



SERVICE UNIT

Team Manual



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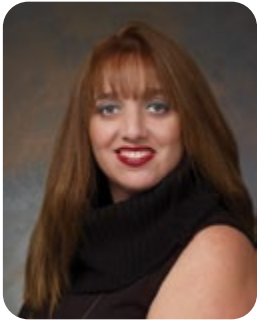


Welcome

Dear Team,

Welcome to Girl Scouts of Suffolk County's service unit team. As a service unit volunteer, you hold an invaluable role in our mission to build girls of courage, confidence, and character who make the world a better place. By connecting volunteers and Girl Scouts with the resources they need, you empower them to be their best. Your leadership, support, and commitment to teamwork are vital to the movement and set the tone for your community.

Volunteers are the heart of our organization and are foundational to the incredible strides our Girl Scouts take every day. As you review and reference this guidebook, remember that our council team is here to support you. Thank you for taking this step into leadership and making a difference in the lives of so many. When we come together, with our Girl Scouts as the focus for our success, we are unstoppable. I'm excited for the work ahead.



Yours in Girl Scouting,

Tammy Severino
President & CEO of GSSC

Stay Connected

Questions? We are here to help! Contact us at customercare@gssc.us or call (631) 543-6622.

Stay on top of all communication from [GSSC](#) by following us on social media:

- Facebook: [Girl Scouts of Suffolk County](#)
- Instagram: [@girlscouts_sc](#)
- YouTube: [Girl Scouts of Suffolk County](#)
- LinkedIn: [Girl Scouts of Suffolk County](#)
- Twitter: [@girlscouts_sc](#)

We also encourage all volunteers to share photos and videos of their troops and Girl Scouts! Send them in at www.gssc.us/gs-photos

Girl Scout Promise

On my honor, I will try:
To serve God* and my country,
To help people at all times,
And to live by the Girl Scout Law.

Girl Scout Law

I will do my best to be
honest and fair,
friendly and helpful,
considerate and caring,
courageous and strong,
and responsible for what I say and do,
and to respect myself and others,
respect authority,
use resources wisely,
make the world a better place,
and be a sister to every Girl Scout.

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

Council Support Team

As a Service Unit (SU) Team volunteer, you will engage with Girl Scouts of Suffolk County staff. For your reference, this is a list of team positions that work closest with our volunteers to assist with service unit initiatives and answer questions.

| Team Position | How They Support the Service Unit |
|--|--|
| Director of Mission Delivery | Appoints service unit coordinators and works with troops and service unit teams on high level issues including conflict resolution, extended trip approvals, and code of conduct infractions. |
| Manager of Volunteer Experience & Program Delivery | Manages volunteer training and development including the gsLearn platform and live training, distributes important information to volunteers monthly, and handles volunteer engagement and appreciation initiatives. Supports program delivery team, service unit team with leader standing and eligibility, and gives updates on badge, award, and policies as per GSUSA. |
| Membership Coordinator | Supervises membership support team and supports service unit teams with Girl Scout Experience Box, new leader onboarding, and other issues. |
| Mission Delivery Support Specialist | Provides support to Mission Delivery team and supports troops in obtaining bank letters for opening accounts. Can field questions regarding highest award events and other administrative information. |
| Highest Awards Coordinator | Manages the highest awards process and provides support to volunteers and girl. |
| Membership Specialists | Supports service unit team at monthly leader meetings and assists in all aspects of volunteer and troop registration and retention. |
| Recruitment Specialists | Supports service unit team in recruitment initiatives as needed. |
| Program Delivery Team | Facilitates council programs and can provide support with program registration for individuals and troops. |
| Product Sales Support Team | Provides information and training to product sales chairs and year-round support to volunteers during product program campaigns. |

The Bigger Picture

Service unit team members are integral volunteers in the Girl Scout organizational structure. These roles communicate regularly with council staff and local troop volunteers to bring Girl Scout opportunities to their communities.

Organizational Structure

World Association of Girl Guides and Girl Scouts (WAGGGS)

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

Girl Scouts of the USA

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

Girl Scouts of Suffolk County

Since 1968, Girl Scouts of Suffolk County has been committed to building girls of courage, confidence, and character who make the world a better place. With activities designed to be girl-led, cooperative, and hands-on, Girl Scouts take on new challenges and explore their strengths regardless of background or ability. Supported by adult volunteers and mentors right here in our community, as well as millions of alums around the globe, Girl Scouts lead the way as the world-changers of tomorrow.

Service Units

Service units are local communities of Girl Scouts. Service unit teams are made up of volunteers who support the work of troop volunteers within that local community. They are a first line of support for troop volunteers and help ensure that Girl Scouting is active and accessible in their community to continue to grow the Girl Scout mission.

Troops

Troops are a volunteer-supervised group of girls comprised of at least five girls and two registered, approved, and trained troop leaders. Troops may be a group of Girl Scouts in the same program level or a group of Girl Scouts across multiple program levels.



The Service Unit Team

What is a Service Unit?

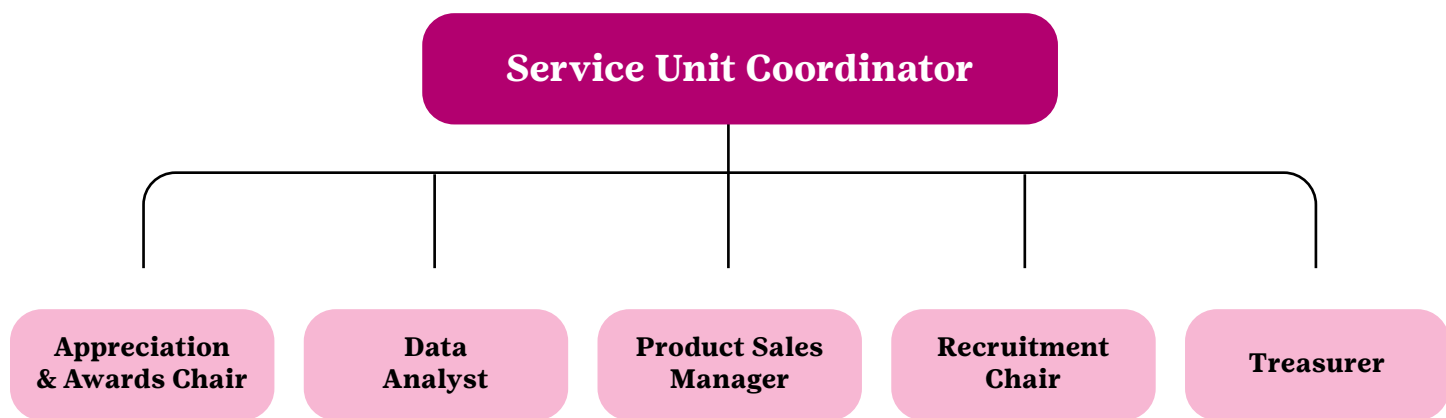
A service unit encompasses a specific geographic area that represents a town or towns or school district. Resources are pooled and shared within each service unit to best serve the local girls and volunteers. These resources include things such as finances (every service unit has a budget), knowledge, experience, special skills, etc.

What is a Service Unit Team?

Each service unit is managed by a service unit team, which is made up of volunteers. Service unit team volunteers are often also troop leaders, or have been in the past, however that is not a requirement. The purpose of the team is to encourage, support, and organize local Girl Scouts (troops, groups, and Individually Registered Members—aka “Juliettes”). Some of the duties of service unit team members include: mentoring new troop leaders; planning events and activities; and holding regular leader meetings. No matter what the service unit team is working on, the goal is to ensure every girl can participate in the Girl Scout Leadership Experience (GSLE).

Service Unit Team Chart:

Each service unit team should have six core positions. The service unit team can determine if the following positions are necessary and may be appointed by the coordinator: events chair; Juliette mentor; program level mentor; and social media chair. See example team chart below:



The Service Unit Team *(Cont'd)*

Strong Service Unit 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 Unit Team Function?

Service unit team volunteers work with the Mission Delivery team at Girl Scouts of Suffolk County towards the goal of building a supportive unit.

While each role on the service unit team specializes in a particular area, all adult team members share the following in common:

- Registered and approved Girl Scout adult members.
- Attend and participate in service unit 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.



Service Unit Team Roles and Responsibilities

Service unit team roles have different term limits coinciding with the start and end of the Girl Scout year (October 1-September 30). Recruitment, transition processes and shadowing should take place between May and August of each year with new volunteers officially taking over responsibilities in August.

Required Events

- 2 Recruitment events per year
- 1 Volunteer appreciation & awards event per year
- 4 Retention events per year (girl events)
- 2 Workshops or meetings designated to troop finances per year
- 2 Workshops or meetings designated to each of the product sale campaigns per year

Coordinator

This role is appointed by the GSSC Director of Mission Delivery and has a minimum commitment of three years.

| Responsibilities | Access Permissions | Required Training/ Meetings |
|---|---|---|
| <ul style="list-style-type: none"> • Acts as the primary liaison between the service team, service unit volunteers, and GSSC team. • Works in conjunction with the service unit team & GSSC staff to ensure an inclusive, fun, & active Girl Scout experience for all girls and adults in the service unit. • Regularly communicates with each service unit team member to support them in their roles. • Works with the service unit team to build the Plan for Success and helps lead the team through a mid-year assessment and end of year assessment. • Recruits, appoints, onboards, and supervises service unit team progress toward goals set forth in the Service Team's Plan for Success and helps keep the team on task and moving. • Manages effective team transitioning of incoming and outgoing volunteers annually. • Shares information and updates with service unit team and leaders; promotes early renewal, Volunteer Toolkit usage, and other important programs, relays concerns from team members, leaders, parents, and others as appropriate. • Organizes and leads service unit leader meetings in concert with members of the service team. • Ensures accuracy of service unit roster and volunteer eligibility requirements are maintained. • Facilitates problem solving and assists with conflict resolution when necessary. | <ul style="list-style-type: none"> • Coordinator Outlook email and Microsoft OneDrive storage • Service unit bank account • Recipient of form (Wufoo) notifications assigned by council • GSUSA Looker software & reports | <p>Live Trainings:</p> <ul style="list-style-type: none"> • New Coordinator Onboarding • New Treasurer Onboarding • Looker Software Training (gsLearn and live Q & A) <p>Resources to Review:</p> <ul style="list-style-type: none"> • Volunteer Toolkit videos on website <p>gsLearn Courses:</p> <ul style="list-style-type: none"> • GSUSA Looker Onboarding for SU Volunteers • New Leader Onboarding Paths • Planning Overnight Troop Trips • Introduction to Troop Camping • Highest Awards Trainings • Product Sales Trainings • GSUSA Brand Ambassador 101 for Volunteers <p>Meetings:</p> <ul style="list-style-type: none"> • Service unit team and leader meetings • Service unit coordinator meetings facilitated by council |

Service Unit Team Roles and Responsibilities *(Cont'd)*

Appreciation & Awards Chair

This position is appointed by the SU Coordinator and has a minimum commitment of two years.

