



Service Team Handbook

Terms and Conditions

By selecting a Girl Scouts of Maine volunteer role and/or initiating the volunteer on-boarding process, you agree to comply with the following Terms and Conditions:

- I agree to abide by the Council's Volunteer Agreement and Code of Conduct.
- I agree to a background check in order to help ensure the safety of the girls served through Girl Scouting. I understand that volunteering with GSME is a privilege, and not a right.
- I understand that I may not hold a volunteer position if I have any debt with GSME (whether related to cookie sales or otherwise), have committed a felony or reside with a registered sex offender.
- I agree to make the necessary time commitment and take the necessary training to fulfill my volunteer role.
- I agree to respect and maintain the confidentiality of information that I am exposed to while serving as a volunteer. I will treat all such information as confidential. Examples of privileged information include intellectual property, products and services (including software), personal contact information on members and staff, financial information and health/medical information.
- I agree to comply with the policies and operational procedures outlined in Volunteer Essentials and Safety Activity Checkpoints in addition to any specific procedures applicable to any role which I may accept.

Volunteer Agreement and Code of Conduct

Girl Scouts of Maine (GSME) supports adults who prepare girls to seek and meet the challenges of an ever-changing society. GSME agrees to treat volunteers with respect and dignity and to protect confidential information, and further agrees to provide a position description, learning opportunities and support necessary for the volunteer position.

The 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.

** Members may substitute for the word God in accordance with their own spiritual beliefs.*

High Ethical Standards

GSME is committed to high ethical standards and we expect all volunteers to act in the best interest of the organization and its mission. This mission demands that we act in an ethical manner to uphold the public trust and the values of responsibility, integrity, openness, honesty, accountability, and respect in all that we do in the name of Girl Scouts.

The 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.

In my capacity as a GSME Volunteer I agree to uphold these values and I will:

1. Affirm the Girl Scout Promise and Law.
 2. Take all required trainings and comply with all Girl Scout policies, procedures and safety guidelines.
 3. Welcome girls and adults from a variety of backgrounds and include them in my group activities.
 4. Behave in a manner that models the ideals and values of the Girl Scout Promise and Law and ensure that all verbal or written communications (including telephone conversations, emails, texts, newsletters, and electronic and social media) do not contain profanity or condescending remarks. I will refrain from inappropriate displays of anger, aggression or berating of individuals.
 5. Honor the leadership of the girls and support their decisions.
 6. Act responsibly when overseeing Girl Scout funds, maintain accurate records and file required reports. Girl Scout funds are only to be used in direct support of Girl Scout programs and to pay for appropriate Girl Scout expenses.
 7. Not use any volunteer position for personal, political or monetary gain.
- I understand that if I do not comply with the above standards or if I otherwise act in a way that negatively impacts the image or goals of GSME, I may be released from any volunteer role with GSME.

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Honest & Fair



Introduction

Girl Scouts of Maine serves all of Maine, connecting thousands of members across 35,385 square miles. A large community of volunteers work together with a small staff to create the best experience possible for all Girl Scouts in Maine to support our shared mission of building girls of courage, confidence, and character who make the world a better place.

Volunteers serve in many different ways including: helping out with a troop (such as chaperoning trips); co-leading a troop; volunteering with the Service Team within a Service Unit; and volunteering in a regional and/or statewide capacity.

In this handbook, we are focusing on what it means to be a Service Team volunteer. Let's start with the basics:

What is a Service Unit?

A Service Unit encompasses a specific geographic area and is generally made up of a collection of towns. There are currently 37 Service Units within Girl Scouts of Maine. Each is identified with a name and a number, such as "SU665 Chickadee". Refer to the "Girl Scouts of Maine Service Unit Map" in the Resources section of this handbook for details.

Resources are pooled and shared within each Service Unit to best serve the local girls and volunteers. These resources include things such as finances (every Service Unit has a budget), knowledge, experience, special skills, etc.

What is a Service Team?

Each Service Unit is managed by a Service Team, which is made up of volunteers and a GSME staff member (Volunteer Support Specialist). Service Team volunteers are often also Troop Leaders, or have been in the past, however that is not a requirement.

The purpose of the Service Team is to encourage, support, and organize local Girl Scouts (troops, groups, and Individually Registered Members—aka "Juliettes"). Some of the duties of Service Team members include: mentoring new Troop Leaders, planning events and activities, and holding regular Leader Meetings. No matter what the Service Team is working on, the goal is to ensure every girl has an opportunity for a high quality Girl Scout Leadership Experience (GSLE).



Why the Service Team?

Strong Service Teams...

- Create better Service Units and better local experiences for girls;
- Ensure Girl Scouts are more visible in and engaged with the community;
- Get more girls involved;
- Help the volunteers within their Service Unit feel more supported and connected to Girl Scouts locally and around the state, nation, and world;
- Provide access to more activities and more diversity in programming for local girls.

How Does the Service Team Function?

Service Team volunteers work with the Volunteer Support Specialist towards the goal of building a supportive team that collaborates, communicates, and has respect for its team members, the girls and adults it supports, and for Girl Scouts as a whole. The Volunteer Support Specialist primarily provides direct support to the Service Team and the Service Team primarily provides direct support to the rest of the volunteers in the Service Unit.

The Service Team is designed to function best when multiple volunteers come together and commit their time, passion, and energy to their chosen role(s). This can be thought of as a large scale version of a troop leadership team where responsibilities are shared amongst several volunteers.

At various points throughout the year, the overall weight and responsibility of the team may shift more heavily onto one or two roles. For instance, during cookie season the Cookie Program Supervisor will be especially busy. In the spring (when many Service Teams host their end-of-year volunteer appreciation events), the Adult Recognitions Coordinator will be doing much of the work. To prepare for times like these, it is very important to work together to build a strong team foundation. As a well-built team, members can support each other. You will find a more detailed discussion of team-building strategies in the section of this handbook, “Considerate & Caring: Volunteers Managing Volunteers”.

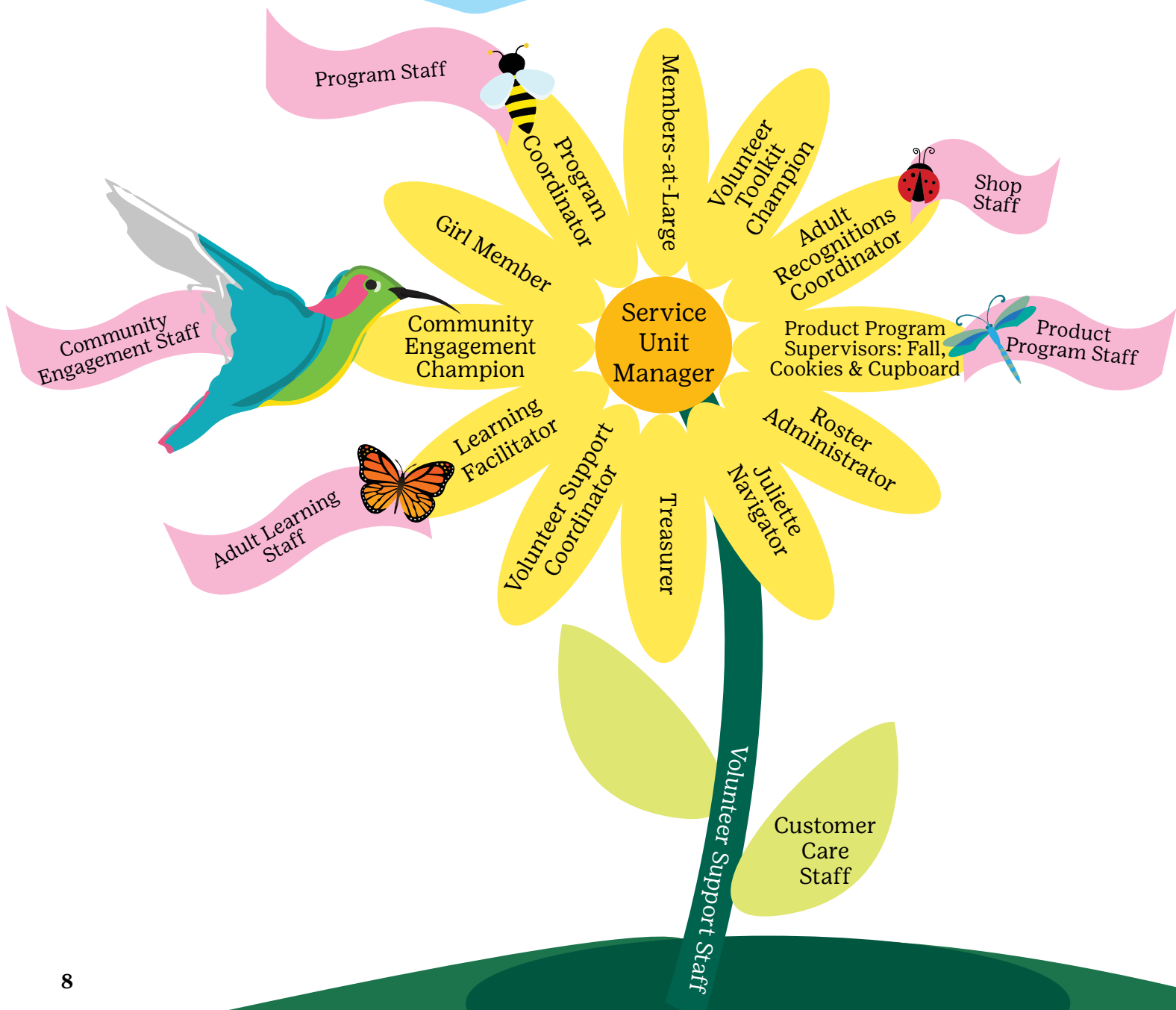
Girl Members on the Service Team provide valuable feedback on Service Team plans from the girl perspective and offer insight into what girls currently want and need from their Service Unit. Every Service Team should have one to four Girl Members. These registered Girl Scouts must be in 7th grade and up.

Girl Members are welcome to invite other teen Girl Scouts to apply to join the Service Team, keeping in mind the max of four Girl Members per Service Team. When only one girl is on the Service Team, she may not participate as actively as when there are at least two. However, having more than four girls on a Service Team tends to change the functionality of most teams.

Girls interested in joining the Service Team should be given a Service Team Girl Member Application Packet. The Service Team is invited to follow the application process as outlined in the packet, or the team can utilize a customized application process at their discretion and in consultation with their Volunteer Support Specialist. The Service Team will review applications and notify applicants of their decision. Please refer to the Service Team Girl Member Application Packet (under “Forms” on the GSME website) for further details.

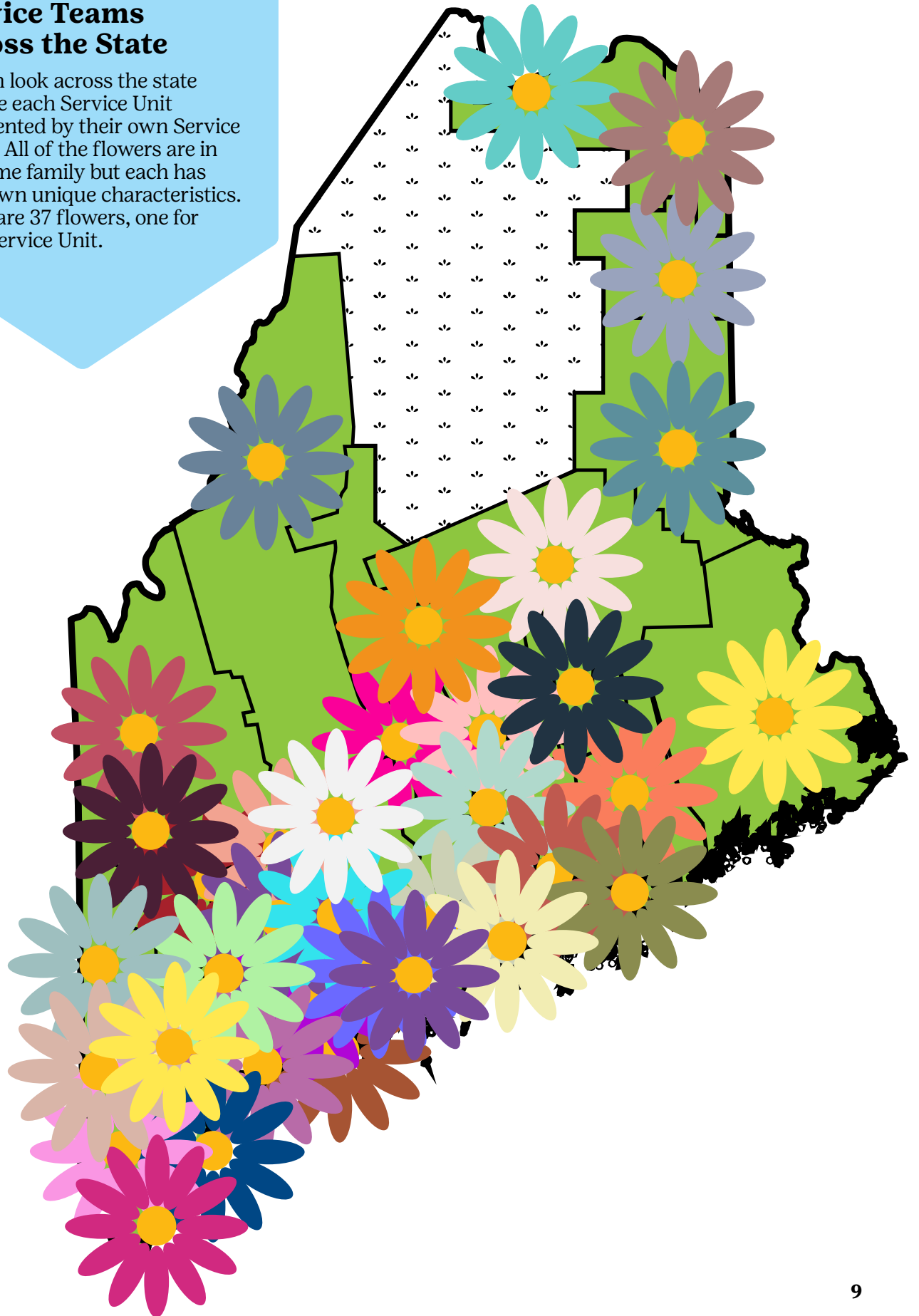
Service Team Structure

Think of each Service Team like a flower. Each of the Service Team roles are like petals on the flower, with the Service Unit Manager acting as the center that holds the petals together. The Volunteer Support team (especially your Volunteer Support Specialist) acts as the stem supporting the flower. Other staff who regularly interact with certain Service Team roles are like pollinators—regularly sharing ideas, inspiration, and encouragement. Girl Scouts of Maine as an organization is the ground from which the entire plant grows.



Service Teams Across the State

We can look across the state and see each Service Unit represented by their own Service Team. All of the flowers are in the same family but each has their own unique characteristics. There are 37 flowers, one for each Service Unit.



Service Teams & Troops

Hmmm... When we look close we can see there are even more flowers. There are hundreds of them! They look similar to the Service Team flowers, just a bit smaller. Let's look even closer to see what those little flowers are...



Troop Structure

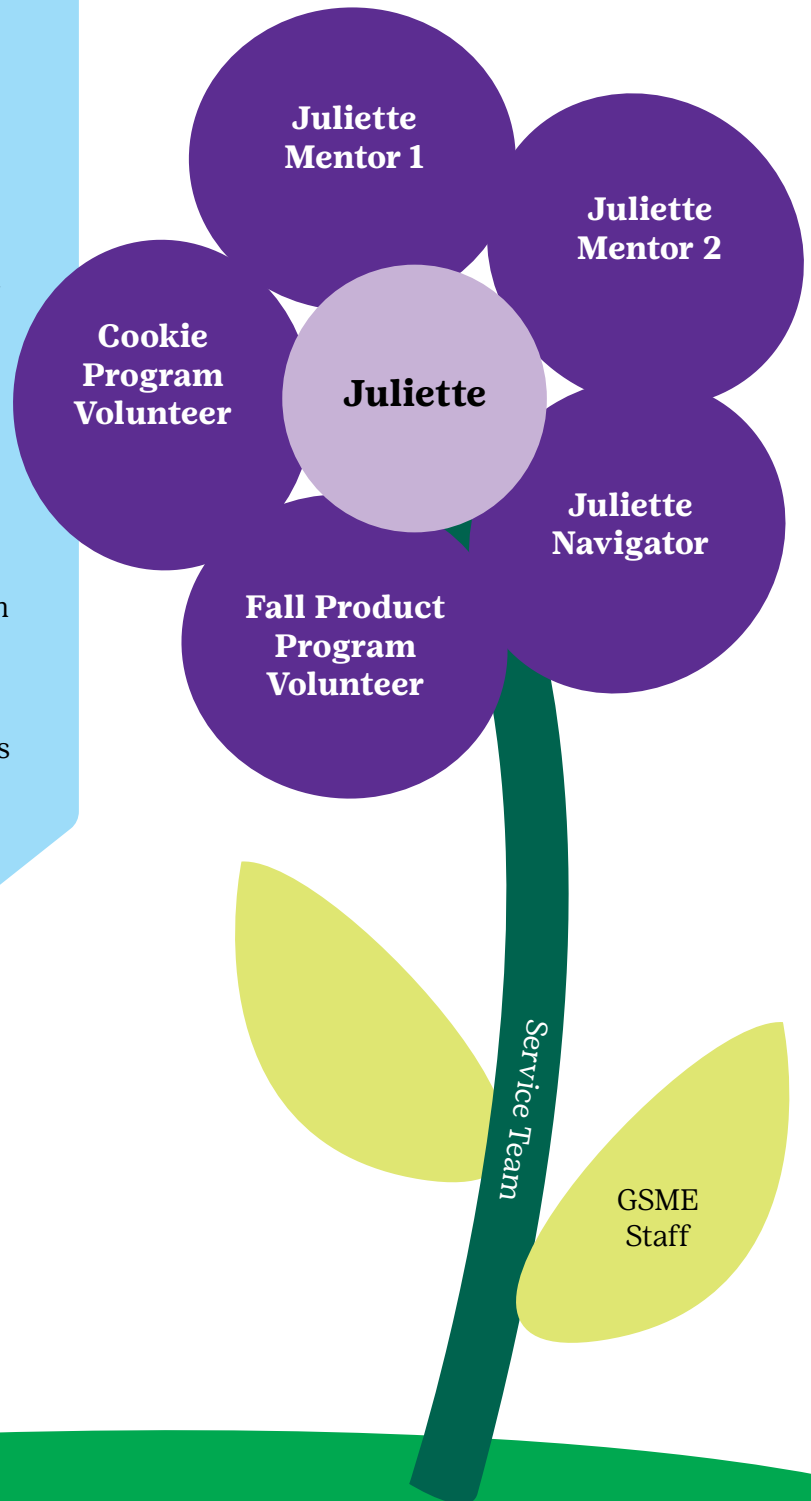
Oh yes, these smaller flowers are the troops! We can see that the structure of individual troops echoes the Service Team structure. Since Girl Scout troops are girl-led, the girls are in the center. The volunteers who make the troop possible are arranged around the girls as petals. The Service Team acts as the stem supporting the flower, with GSME Staff as a supplemental support. Girl Scouts of Maine is the ground from which the entire plant grows.



Juliette Structure

And here we have one more type of flower that you'll find in each Service Unit. These are the Individually Registered Girls (IRG's), also known as "Juliettes". These girls are registered members of Girl Scouts of Maine but are not registered with a particular troop. Juliettes can participate in events, Fall Product and Cookie Programs, and complete badges, journeys, and other Girl Scout programming.

You can see that the support structure for Juliettes is similar to troops. The Juliette is at the center since Girl Scouts is girl-led. Each Juliette may have one or more unofficial Juliette mentors who are usually family members or family friends. These Juliette mentors help the Juliette explore and organize her Girl Scout experience. The Juliette Navigator is the Service Team volunteer who specializes in keeping local Juliettes engaged with Girl Scouts. The Fall Product and Cookie Program Volunteers are also Service Team members, and they work with the Juliette and her family when they participate in the Product Programs. The rest of the Service Team acts as the stem supporting the flower, with GSME staff as a supplemental support. Girl Scouts of Maine is the ground from which the entire plant grows.



Service Team Roles

While each role on the Service Team specializes in a particular area, all adult Service Team members share the following in common:

- Registered and approved Girl Scout adult members.
- Attend and participate in Service Team and Leader Meetings.
- Work as a team to plan, implement, and evaluate the Service Unit's Plan for Success.
- Attend training and other events as needed.
- Promote Girl Scouting within the Service Unit.

Within the next few pages, you will find one-page position descriptions for each Service Team role. The position descriptions highlight the most important aspects of each role including the purpose of the role, main responsibilities, required qualifications, and desired qualifications.

Current Service Team roles:

- ◆ Adult Recognitions Coordinator
- ◆ Community Engagement Champion
- ◆ Juliette Navigator
- ◆ Learning Facilitator
- ◆ Product Program Supervisor: Cookies
- ◆ Product Program Supervisor: Cookie Cupboard
- ◆ Product Program Supervisor: Fall Product
- ◆ Program Coordinator
- ◆ Roster Administrator
- ◆ Service Team Girl Member
- ◆ Service Team Member At Large
- ◆ Service Unit Manager
- ◆ Service Unit Treasurer
- ◆ Volunteer Support Coordinator
- ◆ Volunteer Support Specialist
- ◆ Volunteer Toolkit Champion



Adult Recognitions Coordinator Volunteer Position Description



Purpose

- Coordinates recognition of adult volunteers and other special groups within the Service Unit. Works directly with the Service Team, Troop Leaders, and Council Staff.

Responsibilities

- In collaboration with the Service Team, builds the Service Unit's adult recognitions strategy during the Plan for Success. This will include a plan for recognizing specific groups, such as: Service Unit volunteers, graduating girls, girls earning Highest Awards, Board-approved award recipients, and any other achievements/groups your Service Team would like to celebrate within your Service Unit.
- Along with assistance from the Service Team, organizes an end-of-year celebration for the Service Unit. Examples from previous end-of-year celebrations include: formal dinner, casual potluck, Leader-Daughter ice cream social, awards night, Sunday tea, dinner and a craft workshop, etc.
- Creatively recognizes volunteers in other ways throughout the year, both formal and informal.
- Maintains spreadsheet to help your Service Unit track important information such as: years of service; years as a Girl Scout; graduating girls/girls bridging to adult; girls earning Highest Awards; Board-approved awards and Volunteers of Excellence.
- Works with the statewide Adult Recognitions Committee, which will provide support and collaboration you can bring to your local volunteers.
- May help read council-wide Board-approved award nominations.
- Attends Service Team and Leader Meetings.

Required Qualifications

- Registered and approved Girl Scout volunteer, at least 18 years of age, who lives the values of the Girl Scout philosophy and adheres to GSME policies and ways of work.
- Passion for celebrating good works and achievements, and for creating a year-round culture of appreciation.
- Strong ability to create and follow plans and budgets.
- Aptitude for organizing and tracking detailed information from multiple sources.
- Knowledgeable and versed on GSME policies as stated in the Volunteer Handbook and Service Team Handbook.
- Works productively & respectfully with people of diverse cultures, abilities, personalities, ages & backgrounds

Desired Qualifications

- Enthusiasm for sharing and promoting positive communication within your Service Unit, such as creating Facebook posts, flyers, emails, contacting the media (following GSME guidelines), etc.
- Familiarity with Microsoft Excel and Adobe Acrobat.
- Effective oral, verbal, and written communication—express ideas and facts clearly and accurately.
- Adaptable and able to remain flexible and tolerant in response to changing situations and environments.

Community Engagement Champion

Volunteer Position Description

Purpose

- Creates visibility of Girl Scouts in the local community, building awareness that leads to new member growth. Works directly with local community members, Council Staff, and Service Team members.

Responsibilities

- Distributes GSME branded materials throughout the community, creating awareness. Such items include but are not limited to lawn signs, posters, brochures, etc. GSME will provide appropriate signs, flyers, swag, etc. Reach out to GSME at customer care@gsmaine.org for materials.
- Promote locally scheduled new member sign-up events on local social media platforms and with community groups to increase attendance at events.
- Seeks out local community events where Girl Scouts can be marketed to families of girls in K-3rd grade (pre-K in the spring) and provides event and contact information to the Community Engagement team.
- Attends Service Team Meetings, in particular the Plan for Success, Mid-Year Assessment, and End of Year Assessment.
- In collaboration with the Service Team during the Plan for Success, builds a strategy for sharing Girl Scouts with the local community.
- Provides updates on the status of local community engagement efforts at Service Team and leader meetings as requested.

Optional Responsibilities

- Partners with GSME staff to engage local connections through small group conversations, events, and sample activities.
- Organizes information tables at open house events and community events (festivals, parades, craft fairs, etc.)

Required Qualifications

- Estimated time required for this position: 2-4 hours per month.
- Registered and approved Girl Scout volunteer, at least 18 years of age, who values the Girl Scout philosophy and adheres to GSME policies and ways of work.
- Complete learning modules in gsLearn and one-on-one orientation with the Community Engagement Specialist.
- Enthusiasm for sharing Girl Scouts with prospective girl and adult members.
- Passion for promoting vibrant communication within your local community, such as sharing provided materials in local community Facebook groups, posting on message boards, etc.
- Strong understanding of the Foundational Girl Scout Experience.
- Work productively & respectfully with people of diverse cultures, abilities, personalities, ages & backgrounds.
- Effective oral, writing, and reading skills—express ideas and facts clearly and accurately.
- Knowledgeable and versed on GSME policies as stated in the Volunteer Handbook and Service Team Handbook.

