



# Management Qualification Region Manager Passport



Australian Leadership &  
Qualification Program (ALQP)


October 2024


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

# SNAPSHOT – Management QUALIFICATION (RM)


Management Qualification (MQ)

region manager (RM)  
or  
Assistant RM (ARM)







**Induction Meeting with State Commissioner (SC)**  
The SC is your Supervisor in Guiding



**Induction Meeting with Mentor**  
Ongoing meetings with Mentor & Supervisor in Guiding throughout




**First Aid Qualification** – HLTAID010 Provide Basic Emergency Life Support is the minimum Qualification accepted




**Girl Guide Learning Activities**  
Complete all **ALQP learning Activities** before MQ Training Workshop

1. Guiding Orientation
2. Managing Operational Risk
3. Leadership in the Unit
4. Building & Managing Teams
5. Engaging & Motivating People
6. Managing Difficult Situations




**Reading**  
*Guide Lines*, including the Manager's Handbook and the GGA CSCF Framework and supporting documents.




**Complete tasks with your State Girl Guide Organisation (SGGO)**  
Some require you to:


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




**Complete Virtual MQ Training Workshop** – Hosted by GGA. RM in Training will generally have completed this workshop already.




**NB:** ALQP learning, CSCF and virtual MQ workshop are generally only need to be completed once as a Manager




**Check In** with SC halfway through Qualification




**Qualification & Appointment – Q&A**




**REGION MANAGER (RM)** Your role is to inspire your Leaders, manage the District and collaborate with your Region



**Assistant REGION MANAGER (ARM)** Your role is to assist the RM in managing your Region



**Role Review** with SC 12 months after Qualification



Guiding experience is preferred to complete the RM Qualification.  
Volunteering Time per week is approximately 12-14 hours

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
Mentor		The role of Mentor is a specialist learning (supplementary) role. The Mentor supports Leaders or Managers in Training with the tasks and activities in their Passports to completion of the qualification. They work collaboratively with their Mentee and the Mentee's support network.
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"> <li>• Girl Guides NSW, ACT &amp; NT</li> <li>• Girl Guides Queensland</li> <li>• Girl Guides South Australia</li> <li>• Girl Guides Tasmania</li> <li>• Girl Guides Victoria</li> <li>• Girl Guides Western Australia</li> </ul>
UL/AUL	Unit Leader/Assistant Unit Leader	<ul style="list-style-type: none"> <li>• Unit Leaders provide effective leadership to their Unit and deliver the AGP</li> <li>• Assistant Unit Leaders support the Unit Team</li> <li>• Will be referred to as Leaders in this Passport</li> </ul>
	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

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# Chief Commissioner's Welcome!

Welcome to our Team! Congratulations on stepping into what is both a challenging and rewarding role. As a Region Manager (RM) or Assistant Region Manager (ARM) you will have a leading role in 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 just now joining Australia's largest volunteer-based organisation for girls and young women or have been a long-standing member, we are excited to welcome you to the start of your Qualification as an RM.



Girl Guides Australia's 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 RM or ARM you play an important role in facilitating this journey.

You will have oversight of the running of the Region 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 the Region, Region Team, District Managers, Leaders and your State Team. Your support, guidance, feedback, and motivation 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 Region.

Thank you for undertaking this role, and I 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 in our own life, the lives of others and our wider society.

Enjoy the journey and happy Guiding!

Helen Reid  
Chief Commissioner  
Girl Guides Australia

# A- INTRODUCTION TO YOUR PASSPORT

## How the Region Manager Qualification works

The RM 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 Australian Guide Program (AGP). Managers have a responsibility to follow the policies and procedures as outlined in Guide Lines and by the State Girl Guide Organisation (SGGO). The Passport introduces you to some of the policies and procedures.

### Key roles to help you



**State Commissioner (SC)**

Your SC (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.



**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 SC. Your Mentor will also sign off certain tasks (indicated in the Passport).

### Tasks

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

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

Some tasks must be signed off from your Mentor, SC, 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	Apply for RPL	Mentor Review RPL	Signature & date of completion
Indicates this task must be signed by your Mentor or your SC			Mentor/SC
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, SC (or her representative). These should not be the same person, so that you are sharing the skills and experiences from more than one person.

Please note Recognition of Prior Learning (RPL) will be explained on page 8.