| Responsibilities | Access Permissions | Required Training/Meetings |
|---|--|--|
| <ul style="list-style-type: none"> In collaboration with the service unit 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 the service unit team would like to celebrate. Creatively recognizes volunteers throughout the year, both formally and informally. This includes executing recognition events and activities with assistance of the team. Maintains spreadsheet to help track important information such as: volunteer years of service and awards; years as a Girl Scout; graduating girls/girls bridging to adult; and girls earning highest awards. Works with service unit team to coordinate nomination submissions of volunteers for GSUSA, Council and Service Unit Level Appreciation Awards annually and encourages girls, parents, caregivers, and volunteers to submit nominations. Attends service unit team and leader meetings and provides updates on information as needed. | <ul style="list-style-type: none"> GSUSA Looker reports run by data analyst | <p>Resources to Review:</p> <ul style="list-style-type: none"> Volunteer Toolkit videos on website Volunteer Appreciation Awards Guidebook Volunteer Appreciation Awards Nomination Forms (these will be available on the website) Girl Scout Bridging Guidebook on Volunteer Toolkit <p>gsLearn Courses:</p> <ul style="list-style-type: none"> New Leader Onboarding Paths Highest Awards Trainings GSUSA Brand Ambassador 101 for Volunteers <p>Meetings:</p> <ul style="list-style-type: none"> Service unit team and leader Meetings |

Data Analyst

This position is appointed by the SU Coordinator and has a minimum commitment of three years.

| Responsibilities | Access Permissions | Required Training/Meetings |
|--|---|--|
| <ul style="list-style-type: none"> Assists service unit coordinator in maintaining updated records of volunteer CPR certification and appropriate trainings. Runs reports on girl and adult memberships and active troops at the request of service unit team members. | <ul style="list-style-type: none"> GSUSA Looker software & reports | <p>Live Trainings:</p> <ul style="list-style-type: none"> Looker Software Training. (gsLearn and live Q & A) <p>Resources to Review:</p> <ul style="list-style-type: none"> Volunteer Toolkit videos on website <p>gsLearn Courses:</p> <ul style="list-style-type: none"> GSUSA Looker Onboarding for SU Volunteers New Leader Onboarding Paths GSUSA Brand Ambassador 101 for Volunteers <p>Meetings:</p> <ul style="list-style-type: none"> Service unit team and leader meetings |

Service Unit Team Roles and Responsibilities *(Cont'd)*

Product Sales Manager

This position is appointed by the SU Coordinator and has a minimum commitment of three years.

A minimum of two volunteers should be designated to cover each product sales campaign if available. These titles are Munchies & More Manager and Girl Scout Cookie Program Manager respectively.

| Responsibilities | Access Permissions | Required Training/Meetings |
|---|--|---|
| <ul style="list-style-type: none"> 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 & Retail Sales team at GSSC for direction when needed. Facilitates the receipt and distribution of the Munchies and More and Girl Scout Cookie Program order shipment and rewards. Manages and maintains the product sales platform for the service unit. Assists leaders with log-in issues and entering troop orders if needed. In collaboration with the service unit team during the Plan for Success, builds a strategy for sharing and promoting the product sales programs within the service unit. Attends service unit team and leader meetings and provides updates on the status of the product programs. Consistently shares updates, celebrates successes, and answers questions as needed during programs. | <ul style="list-style-type: none"> Troop and Service Unit view on eBudde Service Unit view on M2 GSUSA Looker reports run by data analyst | <p>Resources to Review:</p> <ul style="list-style-type: none"> Volunteer Toolkit videos on website Training videos available for eBudde, Digital Cookie, and/or M2 <p>gsLearn Courses:</p> <ul style="list-style-type: none"> New Leader Onboarding Paths. Product Sales Trainings (Course titles will be publicized at the start of each campaign.) GSUSA Brand Ambassador 101 for Volunteers <p>Meetings:</p> <ul style="list-style-type: none"> Service unit team and leader meetings |

Recruitment Chair

This position is appointed by the SU Coordinator and has a minimum commitment of two years.

| Responsibilities | Access Permissions | Required Training/Meetings |
|--|--|--|
| <ul style="list-style-type: none"> Distributes GSSC branded materials throughout the community. Such items include but are not limited to lawn signs, posters, brochures, etc. GSSC will provide appropriate signs, flyers, swag, etc. 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). In collaboration with the service unit 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 unit team & leader meetings | <ul style="list-style-type: none"> GSUSA Looker reports run by data analyst | <p>Resources to Review:</p> <ul style="list-style-type: none"> Volunteer Toolkit videos on website <p>gsLearn Courses:</p> <ul style="list-style-type: none"> New Leader Onboarding Paths GSUSA Brand Ambassador 101 for Volunteers <p>Meetings:</p> <ul style="list-style-type: none"> Service unit team and leader meetings |

Service Unit Team Roles and Responsibilities *(Cont'd)*

Treasurer

This position is appointed by the SU Coordinator and has a minimum commitment of three years.

| Responsibilities | Access Permissions | Required Training/Meetings |
|--|--|---|
| <ul style="list-style-type: none"> • Works directly with service unit coordinator, troop leaders/volunteers, and Mission Delivery team. • Primary signer on service unit bank account, along with service unit coordinator. • Maintains up-to-date records on service unit finances and submits annual financial reports to council • In collaboration with the service unit 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 fees, writes checks for expenses and refunds as needed. • Provides direct support to troop leaders as they manage their troop accounts including opening and closing accounts and assists them as they prepare their annual finance reports. • Provides additional training or Q & A opportunities for troop leaders throughout the year on topics such as product sales campaigns, income/expense tracking, completion of annual financial report, and more. • Must have firm understanding of product sales program financial policies as well as those of additional fundraising opportunities for troops and those related to earning highest awards. • Provides current financial information for service unit team meetings and at leader meetings as requested. | <ul style="list-style-type: none"> • Treasurer Outlook email and Microsoft OneDrive storage • Service unit bank account • Troop bank accounts • GSUSA Looker reports run by data analyst | <p>Live Trainings:</p> <ul style="list-style-type: none"> • New Treasurer Onboarding <p>Resources to Review:</p> <ul style="list-style-type: none"> • Volunteer Toolkit videos on website <p>gsLearn Courses:</p> <ul style="list-style-type: none"> • New Leader Onboarding Paths • Highest Awards Trainings • Product Sales Trainings • GSUSA Brand Ambassador 101 for Volunteers <p>Meetings:</p> <ul style="list-style-type: none"> • Service unit team and leader meetings • Service unit treasurer meetings facilitated by council. |

Additional Service Unit Team Roles and Responsibilities

Events Chair

This position is appointed by the SU Coordinator and has a minimum commitment of two years.

| Responsibilities | Access Permissions | Required Training/ Meetings |
|--|--|--|
| <ul style="list-style-type: none"> In collaboration with the service unit team during the Plan for Success, builds a strategy for providing additional experiences for girls and volunteers at the service unit level to create community within the service unit. Plans and executes service unit events for girls that focus on special Girl Scout days (Juliette Low's Birthday, World Thinking Day) and badge earning or fun patch activities. Oversees budget for events. Creates and manages event flyers, permission slips, and registration. Works with community partners to secure venues and locations for events. Ensures all events are in compliance with GSUSA Safety and Activity Checkpoints and GSSC Safety Guidelines and all certificates of insurance are secured. Attends service unit team and leader meetings and provides updates on the status of events. | <ul style="list-style-type: none"> Service unit managed sites if applicable (Cheddar Up, Evite, etc.) GSUSA Looker reports run by data analyst | <p>Resources to Review:</p> <ul style="list-style-type: none"> Volunteer Toolkit videos on website <p>gsLearn Courses:</p> <ul style="list-style-type: none"> New Leader Onboarding Paths GSUSA Brand Ambassador 101 for Volunteers <p>Meetings:</p> <ul style="list-style-type: none"> Service unit team and leader meetings |

Juliette Mentor

This position is appointed by the SU Coordinator and has a minimum commitment of two years.

| Responsibilities | Access Permissions | Required Training/ Meetings |
|---|--|--|
| <ul style="list-style-type: none"> Serves as support lead for Juliette adult mentors and Juliette girls within the service unit to share information on resources & events. Works with service unit to ensure Juliettes have the opportunity to participate in service unit events. Works with service unit product sales manager(s) as needed to ensure Juliettes have the opportunity to participate in the Munchies & More and the Girl Scout Cookie Programs. Shares information with girls from disbanding troops on ways they can continue with Girl Scouts as Juliettes. Attends service unit team and leader meetings and provides updates on information as needed. | <ul style="list-style-type: none"> GSUSA Looker reports run by data analyst | <p>Resources to Review:</p> <ul style="list-style-type: none"> Volunteer Toolkit videos on website <p>gsLearn Courses:</p> <ul style="list-style-type: none"> New Leader Onboarding Paths Highest Awards Trainings GSUSA Brand Ambassador 101 for Volunteers <p>Meetings:</p> <ul style="list-style-type: none"> Service unit team and leader meetings |

Additional Service Unit Team Roles and Responsibilities *(Cont'd)*

Program Level Mentor

This position is appointed by the SU Coordinator and has a minimum commitment of two years.

There should be one volunteer designated to cover each level of the Girl Scout program if available. (i.e. Daisy Mentor, Senior/Ambassador Mentor, etc.)

| Responsibilities | Access Permissions | Required Training/Meetings |
|--|--|--|
| <ul style="list-style-type: none"> Supports new and returning leaders at each program level. Works with leaders to locate troop activity plans on the Volunteer Toolkit, and criteria for badges, awards, journeys, and highest awards. Provides updates and support on service unit and council events. Reminds volunteers to take level and other necessary trainings via gsLearn. Attends service unit team and leader meetings and provides updates on information as needed. | <ul style="list-style-type: none"> GSUSA Looker reports run by data analyst | <p>Resources to Review:</p> <ul style="list-style-type: none"> Volunteer Toolkit videos on website Girl Scout Bridging Guidebook on Volunteer Toolkit <p>gsLearn Courses:</p> <ul style="list-style-type: none"> New Leader Onboarding Paths Highest Awards Trainings GSUSA Brand Ambassador 101 for Volunteers <p>Meetings:</p> <ul style="list-style-type: none"> Service unit team and leader meetings |

Social Media Chair

This position is appointed by the SU Coordinator and has a minimum commitment of two years.

| Responsibilities | Access Permissions | Required Training/Meetings |
|--|--|--|
| <ul style="list-style-type: none"> Manages all social media platforms of the service unit. Creates posts with information about leader meetings, events, and news. Ensures appropriate communication and representation as outlined in the Girl Scouts of Suffolk County Code of Conduct for volunteers. Attends service unit team and leader meetings and provides updates on information and social media initiatives as needed. | <ul style="list-style-type: none"> Service unit managed social media platforms (Facebook, Instagram, X, etc.) | <p>Resources to Review:</p> <ul style="list-style-type: none"> Volunteer Toolkit videos on website <p>gsLearn Courses:</p> <ul style="list-style-type: none"> New Leader Onboarding Paths GSUSA Brand Ambassador 101 for Volunteers <p>Meetings:</p> <ul style="list-style-type: none"> Service unit team and leader meetings |

Service Unit Team Volunteer Expectations & Code of Conduct Agreement

As a Service Unit Team Volunteer of Girl Scouts of Suffolk County, I understand and agree to the expectations of behavior and representation defined in the Volunteer Compliance Standards, Service Unit Team Compliance Standards, and Girl Scouts of Suffolk County Code of Conduct:

Volunteer Compliance Standards

As a designated volunteer leader, members must adhere to the following expectations to be considered a volunteer in “good standing” with GSSC:

- Active adult membership of GSUSA and GSSC as a volunteer in an assigned ‘leadership role’ through [MyGS](#).
- Current background check which needs to be renewed every 3 years via GSUSA/GSSC authorized background check vendor.
- Compliance with the Girl Scouts of Suffolk County Code of Conduct and Girl Scouts Promise and Law.
- Updated and completed training courses and assignments.
- Completed Volunteer Financial Agreement and proven adherence to all stated policies as outlined.
- Troop affiliation cannot be in arrears for product program and/or monies due to council for membership or program events.