Desired Qualifications

- Familiarity with online social media platforms such as Facebook and Instagram.
- Adaptable and flexible, and tolerant in response to changing situations and environments..

Juliette Navigator

Volunteer Position Description



Purpose

- Point person for Juliette adult mentors and Juliette girls within the Service Unit to share information on resources and events. Works directly with the Service Team, Juliettes and their mentors, and Council Staff.

Responsibilities

- Acts as liaison between the Service Team and local Juliettes/Juliette mentors— shares information and resources.
- Supports Juliettes/Juliette mentors by answering questions when possible and asking the Service Team or Volunteers Support Specialist for direction when needed.
- Works with your Service Team Program Coordinator to ensure Juliettes have the opportunity to participate in Service Unit events.
- Works with your Service Team Product Program Supervisor(s) as needed to ensure Juliettes have the opportunity to participate in the Fall Product and Cookie Programs.
- Shares information with girls from disbanding troops on ways they can continue with Girl Scouts.
- Recommended: Attends Service Team Meetings.

Required Qualifications

- Registered and approved Girl Scout volunteer, at least 18 years of age, who lives the values of the Girl Scout philosophy and adheres to GSME policies and ways of work.
- Committed to enriching the Juliette experience within the Service Unit.
- Strong understanding of the Foundational Girl Scout Experience.
- Work productively & respectfully with people of diverse cultures, abilities, personalities, ages & backgrounds.
- Effective oral, writing and reading skills—express ideas and facts clearly and accurately.
- Knowledgeable and versed on GSME policies as stated in the Volunteer Handbook and Service Team Handbook.

Desired Qualifications

- Enthusiasm for sharing information and promoting vibrant communication with Juliettes within your Service Units such as through email newsletters.
- Adaptable and able to remain flexible and tolerant in response to changing situations and environments.

Learning Facilitator Volunteer Position Description

Purpose

- Offers required and supplemental learning opportunities to new and experienced volunteers. Works with the statewide Learning Support Team, the local Service Team, Troop Leaders, and Council Staff.

Responsibilities

- Facilitates courses and workshops for new and experienced volunteers to enhance their understanding of Girl Scouts and aid their continued learning and growth.
- In collaboration with the Service Team during the Plan for Success, builds a strategy for sharing trainings and supplemental learning opportunities with Service Unit volunteers.
- In concert with the Service Team, ensures local volunteers are well-prepared to work together to lead their troops and have the tools they need to provide the girls a rich Girl Scout Leadership Experience.
- Works with the statewide Learning Support Team which will provide you materials, instructional design, and support so you can bring these learning opportunities to your local volunteers.
- May specialize in preferred types of learning (for instance: outdoors, new leader, older girl troops, etc.). May also choose to focus on offering local opportunities within your Service Unit, or assist with statewide courses (in-person and/or virtual).
- Attends Learning Support Team monthly virtual meetings and the annual Learning Support Team retreat.
- Attends Service Team Meetings, especially the Plan for Success, Mid-Year Assessment, and End of Year Assessment.
- Recommended: Attends Leader Meetings.

Required Qualifications

- Registered and approved Girl Scout volunteer, at least 18 years of age, who lives the values of the Girl Scout philosophy and adheres to GSME policies and ways of work.
- Required courses: “Facilitating Local Workshops (FLoW)” and “Facilitating Adult Learning”
- A love of learning and the learning process, and an appreciation for how adults learn.
- Comfortable public speaking and facilitation skills, and an aptitude for engaging workshop participants in dynamic conversations.
- Work productively & respectfully with people of diverse cultures, abilities, personalities, ages & backgrounds.
- Knowledgeable and versed on GSME policies as stated in the Volunteer Handbook and Service Team Handbook.
- Strong understanding of the Girl Scout Leadership Experience and the Foundational Girl Scout Experience.

Desired Qualifications

- Experience in education or enthusiasm for sharing knowledge and information.
- Openness to working with other Learning Facilitators to mutually improve facilitation skills.
- Effective writing and reading skills—express ideas and facts clearly and accurately.
- Adaptable and able to remain flexible and tolerant in response to changing situations and environments.

Product Program Supervisor: Cookies Volunteer Position Description



Purpose

- Point person for the Cookie Program for the Service Unit. Works directly with Troop Leaders, Juliette mentors, the Service Team, and Council Staff.

Responsibilities

- Supports volunteers and Juliette mentors before, during, and after the sale by: offering training and distributing materials in a timely manner; answering questions when possible and asking the Product Program team for direction when needed; facilitating the receipt and distribution of the cookie shipment and rewards; assisting troops with organizing their booth sales.
- Manages and maintains the online platform (Smart Cookies) for the Service Unit. Assists leaders with log-in issues and entering troop orders if needed.
- In collaboration with the Service Team during the Plan for Success, builds a strategy for sharing and promoting the Cookie Program within the Service Unit.
- Trains local volunteers and Juliette mentors on all aspects of the Cookie Program including: what is the Cookie Program, why it is beneficial for girls to participate, what are the guidelines for participating, and how to use the online system.
- Attends Service Team Meetings and provides updates on the status of the Cookie Program at Service Team meetings and additionally as requested.
- Attends Leader Meetings, especially during the months of the Cookie Program, to share updates, celebrate successes, and answer questions as needed.

Required Qualifications

- Registered and approved Girl Scout volunteer, at least 18 years of age, who lives the values of the Girl Scout philosophy and adheres to GSME policies and ways of work.
- Knowledgeable and versed on GSME policies as stated in the Volunteer Handbook and Service Team Handbook.
- Attends required Cookie Program training (generally held each year in late fall/early winter) and meetings as needed with the Product Program team.
- Required Training: "Let's Plan Events" if planning a Cookie Rally.
- Good organizational, financial, and computer skills, including familiarity with the online cookie system.
- Aptitude for coaching other volunteers to help them effectively manage their troops' or Juliette(s)' participation in the Cookie Program.
- Strong understanding of the Foundational Girl Scout Experience and how it relates to the Cookie Program.
- Work productively & respectfully with people of diverse cultures, abilities, personalities, ages & backgrounds.
- Effective oral, writing and reading skills—express ideas and facts clearly and accurately.
- Adaptable and able to remain flexible and tolerant in response to changing situations and environments.

Desired Qualifications

- Enthusiasm for sharing and promoting vibrant communication within the Service Unit regarding the Cookie Program, such as sharing Facebook posts, flyers, crafting emails, etc.
- Familiarity with Microsoft Excel and Adobe Acrobat.

Product Program Supervisor: Cookie Cupboard Volunteer Position Description

Purpose

- Manages the Service Unit Cookie Cupboard. Works directly with the Cookie Program Supervisor, troop volunteers, and Council Staff.

Responsibilities

- Works closely with the Product Program team to maintain cookie inventory and immediately notifies Product Program team of any problems or concerns.
- Places the initial Cupboard cookie order in the online platform (Smart Cookies) and accepts delivery of cookies.
- Safely houses the cookie inventory for the Service Unit during Phase 3 of the Cookie Program, following the guidelines from the Product Program team.
- Communicates with Product Program team on a weekly basis about inventory, reorders, and delivery needs.
- Manages planned orders in Smart Cookies and ensures cookies are available for troop pickups during cookie booth season.
- Records Cupboard transactions in Smart Cookies in a timely manner.
- Recommended: Attends Service Team Meetings and provides updates on the status of the Cookie Cupboard and additionally as requested.
- Recommended: Attends Leader Meetings, especially during the months of the Cookie Program, to share updates and answer questions as needed.

Required Qualifications

- Registered and approved Girl Scout volunteer, at least 18 years of age, who lives the values of the Girl Scout philosophy and adheres to GSME policies and ways of work.
- Knowledgeable and versed on GSME policies as stated in the Volunteer Handbook and Service Team Handbook.
- Good organizational and inventory management skills.
- Work productively & respectfully with people of diverse cultures, abilities, personalities, ages & backgrounds.
- Adaptable and able to remain flexible and tolerant in response to changing situations and environments.

Desired Qualifications

- Strong understanding of the Foundational Girl Scout Experience and how it relates to the Cookie Program.
- Experienced with the online cookie platform.
- Effective oral, writing and reading skills—express ideas and facts clearly and accurately.

Product Program Supervisor: Fall Product Volunteer Position Description



Purpose

- Point person for the Fall Product Program for the Service Unit. Works directly with Troop Leaders, Juliette mentors, the Service Team, and Council Staff.

Responsibilities

- Supports volunteers and Juliette mentors before, during, and after the sale by: offering training and distributing materials in a timely manner; answering questions when possible and asking the Product Program team for direction when needed; facilitating the receipt and distribution of the Fall Product order shipment and rewards.
- Manages and maintains the Fall Product platform (M2) for the Service Unit. Assists leaders with log-in issues and entering troop orders if needed.
- In collaboration with the Service Team during the Plan for Success, builds a strategy for sharing and promoting the Fall Product Program within the Service Unit.
- Trains local volunteers and Juliette mentors on all aspects of the Fall Product Program including: what is the Fall Product Program, why it is beneficial for girls to participate, what are the guidelines for participating, and how to use the online system.
- Attends Service Team Meetings and provides updates on the status of the Fall Product Program at Service Team meetings and additionally as requested.
- Attends Leader Meetings, especially during the months of the Fall Product Program, to share updates, celebrate successes, and answer questions as needed.

Required Qualifications

- Registered and approved Girl Scout volunteer, at least 18 years of age, who lives the values of the Girl Scout philosophy and adheres to GSME policies and ways of work.
- Knowledgeable and versed on GSME policies as stated in the Volunteer Handbook and Service Team Handbook.
- Attends required Fall Product Program training (generally held each year in August) and meetings as needed with the Product Program team.
- Required Training: “Let’s Plan Events” if organizing a Fall Product Rally.
- Good organizational, financial, and computer skills, including familiarity with the Fall Product online system.
- Aptitude for coaching other volunteers to help them effectively manage their troops’ or Juliette(s) participation in the Fall Product Program.
- Strong understanding of the Foundational Girl Scout Experience and how it relates to the Fall Product Program.
- Work productively & respectfully with people of diverse cultures, abilities, personalities, ages & backgrounds.
- Effective oral, writing and reading skills—express ideas and facts clearly and accurately.
- Adaptable and able to remain flexible and tolerant in response to changing situations and environments.

Desired Qualifications

- Enthusiasm for sharing and promoting vibrant communication within your Service Unit regarding the Fall Product Program, such as sharing Facebook posts, flyers, crafting emails, etc.
- Familiarity with Microsoft Excel and Adobe Acrobat.

Program Coordinator

Volunteer Position Description

Purpose

- Manages the Service Unit Program Calendar and collaborates with other volunteers to organize events and opportunities for local girls. Works directly with the Service Team, Troop Leaders, and Council Staff.

Responsibilities

- Works closely with the GSME Content and Collaboration Program Specialist and acts as primary contact for all Service Unit events and opportunities.
- In collaboration with the Service Team during the Plan for Success, builds the Service Unit's Program Calendar.
- Recruits event committees made up of local volunteers who work together to plan events for the Service Unit.
- Ensures each committee member is trained as needed, completes the appropriate paperwork on time, and follows GSME guidelines.
- Oversees event committees' budgets to ensure they are making the best use of Service Unit funds (i.e., staying within budget and also fully using funds each year to support currently registered girls).
- Acts as the primary point of contact for Service Team Girl Members, who participate in planning programs based on their personal interests.
- Works with the Service Team Juliette Navigator to ensure Juliettes have the opportunity to participate in Service Unit events.
- Provides updates on the status of Service Unit events at Service Team meetings and additionally as requested.
- Attends Service Team and Leader Meetings.

Required Qualifications

- Registered and approved Girl Scout volunteer, at least 18 years of age, who lives the values of the Girl Scout philosophy and adheres to GSME policies and ways of work.
- Required Training: "Let's Plan Events" and "Let's Plan Camporee".
- Strong understanding of the Foundational Girl Scout Experience.
- Good organizational and money management skills— strong ability to create and follow timelines and budgets.
- Knowledgeable and versed on GSME policies as stated in the Volunteer Handbook and Service Team Handbook.
- Work productively & respectfully with people of diverse cultures, abilities, personalities, ages & backgrounds.
- Effective oral, writing and reading skills—express ideas and facts clearly and accurately.
- Adaptable and able to remain flexible and tolerant in response to changing situations and environments

Desired Qualifications

- Enthusiasm for sharing and promoting events within your Service Unit, such as creating Facebook events, Facebook posts, flyers, emails, contacting the media (following GSME guidelines), etc.
- Familiarity with Microsoft Excel and Adobe Acrobat.
- Aptitude for coaching others to develop their planning and organizational skills.

Roster Administrator

Volunteer Position Description



Purpose

- Utilizes the online reporting system to access the Service Unit roster and related reports. Works directly with the Service Team and Council Staff.

Responsibilities

- Securely accesses the online reporting system and keeps log-in credentials private and safe.
- Handles member information confidentially and only shares information with other Service Team members as needed in approved circumstances, following GSME policies.
- Learns to utilize the online reporting system efficiently and create streamlined reports.
- Provides customized roster reports for other Service Team members as needed, such as sending a current roster to the Product Program Supervisor.
- Works with Service Team, Troop Leaders, and Volunteer Support Specialist to maintain accuracy of Service Unit roster through regular reviews of the data.
- Generally this is a secondary role held in addition to another Service Team role such as Service Unit Manager or Volunteer Support Coordinator.
- Attends Service Team Meetings.

Required Qualifications

- Registered and approved Girl Scout volunteer, at least 18 years of age, who lives the values of the Girl Scout philosophy and adheres to GSME policies and ways of work.
- Good computer skills: comfort with using/learning web-based programs, downloading files, and understanding of basic manipulation of data in Microsoft Excel (deleting and sorting columns, etc.).
- Knowledgeable and versed on GSME policies as stated in the Volunteer Handbook and Service Team Handbook.
- Effective oral, verbal, and written communication—express ideas and facts clearly and accurately.

Desired Qualifications

- Work productively & respectfully with people of diverse cultures, abilities, personalities, ages & backgrounds.
- Adaptable and able to remain flexible and tolerant in response to changing situations and environments.

Service Team Girl Member Volunteer Position Description



Purpose

- Represents the girl perspective on Service Unit programming, budget, and other relevant topics, in a role similar to an internship. Works directly with the Service Team, in particular the Program Coordinator or another designated Service Team mentor based on areas of interest and team needs.

Responsibilities

- Offers insight into what girls currently want and need from the Service Unit.
- Provides feedback on Service Team plans from the girl perspective.
- Utilizes the Service Team role as an opportunity to learn more about personal areas of interest which could include: girl-centered leadership development; event planning; organizing volunteers; developing inclusive and accessible outdoor activities; community engagement, etc.
- May develop a local “Girl Panel” to engage other Service Unit girls in decision making.
- Works directly with Service Unit Program Coordinator, or other assigned Service Team mentor.
- Attends Service Team Meetings and event committee meetings as needed.

Required Qualifications

- Registered Girl Scout member in 7th grade or up, who lives the values of the Girl Scout Promise and Law and adheres to GSME policies and ways of work.
- Completes application process (see application packet for details).
- Enthusiasm for Girl Scouting and a desire to represent the interests of girls in the Service Unit.
- Effective oral, verbal, and written communication—express ideas and facts clearly and accurately.
- Work productively & respectfully with people of diverse cultures, abilities, personalities, ages & backgrounds.

Desired Qualifications

- Understanding of the Foundational Girl Scout Experience.
- Adaptable and able to remain flexible and tolerant in response to changing situations and environments.

Service Team Member At Large Volunteer Position Description



Purpose

- Helps Service Team as needed on projects of interest. Works directly with the Service Team, Troop Leaders, and Council Staff.

Responsibilities

- Works with the Service Team on projects that need assistance.
- Maintains good communication with the Service Team and Volunteer Support Specialist.
- Follows through on agreed upon duties and tasks.
- Attends Service Team Meetings as needed.
- Generally this is a temporary role for new Service Team volunteers who are exploring which of the other roles is the best fit.
- This may also act as a placeholder role for customized Service Team roles (such as secretary, parade coordinator, camporee coordinator, etc.) which are specific to each Service Unit and not one of the official Service Team roles listed in the Service Team Handbook.

Required Qualifications

- Registered and approved Girl Scout volunteer, at least 18 years of age, who lives the values of the Girl Scout philosophy and adheres to GSME policies and ways of work.
- Knowledgeable and versed on GSME policies as stated in the Volunteer Handbook and Service Team Handbook.
- Any training required for specific tasks/duties (e.g., if helping to plan Camporee, you will need to take “Let’s Plan Events” and “Let’s Plan Camporee”).
- Work productively & respectfully with people of diverse cultures, abilities, personalities, ages & backgrounds.

Desired Qualifications

- Strong understanding of the Foundational Girl Scout Experience.
- Effective oral, verbal, and written communication—express ideas and facts clearly and accurately.
- Adaptable and able to remain flexible and tolerant in response to changing situations and environments.

Service Unit Manager Volunteer Position Description

Purpose

- Appointed by the Volunteer Support Specialist, the Service Unit Manager oversees and works in partnership with the Service Team and all stakeholders to build a strong Service Team and Service Unit that supports both girl and adult members. Works directly with the Service Team, Troop Leaders, and Council Staff.

Responsibilities

- Acts as the primary liaison between the Service Team, Service Unit volunteers, and GSME staff.
- Works with the Volunteer Support Specialist to identify and appoint new Service Team members.
- Regularly communicates with each Service Team member to support them in their roles.
- Works with the Service Team and Volunteer Support Specialist to build the Service Team's Plan for Success and helps lead the team through the Mid-Year Assessment and End of Year Assessment.
- Oversees Service Team progress toward goals set forth in the Service Team's Plan for Success and helps keep the team on task and moving forward productively.
- Works closely with the Volunteer Support Specialist on overall management of the Service Unit including: shares information and updates with Service Team and leaders; promotes early renewal, Volunteer Toolkit usage, and other important programs; relays concerns from Service Team members, leaders, parents, and others as appropriate.
- Organizes and leads Service Team Meetings in concert with members of the Service Team.
- In the absence of a Volunteer Support Coordinator, and in concert with members of the Service Team, ensures that Leader Meetings are organized and held on a regular basis.
- Often holds the role of Roster Administrator and works with Volunteer Support Specialist to maintain accuracy of Service Unit roster.
- Facilitates problem solving and assists with conflict resolution when necessary.

Required Qualifications

- Registered and approved Girl Scout volunteer, at least 18 years of age, who lives the values of the Girl Scout philosophy and adheres to GSME policies and ways of work.
- Strong organizational, planning, and leadership skills (including team-building, coaching, delegation, and conflict management).
- Able to maintain confidentiality when sensitive issues arise.
- Work productively & respectfully with people of diverse cultures, abilities, personalities, ages & backgrounds.
- Adaptable and able to remain flexible and tolerant in response to changing situations and environments.
- Effective oral, writing and reading skills—express ideas and facts clearly and accurately.
- Knowledgeable and versed on GSME policies as stated in the Volunteer Handbook and Service Team Handbook.
- Strong understanding of the Foundational Girl Scout Experience.

Desired Qualifications

- Prior experience in other roles on the Service Team and/or participating on event committees.
- The ability to talk with people one-on-one and in large group settings.
- Enthusiasm for sharing information and promoting vibrant communication within your Service Unit, such as through Facebook posts and email newsletters.
- Familiarity with Microsoft Excel and Adobe Acrobat.

Service Unit Treasurer

Volunteer Position Description



Purpose

- Manages the Service Unit's finances with support from the Service Team. Assists troops with financial procedures. Works directly with the Service Team, Troop Leaders, and Council Staff.

Responsibilities

- Primary signer on Service Unit bank account, along with at least one other Service Team member (who is not a family member).
- Maintains up-to-date records on Service Unit finances and submits an Annual Treasurer's Report to GSME.
- In collaboration with the Service Team, builds the Service Unit's annual budget based on the Plan for Success and available funds.
- Manages funds from Service Unit events: manages online registration/payment system (if applicable for Service Unit); deposits registration monies; writes checks for expenses and refunds as needed.
- Provides direct support to Troop Leaders as they manage their troop accounts and assists them as they prepare their annual finance reports.
- Provides current financial information for Service Team meetings and additionally as requested.
- Attends Service Team Meetings, in particular the Plan for Success, Mid-Year Assessment, and End of Year Assessment.
- Recommended: Attends Leader Meetings.

Required Qualifications

- Registered and approved Girl Scout volunteer, at least 18 years of age, who lives the values of the Girl Scout philosophy and adheres to GSME policies and ways of work.
- Good money management skills, including how to use a spreadsheet to manage income and expenses.
- Meticulous attention to the Service Unit finances and prompt handling of all deposits and writing of checks.
- Knowledgeable and versed on GSME policies as stated in the Volunteer Handbook and Service Team Handbook.
- Work productively & respectfully with people of diverse cultures, abilities, personalities, ages & backgrounds.
- Able to maintain confidentiality when sensitive issues arise.
- Effective oral, writing and reading skills—express ideas and facts clearly and accurately.

Desired Qualifications

- Familiarity with Microsoft Excel, Adobe Acrobat, and the Volunteer Toolkit (particularly the Finance Tab).
- Aptitude for coaching others to develop their financial skills.
- Adaptable and able to remain flexible and tolerant in response to changing situations and environments.

Volunteer Support Coordinator

Volunteer Position Description

Purpose

- Welcomes and mentors new Troop Leaders within the Service Unit. Assists with organizing, planning, and running Service Unit Leader Meetings. Works directly with the Service Team, Troop Leaders, and Council Staff.

Responsibilities

- Helps volunteers develop strong troop leadership teams through sharing tools that foster robust partnerships.
- In collaboration with the Service Team during the Plan for Success, builds a strategy for supporting volunteers within the Service Unit.
- Acts as the primary point of contact for new Troop Leaders, mentoring them as they get started with their troops.
- Depending on the needs of the troop, mentorship can be as simple as a phone call, or as involved as sitting in on a troop meeting.
- Initiates and manages a Sister Troop mentor program within the Service Unit, when possible.
- Organizes and leads Service Unit Leader Meetings, in concert with the rest of the Service Team.
- Attends Service Team meetings and provides updates on the status of new troops at Service Team meetings and additionally as requested.

Required Qualifications

- Registered and approved Girl Scout volunteer, at least 18 years of age, who lives the values of the Girl Scout philosophy and adheres to GSME policies and ways of work.
- Aptitude for coaching others to develop their team building and conflict management skills.
- Ability and drive to pro-actively reach out to others to offer support.
- Knowledgeable and versed on GSME policies as stated in the Volunteer Handbook and Service Team Handbook.
- Strong understanding of the Foundational Girl Scout Experience and progression of both girls and adults.
- Work productively & respectfully with people of diverse cultures, abilities, personalities, ages & backgrounds.
- Effective oral, writing and reading skills—express ideas and facts clearly and accurately.
- Adaptable and able to remain flexible and tolerant in response to changing situations and environments.

Desired Qualifications

- Skilled at utilizing icebreakers, team building games, SWAPS, and other activities to create a friendly community atmosphere.
- Familiarity with the Volunteer Toolkit, Zoom (and other virtual meeting platforms), and Facebook.
- Enthusiasm for sharing and promoting vibrant communication within your Service Unit, such as creating Facebook posts, flyers, emails, etc.

Volunteer Support Specialist Staff Position Description



Purpose

- Oversees Service Team volunteers, providing support and guidance. Works directly with the Service Team, Troop Leaders, and other Council Staff.

Responsibilities

- Partners with Service Team volunteers to build a strong Service Team and Service Unit that supports both girl and adult members.
- Mentors Service Team volunteers as they grow in their leadership roles.
- Leads the Service Team through three major annual milestones: Plan for Success, Mid-Year Assessment, and End of Year Assessment.
- Provides GSME news & updates to the Service Team and offers official guidance as needed.
- Maintains accuracy of Service Unit Roster with assistance from the Service Team.
- Works with the Service Team to identify prospective Service Team members from local volunteers.
- Attends Service Team Meetings and Leader Meetings whenever possible.

Required Qualifications

- Registered and approved Girl Scout member, at least 18 years of age, who lives the values of the Girl Scout philosophy and adheres to GSME policies and ways of work.
- Completes all required trainings and meets all qualifications as specified in the official staff position description.
- Strong organizational, planning, and leadership skills, including team-building, coaching, delegation, and conflict management.
- Effective oral, verbal, and written communication—express ideas and facts clearly and accurately.
- Adaptable and able to remain flexible and tolerant in response to changing situations and environments.
- Work productively & respectfully with people of diverse cultures, abilities, personalities, ages & backgrounds.
- Able to maintain confidentiality when sensitive issues arise.
- Knowledgeable and versed on GSME policies as stated in the Volunteer Handbook and Service Team Handbook.
- Strong understanding of the Foundational Girl Scout Experience.

**Staff position description as pertaining to Service Team role only. Refer to official staff position description for complete details.*

Volunteer Toolkit Champion

Volunteer Position Description



Purpose

- Promotes the use of the Volunteer Toolkit and acts as a specialist resource for users of the Volunteer Toolkit within the Service Unit. Works directly with the Service Team, Troop Leaders, and Council Staff.

Responsibilities

- Specializes in all aspects of using the Volunteer Toolkit and serves as a resource to Troop Leaders.
- In collaboration with the Service Team during the Plan for Success, builds a strategy for sharing the Volunteer Toolkit with Troop Leaders in the Service Unit and for providing ongoing support and troubleshooting.
- Maintains current knowledge of the content and features of the Volunteer Toolkit.
- Assists Troop Leaders with troubleshooting Volunteer Toolkit issues.
- Promotes use of the Volunteer Toolkit during Leader Meetings.
- Provides demonstrations and one-on-one meetings (in-person or virtual) to assist Troop Leaders with using the Volunteer Toolkit.
- Attends Service Team and Leader Meetings.

