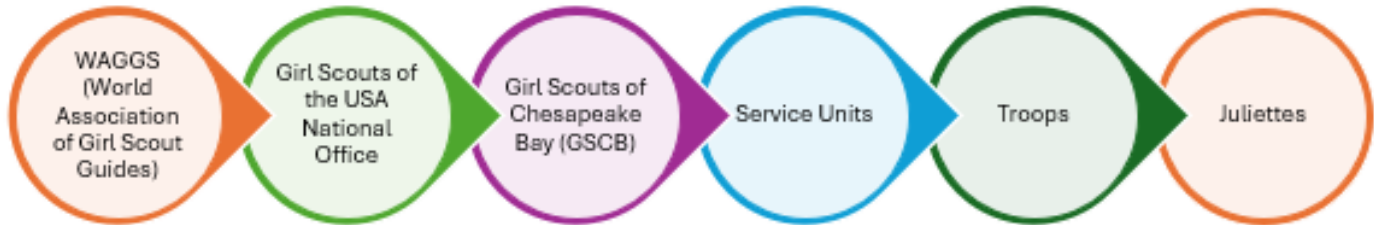
use resources wisely,

make the world a better place,

and be a sister to every Girl Scout.



Organizational Structure



World Association of Girl Guides and Girl Scouts (WAGGGS)

WAGGGS is the largest voluntary movement dedicated to girls and young women in the world, representing 10 million girls and young women from 150 countries who are working to make the world a better place. Girl Scouts of the USA celebrates its involvement in WAGGGS through World Thinking Day celebrations, adopting WAGGGS program opportunities, and visiting and volunteering at WAGGGS world center sites across the globe.

Girl Scouts of the USA

Headquartered in New York City, Girl Scouts of the USA is a national organization supporting the work of more than 100 councils across the US for more than 100 years. Today, Girl Scouts of the USA is 2.5 million strong with more than 1.7 million girls and 750,000 adults like you helping to build girls of courage, confidence, and character who make the world a better place.

Girl Scouts of the Chesapeake Bay

Over one 100 years ago, the first Girl Scout troop was founded on the Delmarva Peninsula. Today, nearly 4,000 girls supported by adult volunteers make up Girl Scouts of the Chesapeake Bay, helping to build girls of courage, confidence, and character who make the world a better place, serving 14 counties in Delaware and the Eastern Shores of Maryland and Virginia.

The Service Unit

A Girl Scout Service Unit is a local, volunteer-led community of youth, families, and volunteers within a defined geographic area. It provides training, meetings, programs, and membership support, serving as a vital link between GSCB and its members while advancing the Girl Scout mission at the community level.

Troops

Troops can become like family! They are a supportive micro-community for girls to express who they are, discover their interests, and seek challenges surrounded by inspiring role models. Every troop will be a little different and the activities and experience will vary.

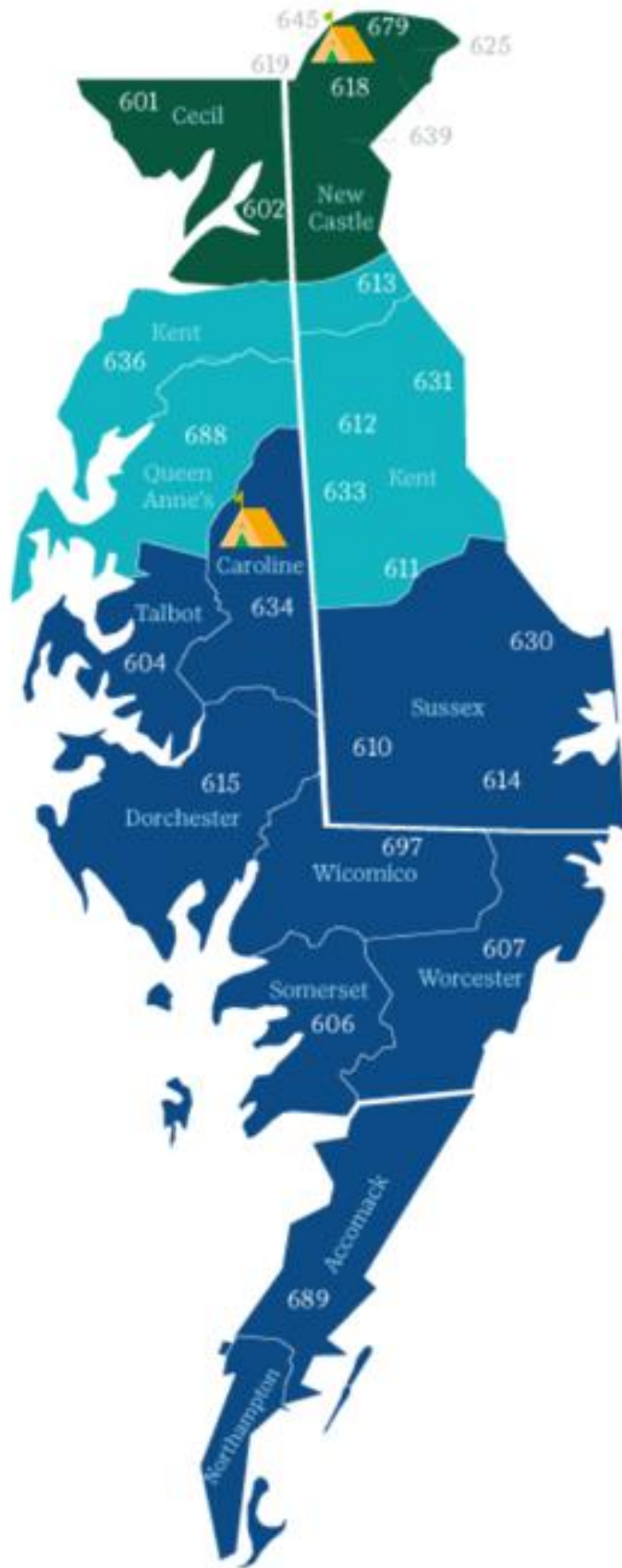
Juliettes

The Girl Scout program is extremely customizable! If a traditional troop isn't the right fit for a girl, she can participate as a Juliette.

