



AUXILIARY DIVISION PROCEDURES GUIDE



March 2017 – FOR TRAINING PURPOSES ONLY

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Foreword

From the National Commodore

For newly elected officers and appointed staff officers at the division level, the duties and responsibilities of office can be confusing and frustrating. There are new responsibilities to master, new people to know and encourage, new geography to learn. There are new opportunities to serve the Auxiliary and advance its purposes.

This publication is intended to provide guidance to division officers and make their transition to office easier and more effective. Officers should use this guide for answering the administrative and leadership questions related to management at the flotilla level of Auxiliary organization. The contents should help with the “What do I do?” and “How do I do it?” questions confronting the new division officer.

This is *not* a policy reference; policy is set by the Auxiliary Manual and related Coast Guard publications. Rather, it is more a job aid, the collected experience of many Auxiliary leaders, and is intended to help you be effective and successful. Its size may seem overpowering, but remember that's because it's intended to be big enough to serve as handy guidance for most occasions.

The flotilla operates by pure democracy, but the division is governed by representatives of the flotillas. The new division leader must learn how to lead through multiple layers of subordinates, while effectively using opportunities to reach the general membership.

I hope that this guide will assist division officers in the smooth, efficient, and effective administration of their duties. By helping with the myriad procedural details, it will free the flotilla leadership to effectively anticipate and meet the challenges facing tomorrow's Auxiliary.

Here's wishing you all the best as you carry out your duties and responsibilities in support of the Coast Guard and the Nation. Your continued support and dedication are greatly appreciated and indispensable. Semper Paratus!

Rick Washburn
National Commodore
U.S. Coast Guard Auxiliary

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Chapter 1: Division Organization

Introduction

This chapter describes the division's role in the Auxiliary organizational structure, and outlines its composition and organization.

In this Chapter

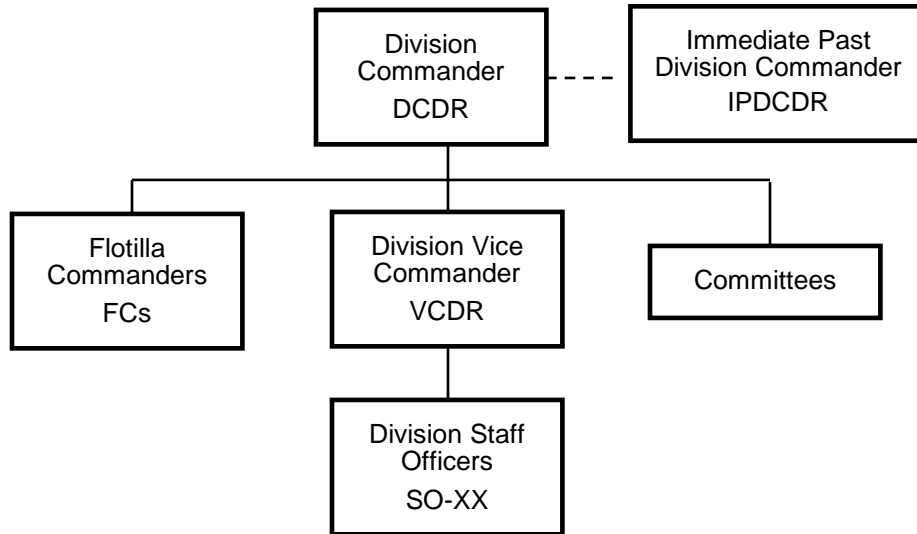
This chapter contains the following sections:

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A. Introduction

Description of Division	The division is the next higher administrative organizational level above the flotilla. It normally consists of several flotillas in the same geographic area, although there is no minimum number of flotillas required. Each division is led and managed by a Division Commander (DCDR).
Purpose of Division	The division is one of the most important administrative and supervisory elements of the Auxiliary organization. The division provides administrative, training, communication and supervisory support to flotillas and promotes national and district policy. In general, the division can bring together the available talent, resources, and equipment of its flotillas to tackle larger projects and offer a greater range of training and programs than its flotillas acting individually.
Geographic Boundaries	Geographic limits of divisions are for administrative purposes only. Limits are assigned by the DIRAUX after considering input from the district board. Usually, indefinite areas of primary responsibility or activity are preferred to rigid geographic boundaries. However, all steps shall be taken to ensure that Auxiliary services are available and provided for every geographic portion of the region. There are no prohibitions that prevent any Auxiliary unit from conducting activities in another's area. Auxiliary units in close proximity are expected to cooperate with each other in the coordination of Auxiliary unit activities. Locations for VSC stations, setting up PE courses, and recruiting Auxiliarists require flexibility and inter-unit coordination.
Structure	As indicated in the typical division organization, Figure 1 on the following page, the DCDR leads and manages the division in the performance of its administrative, supervisory and functional relationships with assigned flotillas. The Division Vice Commander (VCDR) serves as chief of staff, coordinating staff actions, reviewing staff reports and advising on matters pertaining to staff functions.

Figure 1: Typical Division Organization



B. The Division Board

- Composition** The division board is comprised of the DCDR, the VCDR, the Immediate Past Division Commander (IPDCDR) and the Flotilla Commander (FC) of each flotilla within the division. The division board establishes local administrative policies, procedures, and methods for the management of division programs and activities. These must not conflict with policies and directives issued by the Commandant, national or district authority. Each member of the board has one vote on all matters presented to the board for action. The District Commodore (DCO) is an ex-officio voting member of all division boards in the district when in attendance at a meeting. The DCO may delegate this voting privilege as described in the Auxiliary Manual, COMDTINST M16790.1 (series), hereafter referred to as the “Auxiliary Manual.”
- Relationships** Members of the division board constitute more than just a group with administrative responsibilities. They are also the elected representatives of flotilla members. As such, they reflect the needs and opinions of their members when voting on policies and procedures within guidelines established by the Auxiliary Manual. The DCDR is only one voting member of the board. Ultimate authority of the DCDR rests upon the ability of the DCDR to earn the respect of division board members through the application of effective human relations skills, accepted leadership principles, and exemplary personal performance.
- Meetings** Meetings of the division board are held at regular intervals determined locally to be most responsive to Auxiliarists’ needs, and are governed by the division standing rules. The DCDR, DCO or the DIRAUX may call additional special meetings. The DCDR prepares and publishes an agenda for each division board meeting. The DCDR, VCDR, or IPDCDR must be present in order for the division board to conduct business. If a meeting is impractical because of unusual circumstances (*e.g.*, a natural disaster, severe weather, or mass transportation strike prevents necessary travel), business may be transacted by mail or electronic means. Regular elections shall not be held by mail or electronic means unless a meeting is impractical due to unusual circumstances and the DIRAUX specifically authorizes such means for the elections.
- Objectives** Because the division organization exists primarily to provide flotillas with administrative and training support, the division board, through effective coordination and communication, seeks to:

- a. Promote Auxiliary policy and programs within the division and its flotillas.
- b. Assist the Director of Auxiliary (hereafter DIRAUX) in administering and fostering growth in Auxiliary membership.
- c. Organize and promote division activities.
- d. Conduct the election of division officers.
- e. Monitor the programs and activities of component flotillas so that appropriate, timely assistance may be offered when needed.

