



GIRL GUIDES
AUSTRALIA

Management Qualification **DISTRICT MANAGER** **PASSPORT**



Australian Leadership &
Qualification Program (ALQP)

August 2022

*Empowering girls and young women to
discover their potential as leaders of their world*

Abbrev.	Term	Definition
AiG	Adult in Guiding	Adults Members, Volunteers and Employees
AGP	Australian Guide Program	A non-formal educational program based on shared leadership and decision-making at all ages
ALQP	Australian Leadership Qualification Program	A learning pathway to Leadership, Management and Training Qualifications
CSCF	Child Safe Child Friendly	A culture where children and young people are safe, respected and protected
DM/ADM	District Manager /Assistant District Manager	DMs support Leaders to facilitate the delivery of the AGP in their District
	<i>Guide Lines</i>	An online library where the policies and procedures of GGA can be found. Guide Lines should be italicised when it is referenced .
GGA	Girl Guides Australia	The sole national representative of the World Association of Girl Guides and Girl Scouts (WAGGGS) in Australia
GGiA	Girl Guiding in Australia	The collective name for GGA and all the SGGOs
RM/ARM	Region Manager/Assistant Region Manager	RMs support and develop Leaders and DMs and facilitate the delivery of the AGP in their Region
RPL	Recognition of Prior Learning	Using your existing knowledge, skills & experiences gained through life experiences and/or other employment to demonstrate competency in particular areas of a qualification
SC	State Commissioner	Volunteer position with the primary purpose to implement the aims of GGA within her state
SGGO	State Girl Guide Organisation	The 'state-based' Girl Guide organisations within Australia: <ul style="list-style-type: none"> • Girl Guides NSW, ACT & NT • Girl Guides Queensland • Girl Guides South Australia • Girl Guides Tasmania • Girl Guides Victoria • Girl Guides Western Australia
UL/AUL	Unit Leader/Assistant Unit Leader	<ul style="list-style-type: none"> • Unit Leaders provide effective leadership to their Unit and deliver the AGP • Assistant Unit Leaders support the Unit Team • Will be referred to as Leaders in this Passport • Outdoors Leaders facilitate and lead outdoor activities
	Volunteer	A person doing unpaid work for or on behalf of GGA or a SGGO. There are two categories of Volunteer referenced in GGiA – Casual Volunteers and Ongoing Volunteers (see below) Whenever the term Volunteer is referenced on its own (i.e., without including Casual or Ongoing) it is always referring to Ongoing Volunteers
	Casual Volunteer	A person who volunteers with GGiA on less than five occasions a year which does not include any overnight stays or assistance that is likely to result in unsupervised access to Youth Members
	Ongoing Volunteers	A person who volunteers with GGiA on more than five occasions a year, for an overnight stay or who due to the nature of the assistance to be provided, is likely to come into contact with Youth Members without being supervised by an Adult Member of Girl Guides in accordance with the Supervision Ratio policy. An Adult Member is an Ongoing Volunteer
WAGGGS	World Association of Girl Guides and Girl Scouts	The largest voluntary movement dedicated to girls and young women in the world

Management Qualification (MQ)

DISTRICT MANAGER (DM)

or

ASSISTANT DM (ARM)



Induction Meeting with Region Manager (RM)

Induction Meeting with Mentor

Ongoing meetings with both throughout



eGuiding Modules

Complete all ALQP Management modules **before** MQ Training Workshop

1. Guiding Orientation
2. Managing Operational Risk
3. Leadership in the Unit
4. Building & Managing Teams
5. Running Effective Meetings
6. Time and Priority Management
7. Engaging & Motivating People
8. Managing Difficult Situations

Complete both Child Safe Child Friendly modules:

A. CSCF for Adults in Guiding (within 6 weeks)

B. CSCF for Leaders & Managers (within 6 months)



Reading

Guide Lines, including the Manager's Handbook and the GGA Child Safe Child Friendly Framework and supporting documents



Complete tasks with your SGO

Some require you to:

- Research and are self driven
- Collect evidence
- Make choices, take action, and challenge yourself



Training Workshop

Complete MQ Training Workshop – face to face or virtual



Role Review

Check in with RM halfway through Qualification

Role Review with RM 12 months after Qualification



DISTRICT MANAGER Your role is to inspire your Leaders, manage the District and collaborate with your Region

ASSISTANT DISTRICT MANAGER Your role is to assist the DM in managing your District

You can complete the DM Qualification without any prior Guiding experience.
Volunteering time per week is approximately 12-14 hours

DISTRICT MANAGER

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Girl Guides Australia
Hub Hyde Park
223 Liverpool Street
Darlinghurst NSW 2010
guides@girlguides.org.au
www.girlguides.org.au

ALQP Management Qualification for District Managers

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CHIEF COMMISSIONER'S WELCOME!