GSCB Service Unit Map

Camp Country Center
1051 Sharpless Rd.
Hockessin, DE 19707

Camp Todd
25012 Beauchamp Branch Rd.
Denton, MD 21629



Service Unit Responsibilities

Partner

Collaborate with council staff to meet deadlines, support recruitment goals, coordinate training, and build relationships with community partners.

Communicate

Share council updates, important news, and reminders with members using email, social media, or other platforms to keep everyone informed and connected.

Recruit

Actively invite new girls and adults to join, helping grow participation in both service unit and council opportunities.

Celebrate

Recognize volunteer and member achievements, including awards, milestones, and service unit successes, while honoring Girl Scout traditions and ceremonies.

Support

Foster positive relationships within the service unit, provide guidance to volunteers, and help address or escalate conflicts when needed.

Host

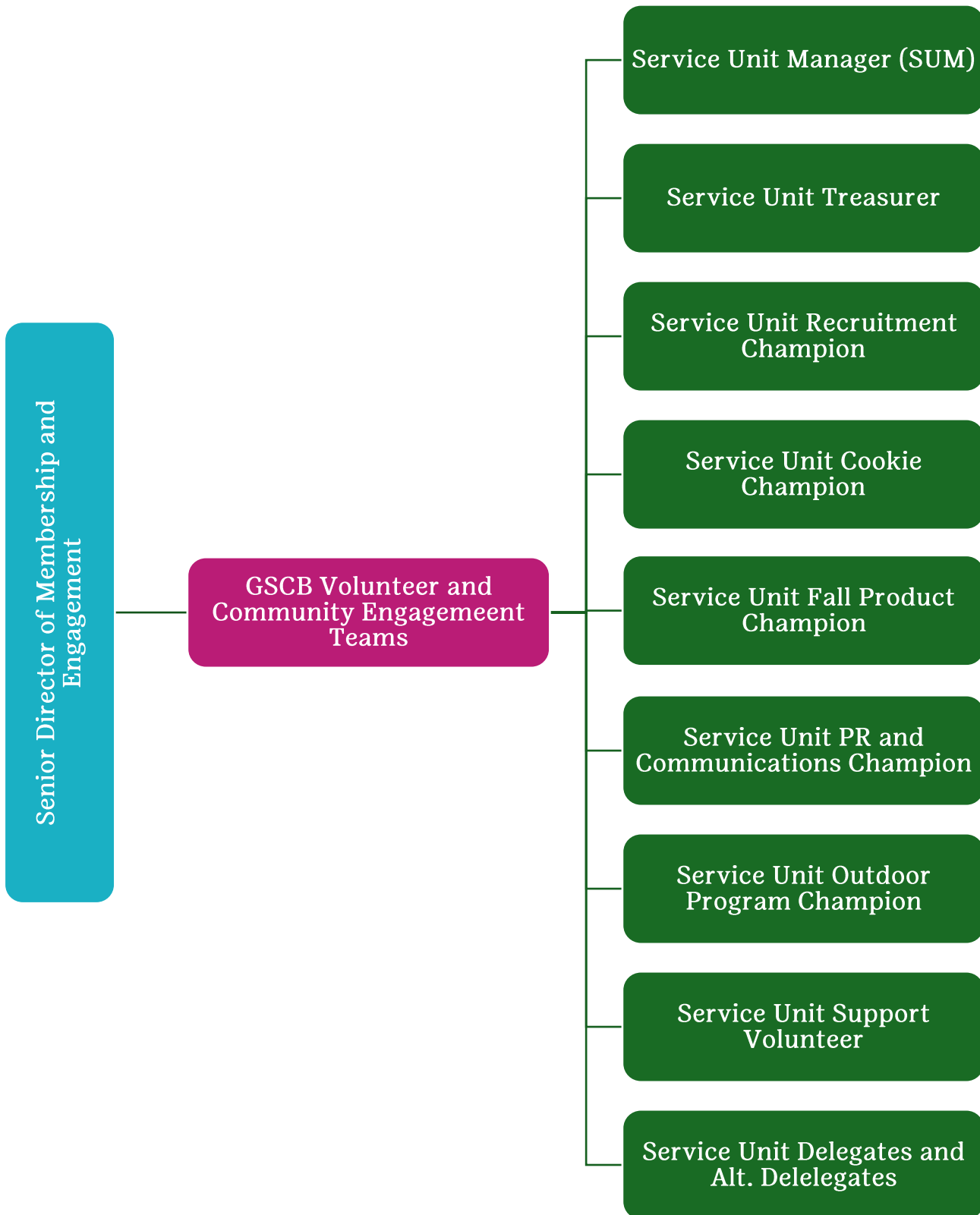
Plan and lead regular service unit meetings and support troops in organizing events such as encampments, cookie rallies, and community activities.

Guide

Welcome and mentor new leaders, promote GSCB training opportunities, and encourage continued volunteer engagement and growth.