C. Division Elected Officers

Officers	The division has two elected officers, the DCDR and the VCDR. The DCDR is elected to office by members of the division board for a regular term of one year, and may be reelected to serve for four terms, provided no more than two are consecutive. Transfer to another division initiates a new series of terms. The VCDR is elected to office by members of the division board for a regular term of one year, with no limitation on the number of terms authorized. Both the DCDR and the VCDR serve as voting members of the division board.
Authority of DCDR	Because the DCDR is elected by the board, the DCDR is responsible for implementing policies and actions adopted by a majority of the board. Any influence which the DCDR has on the board must be achieved through effective leadership and respect. The DCDR must create a positive leadership image and use personal prestige to influence board members to work together as a team.
Committees	The DCDR may appoint committees composed of board members to accomplish specific intended purposes. In such cases board members temporarily perform staff functions and then revert to line members when the task is completed and the final recommendation is submitted by the DCDR to the board for action.
Eligibility for Election	Eligibility requirements are the same for both the DCDR and VCDR, and are set forth in Appendix C of the Auxiliary Manual. <ol style="list-style-type: none">a. Must, by the date of nomination, have a Favorable OS PSI determination recorded in AUXDATA.b. Must, by the date of assuming office, have completed a regular term of office as FC.c. Must, by the date of nomination, successfully complete IS 200 and IS 800 courses.d. Must, by the date of nomination, be a member of a flotilla within the division to which they seek elected office.e. Must, by the date of nomination, meet one of the following requirements:

- 1) Have obtained an Auxiliary qualification (interim certification acceptable) and be current in one of the Auxiliary programs or mission areas as defined in paragraphs B.2 thru B.10 of Chapter 8 of the Auxiliary Manual.
- 2) Have served as a staff officer or elected officer at any organizational level for the previous year.
- 3) Have 25 hours of documented activity in Auxiliary programs or mission areas that are authorized in section B of Chapter 2 and as reported on Activity Report forms, not including Member Activity forms (ANSC-7029), for the previous year.

The DIRAUX may grant waivers, with the concurrence of the DCO, of eligibility requirements for DCDR. The DIRAUX may grant waivers, with the concurrence of the DCO and DCDR, of eligibility requirements for VCDR. Waivers are normally required to be in writing.

Terms of Office

Both the DCDR and VCDR serve terms of one year. Eligibility for re-election is as follows:

- a. The DCDR may serve four terms, but no more than two may be consecutive. Transfer to any other division starts a new series of terms.
- b. There is no limitation on the number of terms the VCDR may serve.

Election Date

The DCDR and VCDR are elected by the members of the division board. The election shall be no later than 20 November, and the date must be approved in advance by the DCO and DIRAUX. With DCO concurrence and DIRAUX approval, flotillas and divisions may hold elections without regard to the date of the district election. This allows more flexibility for divisions and flotillas that do not have candidates for higher office at the next level (district for division, division for flotilla) to hold their elections early each year, and better enables them to meet end-of-year commitments.

Division Elections

The DCDR and VCDR are elected by the members of the division board. Auxiliary leaders conducting elections are responsible for ensuring the eligibility of each candidate. All elections shall be by secret ballot unless there is only one candidate for a particular office. Proxy voting is not authorized. Regular annual elections shall not be held by mail or electronic means unless specifically authorized by the Director. Only in unusual

circumstances, and when approved by the Director, may a regular election be held in either of these ways.

D. Duties of the Division Commander

General

Every Auxiliary leader has a duty to be thoroughly familiar with all assigned responsibilities; this especially applies to the senior unit elected officer, the DCDR. Each leader must maintain close liaison with senior elected Auxiliarists in units immediately higher or lower in the Auxiliary organization. Additionally, each must ensure Auxiliarists are trained and qualified in their assigned duties in the unit. Each should strive to inspire cooperation and encourage fellowship among Auxiliarists. Incumbents should use the experience and expertise of the immediate past leaders.

Specific Responsibilities

The DCDR is responsible for every aspect of the division and its activities. The leader must respond to changing policies, needs, and opportunities, and can never expect any list to be all-inclusive. Some specific duties include:

- a. Review national and district Auxiliary missions and visions with the division board, and lead the board in creating and adopting appropriate goals and milestones to support them. Supervise division activities to accomplish those goals and meet commitments.
- b. Ensure support and compliance with Auxiliary and Coast Guard policies. Live the Coast Guard core values of Honor, Respect, and Devotion to Duty, and expect everyone in the division to do likewise. Take corrective action when needed, without being a martinet. Protect the rights of any member who is subject of any investigation in accordance with the Auxiliary Manual.
- c. Lead, manage, and supervise the operation of the division, including member training, qualification, assignment to duty, recognition, and corrective action.
- d. Encourage fellowship activities within the division that will enhance teamwork, friendship and cooperation between flotillas and performance on the part of members.
- e. Be alert for praiseworthy performance in the division, and give prompt, public recognition. Maintain and support an effective division awards program. Promote nominations for Coast Guard meritorious awards from division members, and lead by example by writing and submitting recommendations.

- f. Maintain close liaison with Coast Guard units in the area, in coordination with the Auxiliary Unit Coordinator (AUC). Pay courtesy visits to Coast Guard unit commanders or officers in charge.
- g. Recruit and retain membership. Ensure that every flotilla has member development plans for each new member, and that the plans are revisited and updated to meet changing interests and opportunities.
- h. Maintain close liaison with the elected officers of the flotillas and schedule periodic visits to these units to determine their needs and assist in resolving their problems. As a courtesy, unit visits should be previously coordinated with FCs.
- i. Maintain close liaison with the elected officers at the Auxiliary district level and attend all meetings of the district board. Advise the DCO and division VCDR when it is not possible to attend.
- j. Draft and publish an agenda in advance of each meeting. Attend and preside over meetings of the division board, and notify the VCDR as early as possible when unable to attend. Remember that the DCO is an ex officio member of the division board, and ensure that meeting notices, agendas, and other communications are sent in accordance with district policy.
- k. Appoint the division staff officers. The appointment and delegation of duties should be given to each staff officer in writing. Because the VCDR is responsible for supervising the staff, the DCDR should ordinarily consult closely with the VCDR in making the selections. The DCDR should consider the division's particular circumstances in deciding which of the following authorized staff officers to appoint:
 - 1) Communications (CM)
 - 2) Communications Services (CS)
 - 3) Diversity (DV)
 - 4) Finance (FN)
 - 5) Human Resources (HR)
 - 6) Information Services (IS)

- 7) Recreational Boating Safety Visitation Program (PV)
 - 8) Marine Safety and Environmental Protection (MS)
 - 9) Marketing and Public Affairs (PA)
 - 10) Materials (MA)
 - 11) Member Training (MT)
 - 12) Navigation Systems (NS)
 - 13) Operations (OP)
 - 14) Public Education (PE)
 - 15) Publications (PB)
 - 16) Secretary/Records (SR)
 - 17) Vessel Examination (VE)
- l. Appoint standing committees and other committees as may be required.
 - m. Promptly submit required reports and correspondence, and promptly endorse and forward “thru” correspondence.
 - n. Approve payment of routine financial obligations as set forth in a budget approved by the division board, and emergency expenditures up to the limit set by the division standing rules. Report emergency expenditures to the division board in accordance with the standing rules.
 - o. Prepare an article for each issue of the division publication to give guidance and information of general nature and interest to all members of the division.
 - p. Encourage and participate in fellowship activities that will enhance teamwork, coordination, and friendship between division members
 - q. Arrange for an annual audit of division financial records and funds and for the preparation of annual required financial reports.
 - r. Upon expiration of term of office, or when so directed by proper authority, conduct a physical inventory of division property and

records, conduct an audit of division funds and transfer all property, funds and records to the new DCDR. The DCDR's successor should participate in all these actions if possible.