Welcome to our Team! As a District Manager (DM) or Assistant District Manager (ADM) you will have a leading role in a large family of Guiding in Australia with girls and young women participating in every state and territory, in rural and urban settings, learning new skills and building new friendships. Whether you are joining Australia's largest volunteer-based organisation for girls and young women or a long-standing member, we are excited to welcome you to the start of your Qualification as a DM.

The DM role is challenging, community focussed and personally rewarding.

Our Mission is: *empowering girls and young women to discover their potential as leaders of their world.* We know that through Girl-Led programs championing fun, friendship and adventure, Girl Guiding empowers girls and young women to find their voice, discover their potential, explore possibilities and make a genuine difference in their world. From the moment a girl makes her Girl Guide Promise and promises to "do my best", she commences a leadership journey that nurtures and celebrates who she is, and what she brings to her world. As you work in the role of DM or ADM you play an important role in facilitating this journey.

You will have oversight of the running of the District and be key to developing a positive volunteering culture and creating a sense of belonging, where all Leaders, Volunteers, girls and young women feel valued and engaged. You will be instrumental in building and maintaining strong community connections between Leaders, Support Groups, Region Manager and families. Providing support, guidance, feedback, and motivation to Leaders in the District will result in Youth and Adult Members growing personally as individuals.

Girl Guiding in Australia (GGiA) has a demonstrated commitment to being a Child Safe Child Friendly Community where children and young people are safe, respected and protected. Your role is important in upholding our duty of care to our girls and young women; in fostering a child safe and child friendly culture in your District.

We thank you for undertaking this role, we hope it is one of the most rewarding and positive experiences you will ever undertake. The privilege of working with talented women and girls and knowing you are contributing to their growth is incredibly special. Leadership is a shared journey that empowers us to work together and bring positive change to our lives, the lives of others and our wider society.

Enjoy the journey and happy Guiding!

Rosemary Derwin
Chief Commissioner
Girl Guides Australia

A – INTRODUCTION TO YOUR PASSPORT

How the District Manager Qualification works

The DM qualification comprises of a series of tasks as described in the Role Description. The tasks do not need to be completed in order; completion of the tasks can be done in the order that suits your needs and skills. Your learning journey will be unique, depending upon the skills, knowledge and experience you bring to the role.

The essence of Guiding is the delivery of the AGP. Managers have a responsibility to follow the policies and procedures as outlined in *Guide Lines* and by the SGGO. The Passport introduces you to some of the policies and procedures.

Key roles to help you

Region Manager (RM)



Your RM (or her representative) will oversee your learning journey through the Passport and be invaluable in assisting you and signing tasks off as they are completed (where RM appears in the signature column).

Mentor



The role of the Mentor is dependent upon the SGGO's structure. Throughout this Passport reference to the Mentor can also be completed by the RM. Your Mentor will also sign off certain tasks (where Mentor appears in the signature column).

Tasks

For each key area of responsibility, you will find tasks to complete. All tasks in this Passport have been designed to reflect what a DM does in her role, and they all lay the foundation for a District which functions well within the structure of Guiding. The emphasis of the tasks is not so much on an incoming DM achieving a set standard, but rather understanding role tasks which a DM will carry out.

Tasks can be completed in collaboration with others sharing knowledge, skills, and experiences and will be reviewed with your RM and Mentor.

Some tasks must be signed off from either your Mentor or RM (or her representative). This is indicated in the Passport with the following:

Tick below to apply for RPL.
Your Mentor will review this.

SGGO Task	RPL	Mentor Review RPL	Signature & date of completion
Indicates this task must be signed by your RM			RM
Indicates this task must be signed by your Mentor or RM			Mentor/RM
You can sign and date completion of these tasks yourself if the cell is blank. You will discuss these with your Mentor as part of your reflections.			

The Passport is designed so that you will need to seek sign off from more than one source. This will include signatures from your Mentor and Qualified RM (or her representative), and these should not be the same person, so that you are sharing the skills and experiences from more than one person.

Please note RPL will be explained on page 8.

How the District Manager Qualification works continued

The tasks fall under the following three areas:

1. National eGuiding modules



The eGuiding modules are the same for DM and RM roles, however the tasks vary in their application in the Region or District. There are numerous short courses in eGuiding. The courses mentioned in this program have been selected to provide the training specifically for a Manager. There are many other eGuiding modules available to assist you further in your role and you may complete as many as you wish.

To access eGuiding: Your SGGO will provide you with your username and password. If you are able to, access eGuiding through your state website. If not, go to <https://girlguides.elmotalent.com.au/> enter your username, password, and log in. Once you open the course the system automatically registers you.

When the course is finished you will receive a link to your certificate. A list of all completed courses is kept under the 'My Learning' tab, which you can download and print at any time. Depending upon the iMIS (database) set up in your state, the eGuiding course may be updated automatically on your membership profile.