The Service Unit Team at a Glance



SU Members and Their Roles

The Service Unit team is made up of a team of volunteers who are appointed and trained on essential responsibilities to ensure their community is working towards the goal and mission of Girl Scouting. Each member of the team is important to the service unit structure, each having specific functions and areas of responsibility within the Service Unit. GSCB defines the roles that create the opportunity for growth and support within the Service Unit.

GSCB Senior Director of Membership and Engagement

The Senior Director of Membership and Engagement oversees several teams within the organization, including the Volunteer Engagement team and the Community Engagement team. Essential Duties and Responsibilities include:

- Oversee the implementation of council-wide Girl Scout initiatives, support, and resources to meet the needs of girl members, including volunteer onboarding, training, Product Program support, and other resources.
- Work with the Volunteer Engagement and Community Engagement teams to implement a comprehensive plan for girl and volunteer membership growth in their territory.
- Supervise staff throughout the region to ensure consistency in the delivery of product programs and volunteer support and development, as well as ensuring that staff provides professional, quality customer service to all GSCB members, volunteers, and other staff.

GSCB Volunteer Engagement Team

The GSCB Volunteer Engagement Team consists of a Volunteer Engagement Manager and Volunteer Engagement Specialists, whom they oversee. Each VES is assigned a territory of six to seven Service Units for which they are responsible for providing direct support to both the Service Unit and Troops. Service Unit Managers and Volunteer Engagement Specialists are partners in the coordination of support and success within the Service Unit and work together to support the SU Team.

Volunteer Engagement Specialists are expected to support the Service Unit Leadership in the following ways:

- Assist in the planning and facilitation of the SU Team and Leaders' meeting agendas. Your assigned VES may attend Service Unit Team and Leader Meetings, providing information, updates, and supporting the resolution of requests for support.
- Support recruitment and retention efforts.
- Communicate and educate volunteers on GSCB Policy and procedures.
- Assist with succession planning of volunteers for future Service Unit Roles.
- Provide support and assistance with navigating conflict resolution.
- Partnership in annual planning and goals.
- Service Unit Managers should expect regular and timely communication with their VES's. This communication is most often informal through texts, emails, and phone calls as items arise.

GSCB Community Engagement Team

The GSCB Community Engagement Team consists of a Community Engagement Manager and Community Engagement Specialists (CES), whom they oversee. Each CES is assigned a specific geographic territory and is responsible for implementing recruitment and membership growth strategies within that region. CES staff work closely with Service Units, community partners, and council staff to build sustainable pathways for girl and volunteer participation.

Community Engagement Specialists are expected to support membership growth and community engagement in the following ways:

- Lead and support year-round recruitment efforts for both youth and adult volunteers, including hosting and coordinating recruitment events and helping to establish new troops.
- Build and maintain relationships with Service Units, schools, community organizations, and local partners to expand outreach and visibility.
- Manage and follow up on membership leads, utilizing council systems to track progress and support conversion and retention efforts.
- Support newly formed troops by assisting with troop setup, co-leader onboarding, required training, and caregiver engagement strategies.
- Partner with and coach new volunteers to ensure a strong start, providing guidance on troop management, meeting planning, and delivering the Girl Scout Leadership Experience.

Service Unit Manager (SUM)

Volunteer Engagement Specialists appoint Service Unit Managers within their territories and support the SUM in developing and appointing members of the Service Unit Team. If a Service Unit does not have a SUM identified, the VES will assume the responsibility of appointing Service Unit team members. Service Unit Managers can expect to collaborate with their Community Engagement Specialist on recruitment efforts, community partnerships, and strategies to grow and sustain membership within their Service Unit.

The role of the Service Unit Manager is:

- Annual planning
- Service Unit Team/Leader Meeting Management
- Service Unit Team Management
- Accountability to Service Unit Goals
- Governance - delegates, association meetings, annual meetings, and more!

A SUM develops and implements a yearly plan of work for the service unit; provides support to Leaders and troops and individual members; recruits, appoints, and supervises qualified volunteer support for the service unit; plans, schedules, conducts, and evaluates regular meetings of the service unit; and prepares for, attends, and participates in all scheduled council meetings and trainings. [GSCB Service Unit Manager pdf](#)

Service Unit Treasurer

The treasurer maintains and monitors the Service Unit accounts. They provide accurate reporting of all SU funds to the SU and the council. [GSCB Service Unit Treasurer pdf](#)

Service Unit Recruitment Champion

The recruitment champion works with the CES to support SU and council efforts to recruit both girl members and volunteers. Helping to serve as a connector to local schools and community organizations. Additionally, they provide updates related to the SU's membership progress and maintain a membership tracking system. [GSCB Service Unit Recruitment Champion pdf](#)

Service Unit Cookie Champion

The Cookie champion promotes, coordinates, and advocates for participation in the Cookie Program within their SU. [GSCB Service Unit Cookie Champion pdf](#)

Service Unit Fall Product Champion

The Fall Product champion promotes, coordinates, and advocates for participation in the Fall Product Program within their SU. [GSCB Service Unit Fall Product Champion pdf](#)

Service Unit PR and Communications Champion

The PR & communication champion coordinates SU communications across platforms with volunteers and caregivers. While also marketing and promoting Girl Scout activities and opportunities to the local community. [GSCB Service Unit PR and Communications Champion pdf](#)

Service Unit Outdoor Program Champion

The outdoor program champion encourages troop/group camping, promotes council-sponsored outdoor programs, helps prepare troops for camping, and promotes council camp opportunities. [GSCB Service Unit Outdoor Program Champion pdf](#)