Service Unit Team Compliance Standards

As a designated volunteer serving in a Service Unit Team role, members must adhere to the following expectations to be considered in “good standing” with the Service Unit:

- Updated and completed training courses and assignments specific to the Service Unit role.
- Attendance at designated Service Unit Team and leader meetings.
- Timely execution of role tasks and responsibilities as outlined in the Service Unit Team Manual.
- Serve as support to volunteers and girls within Service Unit.
- Troop affiliation cannot be in arrears for product program and/or monies due to council for membership or program events.

Service Unit Team Volunteer Expectations & Code of Conduct Agreement *(Cont'd)*

Girl Scouts of Suffolk County Code of Conduct for Volunteers

GSSC is committed to the highest ethical standards and expect all volunteers to act in the best interest of the organization and its mission, embracing its values and guidelines for ethical behavior as follows:

- Affirm the Girl Scout Promise and Law.
- Comply with all policies, procedures and safety guidelines as outlined by GSUSA and GSSC.
- Serve as a mandated reporter in instances of child abuse or neglect and seek support from GSSC in said reporting.
- Welcome girls and adults from a variety of backgrounds and create an inclusive and diverse Girl Scout experience.
- Behave in a manner that models the ideals and values of the Girl Scout Promise and Law in all verbal or written communications (telephone conversations, emails, texts, newsletters, social media and announcements), ensuring they do not contain profanity or condescending remarks.
- Refrain from inappropriate displays of anger, aggression or berating of individuals in public or private.
- Honor the leadership of the girls and support their decisions.
- Act responsibly when overseeing Girl Scout funds, maintain accurate records, and file required reports.
- 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 participate in illegal activities, abuse or mistreat girls, parents, volunteers or team, or otherwise act in a way that negatively impacts the image or goals of GSSC and/or GSUSA, I may be terminated from a leadership position or from any volunteer role with GSSC. By completing and submitting this form below, I agree to uphold the standards of excellence as outlined above.

Complete Form at <https://bit.ly/su-code-conduct> or scan QR code to fill out »



Administrative Systems & Branding Guidance

Looker Software

Looker is the system that allows service unit team members to run reports on certain information that is linked to council data. The data analyst and service unit coordinator will need to take Looker training and should be the only individuals with account access. Reports can be run on information such as: girl/ adult members, troop information, girl/adult gsLearn course completion, and more.

Outlook Mailbox

Service unit coordinators and treasurers will be granted access to the designated email accounts for each role. Login access is for those in this role only. All communication to leaders, community members, and potential members should be conducted through this account.

Microsoft OneDrive

Service unit coordinators and treasurers will be granted access to this shared drive through their Outlook account. Council will share important documents via specific folders. Coordinators and treasurers may create folders for service unit documents with the intention to transition these materials at the end of their term.

Social Media

Service units are permitted to use social media platforms for the purpose of internal and external communication. They must follow all guidelines as outlined in the Volunteer Expectations and Code of Conduct Agreement and obtain all necessary media release forms.

Marketing and Branding

Service unit members are required to take the GSUSA Brand Ambassador 101 Training on gsLearn and actively follow all guidelines as it pertains to printed and designed materials.



Policies & Progression Guidelines

The following policies and infographics will serve as guidance for the service unit coordinator and team to approve required forms and provide advisement to troops.

Troop Meeting and Activity Requirements

In addition to the required proper adult coverage as indicated in the graph below, troops must meet the following criteria to assemble as Girl Scouts and carry out any activity in the name of Girl Scouts of Suffolk County

1. All girls must be registered members.
2. All volunteers must be registered members with active background checks.
3. All leaders must have completed required online training and hold active Adult & Pediatric First Aid/CPR/AED certifications. Please note that all leaders have 60 days from the date of registration and/or the date of an expired certification to renew. Troops are given a grace period of 60 days to assemble with a minimum of one actively certified leader.
4. All leaders must have a completed Volunteer Expectations and Code of Conduct Agreement on file with the Service Unit and be in good standing as defined by the document.
5. A minimum of two leaders need to be present at all times to assemble as a troop.

| Girl Scout Volunteer-to-Youth Ratios | Group Meetings | | Events, Travel, & Camping | |
|---------------------------------------|---|--|---|--|
| | Two unrelated volunteers (at least one of whom is female) for up to this number of youth: | One additional volunteer to each additional: | Two unrelated volunteers (at least one of whom is female) for up to this number of youth: | One additional volunteer to each additional: |
| Girl Scout Daises (Grades K-1) | 12 | 1-6 | 6 | 1-4 |
| Girl Scout Brownies (Grades 2-3) | 20 | 1-8 | 12 | 1-6 |
| Girl Scout Juniors (Grades 4-5) | 25 | 1-10 | 16 | 1-8 |
| Girl Scout Cadettes (Grades 6-8) | 25 | 1-12 | 20 | 1-10 |
| Girl Scout Seniors (Grades 9-10) | 30 | 1-15 | 24 | 1-12 |
| Girl Scout Ambassadors (Grades 11-12) | 30 | 1-15 | 24 | 1-12 |

Policies & Progression Guidelines

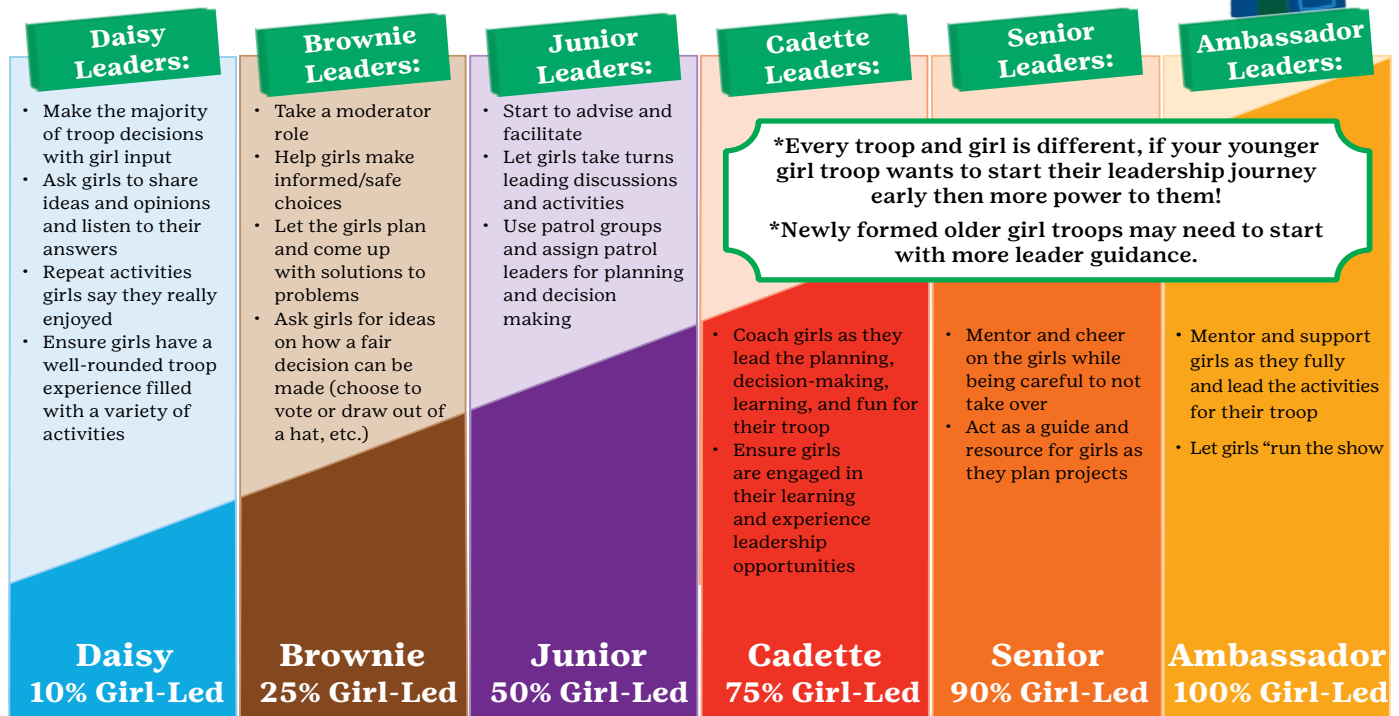
(Cont'd)



Girl-Led Progression Leader Experience



Being a Troop Leader is such a rewarding experience, you're an essential part of the magic that happens within a troop. Younger girls need more support in making decisions and finding their interests. Older troops will look to you for guidance and coaching. As your troop grows up you'll get to see the girls grow into lasting leaders. Having supportive adults like you in the mix makes all the difference.



Girl Scouts of Suffolk County • gssc.us • (631) 543-6622 • customercare@gssc.us • August 2024 • Based on PDF by Girl Scouts of Northern California

GSSC Trip Policy Per Level

- Daisy:** Day trips within Nassau or Suffolk County. Overnight trips are only permitted with a parent/caregiver chaperone for each girl at events sponsored by service unit or council, as well as camping within Nassau and Suffolk County.
- Brownie:** Day trips anywhere within the greater New York area (Suffolk, Nassau, New York City), Connecticut, Eastern Pennsylvania, and New Jersey. Overnight trips are only permitted with proper adult troop coverage at events sponsored by service unit or council, as well as camping within Nassau and Suffolk County.
- Junior:** Day trips, overnight trips as listed above and Washington DC, Pennsylvania, and Massachusetts.
- Cadette:** Day trips, overnight trips as listed above, as well as trips that involve extensive travel within the US.
- Senior & Ambassador:** Day trips, overnight trips as listed above, as well as trips that involve travel to other countries.