Required Qualifications

- Registered and approved Girl Scout volunteer, at least 18 years of age, who lives the values of the Girl Scout philosophy and adheres to GSME policies and ways of work.
- Enthusiasm for sharing and promoting the Volunteer Toolkit within your Service Unit.
- Aptitude for coaching others to develop their own skills with the Volunteer Toolkit.
- Effective oral, verbal, and written communication—express ideas and facts clearly and accurately.
- Work productively & respectfully with people of diverse cultures, abilities, personalities, ages & backgrounds.
- Knowledgeable and versed on GSME policies as stated in the Volunteer Handbook and Service Team Handbook.

Desired Qualifications

- Strong understanding of the Foundational Girl Scout Experience.
- Adaptable and able to remain flexible and tolerant in response to changing situations and environments.

Service Team Role Chart

Service Team (ST) Role	Key Responsibilities	Service Team (ST) Role	Key Responsibilities
Adult Recognitions Coordinator	<ul style="list-style-type: none"> • Year-round appreciation • End of Year Celebration • Tracks important milestones in Service Unit (SU) 	Roster Administrator	<ul style="list-style-type: none"> • Utilizes online reporting system to access SU roster and related reports • Helps maintain accuracy of SU roster through regular data reviews
Community Engagement Champion	<ul style="list-style-type: none"> • Shares Girl Scouts with local community • Works with Community Engagement team 	Service Team Girl Member	<ul style="list-style-type: none"> • Provides feedback on ST program plans from girl perspective • Assists with planning at least one SU event during the year
Juliette Navigator	<ul style="list-style-type: none"> • Point Person for Juliettes/Juliette mentors in SU • Ensures Juliettes have opportunity to participate in SU events 	Service Team Member at Large	<ul style="list-style-type: none"> • Works with ST on projects that need assistance • Completes agreed upon duties and tasks
Learning Facilitator	<ul style="list-style-type: none"> • Facilitates trainings and workshops • Works with statewide Learning Support Team 	Service Unit Manager	<ul style="list-style-type: none"> • Point person and primary representative for ST • Oversees ST progress toward goals and helps keep team moving forward productively • Works closely with Volunteer Support Specialist
Product Program: Cookie Cupboard	<ul style="list-style-type: none"> • Safely houses and maintains cookie inventory for SU • Ensures cookies are available for troop cookie booth pickups • Works with Product Program team 	Treasurer	<ul style="list-style-type: none"> • Manages SU finances and maintains up-to-date records • Assists troops with financial procedures • Completes financial paperwork annually and as needed
Product Program: Cookie Supervisor	<ul style="list-style-type: none"> • Works with volunteers and Juliette mentors on all aspects of the Cookie Program • Manages and maintains the online cookie platform for the SU • Works with Product Program team 	Volunteer Support Coordinator	<ul style="list-style-type: none"> • Welcomes and mentors new Troop Leaders within SU • Organizes and leads SU Leader Meetings
Product Program: Fall Product Supervisor	<ul style="list-style-type: none"> • Works with volunteers and Juliette mentors on all aspects of the Fall Product Program • Manages and maintains the online Fall Product platform for the SU • Works with Product Program team 	Volunteer Support Specialist	<ul style="list-style-type: none"> • Oversees ST Volunteers • Leads ST through annual Plan for Success (PFS), Mid-Year Assessment (MYA), and End of Year Assessment (EOY) • Provides GSME News & Updates • Offers official guidance as needed
Program Coordinator 30	<ul style="list-style-type: none"> • Manages SU Program Calendar • Collaborates with other volunteers to organize events and opportunities within SU • Oversees event committees • Primary contact for ST Girl Members 	Volunteer Toolkit Champion	<ul style="list-style-type: none"> • Promotes use of Volunteer Toolkit (VTK) within SU • Serves as VTK resource for Troop Leaders • Maintains current knowledge of VTK

Engaging Your Community

Sharing Girl Scouts with your community is central to ensuring Girl Scouts is accessible for as many girls as possible in Maine. While there is a dedicated Service Team role that works with the Community Engagement Team (thank you, Community Engagement Champions!), it's important for the whole team to be involved with showing the local community all of the awesome things Girl Scouts do.

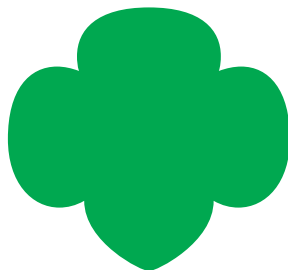
We know from our research that girls join Girl Scouts primarily due to word of mouth referrals. There are many ways we can help to start these conversations in our local communities. Below are some ideas for ways every Service Team member can contribute, from quick & easy everyday actions to those that require more involved planning. Check in with your Community Engagement Specialist for supporting supplies (lawn signs, brochures, flyers, etc.)

- Encourage Troop Leaders to open their troop to new girls and use the Invite a Girl pdf and postcards
- Showcase your Girl Scout gear about town— whether it's your Troop Leader vest & insignia or Girl Scout branded items
- Get Social: Share GSME posts and pictures with your friends on social media
- Place a lawn sign in front of your home or business
- Post GSME marketing posters around town

- Share in newspapers and local bulletins following marketing guidelines
- Write a letter to the editor of your local paper about Girl Scouts and how it benefits your community
- Host a table at a local community event
- Host story time at your local library or childcare center

- Host a Bring a Friend event in your Service Unit
- Spread the word by speaking to a community group (PTA/PTO, rotary, place of worship, etc.) about Girl Scouts
- Welcome new families by hosting a small FAQ with the parents of your school with the goal to help families join existing troops or form new ones

Did you know that most girls join Girl Scouts of Maine from referrals?



Check out even more ideas on our website with the “Share Girl Scouts” patch program!



Service Unit Programs

Service Unit volunteers work together to offer a variety of local programs throughout the year. These programs are offered to meet the interests and needs of girls within the Service Unit. These “beyond the troop” activities introduce girls and volunteers to the bigger sisterhood that is Girl Scouts while still being close to home.

The Service Team works together to determine the Service Unit’s Program Calendar during the Plan for Success. The Service Unit budget provides the funds necessary to cover program expenses. As described in the *Service Unit Finances* section, Service Unit programs are not money-earning activities and should be planned so that all expenses are covered by Service Unit funds and a nominal participation fee collected at the time of registration.

The GSME Content and Collaboration Program Specialist is the staff expert on programming and can provide guidance, resources, trouble-shooting, and brain-storming assistance. The Service Unit Program Coordinator works closely with the GSME Content and Collaboration Program Specialist during the planning process for Service Unit programs.

Each Service Unit program requires an Event Chair and a planning committee which can be made up of any eligible volunteers (not limited to Service Team volunteers) as well as girls. There are guidelines that every committee must follow based on the type and scope of the Service Unit program. For complete details on Service Unit event planning guidelines, please refer to the “Let’s Plan: Events!” and “Let’s Plan: Camporee!” trainings. Additional insurance and GSME certificates of liability (when required by event venues) are available through GSME Customer Care and are discussed further in the event trainings.

The Service Unit Program Coordinator acts as the primary contact for all Service Unit programs, oversees all committees, and ensures that committee members are trained as needed, complete the appropriate paperwork on time, and follow GSME guidelines. Ideally, each committee member is enthusiastic about the program they are planning, able to create and follow timelines and budgets, and work well together as a team.

We recommend that Service Units offer programming across each of the 4 Pillars (STEM, Life Skills, Outdoors, Entrepreneurship) to support the Foundational Girl Scout Experience. We also recommend that Service Units strive to offer programming for all girls, including programming specially tailored to particular age levels (e.g., younger girls or older girls). When planning multi-level programming, committees are asked to provide progression activities to allow for age- and developmentally-appropriate learning to take place. Service Unit events should also be open to Juliettes (Individually Registered Members) when possible. The planning committee should ensure there is a way for interested Juliettes to attend the Service Unit program with a troop (as a short-term arrangement and ensuring adult to girl ratios are met) or with a parent/guardian, as appropriate.

Some Service Teams also invite troops to host Service Unit events. In those cases, the troop is primarily or solely responsible for planning and finances. Also, troop-sponsored events can be money-earning events if desired (following the guidelines in the Volunteer Handbook). Involving troops with Service Unit events is an excellent way to increase both the quantity and quality of programming offered to local girls.

Service Unit programming is divided into two main areas: Events and Opportunities. Events involve more in-depth programming than opportunities. Both have specific guidelines to follow as described below.

Events

Events are specially organized programs which include an educational component where girls develop specific knowledge and skills on a particular topic. Events should make up the majority of programs and activities offered by a Service Unit. Examples of popular Service Unit events include: Cookie Rally, Outdoor Skills Day, World Thinking Day, Founder's Day, Girl Scout Grand Prix, themed dances, cooking events, badge workshops, and more.

To assist with your planning, there are planning toolkits currently available for World Thinking Day, Ooey Goey Science, Cookie Kick Off, and more. New toolkits are developed as needed on a regular basis. All toolkits can be accessed on the GSME website under "Adults" → "Volunteer" → "Resources" (under "Event Resources and Toolkits"). Specialized Intent Forms are also available for major events such as World Thinking Day and Cookie Rally. These Intent Forms include information customized for each event, to help you with the planning process. All specialized Intent Forms can be found on the GSME website under "Adults" → "Volunteer" → "Forms" (search for "Intent"). In addition, in the same section, there is a list of common events and their corresponding badge connections to assist with your planning.

Each event must include at least one of the 3 Processes (Girl-Led, Cooperative Learning, and Learning by Doing). See the "Girl Scout Leadership Experience (GSLE)" section of this handbook for more information on the 3 Processes. Events must also include activities from journeys, badges, and/or earned patches (not fun patches). Intent to Hold an Event forms must be completed for every event.

There are two types of events, small and large. The size of the event and/or the scope of the activities determines whether the event is considered small or large.

Small Events

A small event is any activity being offered to the whole Service Unit or beyond, which includes organized programming for **at most 50 girls and/or at most 3 workshops/activity stations**. A small event may be indoors or outdoors but does not include organized overnight outdoor camping (see "Camporee requirements" below).

- **GSLE Content:** Small events must include at least one of the 3 Girl Scout Processes and be linked to at least one Girl Scout badge or journey.
- **Committee size:** At least 4 people, and should include girl input in the planning process.
- **Training:** At least 2 people with "Let's Plan: Events!" training prior to planning.
 - Recommended: at least 50% of the committee have completed training prior to planning the event.
- **Intent forms:** Intent to Hold an Event forms due to GSME no later than 2 months prior to the event.

Large Events

A large event is any activity being offered to the whole Service Unit or beyond, which includes organized programming for **more than 50 girls and/or 4 or more workshops/activity stations**. A large event may be indoors or outdoors, but does not include organized overnight outdoor camping (see "Camporee requirements" below).

- **GSLE Content:** Large events must include at least one of the 3 Girl Scout Processes and be linked to at least one Girl Scout badge or journey.
- **Committee size:** At least 5 people, including at least 3 adults and 2 girls.
- **Training:** At least 50% of the committee complete "Let's Plan: Events!" training prior to planning.
- **Intent forms:** Intent to Hold an Event forms due to GSME no later than 2 months prior to the event.

Camporee

A Camporee is any outdoor overnight activity being offered to the whole Service Unit or beyond. Camporee includes organized programming for more than 30 girls and/or 4 or more workshops/activity stations.

- **GSLE Content:** Camporees must include at least one of the 3 Girl Scout Processes and be linked to at least one Girl Scout badge or journey.
- **Committee size:** At least 5 people, including at least 3 adults and 2 girls.
- **Training:** At least 50% of the committee complete “Let’s Plan: Events!” –AND– “Let’s Plan: Camporees!” prior to planning.
- **Intent forms:** Intent to Hold a Camporee due to GSME no later than 6 months prior to Camporee.
- **Additional forms:** Due to GSME no later than 3 months prior to Camporee. See “Intent to Hold a Camporee” form for details.

Camporees:

- Include one or more Service Units.
- Involve one or more age levels.
- Are planned and delivered by a committee, consisting of girls and adults.
- Take place any time of year.
- Have a theme or purpose.
- Are open to Juliettes and Girl Scouts in troops.

Contact your Volunteer Support Specialist if your Service Unit is interested in holding a Camporee. Allow 6-9 months for planning.



Opportunities

An opportunity is any activity being offered to the whole Service Unit or beyond that allows girls to represent Girl Scouts and/or experience the larger sisterhood of Girl Scouting while participating in a common activity. Opportunities do not necessarily include an educational component where the girls develop specific knowledge or skills on a particular topic, nor do they involve organized programming.

Examples of popular Service Unit opportunities include: roller-skating, parades, community events being promoted to Girl Scouts, bowling, movie night, and more.

- **GSLE Content:** Opportunities are not required to include badge or journey work but are encouraged to include at least one of the 3 Processes, when possible.
- **Committee size:** At least 2 adults.
- **Training:** At least 1 adult with “Let’s Plan: Events!” training prior to planning.
- **Intent forms:** Intent to Hold an Event or Opportunity forms due to GSME no later than 2 months prior to the opportunity.



Service Unit Finances

Bank Account

Each Service Unit is responsible for setting up its own bank account with two eligible, unrelated signers who are members of your Service Team. See the “Troop Finance Guide” in the Volunteer Handbook for list of participating banks. Your Volunteer Support Specialist will provide a letter which you will take to the bank to open the account (or update the signers, for an existing account). When a new account is opened or signers changed you will need to submit an updated Service Unit Bank Information Form to GSME. Each Service Team is allowed 2 debit cards and a checkbook.

Treasurer’s End of Year Report

Each Service Team must submit an annual Service Unit Treasurer’s End-of-Year Report by July 31st along with the most recent bank statement. Need the form? You can find it on our website under “Resources” or ask your Volunteer Support Specialist.



Income

Service Units receive income from various Girl Scout sources as listed below. Service Teams do not engage in money-earning activities. For instance, Service Unit events are not to be planned or promoted as money-earning events. The exception is when a Service Unit-wide event is being planned by a troop in order to earn funds, in which case the troop needs to follow the troop money-earning guidelines in the Volunteer Handbook. Please consult with your Volunteer Support Specialist for questions on any unique requests or situations that may arise during the year.

Sometimes, income for a Service Unit event does exceed expenses and leaves a surplus of money. When all expenses are paid, the surplus is put back into girl programs—new events, new troop start-up money, or camperships. Please work to keep event prices for girls/troops in balance with the expenses to maximize troop opportunities in your Service Unit.

While the Service Unit does not earn money through programming, it does receive income from these Girl Scout sources:

Cookies

The GSME Board of Directors has allocated .07¢ per box of cookies sold in a unit to go to the Service Unit. The Service Unit receives this money upon submission of the Plan for Success, the End-of-Year Treasurer's Report, and the Service Unit budget for the coming year.

Early Renewal Bonus

Service Units will receive .25¢ per each member who registers online during the Early Renewal period in the spring. This bonus is subject to change each year.

Disbanded Troops

A troop disband occurs when there are no longer enough adults to lead the troop and/or when there are no longer enough girls to keep the troop open. Two common reasons for a troop to disband include: the girls are graduating from high school or there aren't at least two eligible adults who are able to continue as Troop Leaders. When a troop disbands:

- Girls should be encouraged to continue, whether it's with another troop or as a Juliette.
- Troop funds follow the girl(s) who are continuing. While troop funds belong to the entire troop and do not technically follow the individual girl, it is appropriate to divide the balance by the number of girls continuing on as Girl Scouts (whether with a different troop or as a Juliette) and transfer the funds either to the new troop(s) or to the GSME Juliette Fund.
- If none of the girls are continuing, the troop should vote to decide how to use remaining funds while they are still registered members. For example, they might wish to support camperships, start-up funds for new troops, or individual girl memberships.
- If the troop does not designate how the funds should be used, the Service Team will receive the funds from GSME as a direct deposit and should hold it in the team account as a restricted line item for that troop number for one year in case the troop or any of its girls decides to return.
- If neither the troop becomes active again nor any of the girls continue within that year, the restricted money should go into the general Service Unit fund for allocation.
- Please refer to the "Troop Disband: Leader Checklist" (available on the GSME website under "Forms") for further details and consult with your Volunteer Support Specialist for questions.

Other & Charitable Contributions

Any other income received by the Service Unit must be identified: where it came from along with a brief explanation. Remember, Girl Scouts do not solicit cash donations. Sometimes a Service Unit or troop will receive a charitable donation. In that case, please follow the guidelines as listed below.

Girl Scouts of Maine (GSME) is incorporated as a 501(c)(3) non-profit organization. GSME is a distinct legal entity and the only entity with tax-exemption. Under IRS regulations, troops and Service Units of GSME are subdivisions of the council and do not have a separate legal status. These and other requirements and procedures exist in order to safeguard the non-profit status of Girl Scouts of Maine and to comply with all IRS regulations regarding charitable contributions.

All monetary donations from any source, public or private, including monies associated with volunteer hours, received by a troop, Service Unit, or other subordinate entity of Girl Scouts of Maine are subject to specific guidelines. The guidelines are as follows (please note that these do not apply to approved troop money-earning activities):

Gifts of \$200 or less

The troop or Service Unit may accept the donation and deposit an amount of \$200 or less into the troop or Service Unit bank account for the purpose of supporting Girl Scout activities. The troop or Service Unit should acknowledge the donor in a letter of appreciation specifying the date, the amount received, and the intention to use the funds to support the Girl Scout Mission. A copy of the letter to the donor should be forwarded to the GSME Resource Development Department.

Gifts of more than \$200

All donations over \$200 must be forwarded to the Girl Scouts of Maine Resource Development Department and will be processed and distributed as follows: in each case, GSME will acknowledge the donor and then return to the troop or Service Unit the first \$200 of the donation, plus 50% of the remaining balance.

Any amount associated with a charitable donation which has been retained by the council under this requirement will support GSME's financial assistance fund to benefit Girl Scouts in need.

Volunteer Hours Reimbursement from Employers

Some employers offer programs to reimburse their employees for volunteer hours. In those situations, since they are not considered "unsolicited donations", the guidelines are as follows: The employer should send the check to GSME for processing. The first \$200 is paid out directly to the troop, along with 80% of the remaining balance. The final 20% of the balance goes to GSME's financial assistance fund to benefit Girl Scouts in need.



Expenses

Service Units receive income so that they have funds to provide support to local girls and volunteers. While the percentages vary according to each Service Unit's particular situation, expenses should fall into one the categories below:

Program Services (40-50%)

This includes all expenses incurred while providing girls with programming such as Cookie Rally, Camporee, Founder's Day, Girl Scout Birthday, etc.

Volunteer Development and Recognition for Girls & Adults (20-30%)

This includes: informal and formal recognitions such as years of service pins, numeral guards, end of year appreciation event; supplies for leader workshops, Leader Meetings, and Service Team meetings; lifetime membership assistance, and other expenses associated with the support of volunteers and girls in the Service Unit.

Early Renewal (10-15%)

The Service Team is encouraged to use Service Unit funds to incentivize girls, troops, and adults for early renewal. Incentives can include things such as: special patches, a financial incentive ("money back"), custom t-shirts, etc.

Start-up Money for New Troops (10-15%)

Start-up funds are a one-time grant for each new troop. Troops are not expected to reimburse the Service Unit. The Service Team determines the amount of start-up funds while planning the budget during the Plan for Success. The manner of distribution of start-up funds is at the Service Team's discretion. Some Service Teams prefer to provide checks at Leader Meetings, other Service Teams mail the checks out, etc. Service Teams also may choose to provide each new troop with other goodies such as a welcome bag filled with things like general troop start-up supplies.

Assistance to Individuals (10-15%)

Membership Assistance and Camperships are both granted to members from GSME's larger operating budget. Whenever possible, Service Teams are encouraged to contribute to these funds (Financial Assistance Fund and/or Campership Fund). The "Assistance to Individuals" category also includes support requested for individual girls within the Service Unit, such as a Service Unit Campership or money for a Destinations trip. Please note that Service Teams are welcome to request a report of membership and campership assistance provided by GSME.

Resources (5-10%)

This includes providing resources for new troops (such as Journey books), maintaining Service Unit libraries (books, flags, banners, etc.), and providing assistance with resources for existing troops, as needed.

Service Unit Administration (1-5%)

This includes expenses for administrative costs including photocopies, paper, postage, and meeting place rental fees.

Service Unit Budget

The Treasurer, Service Team, and Volunteer Support staff work together to develop an annual budget to support the team's Plan for Success. Each Service Unit's budget is customized to meet the needs of girls and volunteers within the Service Unit. No two Service Unit budgets will be exactly the same. While creating your budget please keep in mind that Service Unit funds are intended to be used in full each year to support girls and volunteers during the current membership year. Service Units should not be carrying over large sums of money every year. As the money is earned by the girls, it must be used for their benefit through funding programming, membership assistance, camperships, Troop Leader support, etc.

If there is a balance remaining at the time of completing the Service Unit Treasurer's Report, the team needs to decide how much money to carry over into the new membership year. The carry over amount should be both prudent and necessary. In general, we recommend teams carry over no more than \$500.

Requests to carry over amounts larger than \$500 can be discussed with the Volunteer Support Specialist, who will work with the team to determine the best way to proceed. Some common reasons for a larger carry over balance are for expenses related to fall events, membership growth, and/or plans to increase the amount of money allocated for any of the budgeted expenses.

Creating the Service Unit Budget

While creating your budget, variables you will take into consideration include:

- Current account balance
- Expected income (cookie bonus, primarily)
- Number of girls in Service Unit, including potential new members. Also consider:
 - Graduating girls?
 - Highest Awards girls?
 - Destinations girls?
 - How will the Service Unit support and recognize these girls?
- Number of volunteers in Service Unit, including potential new members
- What are your top priorities as a Service Unit for the coming year?
- How active is your Service Team with planning and carrying out events and other activities?
- How does the team plan to recognize volunteers in the Service Unit? Especially consider first-year volunteers, long-time volunteers with greater years of service (10-15+), and/or those being nominated for Board-approved awards.
- If the Service Unit has a large carryover balance, what will you do this year to ensure the funds are used to support the current girls and volunteers in your Service Unit?
- **Remember, Service Units should not be carrying over more than \$500 each year except for approved planned expenses such as Camporee, etc.**

Practice Scenarios

Here are some example Service Units with a brief outline of their most pressing concerns. How would you consider dividing up the budget in each scenario and why?

Service Unit Clover (use resources wisely)

\$1,500 current balance, not including cookie bonus which will be an additional \$4,000.

A large percentage of the local population are already active Girl Scouts, so there is not much expected growth and the focus is largely on retention. The Service Team has big plans for Service Unit events this year. \$1,000 of the unspent income from the previous year is already earmarked for a Fall Camporee, Founder's Day event, and a generous early renewal incentive. They also have ten graduating seniors, five girls finishing their Gold Awards, fifteen finishing their Silver Awards, and twenty working on their Bronze Awards.

Service Unit Mari (responsible for what I say and do)

\$8,000 current balance, not including cookie bonus which will be an additional \$3,000.

They have a medium population of girls, with room for growth at all levels, and a very dedicated but small pool of volunteers. Few of the volunteers have received a Board-approved award or other recognition in several years. Because of the local demographics, the Service Unit tends to have a high percentage of members who use GSME Financial Assistance and Camperships.

Service Unit Zinni (considerate and caring)

\$3,000 current balance, including cookie bonus.

They have a small but growing population of Girl Scouts with lots of room for growth especially at the Daisy level. They've heard repeatedly that families of new girls really need assistance paying for membership and purchasing uniforms. Troop Leaders have been asking to borrow copies of Girl Guides, Journey books, and flags for community events but the Service Team doesn't have any. The Service Unit also has ten girls planning to go on Destinations who are busy with money-earning but are still facing a financial gap.

Sample Answers for Practice Scenarios

Service Unit Clover (use resources wisely)

Their budget should more heavily favor “Program Services” and the girl side of “Volunteer Development and Recognition of Adults & Girls”. Since they already have a high participation rate in the community, their focus is on retention (versus recruiting new girls). They will need to allocate more funds for “Early Renewal” and they won’t need as much for “Start-Up Funds”. They can also reduce expenses on “Assistance to Individuals”, “Resources”, and “Service Unit Administration”.

Service Unit Mari (responsible for what I say and do)

This Service Unit has a large balance of unused funds built up over many previous years. The Service Unit will make sure these funds go to support currently enrolled girls by generously contributing to the GSME Financial Assistance funds, GSME Campership fund, and also setting up a Service Unit Campership fund. As part of a larger Thank You plan, the Service Unit will also contribute to the lifetime membership of its 10+ year volunteers. Their budget will more heavily favor “Volunteer Development and Recognition of Adults & Girls” and “Assistance to Individuals.”

Service Unit Zinni (considerate and caring)

As a growing Service Unit, this year the Service Team will be paying special attention to welcoming and supporting new troops and building up a Service Unit library. They will make sure “Start-Up Funds” and “Resources” are well-funded and that there is a plan in place to support new troops and to make the new Service Unit library accessible to the whole Service Unit. They will also need to allocate extra funds to “Assistance to Individuals” to support each girl who is going on Destinations as well as to help families in need who are new to Girl Scouts.