# How the Region Manager Qualification works continued

The tasks fall under the following three areas:

## 1. National Girl Guide Learning Activities



The Girl Guide Learning activities 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 Girl Guide Learning. The courses mentioned in this program have been selected to provide the training specifically for a Manager. There are many other Girl Guide Learning activities available to assist you further in your role and you may complete as many as you wish.

To access Girl Guides Learning: Your State Girl Guide Organisation (SGGO) will provide you with your username and password. If you are able to, access Girl Guide Learning through your state website. If not, go to [Login Page \(girlguideslearning.org.au\)](https://www.girlguideslearning.org.au) enter your username, password, and log in. Once you open the activity you will need to register for each activity.

When the course is finished you will receive a link to your certificate. A list of all completed courses is kept under your profile. Depending upon the iMIS (database) set up in your state, the Girl Guides Learning activity may be updated automatically on your membership profile.

For any further information regarding Girl Guide Learning and how it is used, contact your SGGO representative:

**NSW, ACT & NT** [eguiding@girlguides-nswactnt.org.au](mailto:eguiding@girlguides-nswactnt.org.au)

**QLD** [eguiding@guidesqld.org](mailto:eguiding@guidesqld.org)

**SA** [elmo@girlguidessa.org.au](mailto:elmo@girlguidessa.org.au)

**TAS** [guides@guidestas.org.au](mailto:guides@guidestas.org.au)

**VIC** [elarning@guidesvic.org.au](mailto:elarning@guidesvic.org.au)

**WA** [eguiding@girlguideswa.org.au](mailto: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/](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 SGGOs



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 your State Commissioner 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 Girl Guide Learning activities you need to complete the Management Qualification (MQ) Training, which is held, virtually.

The focus of this training is to:

- Reinforce the learnings from the Girl Guide Learning activities
- 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 Region Manager Qualification works Continued

## 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 recognition of prior learning (RPL).

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



To develop your individual plan, review the requirements to complete the RM 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 Leaders and there is no RPL option for these sections.**

If you are a qualified RM 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 the State

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

## Helping your Learning to Stick

Following the SGGO tasks you will find a section for you to take some time 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/SC.

There's strong evidence that replaying events in our brain is essential to learning. While the brain records and holds what takes place in the moment, the learning from what one has gone through – that is, determining what is important and what lessons should be learned – happens after the fact during periods of quiet reflection.

Dan Ciampa, Harvard Business Review, 2017



# Induction Meeting with State Commissioner



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

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. <b>A copy of the statement of attainment must be sent to your SGGO or RM when complete</b>	
Allocation of the Mentor	
Name of Mentor	
The Region team structure and resources (including number of Units)	
Structure and reporting lines of the SGGO	
The importance of complying with GGA policies contained in Guide Lines	
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)
<b>State Commissioner (SC)</b>  A volunteer who oversees Guiding in the state. The SC appoints Deputy/Assistant State Commissioners and together they are known as the State Team.	
<b>Mentor</b>  The Mentor is appointed by the SC. They are experienced Member who will mentor you through the qualification process as well as help you to overcome any difficulties you might experience. You will also discuss Recognition of Prior Learning (RPL) with your Mentor.	
<b>Assistant Region Manager (ARM)</b>  The ARM will assist you in your role.	
<b>Region Team</b>  The Region Team are the team you work most closely with to agree and implement the Region goals. They are a network of experienced and dedicated Leaders and Managers who will work closely with you to support the delivery of Guiding for the benefit of Youth Members.	
<b>District Manager (DM) &amp; Assistant District Manager (ADM)</b>  A volunteer who oversees and manages Guiding at a local level. The RM is responsible for overseeing the District Managers in her Region.	
<b>Region Managers</b>  Find out who are some of the other RMs (besides your Mentor) in your SGGO.	
<b>Trefoil Guild</b>  Trefoil Guild is a part of Guiding that provides an enormous support for Guiding and the community.	
<b>Other</b>	

# Induction Meeting with your Mentor



## Discuss Recognition of Learning (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 RM 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 SC. This is a time for you both to reflect on how the Region is performing, potential issues and ways to resolve the issues. This is also a time to review the Code of Conduct and understanding of the Girl Guide Promise and Guide Law.

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

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

Agree on dates to achieve the RM 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.