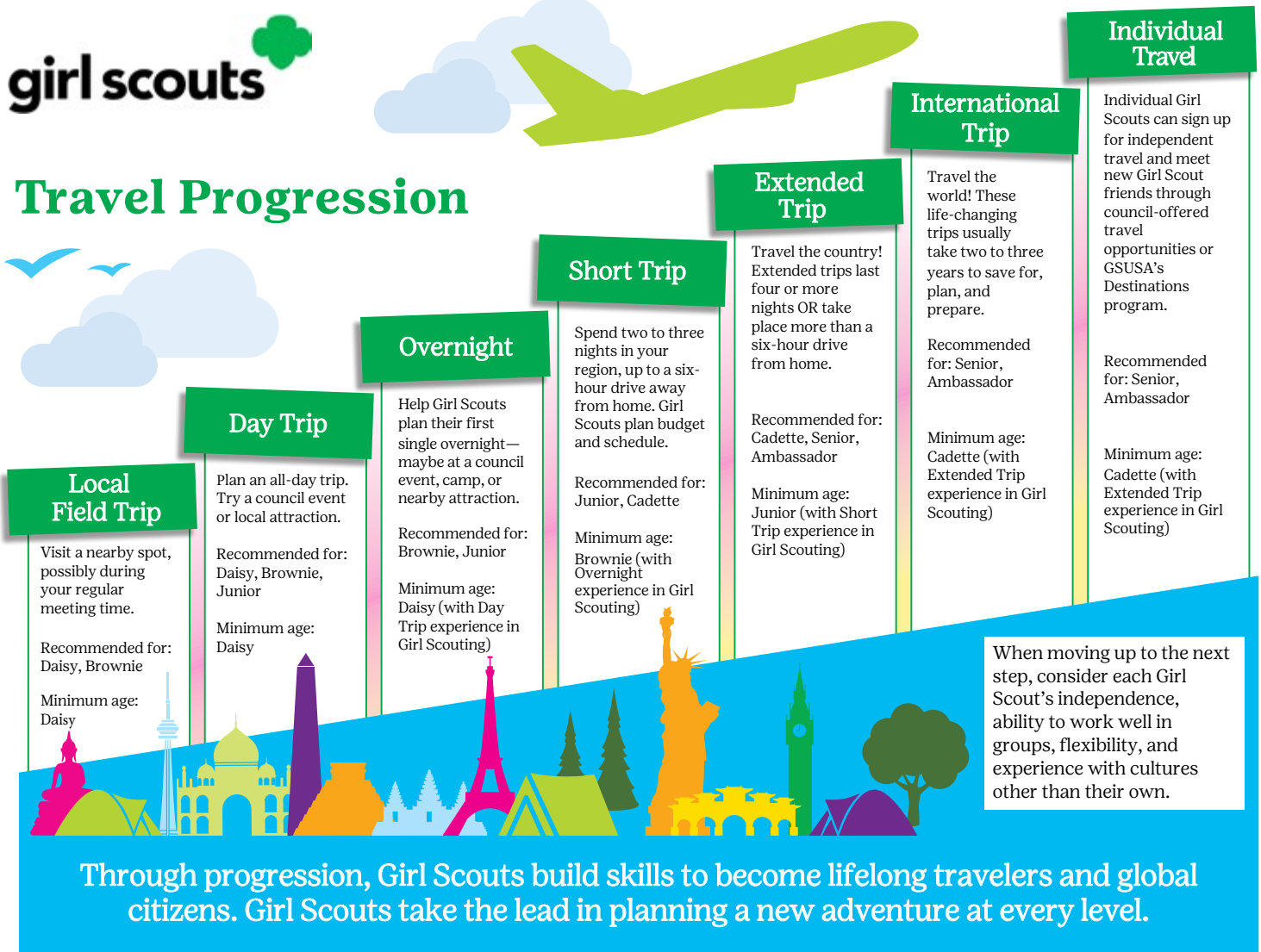
For multi-level troops, leaders would follow the trip policy of the lowest level girl.

Policies & Progression Guidelines

(Cont'd)



Travel Progression



Troop Camping Policy

One troop leader is required to take the online gsLearn course, GSSC Introduction to Troop Camping to submit a trip approval form to take a troop camping on council or non-council property. In-person camping skills courses are optional and are available throughout the year.



Forms & Documents

These [Forms and Documents](#) can be found under the Members section of the website. Please read the following to determine what approval process is necessary for each document where applicable. *SUC = Service Unit Coordinator.*

Finances & Fundraising

| Name of Form / Document | What is it needed for? | Who approves it or collects the completed version? |
|---|--|--|
| ACH (Automated Clearing House) Form | Used by GSSC to obtain troop account information that will allow council to pull and refund over payments as they relate to the product sale programs | The form must be completed by the troop leader and then submitted to GSSC. |
| Additional Fundraising Application | Used by troops and Juliettes that are Junior level and up to request an additional fundraising activity. | Completed forms are received by service unit coordinator who approves. Once coordinator approves, it is sent to director of mission delivery at GSSC for final approval. |
| Financial Aid Application | Completed by parent/caregiver of registered or non-registered girl seeking financial assistance for girl participation. | This form is sent electronically to GSSC and reviewed for assistance. The applicant will be notified directly by GSSC if approved. |
| Girl Troop-to-Troop Transfer Form | Used by troops in the instance a Girl Scout is transferring to another troop within the Service Unit. This form must be submitted within 7-10 days of a girl transferring from one troop to another via council. | Completed forms are received by service unit treasurer who approves. Treasurer facilitates transfer of funds to new troops and maintains form for records. |
| Tag-Along Insurance | Used by troops to pay for the required Tag-Along Insurance that covers adults, boys, and girls that are not of Girl Scout age at events. | GSSC receives submitted form and money from the troop annually. |
| Troop Finance Tracker | Used by troops to track account finances. | This form is used as a troop resource and not submitted unless requested by the service unit treasurer. |
| Troop Payment Request Form | Used by troop volunteers, parents/ caregivers or Girl Scouts for individual reimbursement or payment to vendors for troop activities. | Completed forms are received by the troop leader who approves. Once approved, the troop leader will disseminate funds to appropriate |
| Volunteer Financial Agreement & Troop Account Management Policy | Completed annually by troop leaders, and troop product sales managers. | Completed forms are electronically sent to the service unit coordinator and GSSC. |

Forms & Documents *(Cont'd)*

Safety/Health:

| Name of Form / Document | What is it needed for? | Who approves it or collects the completed version? |
|--------------------------------------|---|--|
| Accident/Injury Report Form | Used by troops and service units if a girl, adult, or Tag-Along is involved in an accident or gets injured during a Girl Scout event or activity. | The form must be completed by the volunteer on site and then submitted to the Director of Mission Delivery at GSSC. |
| Adult/Volunteer Media Release Form | Completed by adult and/or volunteer to give permission to GSSC to use photos or recordings for marketing purposes. | Troop leader will keep this on file at troop activities and may submit to GSSC if necessary. |
| Annual Permission Slip | Completed by parent/caregiver to allow permission of girl to participate in only scheduled and sanctioned troop activities in designated spaces and in walking trips. | Troop leader will keep this on file at troop activities. |
| Girl Health History Form | Completed annually by girl parent/caregiver. | Troop leader will keep this on file at all troop activities. |
| Immunization Exemption Waiver | Completed annually by parent/caregiver whose girl is not immunized. | Troop leader will keep this on file. <i>Please Note: While immunization isn't required to participate in Girl Scouts, a meeting or trip location may require immunization for a girl to be present.</i> |
| Permission Slip for Troop Activities | Completed by parent/caregiver to give permission to a girl to attend a specific troop activity or event. | Troop leader will keep this on file and present when the activity takes place. |

Service Unit Resources

| Name of Form / Document | What is it needed for? | Who approves it or collects the completed version? |
|---|---|---|
| Looker Access Agreement | Used by service unit coordinators and data analysts to obtain access to Looker Software. This agreement can only be completed upon Looker training. | Completed forms will be received by GSSC who will then grant volunteers access. |
| Service Unit Annual Finance Report | Used by service unit treasurer to submit annual finance summary of service unit account. | Completed reports will be received by GSSC. |
| Service Unit Email Access & Usage Agreement | Used by service unit coordinators and treasurers to obtain access to assigned email and One Drive account. | Completed forms will be received by GSSC who will then grant volunteers access. |

Forms & Documents *(Cont'd)*

Service Unit Resources (Cont'd)

| Name of Form / Document | What is it needed for? | Who approves it or collects the completed version? |
|---|--|---|
| Service Unit Team Expectations & Code of Conduct Agreement | Online submission is completed annually and sent to GSSC. | Online submission is completed annually and sent to GSSC. |
| Service Unit Payment Request Form | Used by troop volunteers, parents/ caregivers or Girl Scouts for individual reimbursement or payment to vendors for service unit activities. | Completed forms are received by the service unit treasurer who approves. Once approved, the treasurer will disseminate funds to appropriate |
| Service Unit Team Financial Agreement & Account Management Policy | Online submission is completed annually and sent to GSSC. | Online submission is completed annually and sent to GSSC. |
| Service Unit Team Manual | This is a resource for all Service Unit Team members | This is a resource for all Service Unit Team members |
| Troop Account Audit Form | Used by service unit treasurers to audit troop accounts. | This is a tool to assist in the auditing process and does not need to be submitted unless requested by GSSC. |

Trip & Travel

| Name of Form / Document | What is it needed for? | Who approves it or collects the completed version? |
|---|--|---|
| Certificate of Insurance (COI) for Businesses | Used by troops to locate which businesses already have a certificate of insurance on file with GSSC. | This is a resource for troop trip and travel planning. |
| Certificate of Insurance (COI) for Schools | Used by troops to locate which schools already have a certificate of insurance on file with GSSC. | This is a resource for troop trip and travel planning. |
| Certificate of Insurance (COI) Request | Used by troops in the event a business or school requests a certificate of insurance from the troop to host an event or meeting at the location. | Completed forms are received by GSSC. Council staff will then provide the troop with a certificate of insurance to give to the requesting organization. |
| Day & Extended Trip Approval Request Form | Used by troops and Juliettes when requesting a trip that includes an overnight for 2 or more days. This form must be submitted 6-12 months prior to the date of the event. | Completed forms are electronically sent to service unit coordinator for initial approval. One reviewed, coordinator sends to director of mission delivery at GSSC to give final approval and notification to a troop that trip has been approved. |

Forms & Documents *(Cont'd)*

Trip & Travel (Cont'd)

| Name of Form / Document | What is it needed for? | Who approves it or collects the completed version? |
|-------------------------------------|---|--|
| GSSC Safety & Activity Guidelines | Used by troops to determine what activities each program level is eligible to participate in as approved by GSSC. Used in conjunction with the GSUSA Safety & Activity Checkpoints. | This is used as a resource for troop trip and travel planning. |
| GSUSA Safety & Activity Checkpoints | Used by troops to determine what activities each program level is eligible to participate in as approved by GSUSA. Used in conjunction with the GSSC Safety & Activity Guidelines. | This is used as a resource for troop trip and travel planning. |
| Troop Roster | Used by troops to submit with trip approval forms. | The roster is sent with trip approval forms for approval. |

Troop Management

| Name of Form / Document | What is it needed for? | Who approves it or collects the completed version? |
|----------------------------------|--|---|
| Disbanding a Troop Form | Used by troops when a troop disbands due to lack of interest, relocation or other issues, including having aged out of the program. | Completed forms are given to the service unit treasurer. This form must be submitted by the end of the fiscal year or within 10 days of the troop disbanding. |
| Girl Scout Code of Conduct | Used by troops to distribute to Girl Scouts each year. Contents of this form should be reviewed with each girl and completed annually. | Completed forms are kept on file with the troop leaders. Copies are given to girls. |
| Parent/Caregiver Code of Conduct | Used by troops to distribute to Girl Scout parents and caregivers each year. Contents of this form should be reviewed with each parent/caregiver and completed annually. | Completed forms are kept on file with the troop leaders. Copies are given to parents and caregivers. |
| Space Use Request Form | Used by troops and service units to request council space for events and meetings. | Completed forms are electronically sent to GSSC for approval. Troops and service units will be notified if space is |

Forms & Documents *(Cont'd)*

Volunteer Forms

| Name of Form / Document | What is it needed for? | Who approves it or collects the completed version? |
|---|---|--|
| First Year Leader Guide | Used by first year leaders as a guide to all troop management policies and procedures | This is a resource tool. |
| GSUSA Blue Book of Documents | Used by volunteers as a resource. This document contains the constitution and bylaws, and policies of GSUSA. | This is a resource tool. |
| GSUSA Volunteer Essentials | Used by volunteers as a resource. This document contains GSUSA and GSSC policies essential to troop management. | This is a resource tool. |
| Volunteer CPR/First Aid Verification Form | Completed annually by all registered volunteers to confirm active CPR/First Aid certification. | Completed forms are electronically sent to the SU Coordinator. This list needs to be reviewed annually to ensure all active volunteers within the service unit are in compliance.. |
| Volunteer Expectations & Code of Conduct | Completed annually by all registered volunteers. | Completed forms are electronically sent to the service unit coordinator and GSSC. This list needs to be reviewed annually to ensure all active volunteers within the service unit are in compliance. |

Note: The GSSC Tax Exempt form is housed only on the Volunteer Toolkit under the Resources tab.