Preparing for Succession

Although it's not mentioned in the Auxiliary Manual, one of the most important duties of the DCDR is to make sure that well-qualified, well-prepared people are available to assume positions of greater responsibility. The thoughtful DCDR understands that he or she will probably continue to be a member of the division after leaving office, and that its health a few years down the road depend on the groundwork prepared now. Here are some suggestions for the DCDR.

- a. Take an active role in preparing the current VCDR for succession to DCDR. Share communications, information, planning, responsibilities, workload, and credit. Seek and offer opportunities that will help the VCDR grow.
- b. Be alert for other rising performers in the division, and offer them appropriate opportunities to shoulder more responsibility. Staff positions, committee work, and special project assignments all offer a chance for a promising member to develop new skills.
- c. See that every member interested in leadership attend the Auxiliary Leadership and Management School (AUXLAMs). The VCDR and qualified FCs should attend the Auxiliary Mid-Level Officers Course (AMLOC). These courses are designed to build key leadership competencies for the aspiring leader.
- d. Don't anoint a successor; it's like putting a target on their back. Besides, unpredictable things happen, and people change jobs, move away, fall ill, or leave the Auxiliary. It's best to develop as much talent in as many individuals as possible.

E. Duties of the Division Vice Commander

General The VCDR assists the DCDR in leading and managing the division. A good VCDR lightens the senior officer's load in many ways, and contributes to the division's success. In addition to the specific duties listed below, the VCDR should act as another set of eyes and ears, alert for both things that are going well and those that are not going so well, keeping the DCDR better informed of the pulse of the organization.

- Specific Duties** The VCDR's specific duties include:
- a. Serve as the division's Chief of Staff. Supervise division staff officer activities. Each division staff officer reports to the VCDR.
 - b. Review and act on reports submitted by unit staff officers. Be alert for developing problems and budding opportunities, and take appropriate, timely action. Coach staff officers when appropriate, and assist them in developing Auxiliary programs to the fullest extent possible. Assist the staff in overcoming obstacles and securing the necessary resources to accomplish their missions.
 - c. Be familiar with the duties of each staff officer, and coordinate staff requirements for support of division-sponsored workshops, training courses, public events, and other activities.
 - d. Assist in the training and orientation of newly appointed staff officers in the general nature of staff functions, as related to administrative, supervisory, and advisory responsibilities at the division level.
 - e. Watch for notable accomplishments by staff officers and keep the DCDR informed. Seek appropriate opportunities to give praise and informal recognition for accomplishments, through reports at division meetings, articles in the division publication, and electronic and written correspondence. Take personal initiative in submitting nominations for Coast Guard Auxiliary meritorious awards.
 - f. Carry out authorized programs in accordance with existing policies and ensure acceptable performance standards are maintained.

- g. Prepare an article for each issue of the division publication to give guidance and information of general nature and interest to all members of the division.
- h. Attend meetings of the division board, and preside in the DCDR's absence or when requested to take the chair. Preside over meetings of the division staff.
- i. Attend meetings of the district board whenever circumstances permit, and vote as a member of the board in the absence of the DCDR. Advise the DCDR whenever attendance is not possible.
- j. Encourage and participate in fellowship activities that will enhance teamwork, coordination, and friendship between division members
- k. Upon expiration of term of office, or when so directed by proper authority, transfer all property and records to the new VCDR.

**Duties by
Direction**

The DCDR may, from time to time, request the VCDR to assist with other duties, acting on the senior officer's behalf. It is essential that the two officers coordinate their efforts, to prevent confusion, misunderstanding, or worse. Examples of duties the VCDR may be asked to perform include:

- a. Visit flotillas and other Auxiliary units to maintain liaison.
- b. Attend other meetings as the DCDR's representative.
- c. Chair committees in accordance with division policies.
- d. In the absence of the DCDR, approve payment of routine financial obligations as set forth in a budget approved by the division board, and emergency expenditures up to the limit set by the division standing rules. Report emergency expenditures to the DCDR and division board in accordance with the standing rules.
- e. Assist with ensuring compliance with Coast Guard and Auxiliary policy, using the Auxiliary chain of leadership and management.

F. The Division Staff

General To implement Auxiliary programs, the DCDR may appoint a staff consisting of up to 17 officers to assist the division board in the discharge of their administrative and supervisory duties. Auxiliarists appointed as Division Staff Officers (SOs) are ordinarily expected to attend division board meetings as requested by the DCDR, but do not vote.

Staff Program Areas Each staff officer is responsible for the general management and supervision of a specific program area or administrative function. Authorized division staff positions are as follows:

- 1) Communications (CM)
- 2) Communications Services (CS)
- 3) Diversity (DV)
- 4) Finance (FN)
- 5) Human Resources (HR)
- 6) Information Services (IS)
- 7) Recreational Boating Safety Visitation Program (PV)
- 8) Marine Safety and Environmental Protection (MS)
- 9) Marketing and Public Affairs (PA)
- 10) Materials (MA)
- 11) Member Training (MT)
- 12) Navigation Systems (NS)
- 13) Operations (OP)
- 14) Public Education (PE)
- 15) Publications (PB)
- 16) Secretary/Records (SR)

17) Vessel Examination (VE)

Staff Candidates	The most important qualifications for staff office are a passion for the program area and appropriate skills and experience to effectively discharge the duties of the position. Members with previous experience as an elected or staff officer at flotilla level should be considered. When lack of qualified personnel or applicants prevents the filling of all division staff positions, it is essential that priority be given to appointments for the following: Public Education, Vessel Examination, Operations, Member Training, Human Resources, and Information Services. The DCDR is responsible for performing the staff duties of those staff positions that cannot be filled.
Prohibited Appointments	Under a new policy adopted by the National Board at the National Conference in August 2014 and approved by the Chief Director, neither the DCDR nor VCDR may be appointed as SO-MA or SO-FN.
New Members in Staff Positions	New Auxiliarists should not normally be offered staff officer appointments during their first membership year. They should use this initial period to gain qualifications and learn about the Coast Guard and Auxiliary. Elected leaders and staff officers should spend time with and encourage new Auxiliarists to promote their involvement in staff officer and program management duties. Occasionally, a new member possesses compelling qualifications that merit consideration sooner. The DCDR may waive the one-year requirement for an Initially Qualified member, or seek a waiver from the DIRAUX for a member in AP status to serve as a staff officer in accordance with the Auxiliary Manual.
Staff Appointments	Staff officers are appointed for a one year term by, and serve at the pleasure of, the DCDR. They may be removed from their position should the appointing officer feel it appropriate. The appointment of and delegation of duties to each staff officer must be in writing. Sample appointment letters and suggested duties for each staff office are contained in Appendix A.
Staff Duties	Staff members perform essential administrative functions (FN, IS, MA, SR) or lead and promote important Auxiliary programs under the policies established by the Coast Guard and by senior Auxiliary leadership. Some general duties of every staff officer include: <ul style="list-style-type: none">a. Immediate supervisory responsibility for division staff officers is vested in the VCDR. Cooperate with the VCDR in every way to ensure that your program is effectively administered.b. Support the division and its programs by attending meetings and other activities. Fulfill specific program responsibilities and

detailed in the letter of appointment. As a division officer, actively support and promote those portions of the division program for which you are responsible. Do everything possible to realize division objectives.