RPL	Date	
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 (Ideally within 6 months):**



# B- Key Responsibilities of the RM

## 1. Girl Guiding in Australia

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



<b>Girl Guides Learning - National</b>	Date Completed
Guiding Orientation	



<b>Manager's Handbook</b>	Date Completed
Being Involved with Guides	

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



<b>SGGO Activities</b>	<b>Apply for RPL</b>	<b>Mentor Review RPL</b>	<b>Signature &amp; date of completion</b>
1. Access the GGA website. Review the information and find one resource that could be promoted in your Region.  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 Region.  Name of the Resource:			
3. Find out the uniform requirements for attending community events.			
4. Attend an event within the Region, experience the customs and traditions within the Region.			
5. Attend a Region meeting to meet with the Region Team and discuss the priorities of the Region.			Mentor/SC



Reflect



Journal



Discuss with Mentor

Regions have priorities that are specific to themselves, and fit in with the State Plan. How is this reflected in your Region?

## 2. Child Safe Child Friendly



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



<b>Girl Guides Learning – National</b>	Date Completed
CSCF for Adults in Guiding	
CSCF for Leaders & Managers	



<b>Guide Lines</b>	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 RM/ARM and there is no RPL for this section.**



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

Reflect



Journal



Discuss with Mentor



Think about how your DMs contribute to a Child Safe Child Friendly community? Reflect on what they do well and any suggestions for new ideas.

### 3. Risk Management

The RM 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 RM you have a duty to yourself, others in the Region, Girl Guides, and their families. The RM in conjunction with the Region Team has a duty to consider operational risk within the Region and to manage and minimise that risk.



<b>Girl Guides Learning - National</b>	Date Completed
Managing Operational Risk	
<b>Guide Lines</b>	Date Completed
Read information on <a href="#">Risk</a>	



<b>Manager's Handbook</b>	Date Completed
Applying a Risk Management Approach	
Managing Administration, Guidelines and Records	

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



<b>SGGO Activities</b>			
1. Review a completed Risk Assessment Form (ADM.56b) for outdoors activities, events, and camps: <ul style="list-style-type: none"><li>Identify any improvement or notes on the key points that have been included on the form.</li><li>Name of Activity and improvements identified:</li></ul>			Mentor/SC
2. Review the Region Operational Risk Plan. With the Region Team consider risk in the Region.			
3. Review the OUT 01 Camp/Adventure based event application form: <ul style="list-style-type: none"><li>Discuss the requirements for the Camp Leader-in-Charge to gain approval for a camp prior to planning the event.</li><li>Discuss the process for Region/SGGO approval for a camp.</li><li>Review the form and discuss with Mentor or SC.</li></ul>			Mentor/SC
4. Review the Feedback, Concerns and Complaints Procedure. Discuss the requirements for proceeding with a concern or complaint.			

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

The RM offers support to Leaders where there is no DM by providing leadership for a short period of time. This support could be providing advice on the AGP or assisting with concerns, recruitment or property management. The RM does not need to undertake the whole leadership qualification; however, it is recommended to understand Girl-Led and the AGP.



Qualification	Date Completed
HLTAID010 – Provide basic emergency life support	



Girl Guides Learning – 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/SC

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, Region, Region Team, DMs and Leaders. Working together develops and maintains a positive culture in Guides.



Girl Guides Learning - 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 Region structure including, how the team communicate and contribute to maintaining a positive culture.</div> <div><div>▪ Decide on the most effective ways to communicate with the different groups and how often this communication should take place.</div></div>			Mentor/SC

Reflect



Journal



Discuss with Mentor



Reflect on the communication methods that best support your Region and Region 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.

Manager's Handbook	Date Completed
Leading Guiding – Region 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 Region Meeting schedule for 6 months and take to your next meeting with your Mentor.			
2. Set the Region Meeting agenda, seek input from the Region Team for topics. Send out the final agenda to members including forum, time, and date.			
3. Set meeting rules and facilitate the meeting.			
4. Review Region goals/plan with Region Team to consider that they are still relevant and discuss ways to implement.			Mentor/SC

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.

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 RM.			Mentor/SC
2. Create a schedule for one term with timeframes and deadlines to manage your time and the needs of the Region.			
3. What long term goals do you want to achieve in the Region? ▪ Write two realistic goals and discuss with your SC			

How can you maximise the time you spend on Not Urgent and Important tasks?