Service Unit Year at a Glance

This calendar may be used as a guide for teams to use and add events where necessary.

| Summer | | |
|--|---|---|
| <p><u>June</u></p> <ul style="list-style-type: none"> • Ensure troops with graduating girls are spending down troop funds to celebrate their achievement and that they're aware of the disband process. • Incoming and outgoing service unit team members begin transitioning information and training. | <p><u>July</u></p> <ul style="list-style-type: none"> • Collect and review service unit team & volunteer agreements, renew volunteer roles. • Connect with GSSC team for fall recruitment activities. • Contact non-renewed troops to ask if they're returning in the fall or if they wish to disband. • Encourage troops to update their bank accounts, if needed, in advance of the new year. • Host recruitment events. | <p><u>August</u></p> <ul style="list-style-type: none"> • Coordinators and treasurers will attend the GSSC Annual Kick-Off. • Host a service unit team meeting to develop and review the upcoming year's Plan for Success. • Host recruitment events. |
| Fall | | |
| <p><u>September</u></p> <ul style="list-style-type: none"> • Have service unit team members take the Munchies & More Program training. • Introduce and welcome new leaders and troops. • Promote next level training for volunteers in gsLearn. • Begin gathering updated volunteer information such: CPR certifications, new leader onboarding completion, volunteer code of conduct, and volunteer financial acknowledgments. | <p><u>October</u></p> <ul style="list-style-type: none"> • Share membership data for the new year with service unit and volunteer information statuses. • Consider holding an investiture and re-dedication ceremony at the first leader meeting and introduce the new service unit team. • Consider celebrating Juliette Gordon Low's Birthday (Oct. 31) at a meeting or a service unit event. • Address Munchies & More support needs. | <p><u>November</u></p> <ul style="list-style-type: none"> • Discuss Volunteer Appreciation Award nominations to recognize outstanding volunteers. |



Service Unit Year at a Glance *(Cont'd)*

| Winter | | |
|--|---|--|
| <p><u>December</u></p> <ul style="list-style-type: none"> • Have service unit team take Girl Scout Cookie Program trainings. • Host a Service Unit Cookie Rally. • Finalize Volunteer Appreciation Award nominations and submit nominations. | <p><u>January</u></p> <ul style="list-style-type: none"> • Girl Scout Cookie Program begins! Review booth guidelines and safety. • Plan for cookie delivery and distribution. • Host mid-year girl and adult recruitment events. • Finalize Volunteer Appreciation Award nominations and submit nominations by February 1. | <p><u>February</u></p> <ul style="list-style-type: none"> • Encourage troops to celebrate World Thinking Day on Feb. 22. • Share information on upcoming end-of-year celebrations and local recognitions. • Begin planning for Volunteer Appreciation Month in April. |
| Spring | | |
| <p><u>March</u></p> <ul style="list-style-type: none"> • Encourage troops to celebrate Girl Scout Week and Girl Scout Anniversary on March 12. • Prepare for spring renewal by having leaders discuss their upcoming Girl Scout year plans with families. • Service unit coordinator will attend Leadership Night. | <p><u>April</u></p> <ul style="list-style-type: none"> • April is Volunteer Appreciation Month and Girl Scout Leader Day is April 22. Celebrate the volunteers and leaders in your service unit. • Spring renewal begins in MyGS. • Troop Leader Mid-Year Finance Report is due. • Host information session for service unit team roles to encourage volunteers to take on positions for the new year. | <p><u>May</u></p> <ul style="list-style-type: none"> • Address questions related to finance reports and offer best practices. • Promote spring renewal for members that are returning next year. Hold a service unit event for renewed members. • Host local end-of-year celebration and recognition and bridging events. • Begin transition for new service unit team members. |



Service Unit Plan For Success Worksheet



Service Unit Snapshot & Goals For _____

| | | | |
|-------------------------------|----------------------------------|-------------------------------|-------------------------------|
| <u>Current # Troops:</u> | <u>Current Registered Girls:</u> | <u>Current Troop Leaders:</u> | <u>Current Adult Members:</u> |
| <u># of Graduating Girls:</u> | <u>Current Lifetime Members:</u> | <u>Current D/B/J Troops:</u> | <u>Current C/S/A Troops:</u> |

Meetings and Communications

| | Service Unit Team Meetings | Troop Leader Meetings |
|--|----------------------------|-----------------------|
| Who will share meeting schedule w/ participants & how? | | |
| Who will plan these meetings? | | |
| Who will facilitate these meetings? | | |
| What are the dates and locations? | | |
| How will this schedule be shared and by whom? | | |

How will the team communicate with each other? (*text group, email, social media*)

Service Unit Plan For Success Worksheet



Financial Support

Service unit treasurers, with the support of the team, will provide support to troops throughout the year related to finances. This support can include meetings, check-ins, workshops, online resources, etc.

| Support Topic | How will we provide support? | When we will we do this? |
|------------------------------|------------------------------|--------------------------|
| General Account Management | | |
| Product Sales Programs | | |
| Completing Financial Reports | | |
| | | |
| | | |

Events and Opportunities

What events and opportunities will the service unit offer this year? Popular events may include: Founder's Day; World Thinking Day; International Day of the Girl; Girl Scout Week; etc.

| Event | Date | Location | Service Unit Lead(s) |
|-------|------|----------|----------------------|
| | | | |

Service Unit Plan For Success Worksheet



Retention - Support and Celebrate Our Troops, Volunteers and Girl Scouts

Support Newly Formed Troops & First Year Leaders

| What will we do? | Who will reach out and support them? |
|------------------|--------------------------------------|
| | |

Support Continuing Troops

| What will we do? | Who will reach out and support them? |
|------------------|--------------------------------------|
| | |

Service Unit Plan For Success Worksheet



Retention - Support and Celebrate Our Troops, Volunteers & Girl Scouts (Cont'd)

Volunteer Recognition & Engagement

| | Who will do this? | What will be the process? |
|---|-------------------|---------------------------|
| Submit nominations for GSUSA and Council-Level Awards | | |
| Submit and review nominations for Service Unit Level awards | | |
| Host annual Volunteer Appreciation & Awards event | | |
| Events/Activities/Resources to further train and/or engage volunteers | | |

Girl Scout Recognition

| | Who will do this? | What will be the process? |
|---|-------------------|---------------------------|
| How will we celebrate graduating girls? | | |
| How will we celebrate girls earning highest awards? | | |
| How will we support our bridging girls? | | |
| Do we have any other kinds of recognition activities we would like to see happen this year? | | |

Service Unit Plan For Success Worksheet



Munchies & More and Girl Scout Cookie Programs

| | Munchies & More | Girl Scout Cookies |
|---|-----------------|--------------------|
| How will we prepare our volunteers for the campaign? | | |
| What kind of event/activity will we host or promote to get girls excited about the program? | | |
| What additional support will we provide to girls and volunteers? | | |
| How will we get initial sale products to our troops? When and where? | | |
| How will we celebrate our troops' reaching their goals? | | |

Additional Notes:

Service Unit & Troop Finances

The service unit is responsible for the service unit bank account and all troop accounts. The service unit treasurer is the lead volunteer who manages these accounts and provides guidance to troops on financial policies, procedures, and account management. Account management policies differ for the service unit bank account and the troop bank account.

Volunteer Financial Agreement & Troop Account Management Policy

All troop volunteers are required to sign the Volunteer Financial Agreement and Troop Account Management policy as outlined below annually at the beginning of each Girl Scout fiscal year. The fiscal year runs from October 1st to September 30th annually.

Bank Account Management

- All troops, at every level (Daisy-Ambassador), are required to open and use a troop checking account.
- Troop accounts can only be opened by the service unit treasurer at the designated financial institution. No changes to the account can be made by the troop leader such as: online banking, change in address, phone numbers, signers, etc.
- There will be three signers on the troop account: two troop leaders and the service unit treasurer.
- In the event a volunteer is stepping down from his/her role as a leader, notification to the service unit coordinator and treasurer must take place within 5 days to ensure proper steps for transition of signatures and contact information.
- Troop leaders are advised to use the Troop Finance Tracker to track troop finances.

Troop Debit Card & Checks

- Only two debit cards are to be issued to each troop. One card will stay with the troop for the leaders' use. The other will be kept by the service unit treasurer.
- The debit card is only used as a credit card linked to the checking account. No pin will be issued. Check and cash deposits must be made at the bank with a teller.
- If a financial institution issues a new debit card due to loss or renewal, a photocopy of the front and back of the card must be given to the service unit treasurer.
- Leaders are never permitted to withdraw cash, either at an ATM or as a "cash back" option at a retailer.



Service Unit & Troop Finances

(Cont'd)

Troop Debit Card & Checks (Cont'd)

- The debit card is to be immediately returned to the service unit treasurer when the card holder is no longer active in their volunteer role.
- If for any reason the debit card is used improperly, the debit card will be canceled.
- Check books should be kept by the troop leader. All checks must be written to individuals or organizations for the purpose of deposit with notation of purpose in the memo. Checks cannot be written to “cash” in any circumstance.
- All reimbursements and payments must be reconciled within the same Girl Scout fiscal year in which expenses were accrued. Sales tax will not be reimbursed or paid out.
- Reimbursements and payment to vendors, volunteers, parents or caregivers, must be issued via check using the Troop Payment Request Form. A troop leader needs to be reimbursed by a check signed by another account signer other than him or herself and receipts must be attained and recorded.

Troop Monies

- Troop money is earned collectively by members of the troop and is not property of individual girls.
- All decisions regarding troop monies must be made by active members of the troop under the guidance of troop leaders. This includes designation of funds to smaller groups or individual girls within the troop for highest awards projects.
- Troops are required to spend down the account balance annually unless funds are earmarked and noted for specific events/activities that will take place in the following fiscal year.
- The GSSC Tax Exempt Form must be presented for all purchases as troop funds cannot be used to pay tax on any items.

Income

Funds deposited into the account should come from the following sources:

- Monies collected for intended immediate purchases and payment of Girl Scout registration fees, uniforms, badges, and awards, troop meetings/activities, trips, or events.
- Fall Product Sales and Girl Scout Cookie Campaign deposits.
- Council approved additional fundraisers (Junior level and up only).

Service Unit & Troop Finances

(Cont'd)

Income (Cont'd)

- Donations or sponsorships (Amounts of \$250 or more in form of check or cash from a single source must be processed by council and cannot be directly deposited into the account).
- Dues if collected. Note that dues can be collected at the beginning of the year or at each meeting. Dues amount is \$1.00-\$4.00 per girl per meeting, with a maximum of \$16.00 per girl per month. This is optional for troops.
- Bank account interest.
- Girl monies transferred from other troops in the event of a girl transfer.
- Monies issued back to the account for purchase refunds.