For any further information regarding eGuiding and how it is used, contact your SGGO:

NSW, ACT & NT eguiding@girlguides-nswactnt.org.au

QLD eguiding@guidesqld.org

SA elmo@girlguidessa.org.au

TAS guides@guidestas.org.au

VIC elarning@guidesvic.org.au

WA eguiding@girlguideswa.org.au

2. Reading

The Manager's Handbook can be found online on the GGA website, *Guide Lines* for Girl Guides.

https://www.guidelinesforgirlguides.org.au/managers_handbook/the-managers-handbook-2/

There is a lot of useful information that is supportive of the Manager's role.

There is also other reading from *Guide Lines*, including policies and procedures for example, the GGA Child Safe Child Friendly Framework and supporting documents.

3. Tasks within your SGGO

Some of the SGGO tasks are self-driven, requiring you to research, some require evidence, and some require you to make choices, take action, and challenge yourself.

Remember each task in this Passport needs to be signed off by a qualified Manager or Mentor and some tasks require evidence.

Alternate activities can be undertaken if the specified tasks cannot be undertaken and it will be your Mentor who will be able to assist in the decision-making process if this is the case.



In addition to the eGuiding modules you need to complete the Management Qualification (MQ) Training, which is held, either virtually or in person (dependant on the SGGO).

The focus of this training is to:

- Reinforce the learnings from the eGuiding modules
- Provide opportunities to collaborate with other Managers in Training and
- Have your questions answered by experienced Trainers who are also Managers

Your Mentor will be able to assist you with how to book into your training.

How the District Manager Qualification works Continued

This page explains Recognition for Prior Learning (RPL) and how the Passport is designed to help your learning stick.

Individual Learning Plan

Experience is gained from different areas including formal education, practical life skills, current or previous work experience or other volunteering roles. Being a Girl Guide provides skill and knowledge that can be used for RPL.

Tick below to apply for RPL.
Your Mentor will review this.



To develop your individual plan, review the requirements to complete the DM role and complete a self-assessment for RPL. Review the tasks within the Passport and tick those activities you would like to apply for RPL (the columns are shaded in light blue).

Your Mentor will review this and confirm if any area is recognised as prior learning.

Please note: There are some tasks that are mandatory for all DMs there is no RPL option for these sections.

If you are a qualified DM transferring from another state, you will need to meet the relevant SGGO requirements for membership and the sections of the tasks that outline the process requirements for that state

Once you have successfully completed this Passport you will have the full Management Qualification. If you are an ADM you do not need to do any further learning to be appointed as DM if this is a role you want to take on in the future.

Helping your Learning Stick

Following the SGGO tasks you will find a section for you to take some time to reflect to make connections. This is an important area of your Passport and will help to guide your meetings with your Mentor

Reflect



Take some time to think about what you have read, observed, heard, discussed and/or done

Journal



Jot down some notes, use colour, doodle. You could use highlighters, textas or colour pencils. There is a strong link between colour and memory

Discuss
with
Mentor



Share your thoughts and questions with your Mentor/RM

'Doodling can...activate your brain's "unfocus" circuits, give your "focus" circuits a break, and allow you to more creatively and tirelessly solve a problem at hand.'

Srini Pillay, MD, Harvard Business Review, Dec 15 2016

Induction Meeting with Region Manager



This induction meeting with the RM is to assist you to understand the role and responsibilities of a DM or ADM. Together you will cover important onboarding information.

Name	Membership No.
Membership Administration	
Membership application form, including two referees if new to Guiding	
Copy of National Police Check	
Copy of current Working with Children Check	
Agree to complete the Child Safe Child Friendly eGuiding modules: <ol style="list-style-type: none"> 1. CSCF for Adults in Guiding (within 6 weeks of becoming a member) 2. CSCF for Leaders & Managers (within 6 months) 	
Signed agreement for the use of the database and confidentiality of information	
Any other requirements applicable to your SGGO	
Membership Admin Check completed:	Date:
DM/ADM Name:	DM/ADM Signature:
RM Name:	RM Signature:



A copy of this section must be sent to your State office

Onboarding	
Requirement to have or complete the First Aid qualification HLTAID010 – Provide Basic Emergency Life Support. Please see below for list of First Aid qualifications.	
A copy of the statement of attainment must be sent to your SGGO or RM when complete	
Allocation of the Mentor	
The District team structure and resources (including number of Units)	
Structure and reporting lines of the SGGO	
The importance of complying with GGA policies contained in <i>Guide Lines</i>	
Preference to hold one primary role in Guiding	

First Aid Qualifications



HLTAID009 Provide CPR

HLTAID010 Provide Basic Emergency Life Support

HLTAID011 Provide First Aid

HLTAID012 Provide First Aid in an Education and Care Setting

HLTAID013 Provide First Aid in Remote or Isolated Site



Support Network

Surrounding you is a network of supportive Guiding friends who will be there for you. This network will grow the longer you are in Guides and you will part of our community of women who volunteer to empower girls and young women to discover their potential. To start your network, fill in the relevant boxes below with names and contact details.