Service Unit Support Volunteer

The support volunteer is a key role that is willing to lend a supportive hand to the Service Team in fulfilling duties. Duties may include, but are not limited to: chaperoning, providing transportation, committee roles, planning troop activities, supporting SU events, and more. [GSCB Service Unit Support Volunteer pdf](#)

SU Delegates/Alternate Delegates

Service Unit delegates and alternate delegates serve as members of the Corporation of the Girl Scouts of the Chesapeake Bay Council to communicate governance information between the board of directors and the service unit that elected them. Delegates and alternates represent the voice of the service unit to the Board of Directors at the Annual Meeting of the council. [Service Unit Delegate and Alternate Position Description \(gscb.org\)](#)

Other roles that can be beneficial to SU:

- Service Unit Juliette Champion
- Service Unit Event Champion
- Service Unit Awards Committee members

Building a Service Unit Team

Service unit teams thrive when there is a committed and diverse pool of adults to be considered for positions. It's important to identify individuals who understand and can commit to fulfilling service unit team position requirements. To help get you started, here are some tips on recruiting superstar volunteers:

- Familiarize yourself with the requirements of each volunteer position.
- Magnify strengths in others: Observe the skills and abilities of others within your service unit.
- Consider skills an individual may want to develop that could apply in their role.
- Communicate needs: Make a personal request with a specific role in mind.
- Consider recruiting former troop leaders, lifetime members, alums, and community members, and conduct interviews.
- Be honest about the time commitment that the position will require.

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 to function effectively and not overtax any one person. You may find you need additional (non-Service Unit Team Member) volunteers who are assigned specific duties under one of the listed Service Unit Team positions.

A good SU volunteer recruitment tip is to access Looker to look for lifetime members or current members who may not be assigned any roles and reach out to them to see if they would want to participate in a SU role. Looker resources can be found on our website under [Service Unit Looker Access](#).

Sometimes, you may need help getting those volunteer roles filled. Never fear—your Community Engagement Specialist will help with recruiting new team members! They will guide and support your search for volunteers and give you advice along the way.

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

Service Unit Meetings

Service Unit meetings are the foundation of a strong and connected Girl Scout community. These gatherings provide opportunities for planning, communication, collaboration, and support—ensuring volunteers have the tools and connections they need to deliver a successful Girl Scout experience throughout the year.

Annual Planning Meeting

The Service Unit Team will hold an annual meeting, typically in July and August to plan for the upcoming Girl Scout year and develop the Service Unit Annual Plan.

Having a plan helps the team and other volunteers know what you want to accomplish for the year, where, when, how, and by whom it will be done. It helps to keep the team on track for a successful year. This plan includes goals to aim for and behaviors that we have identified as helping to create a healthy service unit.

It is a partnership between volunteers and council staff to promote Girl Scouting in your community. It also leaves a lot of room for customization, because we know that every service unit is different. Your area isn't the same as someone else's and the same things don't work for everyone. There is room to identify the things that you want to work on, and where you want to see growth.

Service Unit Team Meetings

Before meeting as a full Service Unit with all troops represented, a meeting should be held with the members of the Service Unit Team to discuss and address what is to be presented to the service unit at large. This meeting could be held an hour prior to the full Service Unit meeting or on another day. Conducting these meetings is a very important part of building the leadership of your service unit.

SU Meetings

Running a service unit meeting is an important responsibility of the Service Unit Team, especially the Service Unit Manager. These meetings can happen monthly or bi-monthly and should focus on the specific needs within your service unit. Ideally, 20% of the meeting should be spent on announcements and service unit business; the other 80% should be spent on collaborating with each other, mentoring each other, planning events, and learning new skills. These meetings are when you will have the most opportunity to connect with your leaders and Juliette caregivers, and not only give them the information they need, but give them tools, connect them to others, answer questions, and give them the support they need.

Who should be invited to SU Meetings?

- SU Team
- Troop Leaders
- Juliette Caregivers
- Other Volunteers and Members that live in the community

Planning Service Unit Meetings

It is critically important that the meetings be kept to a specific time schedule. Meetings should start and end on time, unless the participants have been warned that the meeting could run longer than usual. Remember, your time and the time of all the other participants is valuable and should be honored. Make sure you do not spend too much time presenting information that could have been learned via notes or a post-meeting email; instead, spend the majority of your time on learning opportunities or activities.

Here are some ideas to get you started:

- Provide time in the meeting for the different grade level groups to meet and share information and concerns.
- Include a “fun thing” on the agenda that the leaders can take back to their troops/Juliettes. (i.e., learning a new song, playing a game, having a contest, teaching a new craft).
- Be consistent with your meetings. The opportunity to share information and “face time” with Service Unit Team Members and other leaders/Juliette caregivers can make a huge difference in a volunteer’s Girl Scout experience.
- Remember to recognize volunteers. Recognizing volunteers is a task that every manager and/or coordinator of volunteers needs to think about. There is no single solution to how to go about recognizing volunteers. Each gesture should be tailored to the volunteer(s) you wish to honor. Never assume that volunteers know they are appreciated. A sincere and spontaneous thank-you note to a volunteer for a job well done is also a welcome bit of positive feedback.