Expenses

Funds leaving the account are used for the following:

- Girl Scout registration fees.
- Banking fees.
- Girl monies transferred to another troop in the event of a girl transfer.
- Fall Product Sales and Girl Scout Cookie Campaign payments to council.
- GSSC Programs, camping and volunteer trainings.
- Uniforms, badges, and awards.
- Food and non-alcoholic beverages for troop activities.
- Service project expenses related to community service, Take Action projects and highest awards.
- Troop activity expenses including outside meeting facilitators, trips, and Service Unit events.
- Troop supplies such as markers, banner, crafts, first aid kit, etc.
- Miscellaneous expenses that do not fit into the above categories and can be detailed in the account.

Funds CANNOT be used to expense the following: gifts for Girl Scouts, volunteers, or community members, such as retirement, birthday, graduation, or get well; scholarship funds; or donations to other non-profit agencies unless permitted by GSSC and GSUSA.

Service Unit & Troop Finances

(Cont'd)

Account Deposits

- Any and all monies collected for the troop need to be **deposited within 7-10 days of receipt** by the leader. Troops are NOT to hold onto cash for purchases or to be used to make change at product program booth sales.
- Usage of payment applications such as Venmo or Zelle may only be used if there is a detailed description of transactions that are linked directly to the troop account. Fees for said applications may be funded by troop accounts if agreed upon by girls and/or parents/caregivers.

Product Program Finances

- Troop leaders must submit the **ACH Form** at the beginning of each Girl Scout Year to the council to participate in produce sales campaigns.
- Troops will be advised of dates of account “sweeps” of monies owed for each product sales campaign by GSSC Product Sales Department. Leaders must ensure accounts are prepared for these sweeps with adequate funds at the time indicated.
- Booth sales will require cash on hand to give change to patrons for product purchases. Leaders are advised to lay out cash and obtain reimbursement for the small amount of cash needed for these exchanges.

Additional Fundraising

- Only Girl Scouts at the junior level or above may host an additional fundraiser. Additional fundraisers are defined as monies raised by means of hosting an event such as a pancake breakfast or car wash. Prohibited activities include: games of chance such as selling raffle tickets for prizes or cash, and selling baked goods such as at a bake sale or lemonade stand.
- Additional fundraisers may only be considered if and when the troop and/or girl has participated in the Munchies & More (Fall Product Program) Campaign **AND** the Girl Scout Cookie Campaign for the current or previous Girl Scout year.
- Girls and troop leaders must submit the **Additional Fundraising Application** and await council approval before hosting an event and collecting monies.



Service Unit & Troop Finances

(Cont'd)

Documenting and Reporting

- Service unit treasurers will receive bank statements directly. Troop leaders may use on-line banking only for the purpose of checking the troop account balance. No on-line transfers or payments of any kind are permitted.
- Bank account activity must be monitored and documented with supporting documents and/or receipts to prove expenses, reimbursements, and debit card transactions.
- Financial reports are required to be completed by the troop leader and submitted by the designated deadline. There are two reports collected annually.
 - ♦ **Mid-Year Financial Report (September 1-February 28, Due March 7):** This report is available as a hard-copy and online form and received by the service unit treasurer for the purpose of a mid-year status report of the account. This report is to be reviewed by the treasurer who can provide feedback and guidance for continued management of the account for the remaining months of the Girl Scout year.
 - ♦ **Year End Financial Report (September 1-August 31, Due September 7):** This report is submitted through the online form on the Volunteer Toolkit and received by the service unit treasurer and council. This is a complete report for the entire fiscal year, which should include information from the mid-year report.

Girl Troop-to-Troop Transfer of Funds

- If a girl transfers from one troop to another, either because of bridging or convenience, the proportion of troop funds associated with the girls may be transferred to the troop she is joining. The amount of money to be determined for transfer is based upon the account balance on the day the girl is transferred via council and is divided equally amongst the active members of the troop.
(FOR EXAMPLE: One girl from a 15-girl troop with an account balance of \$2565 will have \$171 transfer to the new troop). The leader must submit the **Girl Troop-to-Troop Transfer of Funds Form** to the service unit treasurer to initiate this action **within 7-10 days of the girl transferred via council.**
- Transfer of funds can only take place from one troop to another of the same service unit or to a troop in another service unit of Girl Scouts of Suffolk County. Council to council transfers are not permitted.

Service Unit & Troop Finances

(Cont'd)

Disbanded Troops

- A disbanded troop is defined as a troop that no longer has active members due to lack of interest, re-location or other issues, including having members that have aged out of the program such as an ambassador troop bridging to adulthood.
- If a girl(s) continues with another troop, a percentage of the money may be transferred to her new troop. If no one continues, troop funds and equipment are held in trust by the service unit pending reorganization of the troop. If the troop is not reorganized within one year, the funds are absorbed by the service unit.
- **All funds must be spent on troop activities by August 31st of their disbanding/dissolving year.** No exceptions. Any funds left are absorbed into the service unit account and the treasurer will then disburse the funds.
- Troop volunteers are still responsible for submitting both the Mid-Year and Year-End Financial reports for the fiscal year in which the troop is still active.
- Leaders must submit the **Disbanding Troop Form** to the service unit treasurer **by the end of the fiscal year or within 10 days of the troop disbanding.** The service unit treasurer will advise of the next steps upon receipt.
- Leaders are responsible for returning unused checks and debit cards to the service unit treasurer.

Reasons to Close a Bank Account

The only reason a troop bank account should be closed is if there is a bank issue that requires the account to be transferred to another establishment, fraud on the account, or if a troop is disbanding. **Bank accounts can only be closed by a service unit treasurer.**

Service Unit Treasurer Responsibilities for Troop Accounts

The service unit treasurer has must supervise the usage of troop bank accounts to ensure volunteer compliance with the policies outlined in the Volunteer Financial Agreement and Troop Account Management Policy. The following outlines details of processes the treasurer must maintain throughout the fiscal year.

Opening Troop Accounts

Service unit treasurers are required to designate a financial institution that best fulfills the following criteria:

- Is a convenient location for leaders



Service Unit & Troop Finances

(Cont'd)

- Free checking account with no minimum balance requirements
- Allows two signatures on each account
- Accepts the GSSC Federal Tax ID # for accounts
- Permits debit cards to be issued

Bank Account Requests

- The **Bank Account Request Form** is used to request any changes or letters from GSSC. The treasurer and coordinator are the only individuals permitted to complete the Bank Account Request Form which is used to request a bank letter from council to open a new account or to make changes to a current account.
- For new accounts, the membership support specialist will send a letter, signed by the director of mission delivery, advising the bank of whom is in the position as service unit treasurer and that a new troop account will be opened. The treasurer will be notified via email once this step takes place.
 - ♦ All troop bank accounts must have the service unit treasurer and two troop leaders as signers.
 - ♦ Treasurers will be the only signers with online access to accounts. The treasurer needs to ensure troop leaders are only permitted “viewing only” online access where permissible.

Checks & Debit Cards

Checkbooks will be managed by the troop leader as well as one debit card. The other debit card will remain in possession of the service unit treasurer.

Troop Account Data

Service Unit Treasurer should have the following information on file for each troop in the Service Unit and update annually:

- Troop #
- Level
- Leaders' (or signatories) names, addresses, phone numbers and email addresses
- Name and branch of bank holding troop check account
- Account number
- Debit card number (if not issued, indicate a reason)

The Volunteer Financial Agreement and Troop Account Management Policy for each troop leader responsible must remain on file and be signed annually. This is an online form that will be submitted by volunteers and received in the treasurer's council issued email inbox. Treasurers are responsible for maintaining updated records annually and ensuring all volunteers are in compliance.

Service Unit & Troop Finances

(Cont'd)

Troop Audits

A troop account can be audited by the treasurer at any time and at the request and discretion of any service unit team member, parent/caregiver, Girl Scout, or council staff.

Treasurers may use the **Troop Audit Form** for this process and consult with council when needed.

Financial Reports

Mid-Year Financial Report

- Treasurers will instruct and guide troops on how to complete the report at a designated session or leader meeting.
- The Mid-Year Financial Report is an online form accessible on the GSSC website, that once submitted, will be sent directly to the treasurer's council email for review.
- Treasurers will use the Troop Audit Form to review reports and reach out to troop leaders with any questions. Council may be consulted on any questions or concerns treasurers may have. There is no report given to council. All data from this report will be kept on file with the treasurer.
- Treasurers are responsible for keeping track of troops that submit the report and reaching out to those that are delinquent. Troops that have not submitted the report 30 days after it is due will be reported to council.

Year-End Financial Report

- Treasurers will instruct and guide troops on how to complete the report at a designated session or leader meeting.
- The Year-End Financial Report is an online form accessible through the Finance tab of the Volunteer Toolkit. Once submitted, it will be sent directly to the service unit treasurer email as well as council.
- Treasurers will need to review each report and complete the Troop Audit Form if necessary.
- Treasurers are responsible for keeping track of troops that submit the report and reach out to those that are delinquent.
- Troops that have not submitted the report 30 days after it is due will be reported to council.



Service Unit & Troop Finances

(Cont'd)

Girl Troop-to-Troop Transfer of Funds Process

- The leader must submit the Girl Troop-to-Troop Transfer of Funds Form to the service unit treasurer to initiate this action within 7-10 days of the girl transferred via council.
- The treasurer will work with the financial institution to transfer funds to the designated troop and maintain records.

Disbanded Troops Process

- Leaders must submit the **Disbanding Troop Form** to the service unit treasurer **by the end of the fiscal year or within 10 days of the troop disbanding**. The service unit treasurer will advise of the next steps upon receipt.
- Once the form is received, the service unit treasurer will arrange for receiving the troop unused checks and debit cards from the leaders and verify all reports have been completed.
- Any distribution of girl funds to another troop must be done at this time.
- Any unused funds will be deposited into the service unit account.
- Upon completion of these steps, the service unit treasurer may then close the troop bank account at the financial institution.
- If a Girl Scout becomes active within a year of her troop disbanding, her designated portion of funds is transferred to the new troop.

Closing a Troop Bank Account

- Once a determination has been made to close a troop bank account, the treasurer must collect all unused checks and assigned debit cards from volunteers.
- Any unused funds must be withdrawn and deposited into the service unit account by the treasurer. This transaction and relinquishing of banking materials must be done in person at the financial institution and records must be kept by the treasurer.



Service Unit & Troop Finances

(Cont'd)

Service Unit Financial Agreement & Account Management Policy

The service unit coordinator and treasurer are required to sign the Service Unit Team Financial Agreement and Account Management policy as outlined below annually at the beginning of each Girl Scout fiscal year. The fiscal year runs from October 1st to September 30th annually.

Service Unit Bank Account Management

- Service unit accounts can only be opened by the service unit treasurer and/or coordinator at the designated financial institution. Account changes such as online banking, change in address, phone numbers, signers, can only be made by the service unit treasurer and service unit coordinator.
- There will be two signers on the account: the service unit coordinator and the service unit treasurer.
- In the event of one of these service unit volunteers step down from his/her role, notification to the service unit coordinator or treasurer must take place within 5 days to ensure proper steps for transition of signatures and contact information.