Role	Contact details (Name, phone, email)
State Commissioner (SC) A volunteer who oversees Guiding in the state. The SC appoints Deputy/Assistant SCs and together they are known as the state Team. (Although unlikely you would contact the State Team, knowing who they are is important)	
Region Manager & Assistant Region Manager The RM leads Guiding in your Region and appoints assistants. They will involve you in Region events and provide you with the information you need to perform your role. They are responsible for signing off many of the activities in this Passport	
Mentor The Mentor is appointed by the RM. They are experienced managers who will mentor you through the qualification process as well as help you to overcome any difficulties you might experience. You will also discuss RPL with your Mentor	
Assistant District Manager (ADM) The ADM will assist you to perform your role	
Leaders Find out who the Leaders in your District are	
Support Group President/Chairperson Support Groups are formed to manage assets and assist in fundraising in the District	
Neighboring District Manager Find out who are some of the other District Managers in your Region	
Trefoil Guild Trefoil Guild is a part of Guiding that provides an enormous support for Guiding and the community	
Other	

Induction Meeting with your Mentor



Discuss RPL if applicable

As outlined on page 8 if you feel you already meet the requirements for any of the areas in the Passport you can apply for RPL.

Take the opportunity in this meeting with your Mentor to discuss your self-assessment for RPL and to develop your individual Learning plan to complete your Management Qualification.

The section below will be helpful in planning this. Remember to set up regular meetings to review your progress.

Your Learning Path

Throughout your learning path, there is a requirement for you to meet with your RM. This is a time for you both to reflect on how the District is performing, potential issues and ways to resolve the issues. This is also a time to review the GGA Code of Conduct and understanding of the Girl Guide Promise and Guide Law.

Throughout this document the role of the Mentor and RM is dependent on the structure of your SGGO.

Regular meetings provide an opportunity to monitor your progress and set achievable targets.

Agree on dates to achieve the DM qualification. Agree on times to meet and the best method to communicate together. Record your next meeting and how you are going to meet below.

How/where you are going to meet with your Mentor	Date	Time

Identify obstacles and solutions to address these obstacles

Obstacle	Possible solution

Making your Promise

Date to make the Girl Guide Promise (if you are new to Guiding as an adult)

Date scheduled	Event/meeting

Target Date to complete Qualification:



B – DISTRICT MANAGER KEY RESPONSIBILITIES

1. Girl Guiding in Australia

The aim of this task is for you to learn about Guiding in Australia, our structure, and the AGP.



eGuiding – National	Date Completed
Guiding Orientation	



Manager’s Handbook	Date Completed
Being involved in Guides	

Tick below to apply for RPL.
Your Mentor will review this.



SGGO Activities			
1. Access the GGA website. Review the information and find one resource that could be promoted in your District Name of the Resource:			
2. Access the Girl Guide website for your SGGO. Review the information and find one resource that could be promoted in your District Name of the Resource:			
3. Find out the uniform requirements for attending community events.			
4. Attend a Unit meeting within the District, experience the customs and traditions within the Unit			
5. Attend a Unit meeting within a different District, experience the customs and traditions within the Unit			Mentor/RM

Reflect



Journal



Discuss with Mentor



Units practice customs and traditions. How do the traditions in your District represent and reflect Guiding in your District?

2. Child Safe Child Friendly

As a DM you are committed to fostering a Child Safe and Child Friendly culture where children and young people are safe, respected and protected.



eGuiding – National	Date Completed
CSCF for Adults in Guiding	
CSCF for Leaders & Managers	



Guide Lines	Date Completed
Refer to <i>Guide Lines</i> to reference the Framework	
Review the GGA CSCF Framework & understand your responsibility	

Please note: These tasks are mandatory for all Managers and there is no RPL for this section.



SGGO Activities	Signature & date of completion
1. Review the GGA CSCF Framework. Select one Element and discuss at the District meeting Element and Feedback from meeting:	Mentor/RM
2. Research the process to follow for a child to travel in a Leader's vehicle. What advice would you give to the Leader? Advice for Leader:	

Reflect



Journal



Discuss with Mentor



Think about how your Leaders contribute to a CSCF community? Reflect on what they do well and any suggestions for new ideas.

3. Risk Management

The DM provides advice and monitors the safety and wellbeing of Guides and members of the Guiding community including the implementation of risk assessment plans, the process for camps and adventurous activities and what to do if there is an incident. Everyone has a 'duty of care', as the DM you have a duty to yourself, others in the District, Girl Guides, and their families.



eGuiding – National	Date Completed
Managing Operational Risk	
Guide Lines	Date Completed
Read information on Risk	



Manager’s Handbook	Date Completed
Applying a Risk Management Approach	
Managing Administration, Guidelines and Reports	

Tick below to apply for RPL
Your Mentor will review this.