Leading Service Unit Meetings

It is the responsibility of the Service Unit Manager to make sure that the service unit meeting runs smoothly and to request the resources the volunteers in your area might need. Here you will see a suggested meeting agenda and schedule to use as a sample with your leaders. Notice that this meeting does not last longer than one hour. It is important that your volunteers know that the meeting will start on time, end on time, and not last longer than one hour, unless it is truly necessary. Make sure that you use the time you are given with your volunteers wisely.

Sample Agenda

- 6:00 – Welcome and introductions.
- 6:05 – Icebreaker or team-building game.
- 6:15 – Announcements and upcoming events.
- 6:25 – Training or activity.
- 6:55 – Closing activity or game.

Meeting Breakdown:

Welcome

This is the beginning of your meeting. Introduce the service team, especially if you have new leaders attending. Use name tags or re-useable name plates on the tables in order to call individuals by name. You might explain how the members of your team serve in the area. This is also a great time to do a flag ceremony and say the Girl Scout Promise and Law together.

Icebreakers and Team-Building Games

Icebreakers and team-building games are a great addition to service unit meetings. These games traditionally give people an opportunity to get to know each other and/or learn new skills. Always try to include information on how volunteers can use these games with their girls, possibly explaining how to alter them for younger or older girls. These games can get more challenging as the year moves on and people get to know each other better. If you need suggestions for games and activities, enlist your Service Unit volunteers to inquire about books on ceremonies and games or other resources that may be available.

Announcements and Upcoming Events

This is the third part of your service unit meeting. Here you will present service unit information, council information, and information about upcoming community events. You should receive the Bi-Monthly Volunteer & Juliette Caregiver Newsletter. This newsletter contains announcements, upcoming events, and other important information. You should review this newsletter for any timely reminders and remind the volunteers in your area to read the newsletter promptly. The GSCB newsletter is also published on the GSCB website. It is a good idea to encourage leaders to frequently visit the GSCB calendar to view upcoming events that they may be interested in registering their troops for, such as badge workshops.

Training or Activity:

This is your opportunity to bring in speakers and community resources, or facilitate a badge, or other outcomes-based training or activity. Be creative! Make sure to ask the leaders in your area about what they would like to see at the meetings. Many times the Service Unit Team is made up of experienced leaders who need different training than newer leaders, so be sure to keep your whole audience in mind when planning service unit leader meeting activities and trainings. Consider who can lead the training that the leaders choose. Volunteers within your service unit might excel in certain subjects, and you may find a volunteer who is willing to share their experience with others.

GSCB Training On the Move: Service Units will have the ability to request in-person training at your meeting location or via Zoom from a menu of available topics. Your Volunteer Engagement Specialist will work with Service Unit Managers to schedule the training and facilitate the session. Request now using the [GSCB Training Request Form](#) found on the GSCB website.

You can also refer to the [Troop Year Planner](#) in Volunteer Essentials. This will help explain what can take place throughout the troop year and will give you ideas and suggestions for what your leaders might need in the way of training, resources, and support.

Additionally, there are some courses readily available on gsLearn that you may want to incorporate into meetings, such as higher award training or program partnership opportunities.

Closing Activity:

This is the final part of your service unit meeting. There are many creative options for this portion of the meeting as well. Closing time is the perfect time for a friendship circle or short game. You could ask the volunteers to share something that they learned during the meeting or have used since you last met. It is also the best time to remind your volunteers of the next meeting date and time, especially if you only meet every other month.

If your volunteers want to stick around and talk afterward, they should be given a window of time to do so. Sometimes being given the opportunity to share ideas is the best use of your time together. Be prepared to keep the building open longer than the scheduled time but know when/if the building manager needs to lock up the facility.

What To Avoid In Your Meetings:

Avoid negativity! Don't allow negativity to thrive in the meeting. There should be time for participants to voice opinions, but encourage the conversation to move toward creative solutions rather than complaints. A great rule to establish and use with your service unit team is, "If you bring up a problem or concern during the service unit meeting, you must also give one possible solution." This helps to ensure that your meetings stay productive.

Avoid being unprepared. Remember, you will need to use the small amount of time you have as wisely as you can. This means you should create an agenda, arrive early, have all of your materials in hand, and be prepared when it is time for the meeting to start.

Avoid losing control of the discussion/agenda. Again, opinions are valuable, but set aside a specific amount of time for discussion and then move forward. At times, you might need to table a discussion until a later time when everyone has had an opportunity to think through the issue.

Remember the big picture. Consider monthly happenings and deadlines for meeting and event planning as well as communication with the SU and your VES/CES.



Service Unit Calendar

Fall September

Promote on-time and immediate registration for new and returning members.

Hold a welcome/welcome back leader meeting.

Hispanic heritage month.

Fall Product Program begins.

(9/30) Mandated reporter training in gsLearn due for all girl facing volunteers.

October

(10/1) Girl Scout membership year begins.

(10/31) Juliette Low's birthday.

November

Connect with lapsed members and see if they need help renewing.

Native American Heritage Month.

Begin planning for trainings and events to support the Girl Scout Cookie Program.

(Mid Nov.) gsLearn Girl Scout Cookie Program trainings available.

Winter December

Remind Volunteers to complete Girl Scout Cookie Program trainings.

Plan training, events, and support for the Girl Scout Cookie Program incorporating the 5 skills.

Submit nominations and endorsements for GSUSA Board Approved Recognitions, due by December 31st, annually

January

Cookie sales begin.

Promote and support the Girl Scout Cookie Program.

Begin nominations and endorsements for GSCB Service Unit Recognitions (reviewed on a rolling basis)

February

Black History Month.

World Thinking Day.

Spring March

Women's History Month.