- c. Encourage those who express a desire to participate in Auxiliary programs, provide appropriate training and certification opportunities, and assist members in meeting all required currency requirements.
- d. Attend all meetings of the division board and staff. Give the VCDR prior notice when such attendance is not possible. Report in writing to the division board on activities and progress in your program area. Give special emphasis to successful and deficient areas, noting praiseworthy achievements and making recommendations for improvement. Upon request from the VCDR, present a brief oral report at meetings of the division board. Emphasize successes, good ideas, and program outlook, and refrain from reading statistics.
- e. Establish goals and objectives for your area of responsibility and prepare the necessary plans to achieve them. The objectives should be measurable and relate to the goals established by the Division Planning Group. Maintain periodic review of achievements, compare with the progress made in previous years and report status to the division board at each meeting.
- f. Conduct whatever workshops or training programs may be necessary to ensure that Coast Guard policy is followed in your program. Be prepared to assist with any workshops, seminars and training sessions scheduled for the division, particularly those for the training of elected and staff officers. Attend committee meetings when requested.
- g. Initiate and maintain contact with your counterparts on the district staff.
- h. Take positive steps to ensure that your counterpart staff officers at the flotilla level are well trained. Offer coaching and assistance whenever appropriate.
- i. As a division staff officer, you are a direct representative of the DCDR, and as such, you are authorized to assist the various flotillas. As a courtesy, prior coordination of any visits to the units will be made with the applicable FCs.

- j. Be alert for any reports on problems with supplies from the National Supply Center that affect your area of responsibility. Bring these matters to the attention of the VCDR.
- k. Prepare one or more articles for the division publication, to pass information of a general nature or of widespread interest down to members of the division.
- l. Copies of all correspondence are to be provided to the DCDR and the VCDR.
- m. Maintain such records as may be required to effectively discharge your responsibilities. Upon expiration of your term of office, or when so directed by the DCDR, transfer all property and records of the office to your successor.

Delegation of Authority

The delegation of authority to staff officers does not relieve the DCDR from responsibility as the unit's leader. The DCDR shall ensure that any authority delegated is properly exercised and that instructions are carried out. The DCDR is ultimately responsible for success or failure of the division in performing its missions and objectives.

G.Auxiliary Chain of Leadership and Management

Purpose	The Auxiliary’s four administrative levels (flotilla, division, district, national) are coordinated through an Auxiliary chain of leadership and management. This structure makes elected officers at each level responsible to elected officers at the next higher administrative level and to all members they represent by virtue of elected office. The primary purpose of the Auxiliary chain of leadership and management is to quickly and efficiently communicate information up and down its organizational levels.
Definition	In the Auxiliary, the phrase “chain of leadership and management” describes the system of organizational communication and responsibility used to provide an effective and efficient path for the flow of information through all organizational levels. The system is best described as a chain of leadership and management rather than a chain of command, as no military command authority exists. Although the senior elected officer in the division is titled “Division Commander,” that person must lead primarily through influence, not any kind of military authority.
Relationship With District	Each district has established a chain of leadership and management tailored to its specific needs. Each DCDR generally reports to one of the District Captains (DCAPT), who in turn report to the DCO. The DIRAUX establishes what business may be handled directly with their office, and what matters should be sent via the appropriate DCAPT. The DCDR should become familiar with these policies before assuming office. Each DCAPT has served as a DCDR, and can offer valuable advice when problems arise.
Relationship With Flotillas	Just as the DCDR reports to the district’s assigned DCAPT, every FC in the division reports to the DCDR. The DCDR must maintain communication with each FC and keep aware of progress toward goals, significant accomplishments of members, difficulties encountered, and support needed from the division. The DCDR monitors all activities to ensure compliance with Coast Guard and Auxiliary policy by all Auxiliary flotillas and members.
Jumping the Chain	Members frequently want to “go straight to the top” to obtain answers or resolve disputes. The member might contact the DCO, the DIRAUX, the National Commodore (NACO), or sometimes even the Commandant. If the answer isn’t the one they want, they may call other officers to shop for the “right” answer. Usually the high-ranking officer on the other end hasn’t the slightest idea what the question is about, because it is often

rooted in local conditions. Because this practice causes frustration, sows confusion, and wastes the time of all concerned, the DCDR must firmly discourage it. If the member persists in jumping the chain, disciplinary action may be required. Correct use of the chain accomplishes several goals:

- a. Every issue is resolved at the lowest possible level.
- b. Everyone who needs to know becomes fully informed.
- c. The officer who must resolve the issue gains the benefit of advice from subordinates.
- d. The round trip from question asked to answer delivered is made as short as possible.
- e. Leaders become better informed of possible deficiencies of policy and communication, and can take corrective action if needed.

H. Parallel Staffing

Description Parallel staffing is the communication process appointed staff officers use to pass information and concerns between administrative levels (flotilla, division, district, national) and is analogous to the Auxiliary chain of leadership and management used by elected officers. For day-to-day operations, staff officers must communicate with their counterpart staff members at the next higher or lower organizational level to assure support is provided and concerns are resolved. For example, the District Staff Officer - Public Education (DSO-PE) is expected to pass information concerning public education matters to all Division Staff Officers - Public Education (SO-PE) in the district. When there are questions, or a need for additional information, a Flotilla Staff Officer - Public Education (FSO-PE) must communicate with the SO-PE.

Use and Practice For example, Auxiliarist Rusty Saylor is a new Vessel Examiner and has a technical question regarding backfire flame arrestors. Understanding the use of parallel staffing, Rusty calls his FSO-VE, Mary Newman, who has no trouble directing Rusty to the section of the Vessel Safety Check Manual where backfire flame arrestors are discussed. Mary guides Rusty to the part that answers his question, and uses his call as an opportunity to discuss the various configurations he'll see on the boats found in their area. She thanks him for joining the VE program, and invites him to join several other VEs who will be staffing a VSC station at a nearby boat ramp on Saturday.

Most questions are routinely handled this way, with speedy and accurate responses delivered with a minimum of fuss. But let's say that at the boat ramp on Saturday Randy sees a backfire flame arrestor that doesn't look anything like any of the ones he's seen. He calls Mary over, and she says it's new to her, too. The next day, she calls Bill Randall, SO-VE. He's never heard of anything like Mary describes, so he drops an email to the DSO-VE. Rusty's question passes up the line through parallel staffing, and it develops that the flame arrestor at the boat ramp is a brand-new model that just received Coast Guard approval. Randy's question resulted in the new information being posted on the V-Directorate website and passed to other VEs nationwide.

Staff Leadership Through Parallel Staffing Staff officers at every level have the opportunity to lead others, much like Mary Newman did in the example above. She didn't just tell Rusty, "Look it up in the VSC Manual," and she didn't just give him the answer to his question. She showed him how to do a better job of finding his own answers, and made him feel welcome. Because Rusty and Mary were both

able to admit they didn't have all the answers, they brought to light a new situation that every VE needed to know about. Parallel staffing brings opportunities to help less experienced members grow in the program; more important, it affords chances to reinforce their devotion to duty and thank them for their service.

Chapter 2: Division Administration

Introduction This chapter describes the transition process as the new officers prepare to assume office, and offers guidance for planning and executing the division activities through the year.

In this Chapter This chapter contains the following sections:

Section	Title	See Page
A	The Nature of a Division	2-2
B	Immediately Following Election	2-3
C	Transition Procedures	2-5
D	Program Planning	2-7
E	Staff Meetings	2-11
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A. The Nature of a Division

**Moving On:
Flotilla to
Division**

Most members elected to division leadership have demonstrated successful leadership as a flotilla commander. The leadership skills developed as FC will continue to be valuable as a division officer, but the new DCDR and VCDR need to recognize that the division is a fundamentally different kind of unit. The FC is directly responsible to the flotilla's individual members, and successful leadership depends on a one-on-one relationship with them. By contrast, the VCDR and DCDR are elected by a group of FCs. The division is a group of flotillas, and much of the division leadership is done indirectly, through the FCs.