SGGO Activities	Apply for RPL	Mentor Review RPL	Signature & date of completion
1. Review a completed Risk Assessment Form (ADM.56b) for outdoors activities, events, and camps <ul style="list-style-type: none"> Identify any improvement or notes on the key points that have been included on the form Name of activity and improvements identified: 			Mentor/RM
2. Research and review the Adult Information Form (ADM.28) for activities			
3. Review the OUT 01 Camp/Adventure based event application form <ul style="list-style-type: none"> Discuss the requirements for the Camp Leader-in-Charge to gain approval for a camp prior to planning the event Discuss the process for Region/SGGO approval for a camp Review the form and discuss with Mentor or RM 			Mentor/RM
4. Discuss the importance of the Camp Leader-in-Charge to complete the OUT 03 Camp/adventure based event report			

Reflect



Journal



Discuss with Mentor



Reflect on the application of the risk processes of GGiA and the informal risk assessment used for all activities

4. Supporting your Leaders

A District Managers understanding of the AGP including the importance of the Unit meeting being Girl-Led will assist the DM to support Leaders facilitation of the AGP. Occasionally a DM could assist a Leader by facilitating a Unit meeting if the Leader is unable to.



Qualification	Date Completed
HLTAID010 – Provide basic emergency life support	



eGuiding – National	Date Completed
Leadership in the Unit	



A copy of the statement of attainment must be sent to your State office or RM and needs to reflect any changes from the RM onboarding section.



Manager’s Handbook	Date Completed
Being Involved With Guides	

Tick below to apply for RPL.
Your Mentor will review this.



SGGO Activities	Apply for RPL	Mentor Review RPL	Signature & date of completion
1. Review the Unit programs and discuss the Unit processes and activities Key learnings:			
2. Reflect on ways you could offer support so your Leaders are able to implement the AGP. Capture your thoughts below.			Mentor/RM

Reflect



Journal



Discuss with Mentor



Why is it important for Unit activities to be ‘Girl-Led’ ?

5. Building and Managing Teams

Good communication builds and maintains relationships with Guiding members, support groups and families. Working together develops and maintains a positive culture in Guides.



eGuiding - National	Date Completed
Building and Managing Teams	



Manager's Handbook	Date Completed
Leading your Team – Communicating with your Team	

Tick below to apply for RPL.
Your Mentor will review this.



SGGO Activities	Apply for RPL	Mentor Review RPL	Signature & date of completion
<div>1. Review the District Structure including, how the team communicate and contribute to maintaining a positive culture<ul style="list-style-type: none">Decide on the most effective ways to communicate with the different groups and how often this communication should take place</div>			Mentor/RM

Reflect



Journal



Discuss with Mentor



Reflect on the communication methods that best support your Leaders and District culture.

6. Facilitating Effective Meetings

Facilitating an effective meeting provides an avenue for everyone to communicate with each other, discuss their successes, concerns, and ways to remove barriers; to challenge and learn from each other. Preparing for the meeting is important to its success.



eGuiding – National	Date Completed
Running Effective Meetings	



Manager’s Handbook	Date Completed
Leading Guiding – District Meeting	

Tick below to apply for RPL.
Your Mentor will review this.



SGGO Activities	Apply for RPL	Mentor Review RPL	Signature & date of completion
1. Set the District Meeting schedule for 6 months and take to your next meeting with your Mentor			
2. Set the District Meeting agenda, seek input from the District for topics. Send out the final agenda to members including forum, time, and date			
3. Set up the venue or virtual space for the meeting. Set meeting rules and facilitate the meeting			
4. Record the minutes of the meeting and distribute to members. Show a copy to your Mentor			Mentor/RM

Reflect



Journal



Discuss with Mentor



Think about the meeting you facilitated. What went well? What could have been different/better?

7. Time Management

Enjoying a balanced life allows time to focus on interests outside of Guides, this requires you to manage time effectively and develop the ability to perform multiple tasks at the same time.



eGuiding - National	Date Completed
Time & Priority Management	

Tick below to apply for RPL.
Your Mentor will review this.



SGGO Activities	Apply for RPL	Mentor Review RPL	Signature & date of completion
1. Identify the key tasks you are responsible for as a DM			Mentor/RM
2. Create a schedule for one term with timeframes and deadlines to manage your time and the needs of the District			
3. What goals do you want to achieve in the District? ▪ Write two realistic goals and discuss with your RM			

Reflect



Journal



Discuss with Mentor



Review the Time Matrix you looked at in the Time & Priority Management eGuiding module (and shown below). How can you maximise the time you spend on Not Urgent and Important tasks?



Not Urgent, Important Tasks

These tasks are critical for achieving your long-term goals and ultimate success. Examples of 'Not Urgent, Important' tasks include:

- Planning
- Research
- Goal Setting
- Relationship Building

8. Technology and Social Media

Communicating using different types of technology can be challenging, learning how to use the technology and the conventions for use is ever changing. This section is designed for you to consider what technology is used in your District, Region and state. Whilst this section does not directly cover how to use technology, it does provide you the opportunity with your Mentor/ RM to seek further training. Embracing technology keeps Districts connected with members and others within Guiding and the community.