Girl Scout Week.
(3/12) Girl Scouts birthday.

Wrap up Girl Scout Cookie Program.

Discuss and take action related to end of year recognition activities.

- Adult Recognitions
- Silver & Gold Celebrations
- Troop Courts of Awards
- Bridging
- Graduating Seniors

April

Volunteer Appreciation month.

Peninsula Day of Service.

Arab American Heritage month.

Early bird renewal begins.

Service Unit Delegate Elections.

May

Promote Early Bird renewal

Carry out plans for end of year recognition activities and ceremonies.

Summer June

Camp begins.

Early bird renewal ends.

Support troop leaders in completing the end of year financial report.

July

(7/01) Begin keeping annual financial records for upcoming year.

(7/31) Annual Service Unit and Troop Finance Reports due (income and expenses for the period of July 1st to June 30th).

August

Schedule SU team meetings and leader meetings for the upcoming year.

Plan for Fall Product program, informing troops of dates and requirements. Consider holding a special meeting or event to kick off the Fall Product Program

SUM Communication

Service Unit Managers should expect regular and timely communication with their Volunteer Engagement Specialist. This communication is most often informal through texts, emails, and phone calls as items arise. However, there are ongoing formal communication pathways for SUMs to receive information, such as:

- Monthly/Bimonthly Meetings with VES
- Monthly Service Unit Team Emails
- Volunteer Newsletter
- Bi-monthly Service Unit Manager Calls
- Looker reports

Communication Within the SU

Communication is 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 you are communicating the most important things in a variety of ways.

Successful communication within a Service Unit looks like:

- Volunteers sharing successes and challenges at Service Unit Meetings.
- Diverse volunteer viewpoints are expressed and valued.
- Volunteers are being informed about council goals and priorities and how they are achieved within the Service Unit.
- Volunteers are being included in the Service Unit Annual Planning Process.
- Volunteers and girls are involved in planning, implementing, and evaluating Service Unit Activities.
- Usage of a variety of communication methods and platforms to ensure all volunteers are engaged, such as email, text chains, FB groups, Google Sites, GroupMe, Slack, Scout apps.

Communication with Troop Leaders and Juliette Caregivers

Warmly welcoming and engaging new leaders and Juliette Caregivers at the Service Unit Level is important to the success of the Troops, its volunteers, and our youth Members. One of the most exciting parts of Girl Scouts is the community and support that is created for not only girls but also volunteers.

A Service Unit reception to a new leader/Juliette Caregiver should include the following:

- A welcome email with information about the Service Unit such as Contact information for SU team volunteers, upcoming meetings, programming and events, etc.
- A place on the agenda at the next Service Unit Leader meeting.
- Create time for introductions of all volunteers, new and old.
- Encourage networking and an opportunity for questions.
- New Leader/Juliette Caregiver meeting with the SUM(s)
- Provide them with dedicated time to come together to learn about Girl Scouting, GSCB, the Service Unit, and Troop/ Juliette management.

Reaching Out to Disengaged Leaders

Every Service Unit has volunteers who are actively engaged in the programming and support opportunities provided at the Service Unit Level. We know life gets busy, and volunteering as a Troop Leader is a big job; however, we want to ensure disengaged volunteers know they still have a community of support to lean on.

As a Service Unit Manager, it is important to be the connector for volunteers to the Girl Scout Community. It is recommended that the SUM and/or SU Team set time aside each year to reach out to volunteers you haven't heard from or seen in a while.

Use these questions to start the conversation:

- How are they doing?
- Why haven't they attended events or meetings?
- Do they feel like they are a part of the community? Do they feel welcome?
- What can the SU do to provide value to them?

Supporting Leaders

Supporting leaders through challenges in Girl Scouts involves providing them with the necessary resources, guidance, and encouragement to navigate difficult situations.

Ways to support leaders:

- **Training and Development:** Offer training sessions and workshops to help leaders enhance their skills in areas such as communication, conflict resolution, and team building. Provide resources and tools to help leaders effectively manage challenges.
- **Mentorship:** Pair leaders with experienced mentors who can provide guidance, advice, and support when facing difficult situations. Encourage peer-to-peer mentorship among leaders to create a supportive network.
- **Open Communication:** Create a culture of open communication where leaders feel comfortable sharing their challenges and seeking help when needed. Encourage leaders to communicate openly with each other and with the organization's leadership.
- **Recognition and Appreciation:** Recognize and appreciate the hard work and dedication of leaders. Celebrate their achievements and milestones to boost morale and motivation during challenging times.
- **Problem-Solving Support:** Offer problem-solving support to leaders facing specific challenges. Provide them with access to resources, tools, and experts who can help them find solutions to their problems.
- **Emotional Support:** Acknowledge the emotional toll that challenges can take on leaders and provide them with emotional support. Offer counseling services, stress management resources, and opportunities for self-care.

Supporting Juliette Caregivers

- Juliette Caregivers should receive the same support as Troop Leaders.
- Ensure that they are kept up to date on all council and SU happenings.
- Encourage them to sign up for councils sponsored events and badge-earning workshops.
- Promote networking between Juliette Caregivers in the SU.
- Provide information on higher awards.
- Include them in training sessions and workshops.
- Encourage open communication.

Delegating Tasks

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.

Why delegate?

- Because you can't do it alone.
- Because it will help you build a team of experienced volunteers.
- Because you develop skills and instill 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 what specifically needs to be done.
- Do maintain regular communication and contact with the person to whom you have entrusted the task in order to show encouragement and support.
- Do show your appreciation whenever you have the chance.
- Be interested in other ideas and viewpoints.
- Don't coerce people into jobs they'd rather not do.
- Don't let someone continue in a role when nothing is getting better.
- Ask the wrong person to do the job or just choose a “warm body”.
- Overload people or ask the same people over and over again.