Considerate & Caring: Volunteers Supporting Volunteers



Building Your Service Team

As mentioned previously, the purpose of the Service Team is to encourage, support, and organize local Girl Scouts (troops, groups, and individually registered members—aka “Juliettes”). Service Team volunteers are often the first point of contact for Troop Leaders and other Girl Scout volunteers when they have questions, concerns, or are just looking to have a friendly conversation about Girl Scouting. Consistent support from a well-built Service Team creates a sense of connection and belonging which is vitally important to transforming a Service Unit from a loose “collection of towns” into a thriving Girl Scout community.

A well-built Service Team also supports itself. Team members prioritize getting to know each other and creating a sense of community within the team. Service Team members support each other in their responsibilities, ask each other for help, and respectfully share opinions and advice. A well-built Service Team is prepared to appropriately handle problems and conflicts, no matter how big or small.

Remember that all Service Team members are responsible for productively adding to a positive team atmosphere. We are all working together towards the same goal of furthering Girl Scouting. So how do we create a well-built Service Team? We will explore that question in this section and provide a variety of tools that the whole team can use to work together, better.

- **Communication:** Clear communication is key to a well-built Service Team.
- **Team agreements:** Figure out what you need as a team in order to best function together, put it in writing, and refer back to it regularly.
- **Expertise:** As a Service Team member, you’ll likely be asked a lot of questions. Know what you’re talking about, and where to go for additional information when you need it.
- **Leadership:** Girl Scouts is the best leadership development organization for girls—and that leadership development starts with each volunteer.
- **Delegation:** No matter the Service Team role, we all need to delegate at times.
- **Team Building:** The philosophy behind team building and some concrete examples to get you started.
- **Problem Solving:** Strategies for when problems do not resolve on their own or when they escalate into conflict.
- **Meeting facilitation:** How to plan and run effective meetings (hint: it’s a team effort!).
- **Adult Recognition:** Showing your care and appreciation for others in ways large and small.
- **Self-Care:** The importance of showing your care and appreciation for yourself.

Communication

Clear, consistent, and respectful communication is the key to building a strong Service Team as well as a healthy community within your Service Unit as a whole. No matter how your team structures your overall communication in general, each Service Team member is individually responsible for regularly communicating with the rest of the Service Team.

Regular communication is expected from each Service Team member in ways such as:

- Sharing updates
- Asking questions
- Requesting clarification
- Offering ideas/suggestions
- Reminding each other of deadlines, previous team decisions, etc.
- Asking for help when needed

Communications Plan

Each team is encouraged to come up with a plan for how they will communicate. You will be discussing this as part of your Plan for Success, however it is a good topic to revisit any time of year to evaluate effectiveness and adjust as needed. Expectations around communication are also a great topic to discuss when making your Team Agreement.

Communications Point Person

Some teams find it helpful to designate a communications point person. The Service Unit Manager is often the point person for communication, however that responsibility can be delegated as needed to someone else for a better fit. The team can also choose to rotate the responsibility among team members or break it down into smaller components.

As a hypothetical example, in Service Unit Clover:

- The Service Unit Manager focuses on keeping the Service Team informed and connected with each other by managing the Clover Service Team Facebook page and staying in touch on a regular basis with each team member individually.
- The Community Engagement Champion loves keeping everyone connected through social media, so she takes point on keeping the conversation with Troop Leaders on the Clover Service Unit Facebook page vibrant, positive, engaging, and up to date.
- The Volunteer Support Coordinator really enjoys writing and compiling news and information, so she has committed to sending a monthly email newsletter to all Clover Troop Leaders from the Service Team with local Service Unit news and pertinent reminders.
- The Program Coordinator prefers to focus on straightforward details, so she creates event listings on the Clover Service Unit Facebook page and sends reminders for all Leader Meetings, Team Meetings, and Service Unit events. She also makes sure everyone receives the information by sharing dates and deadlines with the Volunteer Support Coordinator to include in the monthly Service Unit email newsletter.

How and How Often

How and how often you communicate as a team is up to the team to decide. This is a great thing to discuss when making your Team Agreement (see next section). All Service Teams should hold regular meetings (see “Meeting Facilitation” section) and stay in touch regularly in between meetings, whether that’s through email, messenger, text, phone, etc.

Also consider what methods of communication will work best for different groups: for all of the volunteers in the Service Unit, for the Service Team specifically, for event committees, and more. Some of the most common forms of communication that Service Teams find useful include:

- Regular meetings
- Facebook groups
- Email newsletters
- Shared Google docs
- Mailed newsletters/special communications

Service Teams can work with their Volunteer Support Specialist to create a private Facebook group only for Service Team members. These groups are helpful to keep discussion threads organized and to share documents. Some Service Teams also prefer to utilize Google docs to share things like the Service Unit budget, event checklists/budgets, etc., since it allows for easy group editing.

Follow Through

The most important thing is that you decide on a communication plan as a team and then follow through with it. If things change and the original communication plan no longer meets the needs of the team, then add it to the agenda of the next Service Team meeting and discuss options for a new plan.



Digital Communication

If you use a social networking site, like Facebook, Twitter, Instagram, etc., please remember to respect people's wishes for privacy and most importantly remember to protect the girls. Be sure to follow the most current version of the "Troop and Social Media Group and Account Guidelines." If you're not sure where to find that, please ask your Volunteer Support Specialist (currently available on our website under "Resources").

Some highlights from the guidelines include:

Safe Communication Online

- Do not use last names of minors on social media, safety is a top priority!
- Never give out anyone's personal information such as home address or personal phone number on social media.
- Never list exactly when and where your troop meets or details about events your troop participates in until after the event has occurred – unless it's within your closed group. Doing so could put you, your family or girls at risk. Most social media sites allow you to turn off the geo-location feature or keep your posts private.
- Be sure to have parental permission if you are posting photos of girls. Do not post a picture of them unless you have written consent. Most girls have opted into permissions but be aware of those girls in your troop or Service Unit who have opted out.
- We encourage you and your troops to review and sign the GSUSA Internet Safety Pledge.

Respectful Communication Online

- Social media posts should be consistent with the Girl Scout mission. Before you post consider how it will reflect on you and the organization. Content that does not align with our brand or our mission will be flagged for removal.
- Think twice before hitting "publish", "post" or "share". What you say, share, or post on the internet is permanent, even if you delete it. Make sure that you will not regret what you post whether it is privately within your group page or to your Instagram account. Any group member or approved follower can screenshot comments, pictures, etc. and share publicly.
- Be nice. People tend to be on the bold side when they are hiding behind a screen, please don't join them.
- Be respectful of others. Sometimes our opinions are not the same, and that's ok! Just be respectful about being on the opposing side.
- Make the world a better place and be a sister to every Girl Scout.

Intellectual Property Considerations

- Respect copyright laws when using published materials (such as graphic designs, text from magazines or books, poetry, music, lyrics, videos, etc.) or trademarked symbols. You need specific permission from the copyright or trademark holder to use many of these pieces and that can be difficult or impossible to obtain.
- Girl Scout trademarks (such as the trefoil shape, Girl Scout pins, badges and patches) can only be used in accordance with guidelines for their use. Check the Marketing Toolkit for Volunteers for complete graphic guidelines and approvals (currently available on our website under "Resources").

Improving Your Communication

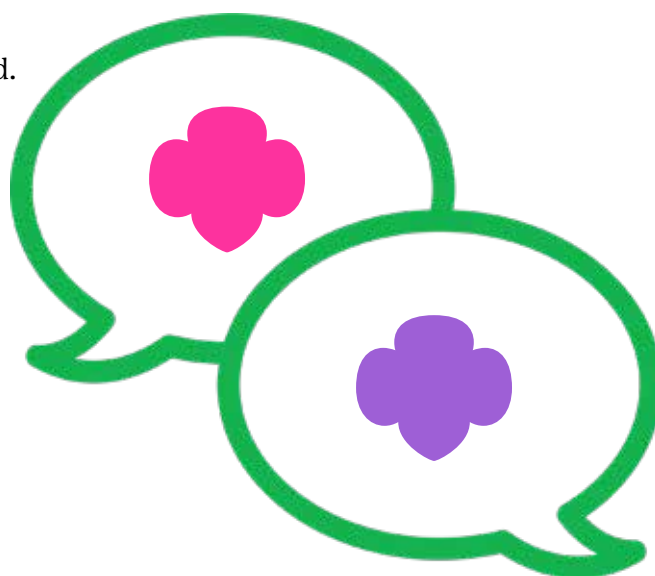
Learning how to communicate well is a skill that can be developed just like any other skill. Communication can be defined as “a two-way interaction that is verbal and nonverbal and often both at the same time.” Nonverbal communication may include pictures or symbols. It may also include body stance, facial expressions, or actual physical touch (a handshake, for example). Verbal communication is conveyed by tone of voice, voice inflections, and the words we use. Communicating well entails a clear and efficient exchange of information. This means you are able to convey your message to others clearly and efficiently, as well as listen and understand what is being conveyed to you by others, and also adjust your message as needed in response to the other person(s).

Barriers to Communication

- Being unprepared.
- Distractions (e.g., looking at your phone during a conversation).
- Prejudging what the other person will say.
- Answering before hearing the statement or question.
- Tone of voice (including when careless or unintentionally hurtful).
- Confusing or inappropriate body language or gestures.
- The use of jargon & acronyms (without clarification) or other words that may not mean the same thing to different people.

Helps with Communication

- Sharing accurate information. Don't guess. If you're not sure, ask.
- Removing distractions (e.g., putting away your phone).
- Displaying an interest in what the other person is saying by expression, body language, gestures, and asking questions.
- Developing listening skills and focusing on mutual understanding versus simply having your voice heard.
- Making an effort to modulate your tone of voice to match the message you intend to convey. Also, using the person's name is helpful.
- Clarifying jargon and acronyms. Always be sure to clarify terms and commonly used abbreviations up front. Refer to the “Glossary of Terms” at the back of this handbook for commonly used Girl Scout terms and abbreviations.



Questions to Encourage Communication

To Solicit Participation:

- What do you think is needed to resolve this situation? How would you improve this situation?
- What would you like to accomplish? What is your objective?
- What resources and support will be available to help achieve your goal?
- What are some difficulties that you anticipate?
- What plan can be made to overcome any obstacles?

To Open a Discussion:

- What do you think of the problem or situation?
- What has been your experience in dealing with this type of situation?

To Broaden Participation:

- How do you feel about what we have discussed?
- What else do you think we should be exploring?

To Evaluate:

- Would you like to review with me the things we have discussed and the progress we have made?



Team Agreements

Team agreements outline how you are going to work together as a team to achieve your shared vision. This is different from the Plan for Success because it focuses on how you will treat each other as team members, while the Plan for Success focuses on how you will achieve specific goals (such as holding a particular event, etc.). Take time to create the agreement, don't rush. Depending on the team, it could take anywhere from an hour to a couple (or more) Service Team meetings to complete.

The team agreement is a living document that can grow and change as the year progresses. If your team does not have a current team agreement, the beginning of the year (around the time of the Plan for Success) is a great time to create one, or whenever is best for your particular team. If your team already has an agreement, be sure to take the time to revisit the agreement regularly (especially when you are welcoming a new Service Team member) and refresh it annually, at least.

Each team's agreement will be different. Your team will make agreements that are meaningful to its members. Some of them may be challenging for some team members—ask about that and have a conversation around it. For example, one Service Team member may not like raising her hand to talk in a small group, but several others may feel strongly that it is important to raise hands. In that case the group has a conversation to come up with a process that works for everyone without becoming too rigid or too loose. Having a conversation shows respect for each member's needs and facilitates each person coming to understand other perspectives.

Some guidelines for creating Team Agreements

- Agreements set minimal standards of behavior in a meeting or articulate goals for improved behavior.
- Agreements should be introduced as early as possible since disrespectful behavior can start anytime.
- Agreements should be revisited and adjusted as needed when new team members join.
- Agreements should be specific. For example, if a ground rule is “Speak respectfully,” encourage discussion and buy-in by asking “What does ‘respectful’ look like for you?” and make note of the answers to include with the agreement.
- Agreements should be written out and posted in a visible location.
- Agreements should be acceptable for all team members. Make eye contact with each group member and ask, for nods. Ask, “Are there any you cannot live with?”
- Agreements can be modified by the facilitator or a group member during the course of the meeting if necessary but changes must be approved by the group.
- Agreements must be enforced carefully. A simple gesture toward the posted agreements or a general statement is often enough to get a group back on track. Examples include:
 - “Let's remember the group agreements.”
 - “We all agreed not to be disrespectful.”
 - “We're having trouble with interruptions.”

Expertise

As Service Team members, you are often the first point of contact for Troop Leaders throughout the year. You will likely encounter a wide range of questions and situations, some of which can affect the health and safety of girls. While we don't expect you to be an expert on every topic and have the answer to every possible question, we do expect you to know the basics and, even more importantly, to know when to ask for help from your Volunteer Support Specialist or other GSME staff, as appropriate.

Please also keep in mind that some situations are nuanced without hard and fast answers. When you encounter a situation like this, you need to know the right questions to ask in order to arrive at the best possible answer for that particular situation. When you don't know the questions to ask, contact your Volunteer Support Specialist for assistance.

Resource Check

Here are the basic resources all Service Team members should be familiar with in order to help other volunteers with their questions. How many of these are you able to find on your own? Which of these do you need to brush up on?

- Volunteer Handbook
- Safety Activity Checkpoints
- Annual forms required for girls participating in Girl Scouts
- Troop financial forms
- Customer Care contact information
- VTK User Guide
- Adult Recognitions handbook
- National Badges
- Journeys
- GSME Patch Programs
- Compass
- GSME Camp program and facilities information
- Ways to Participate with GSME
- GSME Events & Programs Calendar
- Virtual meetings guidelines
- Social media guidelines
- Marketing Toolkit
- Press Release Toolkit

Leadership

Leadership can be defined simply as working with others to make things happen. Every Service Team member will encounter opportunities throughout the year to be a leader, no matter their role on the team. However, working with others is not always a simple matter. Fortunately, being a strong leader starts with your relationship with yourself.

First, Understand Yourself

Perform an honest self-inventory. We all have strengths as well as areas where we can improve. What are you able to offer the team right now, and where do you have the most room for growth? You may want to consider taking a leadership self-assessment or skills inventory (there are many free options online).

How do you respond to criticism? Do you welcome feedback as a way to start a dialogue and potentially improve, or do you tend to shut down? If you tend to shut down, why? How can you help yourself become comfortable with using criticism as an opportunity to grow and learn?

Look to see where you fit in the bigger picture with the Service Team, Service Unit, Girl Scouts of Maine, and Girl Scouting as a whole. What are the objectives? What is each person's role? How do you all connect? If you're not sure of the answers to these questions, who can you ask for help?

Learn to Anticipate and Envision

Update yourself on the goals/plans for the future within the Service Team, Service Unit, and Girl Scouts of Maine. Also set your own personal goals. How prepared are you to work toward meeting those goals/plans? What do you have to offer?

Actively seek to be informed and to keep each other informed as a team. Maintain regular communication about the progress of projects and about all changes in plans.

Be an active listener and observer so you can study and diagnose problems as well as foresee implications of decisions made or about to be made. Step forward to initiate changes. Make suggestions that help others see and understand your reasons and vision.

Learn to Communicate Effectively

Listen in order to understand, not just to respond. Ask questions to clarify your understanding of other people's ideas, suggestions, criticism, and complaints before you respond. Paraphrase the person's words and make sure your paraphrase is acceptable to the person. Offer a clear idea of the desired outcomes when you set goals, create agreements, or delegate responsibilities. Paint word pictures.

Be tactful when offering criticism. Keep it constructive. Verbalize praise, but also create written records of it for those who achieve/improve. Hold each other to a high standard, but treat mistakes as learning opportunities, not failures. Commend before you criticize.

Delegation

Delegation entails allocating tasks, roles, and other responsibilities to others so that desired results can be achieved. While some Service Team roles will have more frequent opportunities to delegate than others, it is a useful skill for all Service Team members to have.

Assigning versus Delegating

Assigning: Telling a person exactly what, when & how, and then watching over them throughout.

Delegating: Discussing the desired results with a person and then letting them proceed.

When you “assign” a task, you give the person all of the necessary details and then oversee them as they complete each step until the whole task is complete. In contrast, when you “delegate” a task you share whatever information is needed with that person up front and then they complete the task on their own.

Be careful to not confuse assigning with delegating. Sometimes you have to start out by assigning tasks, such as when the person you are working with is completing an unfamiliar task and requires your oversight, however the goal is to be able to delegate tasks as needed when appropriate.

Why Delegate?

1. It's a way of accomplishing more by trusting others to contribute.
2. It stresses interdependence and the importance of everyone's role in achieving the desired goal.
3. It's a tool to evaluate the competencies and accomplishments of others.

Ground Rules for Delegators:

1. What should I delegate?

- Parts of the role which are a poor match for your interests, availability, and/or skill set.
- Unexpected tasks that suddenly arise and need to be addressed immediately when you are not available.
- Unusual or “one-off” tasks which are integral to achieving a goal but someone else is better skilled and/or experienced.

2. To whom should I delegate?

- Know your people and the needs of the organization.
- Pick the proper person to meet the needs and accomplish results.
- Have established working experience with somebody before moving from assigning to delegating.

3. When or how should I delegate it?

- Delegate meaningful tasks.
- Communicate clearly the following:
 - The nature of the task.
 - The results expected.
 - The time limits.
 - The authority being transferred.
 - The methods of reporting to you.
- Encourage a display of ingenuity and individual abilities so people are motivated and satisfied.
- Show confidence in people—don't micromanage.
- Maintain minimal, but effective, supervisory control by monitoring progress.
- Review results, not methods.
- Counsel and give support as necessary.



Team Building

We all believe in the mission of Girl Scouts and want to see our Girl Scouts thrive. The effectiveness of your Service Team determines the vibrancy of Girl Scouts in your local community. And we know that the Service Team is only as effective as the relationships among its team members. This is why it's so important to prioritize taking the time to get to know each other as a team—it's worth it! Not only will the team run more smoothly, but everyone is more likely to have fun and feel part of something bigger that is truly making the world a better place.

Well-built teams:

- Are better able to assess their strengths and challenges.
- Understand each team member's communication style.
- Have broader involvement in decision making.
- Are better able to manage group conflict in a safe environment.
- Solve problems with better cooperation.
- Address and manage hidden issues.
- Make a point of improving the quality of their team work.

Striving for these team characteristics will make everyone's experience better. Continued team-building will also help you as you add new members to your team so that new folks feel folded into the group rather than remaining on the outside. Many a strong team has inadvertently repelled new members without intending to, simply by being a tightly closed team who failed to take time to open up and invite in the new members. Take the time because we're all in this together!

Meet Regularly

Service Teams meet throughout the year on a regular basis starting with the Plan for Success in the summer (July/August) and continuing through the End of Year Assessment in late spring/early summer (May/June). The group needs to meet frequently enough and for long enough periods to create the relationships necessary to sustain effective and enjoyable teamwork. Many teams plan to meet monthly, and also stay in touch via email, text, etc.

All Team Members Attend

All team members should regularly attend Service Team meetings, so it is important to ensure that Service Team meetings are scheduled at times that work for everyone. Some teams find great success in sticking with the same night every month (e.g., first Tuesday of each month). Other teams find they need to vary the day of the week in order to accommodate everyone. Take the time to have the conversation to find out what works for your team.

Planning for the Exception

The team should also discuss how a team member should go about getting caught up if they miss a meeting. Also discuss questions such as, if a team member can't make it to the meeting in person, is it ok for them to call in on the phone or join another way (such as through Zoom, etc.)? Can they send in a written update to another team member so they can present it to the group?

As a team, consider what issues will likely come up as you work together throughout the year, and talk about it: "How can we make this work?"

Developing a High Performance Team

Teams provide an important balance between our human need to belong and our organization's need for productivity. Teams create a positive, participatory environment in which there is energy for a focused task plus energy for members to grow and develop as individuals.

There are five key standards to high performance teams, which encourage individual and team growth:

- 1. Developing Trust:** "It is okay for me and the team as a whole to take risks."
- 2. Accepting Individual Differences:** "It is okay to share more of myself with my team. I will be respected for my unique point of view."
- 3. Giving and Receiving Feedback:** "In order to learn and grow, I need feedback on how my performance compares with what is expected of me as a team member."
- 4. Problem Solving:** "We are free to admit problems that interfere with our goals, and we work together to discover solutions."
- 5. Letting Go of the Past:** "We have no resentments or regrets. We are able to let go of the past and to refocus our energy on what is to be accomplished next."

LOW Performance Teams:

- Show little ability to innovate
- Overemphasize rules
- Are overly dependent on the leader
- Are uncommunicative
- React inappropriately (avoidance, panic, annoyance)
- Have low energy
- Avoid change
- Are often unaware of having these characteristics

HIGH Performance Teams:

- Are innovative
- Are flexible
- Show high levels of individual initiative
- Use individual talents to increase results
- Communicate openly
- Deal with problems by sharing and problem solving together
- Have high energy
- Accept changes and try to deal with them productively
- Are inclusive
- Are non-judgmental
- Have no resentments or regrets

Building an Effective Team

An effective, highly-functioning team embodies these four qualities:

Interdependency: Team members regularly share information and updates; cross train and rotate jobs; put team needs ahead of personal needs and recognition; and compliment each other's strengths & weaknesses.

Identity: The team has a clear vision of how it fits into the larger organization; develops and enforces rules of behavior (see "Team Agreements"); creates agendas and outcomes for meetings (see "Meeting Facilitation"); and has fun together!

Inclusiveness: The team strives to create and maintain a welcoming environment; makes it a priority to learn people's names (including Troop Leaders and other volunteers); welcomes new Troop Leaders; takes time for a check-in and activity during each meeting.

Empowerment: Team members understand that building and maintaining a high functioning team is a shared responsibility; feel supported in taking risks and being creative; feel free to ask questions and share ideas; are committed to staying connected to the guiding mission.

Now that we see the goal, how do we get there? Turning a group of individuals into a highly functioning team involves these nine steps that every team member can take:

1. PARTICIPATION: Give it your all. Come prepared and ready to work. Encourage everyone to share.

2. OPEN COMMUNICATION: Listen well and value what you are hearing, don't just wait for your turn to speak. Ask follow-up questions in order to better understand. Focus on framing comments and questions in positive terms. If you wonder about something, ask!

3. SHARED RESPONSIBILITY: Don't think you can (or should) do it all. There are other people on this team for a reason. Everyone is a leader, and we accomplish more and better things when we work together.

4. RESPONSIVENESS: Be ready to take action when action is needed to resolve an issue.

5. INNOVATION: Be willing to hear and try new ideas.

6. FLEXIBILITY: Adapt to changing circumstances. Be willing to change and accommodate other's needs.

7. CUSTOMER FOCUSED: The Troop Leaders are your customers & your role on the Service Team is to support them.

8. COMMON PURPOSE: Remember that you share an inspiring mission and you are working toward a common end.

9. LIFE-LONG LEARNERS: Attend gatherings, conferences, trainings, and roundtables. Keep informed. Network both within and beyond your Service Unit.

Team Building Exercises

Daisy Level (These are foundational; complete these first!):

- Schedule regular Service Team Meetings that work with everyone's schedules.
- Create a back-up plan for what each team member needs to do if they can't attend a Service Team Meeting.
- Follow the Meeting Facilitation guidelines for every meeting.
- Create at least one team agreement to cover general behavior expectations.
- Decide how the team will communicate outside of meetings (email, text, private Service Team Facebook group, etc.).
- Learn each team member's name, their town, their troop level (if they are a Troop Leader), and at least one personal detail about them.
- Create a culture of appreciation—recognize good work as it happens.

Junior Level:

- As a team, complete a skills and interests assessment. Thinking outside the bounds of your Service Team roles, what skills do you each have to offer? What is one new aspect of Girl Scouting you would like to try out, that you don't have much experience with but would like to learn? Come up with your own questions that work for your particular team, share your answers with each other, and take action on them.
- Cross-train and rotate roles whenever possible.
- Create team agreements for specific situations, such as around planning a Camporee.
- Spend time with each other outside of regular Service Team Meetings. Consider having dinner, getting coffee, going bowling, having a paint night—whatever interests your team members! This is also a great way to invite in potential new Service Team members.

Ambassador Level:

- Connect with other Service Teams from across the state. Set up a joint meeting with them to share ideas and to get to know how other teams work. For instance, each team can prepare mini presentations on project(s) they are most proud of. Who knows, you may decide to team up to work together to offer a regional event or special program!
- Go back to the exercises in the first two levels. Refresh and refine them as the needs of the team shift.

Problem Solving

Problem solving is something we all need to do throughout our lives in all of the various roles we may hold: parent, caregiver, child, student, employee, volunteer, etc. As a Service Team member, you may encounter situations where you need to help resolve problems ranging from simple to very complex, whether within your Service Team, or an individual troop, or an event committee, etc. There are five basic steps to approach problem-solving:

1. What is the real problem?

Work with the parties to identify what the actual problem is. Everyone involved in the problem meets to discuss exactly what the issue is. Define the problem, label it, write it down. Remember:

- We're here to solve the problem.
- No blaming.
- No excuses.
- No interrupting.
- Tell the truth.

2. What are some possible reasons it exists or happened?

Try to separate facts from emotions. Work with the parties to explore all possible reasons for the situation. Try to identify the cause of the problem.

3. What are possible solutions?

Think of as many possible solutions as you can. Brainstorm! Encourage action that involves personal responsibility for everyone, not just what you think someone else should do.

4. What are possible consequences?

Consider the consequences of each possible solution. Focus on handling a situation, not a person.

5. Agree on a solution.

A solution is like a plan: state the goal, what action is agreed upon, who will do what, when, and how. Set a time to follow-up.