Guide Lines	Date Completed
Please read the sections on Social Media and Privacy in <i>Guide Lines</i> https://www.guidelinesforgirlguides.org.au/guide_lines/governance/policies/	



SGGO Activities	Apply for RPL	Mentor Review RPL	Signature & date of completion
<p>1. Most computers use software programs, the most common is Microsoft Office.</p> <p>Rate your Microsoft Office skills (or equivalent) from 0 – 5. 0 – What is Microsoft Office? 1 – I can turn it on 2 – I can type and save documents 3 – I can send emails and create documents 4 – I can create flyers, email, and print 5 – I am an absolute guru</p> <p>Rate your skills by inserting a number in the box below:</p> <p>Word</p> <p>Excel</p> <p>PowerPoint</p> <p>Outlook, Mail</p>			Mentor/RM
2. Schedule and host an online meeting using a platform such as Skype, Zoom, Microsoft teams.			Mentor/RM
3. Access your SGGO database and locate information for an event, a report or a document.			
<p>4. Research the social media requirements on both the GGA and your SGGO website.</p> <ul style="list-style-type: none"> Review the District social media presence. Discuss your findings with your Mentor 			
5. With your RM determine which social media platforms / accounts that you need access to as an administrator and/or member. Together organise to have you added to these accounts.			

8. Technology and Social Media Continued

Reflect



Journal



Discuss
with
Mentor



Think about the different types of social media and the pros and cons for each one.



9. Financial Management

The DM is responsible for overseeing that Unit accounts are kept and managed. The RM is ultimately responsible for the finances of all Districts, including Units, shop, and properties.

Whilst you are responsible for overseeing the District, this part of the role is often delegated to a person with financial management skills.

SGGO's have different methods, systems, and processes in place to manage Unit and District finances.



Tick below to apply for RPL.
Your Mentor will review this.

SGGO Activities	Apply for RPL	Mentor Review RPL	Signature & date of completion
1. Meet with the RM to discuss the process of completing the paperwork for District/Unit and/or Support Group bank account signatories.			
2. Meet with the RM regarding the financial obligations including record keeping, reviewing and auditing requirements			
3. Complete SGGO training as required by your SGGO. Record training or N/A if not applicable			
4. Oversee the management of the District accounts			RM

Reflect



Journal



Discuss with Mentor






Confidence in financial management is important. What process could you put in place to contribute to sound financial management in your District.

CHECK IN WITH REGION MANAGER



Congratulations! You have worked hard as a Manager in Training to learn about Guiding in the District. Building and maintaining relationships with Guiding members, support groups, families and the community is important, as it is important to look after yourself and your own personal life balance.

Whilst completing the operational functions, it is also important to model the code of conduct and represent Guides as a positive role model. This part of the Passport is a time to pause, reflect and meet with the RM to review the role.

Name				Membership No.
Appointment Reflection with the RM 				
<i>I understand that as a DM, my behaviour reflects on Guides as a whole. I agree to review our ethics and standards.</i>	DM self reflection 	RM Response (please tick)		
<i>I believe that my behaviour (words and actions):</i>		Yes	Not Yet	
Promotes and models The Girl Guide Promise and Guide Law				
Promotes and models the GGA Code of Conduct				
Represents Guiding in a positive manner				
Promotes and models Child Safe Child Friendly requirements				
Follows and models GGA and SGGO policies and procedures				
Check in on DM Role & Responsibilities 				
Discuss the preference to hold one primary role in Guiding				
Discuss the structure and reporting lines of the SGGO				
Discuss outstanding business of the District				
Discuss the successes achieved in the role				
Comments/Feedback for DM/ADM				
RM Decision (please tick)				
PROCEED <input type="checkbox"/>		NOT YET <input type="checkbox"/>		
Record Check In completed:		Date:		
DM/ADM Name:		DM/ADM Signature:		
RM Name:		RM Signature:		



**A copy of this form must be sent to your State office.
You can take a photo and email or print, scan and email.**

C- THE NITTY GRITTY OF THE DM ROLE

1. Engaging and Motivating People

Leading, engaging and motivating the District team involves good communication skills and understanding what motivates (and demotivates) people.



eGuiding - National	Date Completed
Engaging & Motivating People	



Manager's Handbook	Date Completed
Leading your Team – Volunteer Management	



SGGO Activities	Apply for RPL	Mentor Review RPL	Signature & date of completion
1. Review the Units in your District. Consider the number of girls versus adults. In your view, is there a need to recruit Adult Members? If so, why?			Mentor/RM
2. Outline different recruitment methods for attracting Leaders. <ul style="list-style-type: none">Methods:			
3. The Leader Passport <ul style="list-style-type: none">Obtain and review the Leader's Passport and your role within the Passport.			Mentor/RM
4. Obtain the Leader Passport and practice the induction with your Mentor or RM <ul style="list-style-type: none">Key points for discussion			Mentor/RM
5. Reference the GGA Adult Good Service Awards and Membership Recognition System on <i>Guide Lines</i> <ul style="list-style-type: none">Familiarise yourself with the system and identify the process to nominate members from the District for an award.Familiarise yourself with the SGGO process of applying for Years of Membership for the members in your District			