It's A Partnership

The Service Unit Team provides the “link” between staff, board members, volunteers, and girls. Your role as a leader of 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 GSCB Annual Meeting (typically held in late April of each year). This annual event offers a wonderful opportunity to learn about GSCB and network with other adult Girl Scouts throughout our council, as well as have a say in the decision-making process.
- Work with your SU team 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 Conflict

Conflict is a natural part of working with people. In Girl Scouts, conflict can happen between:

- Co-leaders
- Volunteers and caregivers
- Girls in the troop
- Service unit teams

Different perspectives, communication styles, and expectations can sometimes lead to tension, and that's okay. Avoiding conflict doesn't make it go away. In fact, it can often grow into frustration or misunderstandings. As a Girl Scout volunteer, you play an important role in creating a positive, respectful environment. Learning how to navigate conflict helps:

- Strengthen relationships
- Model healthy communication for girls
- Build a supportive troop community
- Remember: Conflict isn't the problem; how we respond to it is what matters.

Whenever possible, Girl Scouts of the Chesapeake Bay (GSCB) encourages members to work through concerns informally using open communication, the Conflict Resolution Tip Sheet, and guidance from the Girl Scout Promise and Law. If additional support is needed, GSCB staff are available to help guide conversations and work toward a positive resolution. Find the Conflict Management and Resolution Handbook on the GSCB website to learn more about the GSCB conflict resolution support process, and to access additional training and resources on conflict management.

Service Unit Event Planning

A service unit event is an event that is put on by a troop or by the service unit team as a service to Girl Scouts in the community. Running a service unit event is a valuable opportunity for Girl Scout youth to learn leadership, planning, and organizational skills in accordance with the Girl Scout Leadership Experience (GSLE) and is a natural progression for a Take Action project or Highest Awards project. Events can also be a great opportunity for recruitment.

Examples of SU events:

- **Recruitment events:** Invite girls and adults to learn about the Girl Scout mission and what Girl Scouts do and grow your service unit.
- **Product Program Rallies:** Cookie and Fall product rallies are held to encourage girls and volunteers to set goals and get them excited to participate.
- **World Thinking Day:** A day of international friendship and standing up for causes that could improve the lives of girls around the globe.
- **Bridging Events:** To commemorate a girl's transition to the next program level.
- **End of Year Ceremony:** This is a time to recognize the work that girls and volunteers have done over the past year and present awards. See 200 Adult Recognition and Appreciation for more information on Volunteer Awards.
- **Encampments:** This is an opportunity for your service unit to get outdoors and camp together.

SU Recruitment Events

Girl Scouting creates powerful moments of growth, confidence, and connection, and every girl deserves that experience. By growing membership, you help build girls of courage, confidence, and character who make the world a better place. Recruitment is a key responsibility of the Service Unit Manager (SUM), with goals set during annual planning and supported year-round.

Recruitment events are a fun and impactful way to engage families. Caregivers can meet volunteers, learn about troop opportunities, and register on the spot, while girls make new friends and experience Girl Scout activities firsthand. These events help families feel excited and connected from the start.

While they require planning, recruitment events are one of the most effective ways to grow and strengthen your community. Most Service Units host 1–2 family recruitment events each year.

Remember, you're not alone, your Service Unit team, fellow volunteers, and Volunteer and Community Engagement Specialists are here to support you every step of the way.

Planning a Recruitment Event

Once your Service Unit has decided to host an event that includes new families, there are several steps to ensuring your event will be successful:

- Time Frame/Date for the event
- Target grade levels.
 - Check the catalog for current options and consider any new troops you need to start.
 - Adult volunteers and Daisy troops are always needed.
- Location of Recruitment Event.
 - The event should be in a location within your SU. It can be centralized or at a location where there is a need to form new troops.
 - Some examples are a school gym or library, public library, church, large subdivision or apartment complex building, community center, fire department, YMCA, or a local park.
 - Try to find a space that is free to use and available during your ideal time frame
 - Make arrangements for payment, entry, and departure (i.e.; keys, alarm codes, time of access, required time of departure), if necessary.
- Reserve the space for the appropriate length of time for your recruitment event.
 - Remember to ask for enough time to set up at least 30 minutes prior and up to 30 minutes after for clean-up
 - Verify equipment needs and if your space provides the necessary equipment (i.e.; tables, chairs, water, etc.)
- Decide on the theme and activities for the event.
 - Keep in mind the space you have reserved and your target age group.
 - Reserve a Program on the Move session.
- Advertise your event.
 - Submit a [gsEvents Program/Event Registration Request Form for SUs](#)
 - Post on social media event pages.
 - Spread the word.
- Recruit volunteers to assist with the event.
 - Experienced leaders can help address any questions that may arise from potential leaders and parents
 - Confirm participation 2 days prior to the event with all volunteers
 - Send volunteers any information they need to prepare for the event.

Recruitment Event Ideas

Service Units will typically host a bring-a-friend event or a community family event. Whatever type of recruitment event you host, it needs to represent Girl Scouts in a positive and welcoming manner. When you're planning and/or hosting an event, always think, "A girl and her caregivers' first impression of Girl Scouts is my recruitment event. What do I want that impression to be?" Below are some examples of recruitment events.