Debit Card & Checks

- Only one debit card is to be issued to the service unit and kept by the treasurer.
- The debit card is only used as a credit card linked to the checking account. No pin will be issued. Check and cash deposits must be made at the bank with a teller.
- If a financial institution issues a new debit card due to loss or renewal, a photocopy of the front and back of the card must be maintained by the service unit treasurer.
- The service unit is never permitted to withdraw cash, either at an ATM or as a “cash back” option at a retailer.
- The debit card is to be immediately returned to the service unit coordinator when the service unit treasurer is no longer active in his/her volunteer role.
- If for any reason the debit card is used improperly, the debit card will be canceled.
- Check books should be kept by the treasurer. All checks must be written to individuals or organizations for the purpose of deposit with notation of purpose in the memo. Checks cannot be written to “cash” in any circumstance.
- All reimbursements and payments must be **reconciled within the same Girl Scout fiscal year in which expenses were accrued**. Sales tax will not be reimbursed or paid out.

Service Unit & Troop Finances

(Cont'd)

Debit Card & Checks (Cont'd)

- Reimbursements and payment to vendors, volunteers, parents or caregivers, must be issued via check using the **Service Unit Payment Request Form**. A service unit coordinator or treasurer needs to be reimbursed by a check signed by another account signer other than him or herself and receipts must be attained and recorded.

Service Unit Monies

- All monies of the service unit must be designated to activities for prospective and registered Girl Scout members of the service unit.
- All decisions regarding service unit monies must be made by active members of the service unit under the guidance of the coordinator and treasurer.
- Service units are required to spend down the account balance annually unless funds are earmarked and noted for specific events/activities that will take place in the following fiscal year.
- **The GSSC Tax Exempt Form** must be presented for all purchases as troop funds cannot be used to pay tax on any items.
- **Service units are prohibited from participating in additional fundraising activities that profit the service unit.**

Income

Funds deposited into the account should come from the following sources:

- Fall Product Sales and Girl Scout Cookie Campaign rebate.
- Unsolicited donations or sponsorships (Amounts of \$250 or more in form of check or cash from a single source must be processed by council and cannot be directly deposited into the account).
- Bank account interest.
- Girl monies transferred from disbanded troops.
- Monies issued back to the account for purchase refunds.
- Event fees.

Service Unit & Troop Finances

(Cont'd)

Expenses

Funds leaving the account are used for the following:

- Girl Scout registration fees.
- Banking fees.
- Girl monies transferred to another troop in the event of a girl transfer.
- GSSC Programs, camping, encampments, and volunteer trainings.
- Volunteer Appreciation Awards, membership pins for troop leaders and/or team members.
- GSSC and service unit sponsored volunteer recognition event costs including admission fee, venue costs, and event supplies.
- Food and non-alcoholic beverages for service unit activities or events.
- Service unit activity expenses including outside meeting facilitators; trips; and events.
- Supplies such as flags; ceremony materials; recruitment supplies; banners; crafts; and first aid kit.
- Supplies and resources for general service unit and troop usage.
- Administrative costs including: postage; maintenance of post office box; paper; printing; copying; and online event management software.

Funds CANNOT be used to expense the following: gifts for Girl Scouts, volunteers, or community members, such as retirement, birthday, graduation, or get well; scholarship funds; or donations to other non-profit agencies unless permitted by GSSC and GSUSA; and parties for volunteers with the exception of a volunteer recognition event that does NOT include alcohol.

Account Deposits

- Any and all monies collected for the service unit need to be **deposited within 7-10 days of receipt** by the service unit treasurer. Service units are NOT to hold onto cash for purchases or to be used to make change at product program booth sales.
- Usage of payment applications such as Venmo or Zelle may only be used if there is a detailed description of transactions that are linked directly to the service unit account. Fees for said applications may be funded by the service unit account if agreed upon by team members.

Service Unit & Troop Finances

(Cont'd)

Documenting and Reporting

- Service unit treasurers will receive bank statements directly. No on-line transfers or payments of any kind are permitted.
- Bank account activity must be monitored with supporting documents and/or receipts to prove expenses, reimbursements, and debit card transactions.
- **The Service Unit Year End Financial Report (September 1-August 31, Due September 7) must be completed annually.** This is a complete report for the entire fiscal year and found on the Forms and Documents page of the website. This report is submitted to council for review.

Girl Troop-to-Troop Transfer of Funds

- If a girl transfers from one troop to another, either because of bridging or convenience, the proportion of troop funds associated with the girls may be transferred to the troop she is joining. The amount of money to be determined for transfer is based upon the account balance on the day the girl is transferred via council and is divided equally amongst the active members of the troop. (FOR EXAMPLE: One girl from a 15-girl troop with an account balance of \$2565 will have \$171 transfer to the new troop). The leader must submit the Girl Troop-to-Troop Transfer of Funds Form to the service unit treasurer to initiate this action within 7-10 days of the girl transferred via council.
- Transfer of funds can only take place from one troop to another of the same service unit or to a troop in another service unit of Girl Scouts of Suffolk County. Council to council transfers are not permitted.
- The service unit treasurer will only issue a check in the instance that the money is housed in the service unit account.

Disbanded Troops

- A disbanded troop is defined as a troop that no longer has active members due to lack of interest, re-location or other issues, including having members that have aged out of the program such as an ambassador troop bridging to adulthood.
- If a girl(s) continues with another troop, a percentage of the money may be transferred to her new troop. If no one continues, troop funds and equipment are held in trust by the service unit pending reorganization of the troop. If the troop is not reorganized within one year, the funds are absorbed by the service unit.
- All funds must be spent on troop activities by August 31st of their disbanding year. No exceptions. Any funds left are absorbed into the service unit account and the treasurer will then disburse the funds.



Service Unit & Troop Finances

(Cont'd)

Disbanded Troops (Cont'd)

- Troop volunteers are still responsible for submitting both the Mid-Year and Year-End Financial reports for the fiscal year in which the troop is still active.
- Leaders must submit the Disbanding A Troop Form to the service unit treasurer by the end of the fiscal year or within 10 days of the troop disbanding. The service unit treasurer will advise of the next steps upon receipt.
- Leaders are responsible for returning unused checks and debit cards to the service unit treasurer.

Reasons to Close a Bank Account

The only reason a service unit bank account should be closed is if there is a bank issue that requires the account to be transferred to another establishment or fraud on the account. Bank accounts can only be closed by a service unit treasurer.

Service Unit Bank Account Auditing

A service unit bank account can be audited by council at any time and at the request and discretion of any service unit team member, parent/caregiver, Girl Scout, or council staff.



**To sign and agree to this policy,
please fill out our online form:**

<https://gssc68.wufoo.com/forms/zfluso21ke8eqy>

or tap/scan the QR code to access.

Recruitment & Retention

Recruitment

It is important that each service unit coordinator and recruitment chair works with their membership specialist/recruiter at council to establish growth within their service unit. **New Girl = New Volunteers!**

Each Service Unit is required to have a:

- Fall recruitment
- Daisy recruitment in the spring correlating with kindergarten registration

Marketing

All flyers should be available in print and digitally and must be approved by GSSC prior to distribution. All marketing materials must follow branding guidelines as per GSUSA and gsLearn training.

Retention

To build community within a service unit and build retention, teams are required to host a minimum of four events for girls.

Examples of past Service Unit events have included:

- **Fun Patch Events** - Bowling, ice skating, holiday celebrations
- **Badge & Award Events** - First Aid/CPR, camping, Munchies & More and Girl Scout Cookie Program Kick-offs
- **Celebration of Girl Scout Days of Significance** - Juliette Gordon Low's Birthday, World Thinking Day, Girl Scout Anniversary
- **Bridging Ceremonies & Highest Award Recognition Events**



Troop Leader Meetings

Service units should be hosting troop leader meetings once a month. It is suggested that these meetings alternate between in-person and virtual if available. **It is recommended that the first & last meetings of the year be in person.**

The service unit team will plan the agenda for the meetings and communicate dates and times with leaders at the beginning of the Girl Scout year. It is suggested to send reminders via social media and email to ensure attendance.

Parts of the Service Unit Meeting

Part 1: Arrival Activity / Snacks / Start Up

Consider adding some kind of self-directed activity leaders may do as they arrive.

- **In-Person:** Pick a single topic such as “behavior management” or “something my troop did that I am proud of” and put out index cards. Ask leaders to write down and share one of their best practices or recent activities.
- **Virtual:** Post a question in the chat or prepare a Kahoot quiz about Girl Scout fun facts. Ask leaders to share with their video on.

Part 2: Opening

Have an official start to the meeting. Start with the Girl Scout Promise and Law.

Part 3: Service Unit Business

Have an agenda to share and potentially send to leaders prior to the meeting.

Part 4: Activity

Pick one from the four activity options below:

- Program Level Roundtables: Good places for leaders’ concerns to be expressed and advice to be shared.
- Training Piece: Teach them a skill at each meeting.
- Badge/Award/Journey Activity Demonstration: At each meeting, have leaders share helpful ideas with the group that they can use with their troops.
- Sharing “Kudos” Time: Allow time for leaders to share the troop activities that they are proud of and give “kudos” to fellow volunteers.

Part 5: Closing / Clean Up

Bring the group back together to assess. Ask what the most valuable thing they learned from tonight’s meeting. Give them the date and time of the next meeting. Invite them to help clean up after the meeting and thank them for attending.



Troop Leader Meetings *(Cont'd)*

Group Rules

Just as troops often create troop rules, the service unit can create a set of rules. This list or agreement defines how a group will interact in meetings and during activities. Having rules in place is important for several reasons:

- They will help your service unit team members carry out their tasks.
- It will set expectations about how people will be treated and how they may treat others, reinforcing the Girl Scout Promise and Law.
- Rules keep meetings and activities moving along and meeting goals.

Here are some common rules that you may want to develop with the team:

- **Honor the facilitator.** Look to the facilitator's lead in directing the meeting.
- **One mic.** Only one person speaks at any given time.
- **Make space.** Share your ideas and ensure that others have the opportunity to share as well. Ensure there is space for everyone to have the chance to speak.
- **Stay solution oriented.** Work together to be collaborative problem-solvers. Stay solution-oriented by offering ideas that move the conversation closer to resolution. Avoid venting or complaining.
- **Speak with intent.** Ask participants to make mindful contributions. Some things to ask yourself before speaking:
 - *Is your comment about the topic at hand?*
 - *Does your comment express a new idea?*
 - *Will your comment honor the facilitator?*
 - *Does your comment move toward a solution?*
 - *Is your comment a valuable use of time?*
- **Assume best intent.** To assume best intent simply means that you give people the benefit of the doubt, even when it appears that their ideas are in conflict to your own. Often a problem or issue can be addressed in more than one way. Respond with kindness.
- **Eye on the mission.** Girl Scouting builds girls of courage, confidence, and character, who make the world a better place! Remember, all meeting participants are working towards the same goal.



Managing & Resolving Conflict

Occasionally, members of the service unit team may need to assist with resolving conflicts between volunteers, girls, parents, troop leaders or even the service unit team members themselves.