Reflect



Journal



Discuss with Mentor



Reflect on the value of rewarding members to appreciate their commitment, time and skills. Try to seek out opportunities to give people positive feedback

2. Advocating for Girls and Young Women

Advocacy for girls and young women is inspirational and promotes Guiding members and community members to be inclusive and diverse. In this section, we are going to look at ways your behaviour can demonstrate inclusion and cultural appropriateness in the community. Guides historically provides a platform for all girls to actively advocate for the rights of girls and young women. This is at the heart of everything we do and is clearly articulated in the GGA Mission:

Empowering girls and young women to discover their potential as leaders of their world

Tick below to apply for RPL.
Your Mentor will review this.



SGGO Activities	Apply for RPL	Mentor Review RPL	Signature & date of completion
1. Culturally appropriate language. Think about the way people speak to each other or communicate within the District and answer the questions below <ul style="list-style-type: none"> Is the language appropriate? Is the language in emails / online appropriate? Is the language inclusive to all cultures and genders? Is the District open and welcoming to girls of all cultures and ethnicity? How does your behaviour set the standard for inclusion in the District? 			
2. What initiatives can the District implement to be more inclusive and challenge gender expectations?			
3. Research the WAGGGS website. https://www.wagggs.org <ul style="list-style-type: none"> Find an age-appropriate resource suitable for the District Promote the resource to the Leaders in the District 			Mentor/RM
4. Identify leadership opportunities within the state, Australia or WAGGGS and promote to the District			Mentor/RM
5. At a District Meeting, discuss ways to break down gender barriers			Mentor/RM
6. Discuss your ideas from Q 3-5 at the District Meeting			

Reflect



Journal



Discuss with Mentor



Reflect on your own behaviour. How can you be a positive role model in advocating for girls and young women?

3. Property Management

Management of properties that Guides meet in is delegated to the DM, including maintenance, contractors, rent, renting to non Guiding organisations. Your SGGO Office will be invaluable in assisting you in managing the property and helping you understand your responsibilities.

NB: SGGOS have different methods, systems and processes in place to manage property. Please bear in mind the procedures of your SGGO when working through this section.



Manager's Handbook	Date Completed
Managing administration – Property	

Tick below to apply for RPL.
Your Mentor will review this.



SGGO Activities	Apply for RPL	Mentor Review RPL	Signature & date of completion
1. Review the meeting place in the District and determine what type of property management is required. Unit meeting properties: <ul style="list-style-type: none"> Owned by the SGGO Land leased from a public authority (such as the local council or shire) Private or other leased land Crown land where the SGGO acts as the reserved trust manager Community hall or space Other <ul style="list-style-type: none"> Do you need to manage property? Do any properties require major maintenance? 			RM
2. Lease management <ul style="list-style-type: none"> Obtain and review the lease for the property in the District Outline the responsibilities of Guiding within these agreements 			RM
3. Rent and tenants Many lease agreements allow for Guiding to rent out a property for community groups e.g. dance groups <ul style="list-style-type: none"> Review the state process for renting out your property Obtain and review the current tenant and rental agreements Outline the responsibilities of Guiding within the agreements. (If you cannot locate these, contact your RM.) 			RM

3. Property Management Continued

Tick below to apply for RPL.
Your Mentor will review this.



SGGO Activities	Apply for RPL	Mentor Review RPL	Signature & date of completion
<p>4. Insurance</p> <p>There are different types of insurance policies for running a Unit meeting. Public liability, building insurance and contents insurance is mandatory for Guide properties. GGA and your SGGO manage all aspects of insurance. Contractors must hold their own insurance.</p> <ul style="list-style-type: none">▪ Review the insurance requirements for the District and what responsibilities you have as the DM▪ Review the contractor requirements for insurance within your District			
<p>5. Management of properties</p> <p>Review the meeting place/s within your District.</p> <ul style="list-style-type: none">▪ What type of maintenance could be required?▪ Discuss the process for obtaining quotes for work with your RM			

Reflect



Journal



Discuss with Mentor



The different venues that Guides use may need to be managed in different ways and carry a variety of different responsibilities. Do you need any support managing the properties used by your District?

4. Unit Management

There are times as the DM when a new Unit is opened, this is exciting for the growth of Guiding in the district. On the other hand, there are times when the unit needs to go into recess (on hold) or closes. Whilst it is preferred to keep all Units open, there are many reasons for why this is not always possible. Each SGO has a process to follow to open/ close or to put a Unit in recess, there may be reporting/ authority protocols that you need to follow prior to closing or placing a Unit into recess.