Songfest

Invite non-members to learn some favorite Girl Scout campfire songs—no flames required! This is a great event to hold outside at a park or at a Girl Scout property. Create songbooks so all attendees can sing along. Share fun and interactive snacks, like s'mores or ants on a log. Set up an information booth where adults can learn about joining.

Ice Cream Social

Flyer your school, community centers, etc. to invite girls and families to a free ice cream social! Bring Girl Scout books for families to check out, along with display photo board and girl uniforms to show off troop memories and accomplishments. Lead girls in a quick craft, such as creating a memorable SWAP. Allow girls and adults to socialize while enjoying their ice cream, then gather everyone into program age levels. Speak about your Girl Scout experience and answer questions, then let adults discuss volunteering and forming troops.

Roller Skating bring a friend to Juliette's birthday party event!

This type of event can also serve as a service project! ask girls to “bring presents” —This could be donations of hats, gloves, socks, or donations for a local food pantry. Give the attendees a goodie bag to take home with a girl scout flyer and other small party favors. Invite your CES to complete registrations on the spot!

Host a What Girl Scouts Do expo event

Include different stations: Traditions, Trips/Travel, Outdoors, Higher Awards, Badges, and make sure to include a Q&A space. Have girls in the SU run each station and include hands on activities that can be completed at each table. Check out activities here: [Girl Scout Activity Zone | Girl Scouts](#)

Badge Workshop Event

Depending on the grade level, host a badge workshop event where participants can earn a badge. Check out the badge explorer page here: [Award and Badge Explorer | Girl Scouts](#)

Service Unit Event Support

Property Reservations for Events:

- Camp property reservations for Camp Todd and Camp Country Center are made through CampSpot, our new online property reservation system. Utilize the links here: for [Camp Todd](#), and for [Camp Country Center](#).
- If you are planning a Service Unit Encampment at Camp Grove Point, please email MemberCare@cbgsc.org for assistance with your reservation.
- To better support day use and overnight reservations and reduce their impact on the accessibility of overnight unit reservations, GSCB will begin managing requests through the [GSCB Property Reservation: Entire Camp/Day Use Form](#). GSCBs Member Care Team will receive all submitted requests and provide direct communication and support.

Program On the Move for your event:

- Program on the Move is a completely FREE program opportunity that Girl Scout troops and/or Service Units can request to come out to your meeting location, this includes SU events. GSCB facilitators will bring all the necessary materials to facilitate a fun experience. Our facilitators will need 30 minutes to set up, so please ensure your meeting location can accommodate that. Girls will also receive a Program on the Move fun patch!
- Reservations are simple. Visit the GSCB Events Calendar to select a date that works for you. Once you find a date, you will select reserve and then enter some basic contact information, the program you are interested in, and the age level of your group. Additionally, you will provide the location where you would like the Program on the Move team to go. Your reservation is considered confirmed once you complete the process and receive an email receipt.

Registration and promotion for your event

- If your Service Unit is hosting an event that is open to anyone within our council, or open to the public, GSCB is happy to help promote your event by adding it to our Event Calendar and/or hosting registration for you.
- Please complete the [gsEvents Program/Event Registration Request Form for SUs](#) where you can customize your event registration. Here you will also find the option to request promotion of your event through social media posts or request printed marketing materials.

Service Unit Event Best Practices

- Having a set of service unit event guidelines creates expectations that will ensure continued successful planning and execution of service unit events.
- Service unit teams can and should determine which events are deemed “service unit events” and which events will be open to troops for money-earning opportunities per the money-earning guidelines.
- Additional money-earning opportunities can be added to a service unit event to provide additional incentives for a troop to host an event. Money-earning opportunities should be youth-led. Examples include bake sales, face-painting booths, photo booths, and badge-earning workshops. An additional money earning application is required by the troop.
- Ideally, an event should be advertised at least two months in advance in order to allow for maximum participation. Registration should indicate a cutoff for registration submission.
- Service unit events should have a pre-determined budget so that the event breaks even with expenses and income. Budgets can be determined by prior event history and by doing research and price checking in advance of the event.
- Service unit events must be run through the service unit account. Payment should be made to the Service Unit and this should be indicated on the event flyer. Troops that are running these events can have the service unit pay for deposits and patches, or the troops can pay in advance and save the receipts to be refunded by the service unit. There should be a service unit event ledger for each service unit event that gets turned in with the annual SU finance report that includes all original receipts.

Additional Service Unit Resources

[Service Unit Central \(gscb.org\)](#)

[GSCB Financial Account Management Guidance](#)

[GSCB Troop/Service Unit Banking Request Form \(wufoo.com\)](#)

[GSCB Service Unit Financial Worksheet](#)

[GSCB Service Unit Finance Report Submission](#)

[Volunteer Essentials \(gscb.org\)](#)

[Volunteer Recognition and Appreciation | Girl Scouts of the Chesapeake Bay \(gscb.org\)](#)

[Product Program Site](#)

[Forms and Documents \(gscb.org\)](#)

[New Leaders \(gscb.org\)](#)

[Troop Leader Central \(gscb.org\)](#)

[Activity Resource Library | Girl Scouts of the Chesapeake Bay \(gscb.org\)](#)

[Troop Year Planner | Girl Scouts \(gscb.org\)](#)

Thank You

We look forward to seeing your leadership skills grow in new ways and to seeing the exciting directions you'll take your service unit and the girls there. Thank you for your commitment to your service unit and to your community! Please remember to take some time for yourself to recharge between wrapping up one year and planning for the next. We appreciate all you do!