If you find upon follow-up that an agreed-upon solution does not work, reexamine the problem and proceed through the steps again. Consider asking for outside help if needed.

Conflict Resolution

Dealing with conflict is seldom pleasant, but all of us deal with at least one conflict situation every day. Some are easier than others. Conflicts between people seldom just go away on their own. It is better to make a decision to either deal with the problem now, or, if it is important to wait, make a decision about when to deal with the problem. Problems left to solve themselves often become monsters instead. Here are some steps to use in resolving conflicts:

A – Assess the problem

S – Set goals

P – Plan to meet goals

I – Implement the plan

E – Evaluate the results

Key phrase: It's as easy "as pie!"

Using the "As Pie" Formula:

A – ASSESS THE PROBLEM

Identify the Problem

- Listen carefully to the problem as it is presented. Letting the person run out of steam will help them to feel they are being dealt with fairly and will prepare them to listen to other views.
- Make an effort to hear all interested parties impartially.
- Clarify the problem. Don't be diverted by the "presented" problem. Look for the underlying problem.
- When possible, restate the problem to verify your understanding.
- Focus on problems, not on personalities. Separate facts from emotion.

Identify the Needs

- Who is needed? If you are part of the problem, you are part of the solution.
- What are the needs of each individual?
- Identify the expectations of each involved individual.
- What steps have already been tried? Is a third uninvolved person needed?

S – SET GOALS

Set Realistic Goals

- What are you trying to accomplish?
- Evaluate the possibility of achieving each prospective goal.
- Consider the track records of involved individuals.

Brainstorm Possible Solutions

- No solution is good or bad until it's been considered.
- The best solution will be one that has goals that are achievable.
- Remember to consider changing expectations.

P – PLAN TO MEET GOALS

Choose a Solution and Make a Plan

- Negotiate a solution between interested parties.
- Be specific and concrete: specify who, what, when, where, why, and how.
- Begin with the least complicated solution that meets the needs.
- Identify resources needed to make the plan work.
- Consider the possible consequences, both positive and negative, before agreeing to the plan.
- Set a time frame agreeable to all parties.
- Make a step-by-step list, if needed.
- Put the plan into writing and see that each involved person gets a copy.

I – IMPLEMENT THE PLAN

Put the Plan into Action

- Follow the step-by-step plan.
- Use the resources the group decided to use.
- Solicit feedback from other involved people throughout the process.

E – EVALUATE THE RESULTS

Did You Get Satisfactory Results?

- Evaluate several times during the process in case you need to adjust plans.
- Set a specific date to do the final evaluation.
- Be realistic: look for progress.
- If this solution does not meet the goal, reassess the problem and begin the process again.

Important: The best way to resolve a conflict is to find a solution that allows everyone to get what they want without depriving others of what they need. This creates a “win/win” solution.



Helpful Hints in Conflict Resolution

- 1. LISTEN!** You can't identify a problem without listening.
- 2. BE DIRECT.** Ask for what you need. Manipulation often backfires.
- 3. THINK BEFORE YOU ACT.** Gather your information and examine all facets of the problem.
- 4. CONFRONT PROBLEMS IMMEDIATELY.** Time seldom creates a satisfactory solution. First time transgressions can often be handled simply, without anger. Inappropriate behavior, allowed time to be repeated, provides the potential for increasing the severity of the conflict.
- 5. CHOOSE YOUR ISSUES CAREFULLY.** Not everything is worth fighting for. If you fight for everything, it will be hard for others to identify the things that are important to you.
- 6. SEPARATE ANGER FROM ASSERTIVENESS.** Your anger or aggressiveness can hurt, demean, or belittle others. Assertiveness protects your rights. Before acting or speaking, make sure your actions or words are assertive rather than aggressive.
- 7. USE NEUTRAL TURF.** Using their territory can seem threatening and may produce automatic defensiveness where none is needed.
- 8. USE NONVERBAL ENCOURAGEMENT.** Encourage communication by moving a little closer and looking interested. Mirroring another's position seems to indicate agreement or similar feeling. Sit motionless if someone seems aggressive.
- 9. AVOID EMPTY THREATS.** If you won't do it, they'll probably know or suspect that. This lessens your options for action.
- 10. ONLY APOLOGIZE IF YOU'RE WRONG, AND ALWAYS APOLOGIZE IF YOU'RE WRONG.** Most people know if you say "I'm sorry" and you aren't sorry. If you are wrong, give others the same respect you expect from them, admit it. They will respect you more for your honesty.
- 11. DON'T PASS THE BUCK.** Do what you can. If someone else needs to be consulted, take responsibility for speaking with that person or explain why you are "out of the loop" and where the information can be obtained.
- 12. DON'T GIVE THE OTHER PARTY A READY-MADE EXCUSE.** For example: "I know you're busy but..." This makes it more likely that they'll tell you they are too busy to do what needs doing.
- 13. ANTICIPATE PROBLEMS.** Try to come up with contingency plans for foreseeable situations.
- 14. BE AWARE OF YOUR TONE OF VOICE.** Slow and steady demonstrates your control.
- 15. DON'T INTERRUPT!** Let the speaker finish.
- 16. USE WE, NOT US/THEM LANGUAGE.** If we are working toward a win/win solution, everyone must get used to being "we."
- 17. DON'T USE JARGON OR CODE WORDS.** These words tend to leave people out.
- 18. AVOID MISINFORMATION.** Resist the temptation to tell them what they want to hear so they'll go away. If you do this, they'll be back!
- 19. LISTEN!** It is not a mistake that "listen" begins and ends this list.

Meeting Facilitation

Planning for efficient and productive meetings is an important Service Team responsibility. There are two main types of meetings:

- **Team Meetings**, for Service Team members, generally held monthly
- **Leader Meetings**, for all Troop Leaders and Service Team volunteers within the Service Unit, generally held monthly

Other types of meetings may include:

- Event committee meetings
- Camporee committee meetings
- Role-specific meetings (such as statewide meetings for Learning Support Team, Community Engagement Champions team, Product Program Supervisors team, etc.)

When you are called upon to help facilitate a meeting, here are some simple tools you can use to maximize effectiveness and productivity:

Use an agenda

Always use an agenda, even for what you think will just be a “short” meeting. Make sure the agenda reflects the team’s current needs and upcoming tasks. Include a line for “Other” for items that come up at the last minute. Have copies at the meeting for each member or on a poster that all can see.

Be sure to always start on time. This keeps the meeting running smoothly and also shows everyone that their time is valued and appreciated. Also end the meeting on time. If there are more agenda items than time, work together to prioritize and decide if some items can wait until next time. Or, decide as a group whether you can extend your meeting to accommodate urgent items.

Create and distribute the agenda prior to the meeting, at least several days to a week before, if possible. This gives attendees a chance to review the agenda ahead of time and also suggest additional items as needed. All team members should have a chance to be included in parts of the agenda and to suggest additional agenda items.

Agenda Topics

How to know what to include on the agenda? Check out your Plan for Success and the calendar at the end of this handbook. These resources will help you identify general topics to cover at each meeting for the coming year.

For instance, in September you know that as a Service Team you'll be talking about the Fall Product Program, community engagement events, finalizing plans for your Welcome Back Leader Meeting, and perhaps creating/refreshing your team agreement to kick off the new Girl Scout year with your Service Team. So, build your September agenda with those pieces in mind. Don't forget to invite all team members to contribute to different parts of the agenda and to suggest additional agenda items.

Generally, Service Team meetings will include:

- Team Member updates
- Treasurer's Report
- GSME update
- Team Building activity
- Team discussion, possibly including:
 - Upcoming programming
 - Membership goals
 - Quality of the girl and adult experiences, in and beyond troops
 - Successes within the Service Unit
 - Challenges facing the Service Unit
 - Problem solving
 - General updates/information since the prior meeting
 - Review of long-range plans, needs, and opportunities

For an in-depth discussion of topics for Leader Meetings, please refer to the "Volunteer Support Coordinator Supplemental Resources" section in the "Resources" section of this handbook.



Meeting Structure

When structuring your meetings, consider following the six parts of a meeting template which is used for troop meetings and easily adaptable for other types of meetings. This is especially useful for Leader Meetings, since it provides an effective meeting structure as well as models the template for Troop Leaders who are attending the meeting. Ideally Troop Leaders can bring ideas they learn from the Leader Meeting into their own troop meetings. Read more about facilitating Leader Meetings in the “Volunteer Support Coordinator Supplemental Resources” section in the “Resources” section of this handbook.

Here are some ideas on how to structure a meeting based on the Six Part Meeting Template. Please keep in mind that the parts are flexible and can be customized to work best for your particular meeting.

Start-Up Activity

Start the agenda with some kind of check-in or other start-up activity such as an icebreaker. Be brief and be creative.

Opening

Depending on the six parts of a meeting template., an opening can include: Girl Scout Promise and Law, reviewing the team agreement, flag ceremony, song, game, etc.

Business

Can include announcements, news, Service Team member updates, etc.

Activities

Includes any demos, workshops, crafts, etc.

Clean-up

Useful for when the meeting space needs to be put back in order (chairs, garbage from snack or craft, etc.). If a meeting will require a lot of clean-up, don't hesitate to create a kaper chart and share at the beginning of the meeting.

Closing

Depending on the type of meeting, a closing can include: friendship circle, song, game, etc. As noted above, be sure to end the meeting on time (or mutually agree on an extension if necessary) and thank each other for coming. For Service Team meetings, consider asking these questions at the end of the meeting:

- What worked in this meeting?
- What do we want to do differently next time?
- What items do we need to put on our next agenda?

Meeting Participation

Plan for your meetings to be interactive and discussion-based. If you find that one person ends up simply reading down a list of important items at every meeting, then it's time to regroup and discuss strategies on how to liven up your meetings.

Ideally, each Service Team member will participate in all Service Team and Leader Meetings, although participation level will vary from meeting to meeting depending on the Service Team member role and time of year, etc. When planning the meeting, consider who will have a lot of content to contribute, and then ask others to handle some of the more administrative parts. For example, the Product Program Supervisor may have a lot of information to share at the December Service Team meeting, but the Community Engagement Champion might not, so the Community Engagement Champion could offer to lead the check-in.

A great advantage to sending out the agenda ahead of time is to give attendees a chance to think about the items, to generate questions or to gather information to bring, etc. It also allows the meeting organizer to include “news” from a range of voices and encourages a diversity of activities. For example, in one meeting the Program Coordinator plans to share upcoming event information and the results of recent events; the Community Engagement Champion plans to share recruitment updates; the Volunteer Toolkit Champion will lead a demo on a new feature of the Volunteer Toolkit; the Treasurer will share a financial update, etc.

Incorporating a range of voices who are reporting out (or leading an activity) helps transform a “bulletin board reading” into an interactive meeting.



Meeting Roles

Another great tool to use when crafting effective meetings is designating meeting roles. In general, clearly defined meeting roles help meetings run more smoothly and also boost meeting participation. Having each participant take on a meeting role is especially helpful if you find meetings are difficult to keep on track, with a lot of side chatter, tangents, negativity, etc. Regularly rotating through the roles is also helpful to broaden meeting participation and increase empathy/understanding among group members.

There are a variety of meeting roles that can be useful depending on the circumstances for each particular meeting. Consider the following:

Facilitator

Facilitator enhances and assists the group process. The facilitator's purpose is to promote teamwork (not independently "control" the meeting) and:

- Develop the agenda with input from the group prior to the meeting.
- Guide the group through the agenda during the meeting.
- Focus group energy to achieve agreed upon goals.
- Encourage participation by all members.
- Promote respect for individuals and their ideas.

Ideally, everyone will get a chance to facilitate a meeting. Performing the facilitator role offers a new perspective and appreciation for what makes meetings work. Sharing facilitator responsibilities is a great help with delegation, broadening perspective, and personal growth. See more in "Facilitator Role In-Depth."

Timekeeper

Timekeeper keeps track of the time allowed for specific parts of the agenda. Sometimes the Note Taker will also fill this role. The Timekeeper alerts the group when it's getting close to the time limit set for each item. As needed, the Timekeeper also asks the group to decide whether it wants to continue the discussion or move on.

Note Taker

The **Note Taker** creates a written record of the meeting, capturing the basic ideas of speakers (using the speaker's words) as well as key decisions made, issues left unresolved, a summary of discussions, action items, and responsibility taken. The Note Taker should strive to share the meeting notes with the group within one week after the meeting. Utilizing a standard, concise format is also helpful.

Participants

Participants are all of the members in a group, including those with other meeting roles (such as Facilitator, Timekeeper, etc.). All participants share responsibility for the success of the meeting. Each participant is responsible for:

- Understanding the purpose of the meeting.
- Reviewing the agenda prior to the meeting and contributing agenda items as appropriate.
- Listening, asking questions, and presenting ideas during the meeting concisely and respectfully.
- Maintaining personal notes and records, not relying on others to store knowledge or remind about agreed upon tasks.

Additional Meeting Roles

- **Scribe** creates large, legible visual notes during the discussion for all group members to see, such as on a flip chart, white board, blackboard, using the “annotate” feature in a Zoom meeting, etc.
- **Resource Person/Content Expert** provides background and specialized information as needed to proceed.
- **Facilitative Group Member** helps the group move through an inclusive and thorough process to accomplish its goals. Typically, this person clearly understands roles and responsibilities and s/he is able to use active listening and problem-solving skills to assist individuals and the group as a whole.
- **Process Observer** is someone who volunteers to refrain from active participation in the meeting in order to monitor the interaction of the group and the effectiveness of the processes used. The observer gives a report at the end of the meeting. This role can be very helpful when a group is trying to make its process more effective.



Facilitator Role In-Depth

The Facilitator is responsible for focusing on the meeting process in order to help the group meet its goals together. The Facilitator is NOT responsible for single-handedly directing and controlling the meeting.

Facilitating is a skill—no one is a “natural” facilitator. Take advantage of opportunities to practice, ask for feedback, and get support. Remember that it’s important to ask for support, versus just waiting to receive feedback. People often hesitate to offer unsolicited feedback for fear of hurting feelings. If you reach out, first, you provide people an opportunity to share their perspective and you also benefit from the opportunity to learn from it.

Setting the Agenda

You will help the group identify the purpose of the meeting and crystallize that into an agenda that is realistic and appropriate for the amount of time available. The agenda will give the group a common starting point, a clear understanding of what needs to get done, and the context to make it meaningful.

Setting a Contract

To help keep the meeting on track, be sure to set a contract/group agreement at the beginning of each meeting. The exact contents of the contract may vary depending on each particular meeting, but can include:

- Who is performing each of the meeting roles. If no one volunteers for a particular role you may need to directly invite someone to take the role). Consider making table tents for key roles, (Timekeeper, Note Taker, etc.), with the role title facing out and the responsibilities and helpful tips on the side facing the person.
- What processes the group will use for things such as information gathering, decision-making, conflict resolution, etc.
- How much time is available (consider last minute changes to participant availability, etc.).

Using a Parking Lot

Designate a way for participants to jot down and share tangential ideas/questions without derailing the meeting. This may be as simple as giving each participant a little stack of blank Post-It Notes, and having a central location (such as a posterboard or designated spot on the table, etc.) where they can post their note. The Facilitator (or another meeting participant—feel free to delegate!) will check the parking lot as appropriate during the meeting and bring items to group attention as needed.

Knowing Your Team (and Knowing You’re a Team)

To facilitate an effective meeting, you need to know who everyone is and how each person is doing. This is the function of check-ins/check-outs. As the facilitator, remember that your role is to focus on the process of the meeting: helping the group navigate its agenda to reach its goals. You will help ensure members hear each other and are heard as you go. You are not responsible for “carrying” the meeting on your own or making unilateral decisions.

Leading by Example

The Facilitator often sets the tone for the meeting. The meeting can easily go off the rails when the Facilitator is defensive, negative, talks over or ignores others, states ideas as facts rather than suggestions, etc. Instead, the Facilitator should model good teammate behavior by: minimizing her/his own talking; helping the group stay on task; promoting everyone’s participation; encouraging and complimenting others; avoiding becoming defensive or overly attached to a particular outcome; and reminding team members about group agreements as needed.

Facilitator Responsibilities from Start to Finish

<p>Prior to Meeting</p>	<ul style="list-style-type: none"> • Assist with agenda development • Make sure participants are notified • Assemble facilitation materials • Decide on appropriate room arrangement
<p>Beginning of Meeting</p>	<ul style="list-style-type: none"> • Promote participation • Establish a positive, comfortable climate • Make contract with group - define roles • Establish group agreements • Define meeting purpose/objectives • Get agreement on time available • Set context for discussion (e.g., “roadmap”) • Discuss processes to be used for information gathering, decision making, conflict resolution <ul style="list-style-type: none"> • “Go slow to go fast”
<p>During Meeting</p>	<ul style="list-style-type: none"> • Minimize your own talking • Avoid acting as “expert” • Help the group stay on task • Promote participation • Model facilitative behavior • Encourage and compliment • Enforce group agreements as needed • Suggest process steps as needed • Use criticism constructively – avoid becoming defensive • Work with Note Taker to develop “group memory” about previous discussions/decisions, etc.
<p>End of Meeting</p>	<ul style="list-style-type: none"> • Summarize outcomes • Establish next steps and who is responsible • Congratulate group on work accomplished • Set next meeting (if needed) and define preliminary agenda • Roll and label any flipcharts created • Close meeting and straighten room
<p>Post-Meeting</p>	<ul style="list-style-type: none"> • Work with Note Taker to prepare notes, highlighting action items • Work with Note Taker to distribute notes as needed • Plan next meeting

Adult Recognition

One of the most important responsibilities of the Service Team is to work together to create a culture of appreciation. A “culture of appreciation” is where anyone working toward the Girl Scout Mission feels respected and valued for her or his contribution. Recognition encompasses much more than bestowing awards on select recipients once a year. We will summarize some main points below, and for full details please refer to the Adult Recognitions Handbook.

Personal Care & Recognition

Let’s start closest to home with self-care and feeling appreciated. Self-care & self-appreciation isn’t just about patting yourself on the back for a job well-done or taking a break when you need to (although you are certainly welcome to do both of those things!). A deeper form of self-care is granting yourself the time to know who you are, what gifts you have to offer, and how much of yourself you are able to freely give at any particular moment.

You are the only one who knows what you can contribute— ie, how much time, energy, skills, interests and other resources you have available. It’s up to you to set and protect your own boundaries so that you commit to things that are within your bandwidth to complete (and, ideally, enjoy!). Saying “no” can be very difficult sometimes, but saying “yes” and then not following through (or following through begrudgingly) ultimately ends up with a much worse outcome for everyone.

Remember, saying “Yes” does NOT mean “I like you”, and saying “No” does NOT mean “I don’t like you”. Separate “Yes” and “No” from value judgements. That will help you make confident decisions based on facts, versus fears about hurting other people’s feelings.

Just as you are the only person who can decide what to commit to, you are also the only one who knows how you are feeling. Sometimes things happen in life outside of Girl Scouts that impacts your ability to be present with the team. It’s up to you to share with the team, as much as you are comfortable, to let them know when your participation is affected by external factors. While you don’t need to share all of the details with everyone, it is important to keep the team in the loop and make sure that important tasks are still completed, at minimum. Delegating can be very helpful in these situations, along with reassessing and reorganizing the original plan, as needed. And if you personally know that a teammate is going through a rough time but s/he hasn’t reached out, take the initiative to reach out to her/him and work with the rest of the team on ensuring important tasks are completed, as needed.

And finally, as an adult it’s ultimately your responsibility (and privilege) to speak up if you aren’t feeling respected or valued. First, clarify your feelings on your own as much as possible. Refer to the Problem Solving section for some tips and helpful questions to ask yourself. Then, reach out to someone who can help. If you’re not sure who to talk to or how to talk about it, reach out to your Volunteer Support Specialist or another caring person you trust who can listen and help you work through your feelings and identify potential next steps. Be sure to also check out the resources in “Taking Care”, the Girl Scouts of Maine guide to self-care which can be found on our website under “Forms”.

Service Team Self-Care & Recognition

Service Team members work together as a team, and part of working together means caring about each other. Everyone doesn't have to be best friends, but we must all be capable of acting as Girl Scouts who are honest and fair, friendly and helpful, considerate and caring, and respectful of ourselves and each other. The Girl Scout Law applies to adults, too!

Get to know each other outside of regular meetings, when possible. Have fun together! When you make your team agreement, discuss what you can include that will help team members feel safe to practice self-care (as discussed in the previous section). When there is a misunderstanding or disagreement, give each other the benefit of the doubt. Trust that your teammates are good and reasonable people who want the best for the girls, just like you do. Work on being flexible and adjusting to changing conditions. Remember that your role on the Service Team is vital to the Service Unit and to Girl Scouts of Maine as a whole. What do you and your teammates need in order to function at your best?

Volunteer Care & Recognition

All Service Team members serve as key resources for troop volunteers, particularly Troop Leaders. You offer experience, physical resources, and connection to the community and the larger organization. Service Teams help volunteers feel connected, valued, and engaged by:

- Communicating with them clearly, positively, directly, and often;
- Making the extra effort to provide support and to show appreciation;
- Creating welcoming and worthwhile Service Unit Leader Meetings throughout the year.

As part of the Plan for Success, the team needs to establish a plan for the following:

- Ensuring that Leader Meetings are well-run and respect busy schedules;
- Welcoming and greeting people at meetings, using their names;
- Sending occasional thank-you, holiday, or birthday notes;
- Having refreshments, fun table favors, or inspirational words at meetings;
- Keeping in touch with Service Unit volunteers outside of Leader Meetings;
- Mentoring new Troop Leaders, including pairing up sister troops;
- Organizing effective networking opportunities for all Troop Leaders;
- Establishing a warmly welcoming & inclusive environment;
- Offering a learning opportunity at every Leader Meeting;
- Asking for ideas & suggestions, and including Troop Leaders in decision-making when possible;
- Holding an end-of-year celebration for all Service Unit volunteers;
- And formally recognizing volunteers, whether through the monthly Volunteer of Excellence or one of the annual board-approved awards.

Because Service Team members are highly visible in the Service Unit, it will mean a lot if you are able to do the following:

- Learn everyone's names, as well as their town and troop level.
- Recognize people's good work—large and small—throughout the year. This can range from a simple "Thank You" to nominating the volunteer for a board-approved award.
- Make an effort to sit with new leaders (and/or leaders you don't know very well) at Leader Meetings. Chat and get to know each other.
- Be friendly. Offer to share transportation when possible. Invite others to come to one of your meetings.

Formal Awards & Recognition

When we think of recognition, we may tend to think of awards such as pins, plaques, certificates, etc., presented at a special celebration. As we've discussed, creating a culture of appreciation incorporates much more than formal awards, however presenting awards is an important part of recognition. Traditionally, Service Units hold an annual celebration which includes presenting awards and other formal types of recognition (such as honoring first year Troop Leaders, graduating girls, Gold Awardees, etc.). Some Service Units also present awards throughout the year, such as Volunteer of Excellence, or a special local award created by the Service Team (such as Volunteer of the Month, etc.).

The Adult Recognitions Coordinator generally takes the lead on organizing the committee to plan the annual celebration for the Service Unit. The celebration may be a formal dinner, a casual potluck, a Mother-Daughter ice cream social, or something completely different. What's important is that it is meaningful and engaging for volunteers in your Service Unit.

Don't forget that GSME also holds an annual awards celebration, typically in May, where board-approved awards are presented to volunteers (Appreciation, Honor, Thanks I & II, President's Award) and girls are recognized for graduating/bridging to adult, earning Higher Awards, GSME scholarships, etc.

For the local Service Unit celebrations, the Girl Scout awards typically presented include:

- **Numeral Guards:** for total years as a Girl Scout, awarded in 5-year increments
- **Years of Service Pins:** for years of service as an adult volunteer, awarded in 5-year increments
- **Position Bars:** colored pins indicating the volunteer's role
- **Volunteer of Excellence Pins:** for volunteers who have gone above and beyond when working with the girls and with each other, awarded through a nomination and application process
- **Meaningful, local recognitions:** created by your Service Team/Service Unit to honor anyone such as first year Troop Leaders, graduating girls, girls who earned Higher Awards, etc.

Who Pays for Recognitions?

The Service Team Pays for:

- Numeral Guards (5 & 10 year)
- Years of Service Pin (5 year)
- Position Bars (unless already paid for by the troop)
- Volunteer of Excellence Pin
- Any local, Service Unit-specific awards

GSME pays for:

- Numeral Guards (15+ years)
- Years of Service Pins (10+ years)
- All Board-approved awards (Appreciation Pin, Honor Pin, President's Award, Thanks Badges I & II)

For a full explanation of awards, refer to the Adult Recognitions Handbook.

Making the World a Better Place: Service Unit Success



The Big Picture

Now that we have discussed many of the details, let's re-orient ourselves into the bigger picture. To recap what we discussed in the "Introduction", the Girl Scouts of Maine council serves all of Maine. The council is divided into 37 Service Units, each of which encompasses a particular geographic area. Each Service Unit is managed by a Service Team. The Service Team is a group of volunteers who work together along with a GSME staff member (the Volunteer Support Specialist) to make sure the Service Unit offers the best possible experience for local Girl Scouts. The Service Team does this through things such as mentoring new Troop Leaders, planning Service Unit events and activities, and holding regular volunteer meetings.

Let's expand out a bit more to see the whole picture starting at the most fundamental level.

Family

The family is the core unit that supports girls to engage in events and topics that interest her.

Troop

The troop leadership team facilitates the girl experience using the 3 program processes (see "Girl Scout Leadership Experience" section) and creates a safe environment.