There are different levels of conflict intensity. By understanding the possible escalation of conflict, it is possible to keep a conflict from escalating to a point it becomes unmanageable: The escalation stages of conflict are often:

- **DIFFERENCES**: People have various views about their world and circumstances and those views don't always align with others.
- **MISUNDERSTANDINGS**: People often misunderstand each other. People make presumptions, and “filter” what others say through their own experiences, knowledge, and beliefs. This is a critical stage of conflict and one in which the situation can escalate quickly, depending upon how people respond.
- **DISAGREEMENTS**: It is okay to disagree with someone. People can explore their disagreements and they can debate issues to learn from each other. The danger lies in letting emotions get out of control. While some level of emotion is okay, when people become too passionate, they can lose their reasoning and say or do things they later regret.
- **DISCORD**: Conflict at this level “is characterized by generally deteriorating relationship between the conflict partners.” The discomfort is apparent not only in discussing the issue, but also in dealing with the person. Emotions tend to run incredibly high at this point. Consequently, a person will likely try to avoid the other person, avert eye contact, or say things that are hurtful. One way to tell when conflict is at this level is when people find themselves having difficulties with that person even when they are not dealing with the original conflict.
- **POLARIZATION**: This is the nasty stage of conflict that is damaging to relationships. People often recruit others to join their cause; make themselves “right” and others “wrong”; expend a lot of energy to defend their position and demean the other person; and refuse to work toward resolving the conflict. At this stage, a person is so emotionally vested in the conflict that it turns to “winning” the fight at any cost and “doing in” the other side. Consequently, the issue goes unresolved, and the relationship continues to deteriorate.



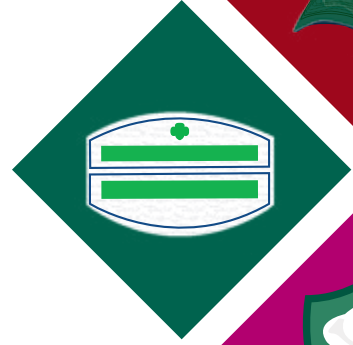
Managing & Resolving Conflict

(Cont'd)

The good news is people can make conscious choices about their responses to conflict and take responsibility for their behavior. While a person cannot control the behavior of others, a person can control his or her own actions— or at least try, which is, admittedly, very hard to do without practice.

The following behaviors can be useful in helping you effectively deal with conflict:

- **Use “I” statements.** Let the other party know how you feel when the conflict is occurring, as well as your reaction to the conflict. Also let the other person know which of your rights you feel is being ignored in the conflict. Example: “I don’t like it when you don’t follow through on your assigned tasks. It makes it difficult for me to do my job, if yours isn’t getting done. This behavior is not considerate to me or my time.”
- **Be assertive, not aggressive.** Speak about your feelings and your reactions. Keep the statements focused on how you are behaving, thinking and feeling rather than on how the other is acting. Try to take the emotions out of it and focus on the issue or behavior that has caused the conflict.
- **Speak calmly, coolly and rationally.** In this way you will be listened to, and you will be able to maintain better control of yourself. Otherwise, the other person may take on a defensive attitude.
- **Avoid blaming.** This will keep the communication flow going. It encourages understanding and empathy. It recognizes that for a conflict to exist there must be at least two parties who are adversely affected by the conflict.
- **Create an atmosphere of cooperation.** In an attempt to create an environment of cooperation after a conflict, all parties involved must feel that they are being listened to and understood; that their rights are being respected. They must have a desire to work things out, and they must be committed to the process of working through the problems.
- **Show respect for yourself and others.** You will gain more in resolving a conflict by showing respect, than by showing disrespect. If you are on the receiving end of disrespect, remove yourself from the situation as soon as possible. When things have cooled down, resume the discussion in a more respectful manner.



Managing & Resolving Conflict

(Cont'd)

A useful tool in managing conflict is remembering the acronym LEAP which stands for Listen, Empathize, Acknowledge/Apologize and Problem Solve.

These steps can be followed simply and are explained more below:

- **LISTEN:** Listening is the FIRST step to the LEAP process. Why is it the very first step? A vast majority of the time, the only thing someone with a concern, complaint or question wants is simply for someone to listen. They don't expect that you'll know every "right" answer. They simply want to know that someone is acknowledging them and their situation.
 - ▶ How to Listen Well:
 - *Stop everything you are doing.*
 - *Face the person with open posture. Relax and maintain eye contact.*
 - *Process what you are hearing.*
 - *Paraphrase—restate the message to test your understanding.*
 - *Clarify thoroughly to bring all information into sharper focus.*
- **EMPATHIZE:** Empathizing lets the other person know that you understand where they are coming from and their unique point of view. It is not saying that you agree with them but does let them know that you are on the same team.
 - ▶ How to Empathize Well:
 - *Remember that individuals with strong emotions seek to be understood.*
 - *Stay authentic.*
 - *Be honest and caring.*
 - *Relate to their experience and confirm your support and appreciation.*
 - *Acknowledge that a difficult situation exists, and you are on the same team to find a fair resolution.*
 - *Accept others' right to their own feelings.*



Managing & Resolving Conflict

(Cont'd)

- **APOLOGIZE / ACKNOWLEDGE:** The art of apologizing is something that many of us struggle to master. When it comes to LEAP, the most important thing to remember is that you are not (necessarily) apologizing for something you have done, or any one person has done- just that the situation has occurred.
 - ▶ How to Apologize Well:
 - *Stay sincere.*
 - *Don't take it personal.*
 - *Keep it simple.*
 - *Remember, it's not about you- it's about what has happened.*
- **PROBLEM SOLVE:** Problem solving is the last step in this process- once you've gathered the facts, let the person know you are on the same team, and you are now prepared to actually take steps to address the issue at hand.
 - ▶ How to Problem Solve Well:
 - *Focus on the issue not the person.*
 - *Determine the underlying need. What do they want?*
What do they need? It's not always the first thing they say.
 - *Discover the intention behind the proposed solutions.*
 - *Connect with the intention of reaching an agreement.*
 - *Take action by offering fair alternatives and compromising on a balanced, two-sided agreement.*

If the conflict is not resolved, the service unit team may formally discuss the situation with a member of the Mission Delivery team. We encourage service unit team members to document conflict resolution activities and suggest using the worksheet on the next page.



Conflict Management Notes



Service Unit _____ Date _____

Service Unit Team Member _____

Position _____

Details & Information:

Person(s) Involved _____

Troop # _____ Phone # _____

Email _____

Please detail the issue:

Response/Recommendation:

Follow-up needed? ☐ YES ☐ NO | Council Involved? ☐ YES ☐ NO Contact: _____

Council Use Only

Received By: _____ Date Received: _____

Volunteer Appreciation & Recognition

Girl Scouts of Suffolk County relies on our committed volunteers who enjoy their role in building girls' courage, confidence and character. The service unit team, with support from GSSC, builds a culture of appreciation by recognizing and expressing appreciation to volunteers in various ways relying on three keys to success.

1. **Do it Often.** Say "Thank you" frequently rather than wait for a special occasion, using different methods of communication such as an email or social media post. Use the Volunteer Appreciation Assets on the website and encourage volunteers, parents and caregivers to do the same. Thank You or "Kudos" can even be incorporated into troop leader meetings so the service unit team and volunteers can acknowledge each other.
2. **Be Specific.** Make it direct and specific to what they have done: "Victoria, thank you so much for helping at our last service unit event!" A thank you delivered speaking in person, in a note or email, specifically mentions helpful things that a volunteer did for the troop or service unit. Giving some details of what helped acknowledges the person's effort and reinforces that type of support is really appreciated.
3. **Make it Meaningful.** There are many ways to make appreciation meaningful. This includes how it is delivered, and that delivery may be received differently by people. The time of appreciation along with what is said makes the most impact.

Important dates to remember: Girl Scout Week in March, which includes the Girl Scout Anniversary on March 12th and Volunteer Appreciation Month which is April, which includes National Girl Scout Leader Day on April 22nd.

Informal Recognitions

These are the day-to-day recognitions that can come in many different forms such as:

- A 'Welcome' or 'Thank You' Card
- A shout-out on social media
- A letter of appreciation
- Special treats distributed at a leader meeting
- Service unit made certificates

The goal is to have informal recognitions that include everyone as well as spotlight volunteers for specific contributions or achievements.



Volunteer Appreciation & Recognition *(Cont'd)*

Formal Recognitions

Recognition is the periodic presentation of tokens of honor and appreciation. It might be a quarterly court of awards ceremony where you give a certificate to those who have helped or an annual awards banquet where specific recognitions are distributed and celebrated.

Formal recognition is given to an individual or group, and it generates a sense of connectedness among the group and to the larger organization.

Some examples of meaningful, formal awards include:

- Achievement certificates
- Public recognition in front of peers and or media
- Personalized gifts or awards
- Badges or pins
- Nominations for Service Unit Level, Council, and GSUSA Volunteer Appreciation Awards

When planning formal recognition, ask yourself these questions:

1. Is this real and relevant to the entire audience?
2. Is this how the volunteers want to be recognized?
3. Will this build the team to create a sense of celebration?



Volunteer Appreciation & Recognition *(Cont'd)*

The Service Unit Volunteer Appreciation Awards

Awards Process

Each year, council will open nominations for Service Unit Level, GSUSA and Council Level Awards. Awards are highlighted in the Volunteer Appreciation Awards Guidebook and the online nomination forms are on our website.

Service unit coordinators will receive the online nominations for Service Unit Level Awards submitted by volunteers, girls, or parents/caregivers. Additionally, the team can nominate individuals for these awards as a committee or group. The appreciation and awards chair will review the nomination submissions and submit a list of award recipients to council by the set deadline. Award pins will be purchased at this time and can be picked up at designated locations at council to be distributed by the service unit to their volunteers.

Appreciation Event

Although recognition occurs year-round on an informal level, service units get together at the end of each year to acknowledge Service Unit Level Award recipients! Types of events can include:

- End of year banquet
- Brunch or afternoon tea
- Leader and girl events



Service Unit Team Succession Plan

Succession planning helps ensure that you can fill future openings in service unit team positions. When you plan for succession, you identify and develop volunteers, so they are prepared to assume open team roles. Service unit teams thrive when candidates for open positions are committed and when the pool of candidates is diverse.

Tips and tricks to succeed:

- Host an information session on what the service unit team does and what roles are open for the upcoming year.
- Target recipients of volunteer appreciation awards and first year leaders entering their second year.
- Look beyond current troop leaders; consider former troop leaders, lifetime members, parents, and community members.
- Ask for nominations within the service unit.
- Speak with enthusiasm about volunteering with the service unit. Potential volunteers are always listening.
- Always been on the look-out to identify the strengths of the adults in your community. Ask them to join a position that is a natural extension of their skills.
- Encourage volunteers to accept small service unit roles and then coach them toward positions of higher responsibility.

Planning for Succession

- Work with service unit team members to “clean-up” and prepare materials and information related to their role for a smooth transition.
- Designate transition meetings and opportunities for incoming members to shadow outgoing members.
- Enthusiastically announce volunteers taking on new roles at meetings and through social media.



Qualities of a Great Girl Scout Volunteer



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



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



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



SENSE OF HUMOR. Always try to find the smiles inside the struggles! If you strive to find the “punny” and positive side of any situation, your teammates will too!



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



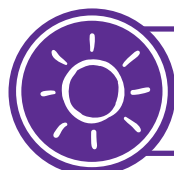
COMMITMENT. Lead by example. If you expect your team to work hard and give of their time and talents, always do your best to do the same.



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



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



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



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