**Why Have a
Division?**

Divisions have more members and resources than flotillas, so it should follow that divisions can do some things that flotillas can't. The division probably has more coastal navigation instructors than any of its flotillas, and more vessel facilities, vessel examiners, and boat crew members. A flotilla with no vessel facilities would be hard-pressed to qualify a new member who wanted to become a boat crew member, but the division should be able to help. If a flotilla is faltering, the division can help it rebuild. If a member is having trouble getting credit for an earned qualification, the DCDR should be able to help. The DCDR and VCDR should periodically review the division to be sure it is doing a good job performing its functions.

**How Does the
Division Help the
District?**

Districts are charged with giving direction, supervision, and guidance to their units. If a certain district has 75 flotillas and 10 divisions, it can and should delegate to the divisions the responsibility of communicating district policies and directives to the flotillas, while using each division to monitoring its flotillas and alert the district when assistance or intervention is appropriate.

**Maintaining and
Building Division
Identity**

Although the division board is the decision-making body, the members are the work-performing body, and the leaders should create opportunities to build a strong sense of belonging to the division. Division-wide training exercises build both unit cohesion and proficiency. Change-of-watch ceremonies and awards banquets offer opportunities for fellowship while lending dignity and importance to transitions and recognition ceremonies.

B. Immediately Following Election

Preparing to Assume Office

The most important months of the new DCDR's tour in office are the ones immediately following the election and before actually assuming office. The workload includes staff appointments, committee assignments, goal setting, budgeting, and blocking out a program of division activities for the year ahead. The incoming DCDR must meet with the outgoing officer to turn over property and records, make an inventory, and review the financial audit. Appointment letters, arrangements for the Change of Watch, a meeting agenda and invitations for guests must all be prepared and ready to go. Unless the preparations are thoughtful and complete, the new leader will spend months trying to catch up.

Tour vs. Term of Office

A division elects its officers for a one year term of office. Officers who lead effectively are generally re-elected for a second year, making a two-year tour as DCDR or VCDR. Division planning should envision a five-year horizon; some worthy objectives will take that long to realize. While it is important to plan for a two-year tour, it is equally important not to presume re-election. Division boards have been known to punish self-important DCDRs by not re-electing them. Similarly, VCDRs must train and prepare to fleet up to the top job, but must not presume ownership; disappointment may follow at election time.

Training

The AMLOC course, offered as a C-School through the national training directorate, is specially designed for those who aspire to division office. The time to take the course is while serving as an FC, or early in the tour as VCDR. The course includes meeting planning, setting division goals, protocol and ceremonies, and the importance of setting the proper tone right from the start. The course will still have value if taken after assuming office as DCDR, but will be far more useful if taken earlier.

Get Started Early

As soon as possible after the election, the DCDR (elect) should begin preparing for the duties and responsibilities that lie ahead. These early actions help to dispel uncertainty and build confidence in the newly-elected leader. It is important for the new DCDR to get a good start during the transition period and build a foundation of understanding and knowledge regarding the position. Confidence and a getting-down-to-business approach on the part of the DCDR can permeate the incoming VCDR, the division board and the division staff, with a tremendous boost to unit cohesion and performance.

Advantage of Fleetling Up

If the new DCDR has previously served as VCDR and is "fleetling up" to the top job, the training, mentoring, and experience already received

should ease and simplify the transition. The DCDR has a duty to constantly communicate and share with their VCDR partners complete information on division management and administration. It is also a good policy for them to seek advice of the VCDR with respect to decision making, program planning, and staff appointments.

**Consideration for
Outgoing Officers**

The incoming leadership should take special care not to create an impression of brushing aside the outgoing officers. Even if the election was contentious and the new officers defeated the old, the division is never so large that the support and participation of past leadership is unimportant. Be generous, and identify and repair any bruised feelings that remain. Newly elected and appointed officers must remember that their outgoing counterparts continue in office until 1 January, and avoid actions that could be seen as pushing the outgoing officer aside.

C. Transition Procedures

Immediate Tasks: Before December 20th, the DCDR (elect) should perform the following tasks:

- a. Obtain records from the outgoing DCDR to provide continuity and consistency in the transition between the old and new administrations.
- b. With the outgoing DCDR, conduct a joint physical inventory of division property and transfer property records. Obtain from the outgoing DCDR a written explanation for damaged or missing items.
- c. Ensure that the outgoing DCDR has conducted an audit of division financial records before their transfer. With the outgoing DCDR, complete the Financial Report of Auxiliary Unit and file in accordance with district policy. Arrange for completion of bank signature cards and any other forms to transfer custody of unit funds.
- d. Request that the outgoing DCDR appoint a budget committee including the new DCDR and VCDR, SO-FN, and SO-MA.
- e. Review past division record files covering standing rules, policy, minutes, correspondence, property, statistics, programs, finances, training, mission objectives, fellowship activities, and unit history.
- f. Interview, select and appoint SOs and members of standing committees for the coming year. Complete the Annual Unit Officers Report and file in accordance with district policy. The staff appointments need not be complete when the form is submitted; later appointments may be reported on the Change of Officer Report.
- g. Read the division standing rules to become familiar with actions and deadlines required of the DCDR.
- h. Read the Auxiliary Manual to become familiar with overall policies and procedures related to Auxiliary management and administration.

- i. Read directives and publications related to Auxiliary activities issued by the district commander, DIRAUX, and senior Auxiliary officers.
- j. Plan a tentative program of activities for the coming year, to be finalized following input from the newly elected division board and the new SOs.
- k. With the other members of the budget committee and based on the projected program of activities, prepare a draft budget for the year, to be finalized following input from the newly elected division board.
- l. Schedule meetings with the VCDR, each member of the division board, the newly appointed SOs, the outgoing DCAPT (if applicable), and the host of the division meeting location.
- m. Meet with the outgoing DCDR and FCs to discuss division objectives for the coming year.

D. Program Planning

Localize the Plan The variety of geographic and climatic conditions within the Auxiliary makes it difficult to suggest a ready-made program and timetable for every division. However, a program of annual activities should be completed and presented to the division board for approval at the first meeting of the new year. The material presented here is intended to help the division leadership update the division's objectives and build a plan to reach them.

Planning Horizon Division leaders should plan with a long view, generally five years. Big objectives, the kind that make a lasting improvement, often require longer than one or even two years to realize. Members become frustrated if the division makes wild course changes every time a new DCDR takes the helm. Division planning should reflect the shared values of division and flotilla leaders, and reflect a considered assessment of local circumstances. Examples of relevant local circumstances can include:

- a. Strengths and weaknesses of the division and its component flotillas.
- b. Number, skills, qualifications, facilities, desires, and experience of members.
- c. Nature and strengths of partnerships, existing and potential.
- d. Needs of customers (e.g., Coast Guard, state boating law administrator(s), public safety agencies, boating organizations, etc.).
- e. Constraints and opportunities of local geography and climate.

Alignment With District and National Goals Sometimes there are changes that dramatically affect everyone in the Auxiliary. Examples include amendments to public laws, the events of 11 September 2001, and the creation of the Department of Homeland Security. From time to time the Commandant and other senior Coast Guard officers adjust the Auxiliary's role and governing policies; national and district Auxiliary officers then shift their strategy and goals to meet the new requirements. Before planning division objectives and programs, the leadership should review higher-level planning documents and consult with the assigned DCAPT. Once the district's goals are understood, the division can adopt strategies, objectives, and plans to do its part in reaching them.