SGGO Activities		Tick below to apply for RPL. Your Mentor will review this.		Signature & date of completion
		Apply for RPL	Mentor Review RPL	
1.	Opening a Unit <ul style="list-style-type: none">Review the state documentation re steps required to open a Unit. Consider the Unit meeting space, rent, lease, banking, registration			
2.	Unit in recess <ul style="list-style-type: none">Review the steps to place a Unit in recessReview the process and steps to reinstate a Unit			
3.	Closing a Unit <ul style="list-style-type: none">Review the steps to close a Unit. Consider the transfer of funds, closing bank accounts, allocation of assets			RM

Reflect



Journal



Discuss with Mentor



Reflect on ways to prevent a Unit from going into recess or closing. Why might closing a Unit be a good idea? Try to do some creative thinking.

5. Challenging Situations

There may be times when you may have concerns about the suitability of a Leader, or Volunteer, their conduct or behaviour. This is a sensitive time which requires diplomacy and good communication skills. Difficult or complex situations may require consultation with your RM or State Team.



eGuiding - National	Date Completed
Managing Difficult Situations	



Manager's Handbook	Date Completed
Leading your Team – Managing Performance	

Tick below to apply for RPL.
Your Mentor will review this.



SGGO Activities	Apply for RPL	Mentor Review RPL	Signature & date of completion
1. Research <i>Guide Lines</i> and the SGGO processes for performance management. What is your role?			RM
2. Review the People and Performance Management Policy and ADM.47 Role Review. What is your role?			RM
3. Review the issues in the District and discuss with RM ways to manage these situations.			RM
4. Outline the steps to deal with a member who is not following the GGA Code of Conduct. (Q. 3 & 4 should only be discussed with RM as there could be sensitive information)			RM

Reflect



Journal



Discuss with Mentor



Reflect on ways to use positive intent to help you to influence negative behaviour and motivate others to build positive behaviours

CONGRATULATIONS !!

FINALISING YOUR QUALIFICATION & NEXT STEPS



Meet with your Mentor to confirm the Passport has been completed and ask her to sign the Qualification and Appointment form on page 30 of this Passport



Meet with your RM who will review your appointment to be a qualified DM or ADM. Your RM is accountable for the District and will be interested in your plans for the future of the District



DISTRICT MANAGER

Your role is to inspire your Leaders, manage the District and collaborate with your Region



ASSISTANT DISTRICT MANAGER

Your role is to assist the DM in managing your District

Arrange a meeting and discuss what assistance is required and specific tasks. You have achieved the full Management Qualification; you do not need to do any further learning to be appointed as DM if this is a role you want to take on in the future



ROLE REVIEW

While you will have regular contact with your RM, in 12 months, you will have a Role Review with her. This will be a supportive meeting focused on helping you to continue performing in your role

At this meeting you will:

- Have an opportunity to discuss how you are getting on & get advice on any areas which are challenging
- Discuss your goals and plans for the District
- Discuss the learning options available to you and note any learning you wish to undertake



ONGOING LEARNING

This is the beginning of your learning with Girl Guides.

Guiding provides opportunities for learning including attending Region meetings, workshops, training courses or online webinars as well as reading Guiding publications, researching the internet for Guide resources, and learning from other Guide Leaders and Managers. Accessing WAGGGS and other like-minded organisations provides great resources to invigorate Regions.



Management Qualification and appointment Form

PERSONAL DETAILS			
Preferred Title:	Given Names:		Surname:
Email:		Phone:	
Date of Birth:	Member No.:	Expiry:	
RM Report: I confirm that the DM in Training has successfully completed her Passport and met ALQP standards by:			
<ul style="list-style-type: none">▪ Demonstrating and upholding The Girl Guide Promise and Guide Law▪ Following the GGA Code of Conduct▪ Following and upholding the CSCF Framework▪ Promoting and celebrating diversity and inclusion▪ Representing Guiding in the community▪ Facilitating District meetings, recording minutes and filing as per SGGO requirements▪ Supporting Leaders and providing opportunities for growth▪ Developing a support network to assist with the District▪ Building positive relationships and working with others to build a positive culture▪ Providing advice and monitoring safety and wellbeing of Guides and members of the community▪ Assisting in recruiting and inducting new leaders▪ Providing advice on risk assessment plans▪ Responding to challenging situations, conflict, or pressure in a calm manner▪ Challenging stereotypes and responding appropriately in different cultural and social contexts			
APPOINTMENT DETAILS			
Role (please tick):	DM <input type="checkbox"/>		ADM <input type="checkbox"/>
District:	Region:		
Appointment Date:			
CONFIRMATION			
DM/ADM - I agree to fulfil the role in line with the agreed Role Description and GGA Code of Conduct	Signature: Date:		
Mentor - I am satisfied that all aspects of the ALQP District Management Qualification have been completed	Name: Member No: Signature: Date:		
RM - I confirm all requirements for the above role have been met. The Role Review is scheduled for: 	Name: Member No: Signature: Date:		
STATE OFFICE USE ONLY			
Date record updated:	Updated by:		
District MQ Certificate, letter sent date:	Sent to:		