Reflect



Journal



Discuss with Mentor



### 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 Region, its Districts and the state. Whilst this section does not directly cover how to use technology, it does provide you the opportunity with your Mentor/ SC to seek further training. Embracing technology keeps Regions connected with members and others within Guiding and the community.



## Guide Lines

Date Completed

Please read the sections on Social Media and Privacy in Guide Lines  
[Policies - Guide Lines - For Girl Guides and Girl Guide Volunteers](#)  
 [\(guidelinesforgirlguides.org.au\)](http://guidelinesforgirlguides.org.au)



## SGGO Activities



1. Most computers use software programs, the most common is Microsoft Office.

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

Rate your skills by circling the number.

Word	0	1	2	3	4	5
Excel	0	1	2	3	4	5
PowerPoint	0	1	2	3	4	5
Outlook, Mail	0	1	2	3	4	5

2. Schedule and host an online meeting using a platform such as Microsoft teams and Zoom.

3. Access your SGGO database and locate information for an event, a report or a document.

4. Research the social media requirements on both the GGA and your SGGO website.

- Review the Region social media presence.
- Discuss your findings with your Mentor.

5. With your Region Team determine which social media platforms/accounts that you need access to as an administrator and/or member. Organise to have you added to these accounts.

Mentor/SC

Mentor/SC

# 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 RM is ultimately responsible for the finances of all Districts, including Units, shop, and properties.

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

**NB:** SGGO's have different methods, systems & processes in place to manage finances. Please bear in mind the procedures of your SGGO when working through this section.

SGGO

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 Region Treasurer to discuss the process of completing the paperwork for District/Unit and/or Support Group bank account signatories. Make sure you are added and that all other signatories are current and in line with your SGGO policies			
2. Meet with the appropriate person in your SGGO 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. Review the Region budget with the Region Treasurer and Region Team.			Mentor/SC

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 Region.

# CHECK IN WITH STATE COMMISSIONER



Congratulations, you have worked hard to learn about Guiding in the Region. Building and maintaining relationships with Guiding members, Region Team, District Managers, Leaders, the State Team 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 SC to review the role.

Name		Membership No.	
Appointment Reflection with the SC			
<b>I understand that as a RM, my behaviour reflects on Guiding as a whole. I agree to review our ethics and standards .</b>	<b>RM self reflection</b> 	<b>SC Response</b> (please tick)	
		<b>Yes</b>	<b>Not Yet</b>
<b>I believe that my behaviour (words and actions) :</b>			
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			
<b>Check in on RM Role &amp; Responsibilities</b>			
Discuss the preference to hold one primary role in Guiding			
Discuss the structure and reporting lines of the SGGO			
Discuss outstanding business of the Region			
Discuss the successes achieved in the role			
<b>Comments/Feedback for RM/ARM</b>			
<b>State Commissioner decision</b>			
<b>PROCEED</b>		<b>NOT YET</b>	
<input type="checkbox"/>		<input type="checkbox"/>	
Record Check In completed:		Date:	
RM/ARM Name:		RM/ARM Signature:	
SC Name:		SC 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 REGION MANAGER ROLE

## 1. Engaging and motivating People

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



Girl Guides Learning - 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 Districts in your Region. Consider the number of girls versus adults. In your view, is there a need to recruit adult Members? If so, why?			Mentor/SC
2. Outline different recruitment methods for attracting Leaders. <ul style="list-style-type: none"><li>Methods:</li></ul>			
3. The DM Passport <ul style="list-style-type: none"><li>Obtain and review the DM Passport and your role within the Passport.</li></ul>			Mentor/SC
4. Obtain the DM Passport and practice the induction with your Mentor. <ul style="list-style-type: none"><li>Key points for discussion:</li></ul>			Mentor
5. Awards and recognition. Reference the GGA Adult Good Service Awards and Membership Recognition System on <i>Guide Lines</i> <ul style="list-style-type: none"><li>Familiarise yourself with the process to nominate members or Volunteers from your Region for an award.</li><li>Familiarise yourself with the process of applying for Years of Membership for Members.</li></ul>			