The Hierarchy of Planning Terms

The terms vision, goals, strategies, objectives, and plans are often used interchangeably, and confusion results. As used in Auxiliary planning, the terms have the following defined meanings.

VISION A statement of a desired future condition. It should express a change in existing conditions, for example, “We will be the first choice for boating safety education in St. Louis.”

GOAL A goal is a statement of what we will do to realize the vision. For the example above, a goal might be, “Achieve a 50 percent increase in multi-lesson course graduates in the next five years.” Because this goal falls within a staff function, the division may elect to designate the VCDR to be responsible for achieving this goal. Because its achievement will span five years, the assignment should be by title, not name of an individual.

STRATEGY Strategies are concrete ways to achieve each goal. To support an increase in PE graduates, one of the strategies might be, “Recruit, train, and qualify 20 new instructors in the next five years.” Accountability should be assigned by title, in this case either the SO-PE or SO-MT.

OBJECTIVE An objective is a milestone that will mark satisfactory progress toward fulfillment of the strategy. It should be specific, measurable, action-oriented, reasonable, and time-based. Continuing the same example, a supporting objective might be, “Qualify six new instructors this year.” Responsibility for reaching the objective rests with a specific person, by name.

PLANS Plans are actions scheduled to bring about an objective, usually having a time, date, lead individual, and location if known. The division might decide to hold a school for prospective instructors, “Second and fourth Saturday of February through April, Mary Smith, lead instructor, American Legion meeting room.

Set Goals First

Division goals must align with district and national goals so that the division can do its part to achieve them. That does not, of course, mean that the division can't adopt additional goals to meet local needs. If, for example, there is a large local lake with lots of recreational boating and no Auxiliary presence, the division may decide to establish a new flotilla there within the next five years.

Strategies and Objectives

To prepare strategies, look at the goals and prepare a list of the ways to make progress toward it. To reach a goal of increasing the number of PE graduates, the division might decide it needs to train more instructors, find more classrooms, and market the classes by making more boat show appearances and developing a promotional piece for distribution at vessel examination stations. Once you have identified some strategies to achieve the goals, the next step is to break them down into a series of objectives, or milestones. In considering its objectives, the division should ask whether they meet the **SMART** test. Good objectives are:

Specific List something concrete to be accomplished. "Improve public education" is meaningless; exactly what do you want to do to improve it?

Measurable Measures are things that can be counted. The best measures can be drawn on a chart or described in a short phrase, so everyone can keep the progress being made.

Action-oriented Objectives are the basis of the division's program for the year. Every one of them should be something the division is committed to doing.

Reasonable Be confident that, with good effort, the division can reach the objective within the stated time. Attempting to cover the whole distance in one great leap, from status quo to final goal, can be discouraging, even overwhelming. Break down big objectives into manageable pieces, and tackle them one at a time.

Time-based The approach of a deadline is a familiar motivator. Officers responsible for meeting the objective can report progress at division meetings and in newsletter articles, creating a sense of urgency to get it done.

Division planning

The division should develop and approve a master calendar of activities for the year, and the DCDR and VCDR should review the final draft to ensure that there are sufficient appropriate activities to support each objective. In addition, all division officers should remember that members have lives outside the Auxiliary, and should avoid scheduling Auxiliary events in conflict with common secular and religious observances. It is recommended that each of the following events should appear on the calendar:

- a. All flotilla meetings, together with a tentative plan for visits to each flotilla by division officers.
- b. All division board and staff meetings.
- c. All district meetings.
- d. National meetings, including N-Train and the National Conference.
- e. Holidays, including New Year's Day, Martin Luther King's birthday, President's Day, St. Patrick's Day, Mother's Day, Memorial Day, Flag Day, Father's Day, Independence Day, Labor Day, Columbus Day, Halloween, Veterans Day, Thanksgiving, and Christmas. No one who has ever scheduled a day-long training event on Mother's Day wants to do it again.
- f. Days with special significance to the Auxiliary, including Armed Forces Day, National Safe Boating Week, Coast Guard Auxiliary Anniversary (June 22), and Coast Guard Day (August 4.)
- g. Religious observances, including Passover, Palm Sunday, Easter, Rosh Hashanah, Yom Kippur, and any others observed by members of the division. Showing these on the calendar will help avoid conflicts, embarrassment, and hurt feelings.
- h. Dates of district and division elections, together with deadlines for letters of intent and appointment of division screening committee.
- i. Dates for beginning and end of daylight saving time, if applicable.

**Permitted
Auxiliary
Programs**

DCDRs should refer to Chapter 2 of the Auxiliary Manual for information and guidance before the preparation of a division program of activities. In particular, divisions considering establishment of a new program should verify that it is authorized.

E. Staff Meetings

- Getting Started** The DCDR should meet with the SOs at the beginning of the year to discuss leadership style, expectations, operating methods, administrative procedures, communication channels, general staff functions, reporting procedures, and flotilla visits. At this meeting the DCDR should make clear to the SOs what their relationship will be with the VCDR and what the VCDR's responsibility as Chief of Staff will be. The VCDR should review the proposed division program with the staff, soliciting comments and discussing staff officer responsibilities for the various elements of the program.
- Periodic Meetings** Frequent meetings of the Staff, at least on a quarterly basis, are desirable to check on programs and evaluate unit progress. It is especially desirable that a mid-year meeting be held for this purpose. The VCDR should preside at staff meetings with the DCDR sitting as an ex-officio member.
- Staff Reports** Each SO should submit periodic reports describing program activities and detailing the progress made toward assigned objectives. To keep the reports focused, complete, and useful, the VCDR should promulgate a standard report format, with a section for any additional information the SO feels is appropriate.
- Oral Reports** Most division meetings include oral reports from the staff. This offers the staff members an opportunity to communicate important information to the board and members, and provides visibility to diligent officers who do much of their work behind the scenes. Encourage staff to report interesting developments, year-to-year trends, successes and failures, and other useful information, and keep it brief. Extended lists of statistics, read aloud, usually contribute more annoyance than enlightenment.

F. Staff Planning

Staff Role	Planning by the division staff involves division-wide programming as well as coordination and functional supervision of flotilla activities. Duties of the SOs are purely administrative, not legislative. Policy making is the prerogative of the division board, acting within the guidelines and standing rules of the district, the National Board, the Auxiliary Manual and other applicable Commandant directives. More exact duties for each individual SO are included in Appendix A.
Communication With DSO and FSO Counterparts	Using the parallel staffing channel for communication, SOs should develop a friendly working relationship with their counterparts at district and in the flotillas. Immediately after assuming office, counterparts should be furnished a mailing address and telephone number(s) for communication purposes. Correspondence should pass directly from the SO to the DSO, with an information copy to the VCDR. As Chief of Staff, the VCDR is responsible for keeping the DCDR informed regarding any important information contained in such correspondence. It is also considerate and helpful for SOs to provide their district counterpart with a copy of any staff report submitted to division elected officers and/or the division board.
Program Responsibilities	<p>Division staff provide supervision over a specifically authorized functional or activity area, and are granted authority commensurate with responsibility for these duties. The SO may find it necessary to coordinate functions and activities of two or more flotillas to accomplish the following purposes:</p> <ol style="list-style-type: none">a. Communications: The SO-CM, in coordination with the SO-OP and Coast Guard commands, prepares a division-wide plan for radio communication between the division's land-based and mobile radio facilities and Coast Guard radio facilities. Division communications planning should also conform to requirements of emergency plans issued by higher level Auxiliary and Coast Guard authority.b. Communications Services: The SO-CS is responsible for the creation and maintenance of the division's website in full compliance with the Auxiliary's web policies. The SO-CS should coordinate and cooperate with the SO-PB and SO-PA to ensure that both electronic and printed media are used to their fullest extent in providing consistent, up-to-date information to the membership and to the boating public.