Service Unit

The Service Team facilitates the community experience within the Service Unit. This improves both the individual girl and troop experience, as well as allows girls to interact with other local girls from across Girl Scout grade levels.

Council

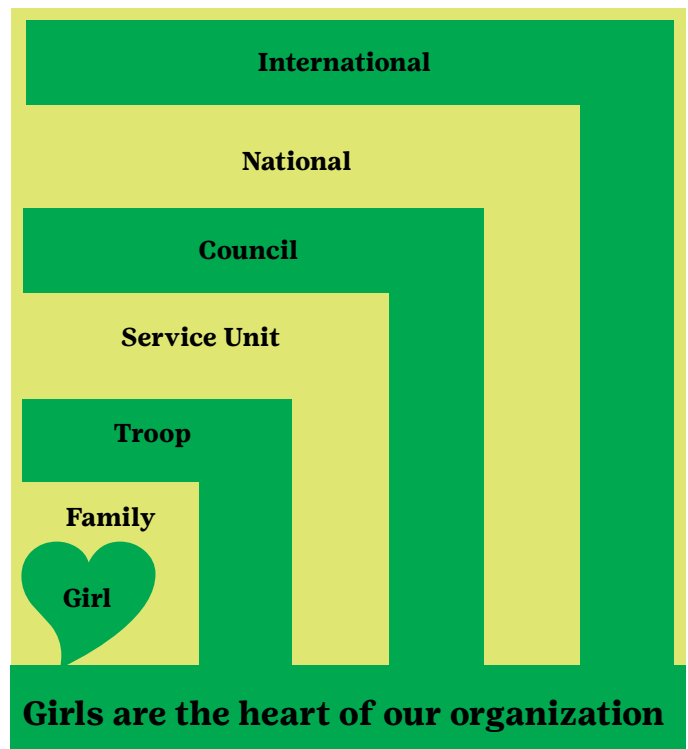
The Girl Scouts of Maine (GSME) council offers opportunities beyond the troop & local level, connecting girls with experts and community partners from across the state.

National

The national organization, Girl Scouts of the United States of America (GSUSA), connects councils to national partnerships, programming, and experiences.

International

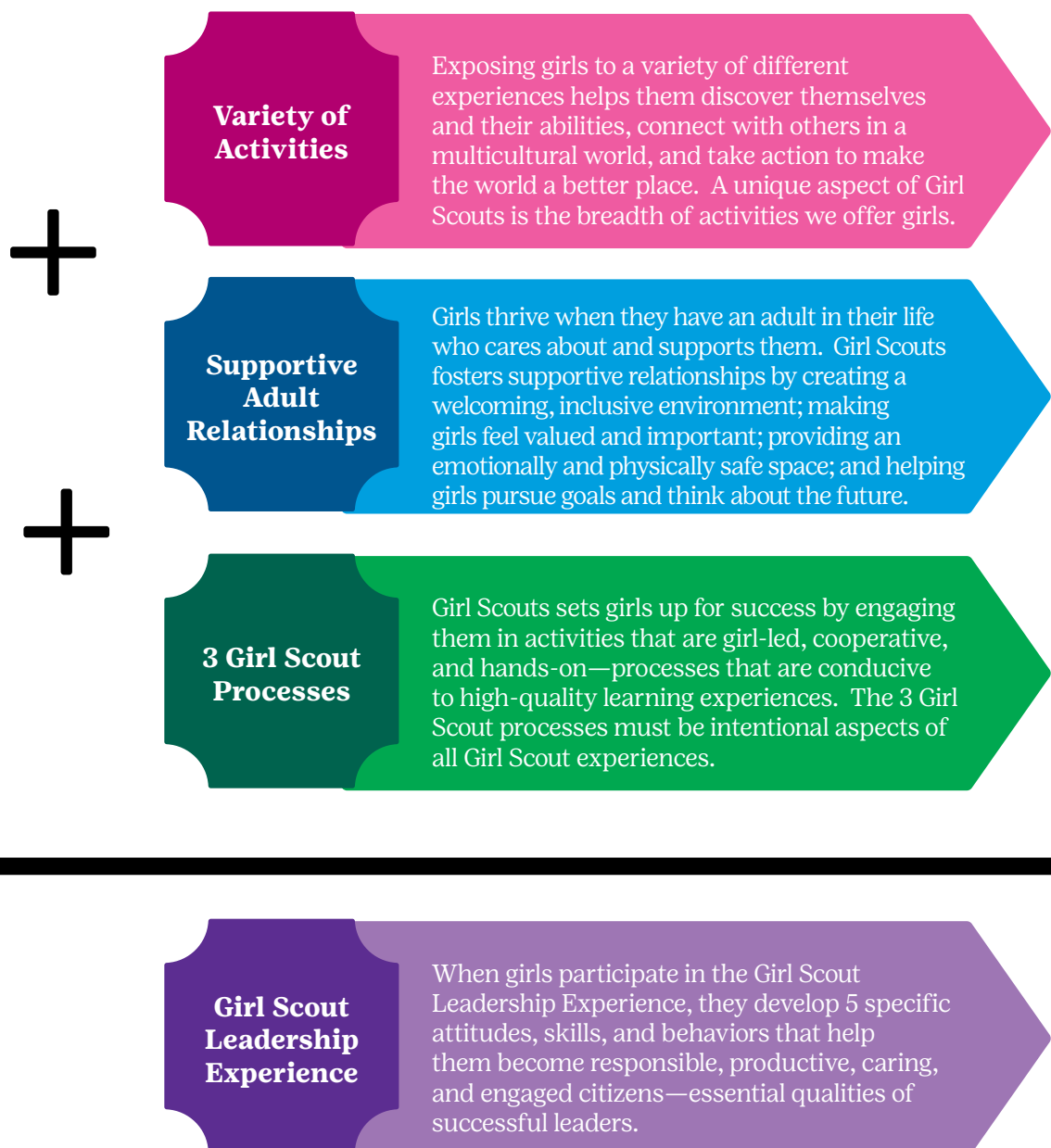
International experiences, such as those offered through the World Association of Girl Guides and Girl Scouts (WAGGGS), connect girls to a global Girl Scouting movement that broadens horizons and brings girls together across the world.



Girl Scout Leadership Experience

The Girl Scout Leadership Experience (GSLE) is a research-based, theoretical model that describes **what** girls do in Girl Scouts, **who** they do it with, **how** they do it, and how they will **benefit** from their participation.

GSLE engages girls in discovering self, connecting with others, and taking action to make the world a better place. Specific activities include things such as earning badges, going on trips, participating in the fall product and cookie programs, exploring science, getting outdoors, and helping the community through Take Action and community service projects.



Three Processes

There are three processes that make GSLE possible: **Girl-Led**, **Learning by Doing**, and **Cooperative Learning**.

Girl-Led

Girl-Led means that girls shape their experience by asking questions, offering ideas, and using their imagination. Girls take an active role in making decisions and choosing activities.

Learning by Doing

Learning by Doing means girls participate in hands-on activities that engage them in an ongoing cycle of learning and reflection. The activity is only part of the process. Reflection—when girls think about and discuss their experience—is what helps them learn from it.

Cooperative Learning

Cooperative Learning means that girls work together in an atmosphere of respect and cooperation to complete projects and learn together while working toward a common goal.

Girls gain specific knowledge, skills, attitudes, behaviors and values in Girl Scouting (see below). The long-term outcome of GSLE is that girls lead with courage, confidence, and character to make the world a better place.

Five Leadership Outcomes

When girls participate in Girl Scouts, they benefit in 5 important ways:

Strong Sense of Self: Girls have confidence in themselves and their abilities, and form positive identities.

Positive Values: Girls act ethically, honestly, and responsibly, and show concern for others.

Challenge Seeking: Girls take appropriate risks, try things even if they might fail, and learn from mistakes.

Healthy Relationships: Girls develop and maintain healthy relationships by communicating their feelings directly and resolving conflicts constructively.

Community Problem Solving: Girls desire to contribute to the world in purposeful and meaningful ways, learn how to identify problems in the community, and create “action plans” to solve them.

These are also referred to as the five leadership outcomes of the GSLE. For more information, refer to: https://www.girlscouts.org/content/dam/girlscouts-gsusa/forms-and-documents/about-girl-scouts/research/GSUSA_Five-Ways-Girl-Scouts-Builds-Girl-Leaders_2017.pdf

Three Keys to Leadership

All Girl Scout experiences are intentionally designed to tie to one or more of the five outcomes categorized under the three keys to leadership: **Discover**, **Connect**, and **Take Action**.

DISCOVER

Every activity girls tackle in Girl Scouts helps them discover who they are, what they care about, and what their talents are.

CONNECT

Girls collaborate with and learn from other people and expand their horizons. This helps them care about and inspire others locally and globally.

TAKE ACTION

As girls connect with and show care for others, they become eager to take action to make the world a better place.

Foundational Girl Scout Experience

While the Girl Scout Leadership Experience provides the theoretical model of how Girl Scouts develops girl leaders, the Foundational Girl Scout Experience is an evidence-based checklist that describes the specific elements of Girl Scout programming that are required to ensure girls develop the GSLE outcomes, have fun, and stay with Girl Scouting.

The Foundational Girl Scout Experience is divided into the specific **Activities** that girls must be engaged with across a program year, as well as characteristics of the **Environmental Setting** that must be present when girls are engaging in those activities.

Environmental Setting

- **The 3 Girl Scout Processes (Girl-Led, Learning by Doing, Cooperative Learning)**
 - See “Girl Scout Leadership Experience” section.
- **All-girl environment/group of girls**
 - Meetings, field trips, camping, etc. are for girls only.
 - Girl-only activities allow girls to be themselves and have fun without fear of making mistakes or worrying about gender norms.
- **Emotionally and physically safe space**
 - Know who is at the meeting, set troop/group norms, allow girls to express themselves without judgement, create a welcoming and inclusive environment, and proactively resolve conflicts.
- **Supportive adult relationships**
 - Adults work to ensure that girls feel valued and important, foster a sense of belonging, and help girls pursue goals and think about their futures.
- **Family engagement and participation**
 - Parents/caregivers are invited to participate in their girl’s Girl Scout experience, starting with the initial parent meeting.
- **Encouragement and support to continue in Girl Scouts**
 - Throughout the year, girls and parents/caregivers are provided with information about upcoming opportunities to keep them engaged.

Activities

- **Meet regularly**
 - Participate in a Girl Scout meeting or activity 1 to 2 times a month (at minimum). When girls participate less than monthly, they are less likely to experience a variety of activities, maintain supportive relationships, and stay engaged with Girl Scouts.
- **Experience a variety of purposeful activities during the program year in one or more content areas:**
 - Girl Scout National Program
 - This makes up the Girl Scouts’ core curriculum.
 - Earn multiple badges or petals–OR–complete a Leadership Journey–OR–earn a Higher Award (Bronze, Silver, Gold).

- Take Action projects and community service
 - Complete a service project with the troop or individually to help the community.
 - These projects allow girls to take the skills they learned through badges or Journeys and apply those skills to solve a problem in their community.
- Field trips, outings, and events
 - Go on a local field trip or participate in an event. These activities allow girls to travel to new places, meet new people, and try things they may not have done before.
- Girl Scout Traditions
 - Foster a Girl Scout identity by wearing a uniform, saying the Promise & Law, singing songs, taking part in ceremonies, etc.
- Product Programs (Fall Product and Cookies)
 - Participate in the Fall Product Program and Cookie Program.
 - Don't forget about the related badges and pins!
- Outdoor
 - Engage in an outdoor Girl Scout activity. Be intentional about exploring nature and engaging with the great outdoors, go beyond simply moving an indoor activity outside.



Plan for Success

The Service Team comes together for three major milestone meetings each year: Plan for Success, Mid-Year Assessment, and End of Year Assessment. All team members should be present for each of these meetings and be prepared to participate.

The first major milestone meeting is the Plan for Success, which is most often scheduled in August but can be scheduled as early as July, depending on the needs of the Service Team. The Plan for Success sets the stage for the whole year, and the other two milestone meetings refer back to it. The team should also regularly refer back to the Plan for Success throughout the year.

Around the time of the Plan for Success, the Service Team will also be creating its budget. Refer to the “Service Unit Finances” section for guidelines and things to consider when creating the budget.

The Plan for Success meeting kicks off the year for the Service Team and provides:

- Goals and action steps aligned with GSME goals for the coming year.
- A clear direction for the team.
- Responsibilities of each member.
- Measureable results to provide an opportunity to learn and a sense of accomplishment upon completion.
- A chance to plan, assess, and grow as a purpose-driven team.

The Plan for Success document contains:

- Historical, current, and goal numbers
 - Membership, new troops, early renewal, VTK, cookie bonus, camp, camperships, etc.
- Discussion prompts around:
 - Service Team Best Practices
 - Community Engagement
 - Troop support
 - Volunteer and girl recognition
 - Fall Product Program and Cookie Program
- Space to plan for Service Unit Events & Opportunities
- Space to schedule Service Team and Leader Meetings for the coming year

Mid-Year Assessment

The Mid-Year Assessment is scheduled at the mid-point of each year, generally in January. The Mid-Year Assessment is a time to reflect and review on how the year has been going so far, using the Plan for Success as the reference point.

The Mid-Year Assessment document contains:

- Discussion prompts to review current progress towards goals
- Space to plan for next steps to take to achieve remaining goals
- Reflection questions on how the team is doing so far
- Space to plan for recognitions and delegates (see “Service Unit Delegates” for more details)

The Mid-Year Assessment is also a good time to review the budget as a team and decide if any changes need to be made, such as increasing or decreasing allotments for particular categories, etc.

End of Year Assessment

The End of Year Assessment is scheduled towards the end of the school year, generally in June. The End of Year Assessment is a celebration of the Service Unit’s and Service Team’s achievements. It offers a chance to reflect on the year and to make note of great ideas in preparation for the new Plan for Success.

The End of Year Assessment document contains:

- A customizable infographic that highlights a range of achievements in the Service Unit
- Reflection questions on what the team accomplished this year
- Prompts to help capture fresh ideas for the coming Girl Scout year

The End of Year Assessment is also a good time to review the budget as a team, in advance of the Service Unit Treasurer completing the Service Unit Treasurer’s Report. And don’t forget to schedule the meeting for your new Plan for Success!

Service Unit Delegates

Each Service Unit elects delegates to represent them at the GSME Annual Meeting. Delegates serve two-year terms and vote on council matters at the GSME Annual Meeting (which is generally held in May). All registered Girl Scout members are eligible to serve, provided they are over 14 years of age and reside or work within your Service Unit. They do not need to be a background-checked volunteer, just a registered member of Girl Scouts. Please refer to the Service Unit Delegate position description on the next page.

The number of delegates for each Service Unit is determined by girl membership as of September 30th of each membership year. The number of delegates authorized per Service Unit may increase or decrease each year based on girl membership within that Service Unit. Most Service Units have 2 delegates, some have as many as 4 (or more) and some may have as few as 1 delegate.

Working with Delegates

- Decide as a Service Team what support you can offer delegates. Consider:
 - Cost of registering for Annual Meeting
 - Can you carpool?
 - Stipend: mileage, food allowance
- Start preparing for your delegate elections in the fall, don't wait!
- Notify all eligible members in your Service Unit well in advance
 - Contacting members by email or mail is best, don't rely on social media since not everyone participates
 - Share the position description and details on what support the Service Team is offering (if any)
 - Plan to discuss in greater detail and answer questions at a Leader Meeting in the fall
- Collect all names of interested parties and if there is more interest than available spots schedule a vote
- Elect primary and alternate delegates

Service Unit Delegate Volunteer Position Description

Purpose

- Represents the Service Unit and votes on council matters at the GSME Annual Meeting. Serves a two-year term.

Responsibilities

- Attends the GSME Annual Meeting (generally held in May of each year) and votes on council matters including but not limited to: the election of Board of Director officers, the members-at-large of the board of directors, the members of the council nominating (board development) committee and delegates of the National Council of Girl Scouts of the United States of America.
- Stays in communication with GSME prior to the Annual Meeting.
- Notifies GSME as soon as possible if unable to attend an Annual Meeting and/or vote in the election so that an alternate delegate can be arranged.
- A parent/caregiver may serve as a delegate with their girl. Note that delegate spots are limited per Service Unit. Contact GSME or your Service Team for further details.

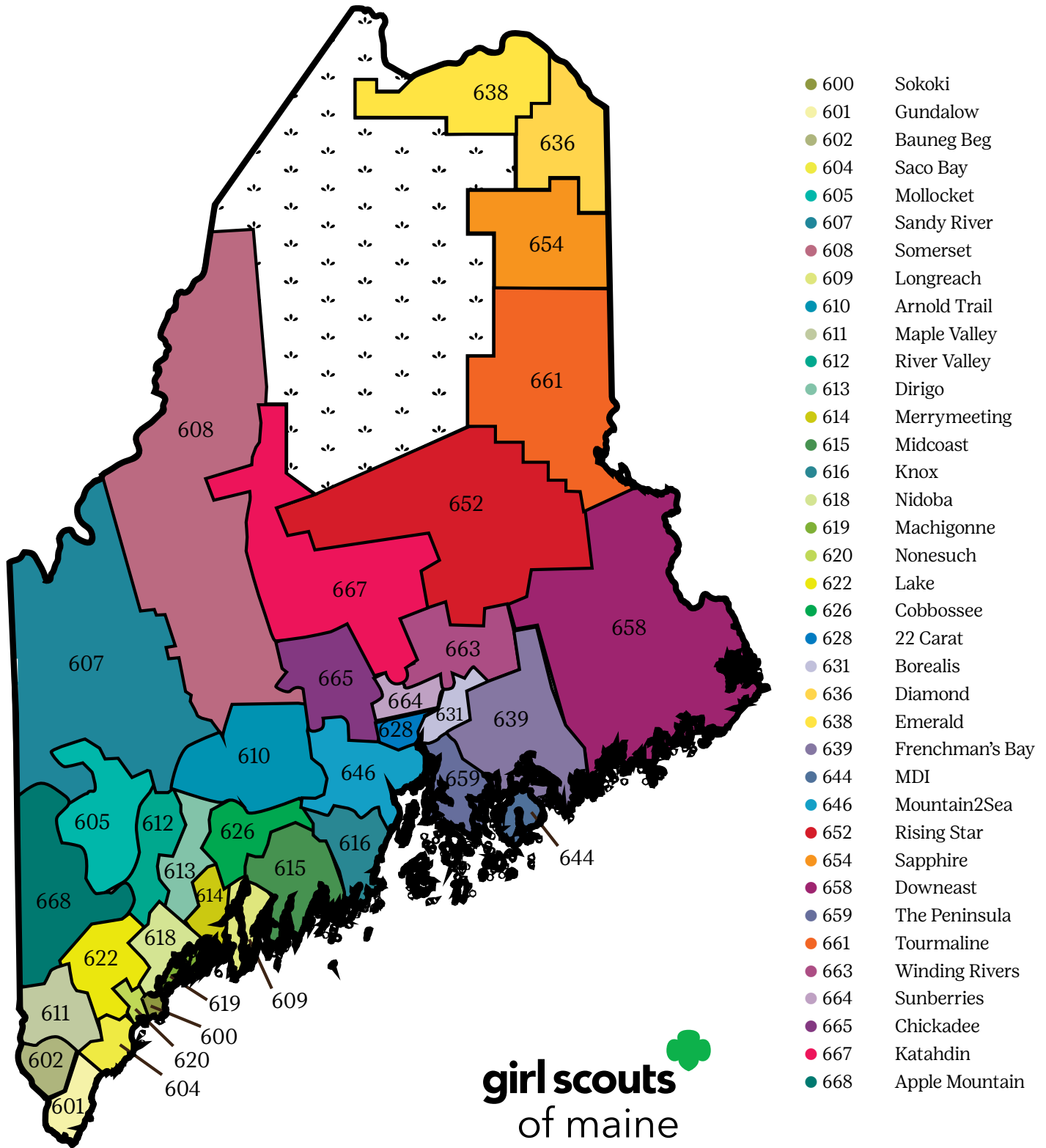
Required Qualifications

- Registered Girl Scout member, at least 14 years of age, who lives the values of the Girl Scout philosophy.
- Resides or works within the Service Unit area.
- Effective oral, verbal, and written communication—express ideas and facts clearly and accurately.
- Work productively & respectfully with people of diverse cultures, abilities, personalities, ages & backgrounds.

Using Resources Wisely: Tools, Tips, Tricks and Takeaways



Girl Scouts of Maine Service Unit Map



Resources

All Service Team Members

- Service Team Handbook
- GSME Service Unit News (monthly email newsletter)
- [GSME Service Team Facebook page](#)
- From the GSME website under Resources:
 - [Volunteer Handbook](#)
 - [Safety Activity Checkpoints](#)
 - [Service Team Planning Materials](#)
 - [Event and Press Release Toolkits](#)
 - [Social Media Guidelines](#)

Adult Recognitions Coordinator

- [Adult Recognitions Handbook](#)
- [Adult Recognitions at a Glance](#)
- [Adult Recognitions nomination information](#)
- [GSME Adult Recognitions webpage, including links for nomination forms](#)
- [Adult Recognition Order Form](#)

Community Engagement Champion

- [Troop Invite](#)
- Printed materials and other goodies provided by your Community Engagement Specialist

Juliette Navigator

- GSME Juliette News (monthly e-newsletter)
- [“Working with Juliettes” video](#)
- [Ways to Participate: Juliettes](#)
- [Juliette Request for Reimbursement form](#)
- [Juliette FAQ](#)
- [VTK User Guide for Juliettes](#)

Learning Facilitator

- Learning Support Team resources available for current Learning Facilitators through Dropbox
- [GSME Learning Support Team Facebook group](#)

Product Program Supervisor: Cookies

- [Cookie Program info on GSME website](#)
- [GSME Product Program Service Unit Supervisors Facebook group](#)

Product Program: Cookie Cupboard

- [Cookie Program info on GSME website](#)
- [GSME Product Program Service Unit Supervisors Facebook group](#)

Product Program Supervisor: Fall

- [Fall Product Program info on GSME website](#)
- [GSME Product Program Service Unit Supervisors Facebook group](#)

Program Coordinator

- Events Resources and Toolkits, on GSME website under [Resources](#)
- [Intent to Hold an Event form](#)
- [Intent to Hold a Camporee form](#)
- [Event Budget Worksheet](#)
- [Event Final Report form](#)
- [Camporee Final Report form](#)
- Training: [Let's Plan Events](#)
[Let's Plan Camporee](#)

Roster Administrator

- Support materials and one-on-one assistance available from your Volunteer Support Specialist

Treasurer

- [Service Unit Treasurer's Report](#)
- [Service Unit Budget Form](#)

VTK Champion

- [VTK Videos and Resources](#)

Service Unit Manager

- [GSME Service Unit Manager Facebook page](#)
- Service Unit Manager supplemental resources in the Service Team Handbook, pages 89 to 93

Volunteer Support Coordinator

- Volunteer Support Coordinator supplemental resources in the Service Team Handbook, pages 94 to 100



Service Unit Manager Supplemental Resources

Leadership as Service Unit Manager:

Your leadership behavior has an impact on those you work with. Are you a “traditional” leader, or a collective leader? Take the quiz here (adapted from content in <https://nonprofitquarterly.org/five-elements-collective-leadership/>)

1. How do you view organizations?

- a. Organizations are machines.
- b. Organizations are systems.

2. Organizations are best structured as:

- a. A pyramid with a well-defined hierarchy.
- b. A network with many different connections.

3. Decision-making is most effective when it is:

- a. Top-down.
- b. Shared and or/rotated.

4. Which statement do you agree with most?

- a. People need to be told what to do.
- b. People are inherently capable and can be trusted to do the right thing.

5. I believe that:

- a. One person has the skill or talent to create success on her/his own.
- b. Success comes from the diverse perspectives and skills of many.

Add up all of your A's and all of your B's.

Q **Mostly A's** indicates a “traditional” view of leadership. The “traditional” leader is seen as the “[hero](#)” versus the “[host](#)”. This type of leader is expected to have all of the answers, solve all of the problems, and fix everything for everyone else. This “traditional” view of leadership misses out on the synergy and sustainability of collective leadership.

Q **Mostly B's** indicates a collective view of leadership. The collective leader understands that the success of the team depends on leadership throughout the entire group rather than depending on the skills of one person.

Collective Leadership:

(The following is taken from <https://nonprofitquarterly.org/five-elements-collective-leadership/>)

“A group of people working together toward a shared goal”

- Based on the assumption everyone *can* and *should* lead.
- Dependent on quality relationships.
- Recognizes that lasting success isn't possible without diverse perspectives and contributions.
- Results in shared responsibility and decision-making, accountability, and authentic engagement.
- **“WE** have done this ourselves” vs. **“I** have done this myself”

Required Conditions for Collective Leadership:

- Trust
- Shared power
- Transparent and effective communication
- Accountability
- Shared Learning

Benefits of Collective Leadership

1. Better decisions and increased effectiveness
2. Increased self-direction and motivation
3. Removing barriers to internal motivation is needed for growth and development
4. Shared responsibility
5. Realizing potential
6. Increased engagement and investment
7. Sustainability

Common Skills of Effective Leaders

Skill Area	Actions Involved
Self-Understanding	<ul style="list-style-type: none"> • Knowing personal strengths and nurturing them • Recognizing where there is room for improvement • Delegating as needed to accommodate skill deficits • Learning from personal experience and criticism/feedback from others
Anticipating/ Envisioning	<ul style="list-style-type: none"> • Actively seeking to be informed and to keep others informed • Setting goals for excellence, personally and with the team • Observing and being an active listener in order to gather information on problems that arise • Foreseeing implications of decisions made or to be made • Initiating change by making suggestions aligned with your vision • Networking across the organization to sense trends and build coalitions
Communicating	<ul style="list-style-type: none"> • Listening to others fully before responding • Paraphrasing and asking questions to check for misunderstandings • Sharing your views and goals to recruit, support, and motivate others • Painting word pictures to help others visualize and understand your ideas • Crafting clear procedures and instructions when delegating • Offering constructive criticism paired with appreciation/encouragement <ul style="list-style-type: none"> • Feedback “sandwich” method= positive feedback + constructive criticism + positive feedback
Team Building	<ul style="list-style-type: none"> • Involving your team in planning and decision-making • Sharing leadership through delegation and showing trust in others • Prioritizing and promoting continuing education opportunities for adults • Working with your team to reframe “failures” as learning opportunities • Celebrating accomplishments and supporting/encouraging others’ growth • Reaffirming shared goals and values—we’re all here for the girls!