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 Region and answer the questions below:  <ul style="list-style-type: none"><li>Is the language appropriate?</li><li>Is the language in emails / online appropriate?</li><li>Is the language inclusive to all cultures and genders?</li><li>Is the District open and welcoming to girls of all cultures and ethnicity?</li><li>How does your behaviour set the standard for inclusion in the District?</li></ul>			
2. What initiatives can the Region implement to be more inclusive and challenge gender expectations?			
3. Research the WAGGGS website. <a href="https://www.wagggs.org">https://www.wagggs.org</a>  <ul style="list-style-type: none"><li>Find an appropriate resource suitable for the Region Team.</li><li>Promote the resource to Region Team.</li></ul>			Mentor/SC
4. Identify leadership opportunities within the state, Australia or WAGGGS and promote to the Region.			Mentor/SC
5. At a Region Meeting, discuss ways to break down gender barriers.			Mentor/SC
6. Discuss your ideas from Q 3–5 at the Region 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 where Guides meet is delegated to the Region who in turn delegate to the Districts Your SGGO Office will be invaluable in assisting you in managing the property and helping you understand the responsibilities which include maintenance, contractors, rent, renting to non Guiding organisations and payment of insurances.

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



<b>Manager's Handbook</b>	Date Completed
Managing administration – Property	

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



<b>SGGO Activities</b>	<b>Apply for RPL</b>	<b>Mentor Review RPL</b>	<b>Signature &amp; date of completion</b>
<div>1. Review the meeting places in the Region and determine what type of property management is required. Unit meeting properties:</div> <div><ul style="list-style-type: none"><li>Owned by the SGGO</li><li>Land leased from a public authority (such as the local council or shire)</li><li>Private or other leased land</li><li>Crown land where the SGGO acts as the reserved trust manager</li><li>Community hall or space</li><li>Other</li></ul></div> <div><ul style="list-style-type: none"><li>Do you need to manage any properties?</li><li>Do any properties require major maintenance?</li></ul></div>			SC
<div>2. Lease management</div> <div><ul style="list-style-type: none"><li>Obtain and review the leases for the properties in the Region.</li><li>Outline the responsibilities of Guiding within these agreements.</li></ul></div>			SC
<div>3. Rent and tenants</div> <div>Many lease agreements allow for Guiding to rent out a property for community groups e.g. dance groups:</div> <div><ul style="list-style-type: none"><li>Review the state process for renting out your property.</li><li>Work with your DMs to make sure the lease agreements are up to date.</li></ul></div>			SC

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
<div>4. Insurance</div> <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"><li>▪ Review the insurance requirements for the Region and what responsibilities you have as the RM.</li><li>▪ Review the contractor requirements for insurance.</li></ul>			
<div>5. Management of properties</div> <p>Review the meeting places within your Region.</p> <ul style="list-style-type: none"><li>▪ What type of maintenance could be required?</li><li>▪ Discuss the process for obtaining quotes for work.</li></ul>			

Reflect

Journal

Discuss with Mentor

The different venues that Guiding uses may need to be managed in different ways and carry a variety of different responsibilities. Do you need any support managing the properties used throughout your Region?

# 4. Unit Management

Unit Management is managed by the DMs, in the absence of a DM the management of a Unit could potentially be picked up by a RM. There are times when a new Unit is opened, this is exciting for the growth of Guiding in the district/region. 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 SGGO 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.

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

SGGO

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

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 DM, 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 State Team.



Girl Guides Learning – 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. <ul style="list-style-type: none"><li>What is your role?</li></ul>			SC
2. Review the People and Performance Management Policy and ADM.47 Role Review. <ul style="list-style-type: none"><li>What is your role?</li></ul>			SC
3. Review the issues in the Region and discuss with the SC ways to manage these situations.			SC
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 SC as there could be sensitive information).			SC

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 the SC who will review your appointment to be a qualified RM or ARM.  
Your SC is accountable for the Region and will be interested in your plans for the future of the Region

### REGION MANAGER

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



### ASSISTANT REGION MANAGER

Your role is to assist the RM in managing your Region



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 RM if this is a role you want to take on in the future

### Role Review



While you will have regular contact with your SC, in 12 months, you will have a Role Review with her. This will be a supportive meeting focussed 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 Region
- Discuss the learning options available to you and note any learning you wish to undertake

### Ongoing Learning

This is the beginning of your learning.

Guiding provides opportunities for learning including attending RM 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 likeminded organisations provides great resources to invigorate Regions.



## Region Management Qualification and Appointment Form

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