- c. **Diversity:** The SO-DV ensures that plans for managing diversity are carried out, and works to improve diversity management throughout the division.
- d. **Finance:** The SO-FN has custody of unit funds, invoices and receives dues from the flotillas, receives all moneys from division events for which there is a charge, and pays all division obligations authorized by the DCDR or, in the DCDR's absence, the VCDR. Unit finances are governed by Section 5N of the Auxiliary Manual and by the unit's standing rules. All Auxiliary unit funds shall be promptly deposited to accounts containing the appropriate unit designation and the words, "U.S. Coast Guard Auxiliary."
- e. **Human Resources:** The SO-HR prepares a division-wide plan for obtaining new members and the retention of currently enrolled members. This plan should provide guidance to FSOs-PS on the techniques and procedures for using public education classes, vessel examination stations, boat shows, boating booths, etc. as locations for recruiting. Emphasis must also be placed on the importance of early training of new members and their early participation in flotilla activities.
- f. **Information Services:** The SO-IS must develop a division-wide plan for the periodic collection and reporting of data concerning the activities of the flotillas. Instructions regarding the categories of information required, channels and procedures for collection, and the frequency of reports should be provided for the use of each FSO-IS.
- g. **Marketing and Public Affairs:** The SO-PA should prepare a division-wide plan for use in publicizing public service activities of flotillas. This planning involves the collection, preparation and distribution of schedules and promotional information for boating courses, vessel examination stations, and membership in the Auxiliary. Collected information pertaining to flotilla activities should also be furnished to the DSO-PA and, when appropriate, state and county authorities for inclusion in their public service publications. Further information for the guidance of SO-PAs may be found in the Auxiliary Manual and in the Public Affairs Officer's Guide, COMDTINST M5728.3 (series).
- h. **Marine Safety and Environmental Protection:** The SO-MS coordinates the division's role in the Auxiliary Marine Safety and Environmental Protection program. This broad, diverse program contains an array of activities, and the SO-MS is responsible for

identifying and promoting those that are appropriate in the division's locality.

- i. **Materials:** The SO-MA coordinates and orders materials for division activities such as boat shows, VSC stations, and division-sponsored member training and public education courses.
- j. **Member Training:** The SO-MT maintains awareness of the training needs, desires, and opportunities within the division. It often happens that a flotilla needs training but lacks a qualified instructor, or has a willing and able instructor but only a few students for the class. The SO-MT is responsible for coordination of these circumstances so that all who desire training may have it, and all qualified instructors have meaningful opportunities to teach.
 - 1) Advanced specialty training leading to AUXOP member status is an important part of the Auxiliary program. The SO-MT is responsible for preparing an annual division-level plan for the specialty training of flotilla members, when such cannot be offered by flotillas due to lack of qualified instructors, training facilities, etc. The SO-MT must also prepare a master list of training courses offered by flotillas so members may enroll in those not offered by their own flotilla.
 - 2) General information regarding in-flotilla training and any required annual workshops should also be passed by the SO-MT to FSOs-MT.
 - 3) In coordination with the SO-OP, the SO-MT also plans for the annual training and examination of members who wish to qualify as crew members, coxswains or personal watercraft operators under the Auxiliary boat crew qualification program. This task may involve the planning of division-sponsored land-based and on-water exercises for member participation, and/or planning for the involvement of members in area- or district-sponsored training and examination exercises.
 - 4) The SO-MT keeps abreast of training opportunities offered at the district and national level, and encourages and assists qualified division members who wish to attend.
- k. **Navigation Services:** From Coast Guard authority, the SO-NS obtains information and data concerning federal, state and

privately-owned aids to navigation for which the division is responsible. A number of these aids are then reassigned to each flotilla with responsibility for inspection and reporting during the year on their condition and the accuracy of their location.

1. **Operations:** Surface must be coordinated by the SO-OP to ensure that patrols are properly allocated and scheduled and that the required number of surface facilities is available to carry out Coast Guard support requirements. This officer is normally responsible for preparing a division program for the assignment of patrol dates, times and areas to flotilla operational facilities during the boating season.
 - 1) In coordination with the SO-MT, the SO-OP also plans for the annual training, mentoring, and examination of members who wish to qualify as crew members, coxswains or personal watercraft operators under the Auxiliary boat crew qualification program. This task may involve the planning of division-sponsored land-based and on-water exercises for member participation, and planning for the involvement of members in area- or district-sponsored training and examination exercises.
 - 2) The SO-OP is responsible for preparation of a division-wide disaster emergency plan as set forth in the Auxiliary Operations Policy Manual, COMDTINST M16798.3 (series), in coordination with Coast Guard sector and district command requirements. This planning requires the coordination of communications requirements with the SO-CM and the provision of guidance to flotillas so their plans meet the requirements of division, sector, and district emergency plans.
- m. **Publications:** The SO-PB collects and edits written articles and photographs and uses them to create and publish a periodical publication telling the story of the division and its people, events, activities, and missions. All unit publications are subject to review and approval by DIRAUX in accordance with established district policy.
- n. **Public Education:** The SO-PE collects information from flotilla counterparts and prepares a division schedule of course offerings within the division area for distribution to the public at boat shows, marine events, and safe boating booths. This officer also coordinates and supervises the public education efforts of flotillas

to eliminate friction, duplication of effort and misunderstandings that might arise between units.

- o. **Recreational Boating Safety Visitation Program:** The SO-PV promotes and coordinates the division's RBS Program Visitor program, including the recruiting, training, and qualification of new visitors. The SO-PV should monitor flotilla PV programs to determine when and where division assistance may be helpful.

- p. **Vessel Examination:** The SO-VE should collect information early in the year from each flotilla concerning the location of marinas, launching ramps, shopping centers, etc. where VSCs should be conducted. Following consultation with FCs, the SO-VE prepares a division plan listing all VSC station locations and dates, coordinating and encouraging mutual support among flotillas.

G. Committees

Committees Appointed

The DCDR may appoint as many committees as required to handle special activities, events, or purposes. A few committees normally appointed are as follows:

- a. Awards Committee
- b. Budget Committee
- c. Audit Committee
- d. Social Committee
- e. Boat Show Committee
- f. Screening Committee
- g. Historical Committee
- h. Safe Boating Week Committee

Appointment Procedure

When appointing a committee, the DCDR should specify the objectives to be accomplished by the committee, the committee chairperson, the names of the committee members, and whether the committee chairperson will report to the DCDR or the VCDR. In some situations, the VCDR may be designated as the committee chairperson.

Standing Committees

Committees which are of a continuing nature are often called "standing committees" and their duties may be set forth in the division standing rules. Others may be created to handle a specific activity or event. The DCDR is an ex-officio member of all committees.