5 Basic Management Functions

- **Planning**
- **Organizing**
- **Staffing**
- **Coaching**
- **Supervising**

Planning: The Groundwork of Managing

What are you going to do? What are your goals? How do you plan to achieve them?

See	where you are now.
Look	into the future and set a goal.
Assess	the available or needed resources.
Map	the way to your goal in your mind.
Write	it down.
Review	it with others for input.
Incorporate	suggestions or make changes.

Organizing: Orchestrating the Job

What are the jobs to be done? What skills are needed? What kind of person(s) would be best qualified to do it? How should the work be divided?

What?

- Identify jobs to be done and when.
- Match the jobs with the right people.
- Establish the leadership to integrate all the jobs into a whole system.

Why?

- To divide up the work.
- To group jobs that are alike.
- To get the right person doing the right job.
- To unite in a common purpose and create a whole that is greater than the sum of its parts.

Staffing: The Team You'll Work With

Is there a person with the right skills available or do I need to recruit someone? Where can I find that person?

Staffing involves determining:

- The kinds of people to be recruited.
- How long it will take to train them.
- What kinds of controls should be established or what degree of freedom should be allowed.

How?

1. Consider the needs and motives of the people you are trying to recruit.
2. Rethink the roles/tasks being offered to volunteers to keep them motivated, challenged, and interested.
3. Offer the right person a meaningful job that is appropriate for her/his personal goals and realities.
4. Involve your team and other volunteers in your Service Unit in the search for contacts and follow up every lead.
5. Clearly inform people of what will be expected of them in the role task (don't misrepresent).
6. Don't push those who hesitate to commit, but do be sure to share why the role/task is important and what will/won't happen if it's not filled.

7. Once you have found a potential new Service Team volunteer, reach out to your Volunteer Support Specialist to discuss appointing her/him to the role.
8. If it feels like a good fit for everyone and if she/he accepts the role, then confirm with your Volunteer Support Specialist to make sure she/he is officially added to the role.
9. Provide orientation or training (preferably as a Service Team) to welcome the new volunteer to the team soon after she/he is appointed.

Coaching: Facilitating Excellence

Is training needed by the person assigned to the job? How much supervision is required? When should I follow up? What are the checkpoints?

Think of factors such as:

- What training/orientation will this person need?
- What kind of support system is in place to motivate this person and make her/him part of the team?
- What kind of tasks can be assigned to this person?
- How can this person give feedback on the progress and the problems presented by the task?

Supervising: Overseeing the Team

How about reporting? When and how will this person be evaluated? Is this the time for recognition?

Consider:

- Who does this person need to report to? How and how often?
 - For instance, an SUM may decide to check-in with every team member individually once a month throughout the year.
 - In contrast, a Camporee committee chair may decide that weekly check-ins are necessary during the month before Camporee, increasing to daily check-ins in the week before the event.
- When and how will this person be evaluated?
 - Feedback about position performance should be on-going, not just at the end of the year. Keep written documentation.
 - Service Unit Managers should work with their Volunteer Support Specialist to provide input on evaluating individual Service Team members.
- Is this the time for recognition?
 - It's always a good time for informal recognition! Recognition can be as simple as letting someone know that you noticed and appreciated their efforts.
 - Work with the Service Team to decide whether it's the time for a more formal recognition (Volunteer of Excellence, board-approved award, etc.).

Volunteer Support Coordinator Supplemental Materials

New Leader Mentoring

One of the Volunteer Support Coordinator's most important jobs is welcoming and mentoring new Troop Leaders. When a new leader feels supported and appreciated throughout their first year, the girls are more likely to have a great experience and the troop is more likely to continue the following year.

You can support new leaders as Volunteer Support Coordinator in several ways. The primary way is to regularly check in with new leaders to see if they have any questions/concerns about anything related to running their troop. Remember, you don't need to have all the answers or "fix" all the problems! If you're not able to directly answer a question, please refer them to the appropriate person (such as your Service Team Product Program Supervisor for cookies, if they have a cookie question, their Volunteer Support Specialist if they are having banking issues, or Customer Care if you're not sure who to refer them to, etc.). You can also refer them to particular resources such as the Volunteer Handbook, Safety Activity Checkpoints, Volunteer Toolkit, etc.

Make sure to personally invite new leaders to Leader Meetings and Service Unit events. A friendly personal invite goes a long way to making a new leader feel more comfortable. Design your Leader Meetings to be as welcoming and informative as possible, with plenty of opportunities for getting to know the other Troop Leaders in the Service Unit, as well as learning Girl Scout traditions and helpful tips to bring back to the troop (see "Leader Meetings" and "Ice Breakers" sections).

New Leader Mentor Checklist:

- Call new leaders within the week after receiving the email from GSME, to introduce yourself and give them your contact information (*see talking points below*).
- Do they need a meeting place?
- Give new leader the calendar of Service Unit Leader Meetings and events.
- Connect them with any other volunteer who is available to mentor them (Service Team or otherwise).
- Personally invite/remind new leader about their first Leader Meeting.
- Do they need extra help? You can offer to help them plan their first meeting and/or attend one of their troop meetings as an observer, etc. If they need more help than you and your Service Team is comfortable or able to give, please contact your Volunteer Support Specialist.
- Check in with them again after 1 month to see how it is going and if they have any questions or concerns.
- Check in with them again after 2 months.
- At the end of the year, check in with them to see how they felt it went and ask for any feedback about their Service Unit experience. Confirm if they are returning next year (*see talking points below*).

Talking Points for initial call:

- **Welcome** - Introduce yourself and tell her/him your role. Explain that you will be providing them with lots of localized Service Unit Information.
- **Service Team** – Share key information about Service Team members and who can help them with what sorts of questions. If they will also have a personal mentor and/or sister troop, share that information as well.
- **Do you have a meeting place confirmed?**
 - **If no** - Do you need help finding a place? Suggest some that you know of in the area.
 - **If yes** - Great! Where is it? Does the place need a certificate of insurance from GSME? If yes, let them know to contact Customer Care for assistance with that.
- **Have you read the New Leader's Guide to Success (which is in the Volunteer Handbook)?**
 - **If no** – I would be sure to look at it. It will help you with many things including getting the parents in your troop involved at the very beginning. You can find the Volunteer Handbook in the VTK and on our website under Resources.
 - **If yes** – Great! Do you have any questions?
- **Have you looked at your roster of girls in MyGS?**
 - **If no** - Be sure to look at that to see if you have any girls who have chosen your troop from the catalog. Do you need help finding it?
 - **If yes** - Great! Be sure to contact all of the families and let them know when the first meeting is.
- **Have you already had your parent meeting or are you planning to? Do you need help with that?**

-AND/OR-

How are you feeling about your first troop meeting? Do you need extra help?

- **If no extra help needed** – Make note of when their first parent and/or troop meeting is scheduled, and be sure to follow up with them afterwards to see how it went.
 - **If extra help requested** – As Volunteer Support Coordinator, work with them to determine their specific needs and then figure out next steps. If you can help them directly, that's excellent. If more support is needed please reach out to your Service Unit Manager, or another volunteer who can help, or contact your Volunteer Support Specialist.
- **Closing** - So happy to have you join our Service Unit! Please contact the Service Unit Manager or myself if you need anything! Hope to see you at our next Leader Meeting on _____[date/time/location]_____.

Leader Meetings

The Volunteer Support Coordinator organizes and leads Service Unit Leader Meetings, in concert with the rest of the team. Leader Meetings should be friendly, informative, effective, and held within a welcoming environment. One of the most successful ways we make sure girls have a positive Girl Scout experience is ensuring the Troop Leaders have a positive Girl Scout experience.

Leader Meetings are a chance to tend to our relationships with Troop Leaders, and they also provide an opportunity to model effective ideas so Troop Leaders can bring those ideas and techniques back into their own troop meetings. In the “Meeting Facilitation” section we discussed the basics of efficient and productive meetings. You will build on that information when planning for your Leader Meetings. Since Leader Meetings are typically much larger than Service Team meetings you will want to add in a few other techniques to maximize the effectiveness of these larger gatherings.

Evaluate Your Current Meetings

Different Service Units have different traditions around Leader Meeting times and places. Each year the Service Team should reassess whether the Leader Meetings are working for the leaders. You may want to survey the leaders to solicit their thoughts and provide some alternatives for them to vote on (as appropriate). Discuss as a team: How is attendance? What are leaders requesting and how can we accommodate? When and where do we want to hold these meetings and why?

Schedule Your Meetings

Leader Meetings typically last 90 minutes to 2 hours—long enough to be worth the time but not so long as to discourage attendance. Most Service Units meet monthly at a regularly appointed time (6:30-8 pm on the 3rd Thursday of each month, for example), but some alternate dates/days of the week to accommodate the many schedules. Whatever you decide, let Troop Leaders know well ahead of time so they can strategize how to get there on time.

Consider having a theme for each meeting or for the year. Select a value, a word, or an object and center the meeting to that theme. This will help all in attendance with a point of reference when recalling the information.

Send Invites Early

Make sure all Leader Meetings are posted on the Service Unit Facebook page. It’s helpful to create an event for each meeting and to invite everyone who is part of the group. Post all meetings ahead of time at the beginning of the year, whenever possible. It is also helpful to email out the meeting calendar to everyone in advance. You may also want to mail out a “Welcome/Welcome Back” type letter in late summer which includes a printed copy of the meeting (and events) calendar and any other materials your team feels are helpful.

Don’t Forget to Send Reminders, Too!

A week or so before the meeting, send out an invitation/reminder via email (or text, etc.-- whatever works for your Service Unit). Share highlights from the agenda and choose some special reasons why you believe that everyone will benefit from attending this meeting.

Include New Volunteers

Welcome new volunteers as they join with the Service Unit calendar and personally invite them to attend Leader Meetings. We recommend that “at least one volunteer per troop” attend each Leader Meeting, but it’s even better when multiple volunteers from a troop attend. This helps strengthen the relationship between those volunteers, adds to the energy in the room, and builds the troop’s connection to the Service Unit.

If you (or another Service Team member) has a seat available in your car and can offer a ride, please do! This is especially important for new Troop Leaders. The personal invitation helps them feel welcome, even if they don’t take you up on it. And if they do decide to ride with you, it will help them to make an in-person connection with someone from the Service Team before entering a room full of people they

Host a Welcome Station

Plan to have a Welcome Station with at least one friendly person to greet everyone upon arrival. This is important whether it is a volunteer's first meeting or her 20th anniversary! The Welcome Station is also a great place for folks to sign-in, pick up an agenda, nametag, flyers, a copy of the newest Compass (and/or other relevant materials), and to check their troop "mailboxes" when they sign-in.

Be sure to make use of the money allocated in the Service Unit budget for Volunteer Development. Consider offering door prizes, materials for SWAPS, "Service Unit Bucks," and other tokens of appreciation for a bit of fun at your meetings. You can also consider offering snacks. Offering coffee/tea/cocoa and a small treat goes a long way toward making people feel more comfortable.

Offer Childcare When Possible

Plan to offer childcare at Leader Meetings when possible. A great way for the Service Team to do this is to work with an older girl troop trained in babysitting. The troop would host the childcare as a money earning activity and would be paid from Service Unit funds.

Service Unit Team Building

Team building isn't just for the Service Team! When planning your meetings keep in mind that the whole Service Unit is one big team, with everyone working to create the best experience possible for the girls. Be sure to offer opportunities at every Leader Meeting to strengthen relationships and to remind each other why we are participating in Girl Scouts together. Some suggestions:

- Facilitate an opening mixer or check-in, where everyone gets to introduce her/himself to at least one person they didn't know before or maybe the whole group. Be creative.
- Post a "Share Board" where volunteers can post pictures and information about what their troops have done recently. If troops create displays, the Troop Leaders and/or Service Team can look into posting them at the library, Town Hall, or another relevant public location.
- Consider digital versions of "Share Boards", as well. An online platform such as Kudoboard allows a group to contribute to a private online bulletin board which they can then choose to share with others. Also consider creating videos with footage contributed by group members (lots of free video editing software available, including for mobile devices), slide shows, digital scrapbooks, etc.
- Prioritize recognizing the everyday (and once in a lifetime!) achievements of troops and troop volunteers. For instance, if you noticed something excellent posted on the Service Unit Facebook page, mention it during the Leader Meeting. Even better, ahead of time consider inviting the Troop Leader to talk a bit about the experience during the Leader Meeting. Or you may even want to invite the troop to do a short presentation to the group. No matter what, encourage everyone to contribute and recognize each other to build and strengthen that culture of appreciation.

Six Parts of a Meeting

Remember the “Six Parts of a Meeting” template from the Meeting Facilitation section? Leader Meetings are an ideal time to model the Six Parts of a Meeting so that Troop Leaders can bring the technique into their own troop meetings. Here are some suggestions on how to structure your Leader Meetings:

1. Start-Up Activity (10-15 minutes): Just like with Service Team meetings, be sure to start the meeting on time. Kick off the meeting with a check-in or icebreaker. There are some examples of icebreakers in the next section.

2. Opening (5-10 minutes): Depending on the theme of the meeting, an opening can include: Girl Scout Promise and Law, flag ceremony, song, game, etc.

3. Business (15 minutes): Share statewide, regional, and Service Unit GSME news, including what has recently happened, what’s coming up, why it matters, and how they can get involved. Be creative—divide this section up among Service Team members and vary how information is presented so it’s not just one person reading from a list.

4. Activities (10-60 minutes): Includes any type of volunteer enrichment, such as:

- 45-60 minute Learning Facilitator delivered Leader Workshop;
- 15-30 minutes of facilitated networking organized by level, community, or another relevant category. Be sure to offer suggested discussion topics or icebreaker questions, since not all groups will naturally start chatting on their own. Ideally these discussion topics are based on ideas requested by volunteers in the Service Unit and related to the time of year.
- 20-30 minutes for a ceremony (rededication ceremony, sample bridging ceremony, etc.);
- 10-20 minute demo on a relevant topic such as:
 - Volunteer Toolkit tips and tricks
 - Lead volunteers through a fun Program activity from the Volunteer Toolkit that they can bring back to their girls
 - How to Complete Troop Finance Reports, etc.

5. Clean-up (5-10 minutes): Involve everyone in a couple minutes of tidying up the space, with the reminder that we Girl Scouts always leave places better than we find them, and then ask if there are any lingering questions to “clean up.” If the meeting will require a lot of clean-up don’t hesitate to create a kaper chart!

6. Closing (5-10 minutes): Just like with Service Team meetings, be sure to end the meeting on time. End the meeting with a meaningful check-out activity. Depending on the theme of the meeting, a closing can include: friendship circle, song, game, etc. Also allow for 20-30 minutes before or after the meeting for unstructured networking. This allows for a free-flowing exchange of ideas and information which helps volunteers build bonds and a sense of community.

Follow-Up

After the meeting take time to note who missed the meeting. As a team decide how to check in with those troops to make sure all is well and to let them know what they missed. Within a week of the meeting, you or another designated Service Team member should send meeting notes or minutes out to all troops via email.

Ice Breakers

Keep It or Pass It On

Materials:

- Two pieces of candy per participant
- A list of 10-15 statements

Instructions:

1. Have everyone sit in a circle around the table.
2. Pass out 2 pieces of wrapped candy to each participant.
3. Explain the rules: “I will make a statement. If the statement is true about you, pass one candy to the Right. If the statement is not true about you, don’t pass any candy”.
4. Read off about 10-15 statements (e.g. “I was a Girl Scout as a child.” “Today was a long day,” “I love camping,” “I was born in Maine,” or ANY statements that are fun/get to know people).
5. When done, however many candies each person has in front of them they get to keep.

Scramble for Words

Materials:

- Scrabble letters (actual or handmade equivalent is great too!)
- Paper and writing utensil for each participant
- Timer or clock

Instructions:

1. Give each participant 12-15 letters.
2. Explain: “we will have 3 minutes to make as many words out of these letters as possible. Write down the words you find.”
3. Set timer for three minutes; when finished, the person who has found the most words wins!

Draw Switch

Materials:

- One piece of paper and writing utensil (preferably colored pencils, markers, etc) per participant

Instructions:

1. Start with everyone sitting in a circle with a piece of paper and writing utensil in front of them.
2. Instruct everyone to draw the shape of a head on the paper (no facial features, just a head), then pass their paper to the right.
3. On the NEW paper in front of them, draw the eyes, and then pass it to the right.
4. Continue in this manner- with each ‘pass’, have them draw a different feature of the person (e.g. ears, mouth, hair, nose, jewelry, body, clothes, etc...) until the paper makes it back to the original drawer (so, as many switches as people in the exercise).

OPTIONAL: have each person name their “character” and tell a story about it.

Picture This!

Materials:

- 5-8 different pictures (abstract or realistic)

Instructions:

1. Display all the pictures so they are visible to each participant. Ask everyone to silently choose the picture they relate to the most.
2. Take turns sharing which picture each person chose and why they related to it.

Success Stories

No materials needed!

Instructions:

This is a great ice breaker to set the tone of any meeting! Simply go around and let people share successes from their Girl Scout experiences, no matter how big or small. Not everyone HAS to share, but make sure to encourage sharing and give people time to think, if needed!

Snowball Fight

Materials:

- Paper and writing utensils for each participant

Instructions:

1. Each participant starts with a piece of paper and a writing utensil—THEY DO NOT WRITE THEIR NAME ON THEIR PAPER!
2. Ask them to write down the answers to 5-7 questions: e.g.
 1. What's your favorite food?
 2. What's your favorite color?
 3. How many years have you been a Girl Scout?
 4. What's your favorite quote?
 5. What's your favorite song?
3. Once everyone has answered the questions, crumple the papers up and have a brief "snowball fight" by throwing the papers around the room, until everyone ends up with a new paper and doesn't know whose it is.
4. Go around and take turns guessing whose paper you have.

What's In Your Bag?

Materials:

- Each participant uses their bag/purse/briefcase/pockets, etc. to search for the clues

Instructions:

Give participants a word (e.g. DISCOVER) then have them find an item in their purse/on their person for each letter of the word. Whoever can find the most items wins!

Service Team Calendar

Service Teams provide support throughout the year to Girl Scouts within their Service Unit. Depending on the activity, different roles may take the lead at different times, but everyone will work together as a team to get it all done. On the following pages you will find team activities and responsibilities set out according to the calendar.



Ongoing Action, Throughout the Year

Support Your Service Team:

- Stay in touch as a Service Team in a way that works for your team: Coffee dates? Group text? Group email? Explore options to see what works.
- Schedule regular Service Team Meetings (and use the tips in this handbook to make them a success!).
- Invite, welcome, orient, and partner with new Service Team members.
- Stay current by participating in GSME meetings, gatherings, conferences, and trainings when available.
- Have fun in your roles, as a team, as a Service Unit, and as Girl Scouts.

Support Your Troop Leaders:

- Schedule regular Leader Meetings (and use the tips in this handbook to make them a success!).
- Regularly share written updates and news with Troop Leaders in a way that works for your Service Unit (email, Facebook, mailed newsletters, etc.).
- Provide support to Troop Leaders by answering their questions, sharing ideas, etc.
- Ensure Troop Leaders have the necessary training and ongoing enrichment opportunities.
- Build and maintain a sister troop/mentorship system so that positive, experienced volunteers are able to support newer leaders.
- Welcome every new Troop Leader into the Service Unit community and help them as needed with programming, finances, VTK, etc.
- Help Troop Leaders understand the “Why” behind Girl Scout policies, procedures, and guidelines, providing assistance as needed. If you’re not sure about something, please ask.

Support Girl Scouts:

- Share Girl Scouts year-round in your community.
- Develop and deliver GSLE-based program opportunities for all program age levels.
- Promote Service Unit and GSME-sponsored programs, including those listed in the Compass and on the council website.
- Ensure that all Juliettes receive ongoing communication and support from the Juliette Navigator or Program Coordinator, and that they are engaged in programming.
- Promote and support council-wide Product Programs (Fall Product and Cookies).
- Regularly work together to check your Service Unit roster for accuracy (registration, volunteer background check status, placement accuracy, girl grade level and school, etc.)
- Provide ongoing feedback and suggestions for improvement to GSME staff.

July/August

- Get ready for the new Girl Scout year:
 - Set personal goals associated with your role on the team.
 - Familiarize yourself with updates and what is new in programming, resources, Safety Activity Checkpoints, etc.
 - What questions do you have? Who is the best person to help you answer them?
- Schedule your Plan for Success meeting(s) at a time that works for the whole Service Team.
- Continue with plans for fall events and Camporee.
- Schedule Service Team Meetings and Leader Meetings for the year.
- Consider which learning opportunities you'd like to make available for volunteers.
- Begin to identify potential Service Team members for open Service Team roles.
- Develop Service Unit strategies to share Girl Scouts with your local community in partnership with your GSME Community Engagement Specialist and begin to carry out initial steps.
- Complete your Service Unit's Plan for Success and budget for the coming year. Incorporate ideas generated at the End of Year Assessment meeting.
 - Submit completed Plan for Success and budget by November 1st.
- Promote on-time registration (Girl Scout membership year ends September 30th).
- Service Unit Treasurer's Report due July 31st.
- Participate in local summer festivals and parades to increase local visibility and work on other projects in collaboration with GSME Community Engagement Specialist.
- Create Service Unit calendar of events based on completed Plan for Success and share with Service Unit.
- Fall Product Program Supervisor attends training as indicated by the Product Program Team.
- Plan for Fall Product Program, informing returning troops of dates and requirements. Consider holding a special meeting or event to kick-off the Fall Product Program.



September/October

- Promote on-time and immediate registration for new and returning (but as yet unregistered) members and troops. (Girl Scout membership year ends September 30th).
- Hold a Welcome/Welcome Back Leader Meeting.
- Start to get to know the Troop Leaders in your Service Unit. Matching names to faces is a great start, as well as their town and troop level.
- Determine the status of troops and their leadership teams:
 - Who is returning?
 - Who isn't renewed yet?
 - Who needs additional training?
 - Are any troops disbanding?
 - Who has space for new girls?
 - Who is graduating this year?
- Promote Juliette Gordon Low Birthday/Founder's Day events (October 31st).
- Elect delegates to represent the Service Unit at the Annual Meeting.
- Continue to build and care for your Service Team.
- Hold Fall Product Program training/event before start of Fall Product Program.
- Provide extra support to help newly forming troops participate in Fall Product Program.
- Continue to work with GSME Community Engagement Specialist to implement fall strategies to share Girl Scouts with the local community.
- Reach out to all Juliettes to welcome them and share the Service Unit's program calendar for the year.
- Organize and encourage participation in a sister troop/mentorship system so that positive, experienced volunteers are able to support newer leaders.
- Offer assistance with troop rededication and investiture ceremonies.
- Oversee fall events/opportunities and Camporee as needed.
- Form committees for winter and spring events and Spring Camporee as needed.



November/December

- Work with Troop Volunteers and GSME staff to ensure girls and adults are registered.
- Connect with lapsed members to find out how they are doing and if they need help renewing.
- Continue with community engagement activities.
- Discuss troop and Service Unit celebrations of World Thinking Day (February 22) and Girl Scout Birthday Week (the week containing March 12).
- Schedule Mid-Year Assessment.
- Begin nomination process for GSUSA (board-approved) volunteer recognitions, due the first week of February.
- Discuss preliminary plans for Summer Camp Program promotion.
- Cookie Program Supervisor attends Cookie Program training as indicated by the Product Program Team.
- Begin to plan training, events, and support for the Girl Scout Cookie Program, incorporating the 5 Skills. Keep it fun, fresh, and meaningful.
- Share information on upcoming trainings for troop volunteers, such as First Aid/CPR and Troop Volunteer Training Part 2.
- Learning Facilitator continues to facilitate workshops and other learning opportunities as outlined in Plan for Success.
- Celebrate successes so far and upcoming opportunities.



January/February

- Complete the Mid-Year Assessment as a team.
- Continue to connect with lapsed members to find out why they haven't renewed and whether they would like to rejoin.
- Promote and support the Girl Scout Cookie Program; carry out associated events.
- Submit nominations for GSUSA (board-approved) volunteer recognitions (due first Thursday in February).
- Plan/promote/deliver World Thinking Day (February 22nd) and other winter programming.
- Plan and promote upcoming Girl Scout Week activities (the week containing March 12th).
- Promote Summer Camp Program and use of GSME camp facilities.
- Continue with community engagement strategies.
- Hold initial Service Unit Cookie training for troop volunteers in January.
- If planning a Cookie Event, avoid repetition of activities—keep the experience fresh and meaningful to make the event interesting to all levels, including older girls.
- Support troops and Juliettes during the initial phase of the cookie program.
- Continue promoting and overseeing sister troop/mentorship system.
- Offer assistance to troops with questions on bridging and end of year ceremonies
- Share information on upcoming trainings for troop volunteers, such as Troop Camp Training, parts 1 & 2.
- Learning Facilitator continues to facilitate workshops and other learning opportunities as outlined in Plan for Success.



March

- Celebrate Girl Scout Birthday (March 12th) with Girl Scout Week plans.
- Attend Service Team Leadership Circle.
- If holding Fall Camporee, form committee no later than end of March.
- Make plans to attend the GSME Annual Meeting.
- Plan for Volunteer Appreciation Day (April 22nd).
- Discuss and take action as needed related to end-of-year recognition activities:
 - Adult Recognitions
 - Silver & Gold Celebrations
 - Troop Courts of Awards
 - Bridging
 - Graduating Seniors
- Continue with community engagement strategies.
- Promote summer programs and continue to promote camp.
- Continue to support troops and Juliettes during the Cookie program.
- Plan for positive, smooth Cookie Program deliveries, cupboard plan, and booth sales.
- Promote Bridging Activities for bridging troops.



April

- Promote Early Renewal and your Service Unit Early Renewal Incentive.
- Celebrate Volunteer Appreciation Day (April 22nd).
- Continue to plan and deliver Service Unit events.
- Continue to promote summer programs.
- Schedule End of Year Assessment.
- Carry out plans for end-of-year recognition activities.

May/June

- Continue to promote Early Renewal.
- Complete End of Year Assessment.
- Schedule Plan for Success.
- Attend GSME Annual Meeting.
- Carry out plans for end-of-year recognition activities.
- Coordinate and encourage participation in local summer festivals and parades to increase local visibility.
- Identify leader vacancies and space for girls in troops as well as the needs of girls who are bridging to the next level.
- Support Troop Leaders in completing their end-of-year financial reports.
- Prepare Service Unit Treasurer's reports (due July 31st).
- Celebrate a year well done.



Glossary of Terms

A

Ambassador - The highest program level in Girl Scouting. Girls in grades 11-12.

ARC - Adult Recognitions Coordinator - this refers to the Service Team volunteer role.

Annual Meeting(s) - An annual meeting of council delegates to conduct business (elect officers, board of directors, revise bylaws, etc.) of the council.

Appreciation Pin - The Appreciation Pin is awarded to a volunteer or staff member providing exemplary service in support of delivering the GSLE, whose service has measurable impact on one geographic area, and helps GSME reach or surpass its mission delivery goals for that area. The Appreciation Pin nomination is submitted by the first Thursday of February. The award is presented either at the GSME Annual Meeting or at the volunteer's local Service Unit Volunteer Celebration.

B

Badges - Badges are awards developed by GSUSA based on GSUSA's national Girl Scout Leadership Experience guidelines, and is developed with consistent guidelines, making it a national award which can be worn on the front of a girl's sash or vest. These awards must be earned by completing a specific set of requirements.

Birthplace - The Savannah, Georgia, birthplace and childhood home of Juliette "Daisy" Gordon Low, founder of Girl Scouts of the USA. The Birthplace is now a historic house museum and Girl Scout troop program facility.

Blue Book of Basic Documents - A GSUSA on-line publication of nationwide policies. Contains the Constitution of the Girl Scouts of the United States of America, Bylaws, Congressional Charter, and more.

Board of Directors - Volunteers elected by the membership to determine and oversee the policy, direction, governance, and funding of the council.

Booth Sale - A planned activity by a Girl Scout troop to sell cookies in a public area.

Bridging - When girls move from one program level to the next (e.g., Daisies to Brownies); may include an award for the girls completing the bridging award requirements, and likely will include a ceremony.

Bridging Ceremony - A ceremony that celebrates the transition from one program level in Girl Scouting to the next.

Bronze Award - The highest award for Girl Scout Juniors. The result of a process of completing badge work, journeys, and working on your own or as a team to plan and execute a Take Action Project (TAP) with a minimum of 20 hours.

Brownie - A program level in Girl Scouting. Girls in grades 2-3.

Brownie Wings - The patch you receive for "flying up" from Brownies to Juniors. Looks like a pair of wings.

Buddy System - Pairing girls up with a 'buddy' so when they go somewhere like the rest room, they never go alone. This is good practice everywhere, even your regular meeting place. You can assign buddies or they can pick, and you can change them regularly.

Brownie Ring - Troop government at the Girl Scout Brownie level. A circle in which all members of the Brownie troop share in planning, problem-solving, and decision-making.

C

Cadettes - A program level in Girl Scouting. Girls in grades 6-8.

Camp Kirkwold - Program center located on 100 acres of rolling hills in Readfield, Maine.

Camp Natarawi - Northernmost program center located on 30 acres inside Baxter State Park in northern Maine.

Camporee - An event for troops in a geographic area involving an overnight and camping component.

Camp Pondicherry - The council's largest program center set in the foothills of the White Mountains located on 700 acres in Bridgton, Maine.

Camp Scelkit - Southernmost program center located on five wooded acres on Gerrish Island in Kittery Point, Maine.

CBC - Criminal Background Check - Process used to verify a volunteer's background information. At GSME, the safety of the girls is the most important consideration in the appointment of volunteers.

CEC - Community Engagement Champion - this refers to the Service Team volunteer role.

CEO - The council's Chief Executive Officer who is hired by the Board of Directors and who is responsible for all Council operations.

Color Guard - Girl Scouts who carry, guard, raise, and/or lower the flag.

COMPASS - GSME publication of programs, events, and trainings sent to all registered girls two or three times each year.

Cookie Cupboard— A distribution site for cookies located throughout the Council, usually in private homes.

Council - All active members of the Girl Scout Movement living in Girl Scouts of Maine's jurisdiction.

Council President - A volunteer elected by council delegates as the chief elected officer of the council.

Council Shop - GSME council shops are located in the Bangor and South Portland service centers and stock badges, insignia, uniforms, books, and other Girl Scout items for sale.

Counselor-in-Training (CIT) - This award is for girls that mentor younger girls in a camp setting and build skills toward becoming a camp counselor.

Court of Awards - A ceremony where girls receive awards for their achievements.

D

Daisies - The youngest program level in Girl Scouting. Girl Scout Daisies are in Kindergarten and Grade 1.

Daisy - The nickname of Girl Scout founder Juliette Gordon Low.

Daisy Circle - Troop government at the Girl Scout Daisy level. The Daisy Circle meets at least once a month to plan future activities and to solve problems.

Delegate - Registered individuals (14 years or older) elected by their service unit to represent them at annual meetings and to give/receive input from the board of directors on a variety of issues.

Destinations - Girl Scout activities that fall into one of five different categories—international, outdoor, science, people, or getaways. All destinations events provide an opportunity for individual members to broaden their perspectives and give Girl Scouting an enhanced visibility.

Dunk Bag - Mesh bag that holds one girl's mess kit (eating/cooking implements) which is closed with a drawstring and dunked in bleach water to sterilize then hung to dry.

E

Early Renewal- Registration period for existing Girl Scout members for the upcoming membership year.

EOY - End of Year Assessment - Completed by Service Team volunteers along with their Volunteer Support Specialist, generally in May or June. A chance to reflect on the previous year and begin to plan for the next year, while referring back to the Plan for Success.

Emergency Contact - Person to call in an emergency or for guidance and advice who is not at the activity or function. This person should have all pertinent information to assist in an emergency.

Executive Board - Troop government used in Junior troops and up in which the whole troop elects a group of girls to represent them in making decisions for the troop.

F

Fall Product Program – One of two annual Product Programs sponsored by GSME. Features products such as nuts, candy, and magazines.

First Aider – General First Aider: Adult who has completed Girl Scout-approved first aid and CPR training that includes specific instruction for child CPR, as well as AED (Automated External Defibrillator) training.

Advanced First Aider: Adult who has general first aid certification along with additional health, safety or emergency response expertise (e.g., physician's assistant, nurse practitioner, emergency medical technician).

Fly-up Ceremony - The ceremony in which a Brownie "flies up" and receives her Brownie Wings, becoming a Junior.

Flag Ceremony - There are many types of flag ceremonies. A basic opening flag ceremony involves the US Flag (and GS flag if you have one) being brought into the meeting and saluted.

Founder's Day – Special Girl Scout day, celebrating Juliette Gordon Low's birthday on October 31.

Friendship Circle - A circle formed by girls and leaders standing and crossing right arm over left then clasping hands. The circle represents the unbroken chain of friendship among scouts all over the world. Often used to close a meeting or event. One designated person starts by squeezing the hand of the person to her left (using her right hand) and when that person feels the squeeze she squeezes the person on her left. Silently you 'pass the squeeze' all the way around. When it's back to the beginning, you're done. Then you can all turn around to your right raising your clasped hands over your head and end up facing outward. That is optional though and can end in a lot of giggles!

Friendship squeeze - A hand squeeze that travels around a friendship circle from one person to another after someone starts it.

Fun Patch - A patch one gets for attending an event or location, sometimes for completing activities but not necessarily. These are NOT worn on the front of the vest/sash, but can be sewn on the back or on hats, jackets, tote bags, wherever. Councils offer fun patches specific to their area.

G

Girl Guide - In the rest of the world, our movement is identified as Girl Guides. Guides and Scouts are all members of WAGGGS, the World Association of Girl Guides and Girl Scouts. All are considered 'sister scouts'.

Girl Led - Allowing girls to determine the course of the troop. Effort should be made to allow the girls to make as many decisions as possible, even if they result in failure. This can be as simple as choosing what to do at the meetings or as complex as planning a weeklong trip.

Girl Scout Birthday - The official birthday of Girl Scouting, March 12, celebrated during Girl Scout Week. Marks the first meeting of a Girl Scout troop held in 1912 in Savannah, Georgia.

Girl Scout handshake - A formal way of greeting other Girl Scouts and Girl Guides. You shake hands with the left hand and give the Girl Scout sign with your right hand.

Girl Scout Law - A set of ten statements that express the values of Girl Scouting.

Girl Scout Leader's Day - A day of appreciation for adult volunteers held on April 22 every year.

Girl Scout Levels – Daisy (K-1), Brownie (2-3), Junior (4-5), Cadette (6-8), Senior (9-10), Ambassador (11-12).

Girl Scout motto - "Be prepared."

Girl Scout Promise - The pledge made by each member to try to live up to the ideals of Girl Scouting. This is one of the requirements for membership.

Girl Scout sign - Made by raising three fingers of the right hand. This sign stands for the three parts of the Promise. You give the sign when: you say the Girl Scout Promise; you are welcomed into Girl Scouting at an investiture ceremony; you receive a patch or badge; you greet other Girl Scouts and Girl Guides.

Girl Scout slogan - "Do a good turn daily."

Girl Scout Sunday and Sabbath - The Saturday and Sunday in Girl Scout Week. A time for members to be recognized in their place of worship or to recognize the place of worship as a sponsor of a troop/group. Also an appropriate time for religious recognitions to be awarded to Girl Scouts exploring their own faith.

Girl Scout Week - The week containing March 12, the Girl Scout birthday, the anniversary of the first Girl Scout troop meeting in the United States in 1912. This observance is celebrated each year, starting with the Sunday on or preceding the 12th.

Gold Award - The highest award in Girl Scouting. The result of a long process of completing badge work, journeys, and planning and executing a Take Action Project (TAP) with a minimum of 80 hours. Gold award applicants must have their projects approved by Council and take specific training before embarking on the award work.

GSLE - Girl Scout Leadership Experience - this is the overall term for the programming Girl Scouts provides. Includes the Discover, Connect, Take Action focus areas and the Girl-Led, Learning by Doing, and Cooperative Learning processes.

GSME - Girl Scouts of Maine; our statewide council has service centers in Bangor and South Portland.

GSUSA - Girl Scouts of the United States of America – also called “National” – the main office is in New York City.

H

Honor Pin - The Honor Pin is awarded to a volunteer or staff member providing exemplary service in support of delivering the GSLE, whose service has measurable impact on two or more geographic areas, and helps GSME reach or surpass its mission delivery goals in those areas. The Honor Pin nomination is submitted by the first Thursday of February. The award is presented either at the GSME Annual Meeting or at the volunteer’s local Service Unit Volunteer Celebration.

I

Insignia - Insignia is the general term for all official items that girls and adults can wear on their uniforms. All official awards are worn on the front of the sash or vest.

Insignia Tab - A piece of colored felt to hold WAGGGS pin, membership pin, and adult position pin. Color of felt is different for each level of Girl Scouting.

Investiture - Ceremony where someone becomes a Girl Scout (girls and adults). Only happens once in one's life, after that you take part in a Rededication Ceremony. These two ceremonies are often held together.

IRG/IRM – Individually Registered Girl or Individually Registered Member, also known as a “Juliette”. See entry for “Juliettes”.

J

Journeys – Process used to engage girls at each level in exploring the three keys to leadership, earning awards, experiencing Girl Scout history and tradition, while having fun adventures and challenges. Journeys are planned purposefully toward specific leadership outcomes. An accompanying “how to” guide (Journey Book) is available for each Journey. Journeys don’t need to be followed exactly, adults are encouraged to do what works for the girls and adapt as needed.

Juliette Gordon Low - The founder of the Girl Scout Movement in the United States.

Juliette Gordon Low’s Birthday - See “Founder’s Day”.

Juliettes - Girls who are registered Girl Scouts but not attached to a troop. Girls can participate in any events and can choose their own activities and badges to work on. Also known as “IRM”, Independently Registered Members.

Juniors - A program level in Girl Scouting. Girls in grades 4-5.

K

Kaper chart – Chart that divides the jobs within the troop, usually rotating the jobs in some way. Can be in the form of a grid, wheel, or table showing the job assigned to each girl or group of girls for any given project. Useful in teaching responsibility, teamwork and leadership skills at meetings, camp-outs, and special events.

Kusafiri - One of the 5 world programs, Kusafiri is a project exploring how WAGGGS can provide a World Center experience using existing facilities in Africa. The "centre" has no fixed site but changes location at every event, bringing international experiences to girls and young women in different countries in Africa.

L

Lady Baden-Powell - The co-founder of Girl Guides and mentor to Juliette Gordon Low.

Leader-in-Training (LIT) - A 14- to 17-year-old girl taking a Leader-in-Training course to learn group leadership skills. Also refers to the name of the project the Leader-in-Training does to earn her title. Requirements include: eight to ten hours of instruction, three to five hours of troop/group observation, and an internship under a specially trained mentor leader.

Leader Meeting - A meeting attended by Troop Leaders, Service Team members, other volunteers, and the membership staff serving the unit to prepare for and plan the Girl Scout program, share ideas, build friendships, and learn new skills.

Lord Baden-Powell - The founder of Boy Scouts and Girl Guide movements for boys and girls throughout the world.

M

Membership pin - Either of two pins: the trefoil with three faces (contemporary style) or trefoil with eagle (traditional style). These pins signify the acceptance of the membership requirements.

Money earning activity - Way for troops/groups to earn money for troop/group activities. Troops/groups must receive permission before beginning a money earning activity. Girl Scouts do not "fundraise" or solicit donations, they work on projects to earn money through their personal efforts in support of a planned project or goal.

MYA - Mid-Year Assessment - Completed by Service Team volunteers along with their Volunteer Support Specialist, generally in January or February. A chance to reflect on the accomplishments of the fall and plan for the spring, while referring back to the Plan for Success.

My Promise, My Faith - A program that invites girls in grades K-12 to experience a faith journey through exploration of the Girl Scout Law and teachings from their faith. Girls can earn this national pin each year.

N

Numeral Guard Pin - A pin which indicates the number of years as a Girl Scout member. Every Girl Scout is eligible for Numeral Guard Pins, which are awarded in 5-year increments for total years as a Girl Scout. Service Teams are encouraged to help volunteers determine number of member years and submit nominations accordingly.

O

Opening or Closing Ceremony - A simple opening or closing ceremony may be singing a song, reciting the Girl Scout Promise and/or Law and forming a friendship circle. They should be done at every meeting.

Our Cabaña - One of the 5 world program centers located in Cuernavaca, Mexico, owned by the World Association of Girl Guides and Girl Scouts.

Our Chalet - One of the 5 world program centers located in Adelboden, Switzerland, owned by the World Association of Girl Guides and Girl Scouts.

P

Patch - Patches are developed by councils (unlike badges which are nationally developed awards) and can be received for engaging in fun events or earned through programs in which a girl is required to do certain activities and answer questions to earn them. Patches are only worn on the back of the uniform, or they can be put on a camp blanket, jacket, and wall hanging, whatever the girl chooses.

Pathway - The ways girls and adults participate in Girl Scouting. Pathways include camp, events, series, travel, troop, and virtual.

Patrol - Small group of girls within a troop that plans and carries out activities. Can be assigned a function within the troop such as being responsible for leading games, leading songs, distributing and cleaning up snack. Often these roles will rotate.

Patrol leader - Elected or appointed leader of a troop/group patrol.

Patrol system - A form of troop government composed of patrols and a Court of Honor. Girl Scout Junior troops often use the patrol system.

Pax Lodge - One of the 5 world program centers located at Olave Centre, in London, England.

Petals - Awards earned by Girl Scout Daisies. Each petal is a different color and represents one of the 10 parts of the Girl Scout Law.

PFS – Plan for Success – The major planning document completed by Service Team volunteers along with their Volunteer Support Specialist, generally in July or August. The Plan for Success includes specific details on membership goals, plans for Service Unit events, volunteer recognition, volunteer support, the meeting schedule for the year, etc.

President’s Award - The President’s Award recognizes the efforts of a service delivery team or committee whose exemplary service in support of delivering the Girl Scout Leadership Experience surpassed team goals and resulted in significant, measureable impact toward reaching the council’s overall goals. The President’s Award nomination is submitted by the first Thursday of February. The award is presented either at the GSME Annual Meeting or at the group’s local Service Unit Volunteer Celebration.

Program Aide - Girl Scouts, in grades 6-12, who actively assist younger Girl Scouts at troop meetings, camp, and events. Training is required.

Progression – Step by step learning process which builds upon prior experience to achieve greater future goals.

Promise Center - Award earned by Girl Scout Daisies. A girl receives this award after showing her troop leader she understands the Girl Scout Promise.

Q

Quiet sign - Raising the right hand over the head to signal for attention and quiet at any Girl Scout gathering. When the hand goes up, mouths go quiet, and everyone joins in giving the quiet sign.

R

Rededication ceremony - A reaffirmation of a Girl Scout member's belief in the Girl Scout Promise and Law.

Resident Camp - Overnight camp programs. See “Camp Natarawi” and “Camp Pondicherry” for more detailed information.

S

Safety Activity Checkpoints - Publications available from local Girl Scout councils, containing Girl Scout Program Standards and Guidelines that provide for the health and safety of all girls.

Sangam - One of the 5 world program centers located in Pune, India, owned by the World Association of Girl Guides and Girl Scouts.

Savannah - City in Georgia where GSUSA was founded by Juliette Gordon Low.

Scouts' Own - Girl-planned inspirational ceremony held at a troop meeting or at camp. It is an opportunity for girls to express their feelings about scouting or a topic of their choosing such as friendship, nature, being courageous. It can be whatever they want from songs, quotes, readings, or whatever is meaningful for them.

Seniors - A program level in Girl Scouting. Girls in grades 9-10.

Silver Award - The highest award for Girl Scout Cadettes. The result of a process of completing badge work, journeys, and working as a team to plan and execute a Take Action Project (TAP) with a minimum of 50 hours. Silver award applicants must have their projects pre-approved by the Council office and take specific training before embarking on the award work.

Simple Sleepover - One night overnight inside a private home or community building. Meals are provided or cooked inside.

Sister Troop - Two troops paired together to do joint activities. This gives older girls the opportunity to practice leadership skills and gives younger girls an insight into other levels of Girl Scouting.

Sit-upon - A lightweight pad or mat used when sitting on the floor or ground. Often made by the girls.

Six Parts of a Meeting - A way to organize Girl Scout meetings. The parts include: Start-Up Activity, Opening, Business, Activity (or Activities), Clean-up, Closing.

Sponsor - A sponsor is an individual, group, or business that provides program and/or special support to a troop.

ST - Service Team - a group of administrative volunteers who support their local Service Unit.

STEM - Science, Technology, Engineering, Math. Sometimes Art is added for "STEAM".

SU - Service Unit - a designated geographic area, usually a collection of towns, supported by a local Service Team comprised of administrative volunteers. The Service Unit pools resources to support local girls and volunteers.

SUM - Service Unit Manager - this refers to the Service Team volunteer role.

SWAPS - Special Whatchamacallits Affectionately Pinned Somewhere - A Girl Scout tradition, 'SWAPS' are handmade pins to share with other Girl Scouts. A fun ice breaker at large events or a special way to remember new friends.

T

Tagalong - A child who is not a registered Girl Scout, or a registered Girl Scout not of the grade level for the specific Girl Scout program or event.

Take Action Project (TAP) - A TAP picks up where a short term Community Service Project leaves off. Girls take time to identify and understand the root cause of the issue they are addressing. Project must be sustainable and the impact measurable.

Thanks Badge - The Thanks Badge is awarded to a volunteer or staff member whose service has had an exceptional, measurable impact on meeting the mission delivery goals of the entire council or the entire Girl Scout Movement. The Thanks Badge nomination is submitted by the first Thursday of February. The award is presented either at the GSME Annual Meeting or at the volunteer's local Service Unit Volunteer Celebration.

Thanks Badge II - The Thanks Badge II is awarded to a previous Thanks Badge recipient (volunteer or staff member) who has continued to provide exemplary service. The Thanks Badge II nomination is submitted by the first Thursday of February. The award is presented either at the GSME Annual Meeting or at the volunteer's local Service Unit Volunteer Celebration.

Thinking Day - See "World Thinking Day".

Town Meeting - A form of government used by Junior Girl Scouts troops and up in which everyone participates in decision-making and leadership.

Trefoil - International symbol of Girl Guiding and Girl Scouting. The trefoil represents the three parts of the Girl Scout promise ("trefoil" means three leaves). Each leaf in the traditional or stylized Girl Scout trefoil stands for a part of the Girl Scout Promise. Within the traditional Girl Scout trefoil is the American eagle and shield, which are part of the Great Seal of the United States of America. The eagle is a symbol of strength and victory, and the shield on the eagle's breast signifies self-reliance. In his talons, he clutches on his right an olive branch, the symbol of peace, and on his left, a shaft of arrows, the symbol of might. The eagle faces right, which is the position of honor, looking toward the symbol of peace. The eagle and shield within the trefoil signify that Girl Scouts stand ready to serve their country. The stylized Girl Scout trefoil, introduced in 1978, symbolizes both the contemporary and continuing commitment to the three-part Promise in its trefoil shape. The three faces stand for the diversity of Girl Scouting and its focus on girls.

Troop Camp Training Parts 1 & 2 - Required of an adult accompanying a troop when camping overnight.

Troop Leadership Team - The adult network made up of parents and interested members of the community who give support to the troop.

Troop Volunteer Training Parts 1 & 2 - A set of courses that covers the basics of Girl Scouting which all new leaders must take. Troop Volunteer Training Part 1 is a 60-minute online course new volunteers take before they start meeting with their troops. Troop Volunteer Training Part 2 is a 2-hour, in person course taken after 2-4 meetings and before going with the troop on any outings.

U

Uniform - Girls from each level have one official uniform item (a sash, vest, or tunic) to display badges, pins, insignia, and awards. This item is required when girls participate in ceremonies or officially represent Girl Scouts.

V

Volunteer Handbook - A resource for all volunteers, particularly Troop Leaders and Service Team members, with information on safety and policy guidelines, tips for working with girls & volunteers, troop finances, and more.

Volunteer of Excellence - An award to recognize those volunteers who have gone above and beyond, who have contributed outstanding service while partnering directly with girls in any pathway to implement the Girl Scout Leadership Experience through use of national program portfolio or who have contributed outstanding service. The Volunteer of Excellence award nomination can be submitted and the award may be presented any time of year.

VSC - Volunteer Support Coordinator - this refers to the Service Team volunteer role.

VSS - Volunteer Support Specialist - this refers to the GSME staff member role.

W

WAGGGS - World Association of Girl Guides and Girl Scouts. An association of Girl Scout and Girl Guide national organizations around the world. WAGGGS serves approximately eight million Girl Scouts and Girl Guides in 144 countries. Through Girl Scouts of the USA's membership in WAGGGS, each girl and adult registered as a Girl Scout in the United States becomes part of the Girl Guide/Girl Scout world movement. The World Association's mission is to enable girls and young women to develop to their fullest potential as responsible citizens of the world.

Wide game - A themed activity or event with a number of stations. Groups rotate between the stations, completing activities at each one.

World Centers - Five residential program centers, operated by the WAGGGS, where Girl Scouts 11-17 and adults can come together for fellowship or special programs. They are Our Cabana (Mexico), Our Chalet (Switzerland), Pax Lodge (England), Sangam (India), and Kusafiri (Africa).

World Thinking Day - February 22, the birthday of both Lady Baden-Powell, World Chief Guide, and her husband, Lord Baden-Powell, founder of Boy Scouts. Girl Guides and Girl Scouts all over the world use the day to think of each other and exchange greetings, learn about other countries, and give to the Juliette Low World Friendship Fund which helps support travel opportunities for girls.

World Trefoil Pin - The membership pin for WAGGGS worn by members throughout the world.

Y

Years of Service Pin - A pin indicating the number of years of volunteer service as an adult. Every adult volunteer is eligible for Years of Service Pins, which are awarded in 5-year increments for total years as a Girl Scout volunteer. Service Teams are encouraged to help volunteers determine number of member years and submit nominations accordingly.

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