H. Financial Requirements

Dues

Although the Auxiliary is a non-profit organization, the responsibilities of the division cannot be discharged properly without financial resources. A certain amount of income is necessary to cover administrative costs, supplies and the preparation and distribution of division publications and memoranda to flotillas. Most, if not all, income at the division level is obtained from a share of membership dues collected by each flotilla. The share of dues retained by the division is established by the division board. This amount should be stated in an appendix to the division standing rules. The flotilla collects annually from each member an amount which includes its own dues, plus the division, district and national dues. The division may collect a prorated share of annual dues from a flotilla for new members who join during the year. In determining the amount of division dues to be assessed per flotilla member annually, the following operating expenses should be considered:

- a. Cost of a meeting place.
- b. Cost of administrative overhead, such as office machines and equipment and phone charges.
- c. Cost of social and fellowship activities.
- d. Cost of items for an annual division awards program.
- e. Cost of publicity and materials for division-sponsored public education, vessel examination and public affairs activities.
- f. Cost of the division publication.
- g. Annual allowance for elected officers to attend district meetings and conferences, when funding is not provided by the district.
- h. Cost of planned elements of the division program.

Annual Budget

One of the best methods of determining the annual monetary requirements and for establishing a dues structure is to prepare a division budget. This should be done annually and should consider all items of income and expense. The budget establishes fiscal responsibility and improves financial security for the division throughout the year. After approval by the division board, it authorizes and limits the amounts that can be spent for specific purposes.

Budget Process	Review the division standing rules and the requirements for the budget. To adopt the budget at the first meeting of the year, it is advisable that the outgoing DCDR appoint the committee to permit early budget action when the new board convenes. The budget committee should include the new DCDR, VCDR, SO-FN, and SO-MA. The draft budget should be submitted to the new division board at least two weeks in advance of the first meeting of the year, and e-mail discussion should be encouraged. When adopted by the division board, the DCDR (or, in the DCDR's absence, the VCDR) may authorize expenditures for each approved purpose, up to the limit set in the budget. By authorizing the budget in advance, the division board eliminates the need to spend time considering whether to approve each individual expense incurred during the year.
Amending the Budget	If changes in the budget are required during the year, they are made with approval of the board. The board may approve a limited amount in the budget for use under emergency conditions by the DCDR, with understanding that the DCDR will give adequate justification for any expenditure from this amount at the next board meeting. This amount for emergency use by the DCDR must be stated in the standing rules.
Income and Expenses	The division has two major sources of income: "fixed" and "variable". Flotilla dues paid to the division are considered fixed income. Funds derived from other sources, such as income from social events and donations, are considered variable income. Likewise, there are two types of expenditures, fixed and variable. The fixed expenditures are known, predictable amounts such as district and national dues paid by the division and the cost of a meeting place. These are expenditures which must be paid when billing is received. The variable expenses are for items whose purchase can be deferred or modified, if necessary, such as awards, gifts, equipment, and fellowship expenses.
Balancing the Budget	When the budget is prepared there must be sufficient fixed income to cover all of the fixed expenditures. The variable expenditures, including anticipated surplus, can then be balanced against an estimate of what the variable income will be. Attention must be given to the financial condition of the division throughout the year. It is not sufficient to have the SO-FN report the balance of funds available at each meeting. It is necessary to know the status of fixed and variable income and the expenditures against like amounts in the budget. A sample budget and monthly financial report are included as Appendices E and F.
Financial Reports	The DCDR shall ensure that an annual accounting and financial report is submitted, in accordance with district policy, to the DIRAUX with a copy to the DCO. This report is prepared on Financial Report of an Auxiliary Unit (ANSC-7025). An annual audit of the division's financial records and accounts should be performed by the Audit Committee before submission

of this report. Both incoming and outgoing DCDRs, SOs-FN, and SOs-MA sign the report. Audit by a certified public accountant is not required.

I. Division Records

DCDR Records Certain records must be maintained by the division and passed from the outgoing to the incoming DCDR. This ensures continuity and promotes consistency from one administration to the next. DCDRs are responsible for maintaining the following records:

- a. Division roster with the names, addresses and telephone numbers of division and flotilla elected and staff officers, local Coast Guard unit officers, etc.
- b. List of duties for each SO.
- c. Minutes of division meetings.
- d. Division statistics files.
- e. Division financial files.
- f. Directives and memoranda of the Commandant, DIRAUX, and senior Auxiliary officers.
- g. Division correspondence file.
- h. Division standing rules (approved copy).
- i. Division awards program (approved copy).
- j. Division disaster emergency plan (approved copy).

VCDR Records The VCDR will find it useful to maintain a shadow file of the items in the DCDR's files. In addition, proper supervision and management of the staff will require the following:

- a. Master spreadsheet showing division schedule with lead individuals and team members
- b. List of planning objectives, milestones, and dates assigned to each staff officer

Division Staff Officer Records SOs should maintain records related to their area of responsibility and activities and transfer these to their successors upon leaving office. Suggested records are as follows:

National Training Directorate

- a. Roster of names, addresses and phone numbers of counterpart FSOs.
- b. File of correspondence with flotillas.
- c. Staff newsletters issued to flotillas.
- d. Statistical file, objectives, progress reports, etc.
- e. Directives, memoranda and newsletters issued by the DCO, DIRAUX or counterpart DSOs.
- f. Policy file related to staff activities.
- g. Technical publications.

J. Standing Rules

Introduction	Standardized standing rules are required for all Auxiliary units. All Auxiliary unit standing rules have been standardized, developed, and approved by the National Board. The standardized standing rules, with options selected, must be affirmed by a two-thirds majority vote of the division board. Fillable standardized rules are available on the website of the Auxiliary Chief Counsel.
Appendices to Standing Rules	Appendices to the standing rules, containing purely local matters and nothing contrary to neither the standardized standing rules nor the Auxiliary Manual, may be adopted by a two-thirds majority of the division board. Appropriate topics for inclusion in the appendices include meeting dates, times, and places; amounts and due dates for membership dues; details of the division awards program, and similar items.
Amendments to Standing Rules	No Auxiliary unit amendments to standardized standing rules are permitted. Any desired amendment to the standardized standing rules must be proposed to the National Board using the national recommendation process.
Routing and Signatures	Once the standing rules have been adopted by a two-thirds majority of the division board, they are signed by the DCDR and forwarded for signature by the DSO-LP, DCO, and DIRAUX. The standing rules become effective when signed by DIRAUX.
Effect on Division Administration	There are several important procedures and deadlines in the standing rules, and it is important that the DCDR review them and add them to the division calendar. These include: <ul style="list-style-type: none">a. Procedure for division elections, including deadlines for letters of intent, appointment and composition of screening committee, report of screening committee to DCDR, and DCDR's report of eligible candidates to division board. The standing rules contain detailed instructions for every aspect of the election, and the presiding officer should have a copy immediately available during the election.b. Advance written notice requirement for consideration by the division board of a proposal to set member dues, and requirement that any change in dues be made no later than October of the year before the change becomes effective.

- c. Date for appointment of audit committee.
- d. Composition of budget committee and date for appointment.
- e. Deadline for consideration of budget by division board (31 March).
For divisions meeting quarterly, the practical effect is that the budget committee should be appointed before January so that it may meet and prepare its recommendations before the first meeting of the new year, since there is likely to be just one division board meeting during the first quarter.

K. Awards Program

- Division Awards** Every division should have an annual awards program to honor units and members within the division. This program should reward outstanding performance by individual flotillas and individual members in the achievement of mission objectives and activities. Each division should plan its awards program to meet its particular needs and local conditions. Such a program is usually administered by the awards committee of the division. A sample division awards program is included as Appendix G.
- Baseline Awards** In some divisions the awards recognize the top performers, with no recognition for any of the other hard workers. As a result, the awards all go to the usual stars; discontentment and grumbling follow. Consider ways to recognize the solid, good-but-not-great performers who reach a certain baseline participation in each program.
- Coordination With District Awards** Review the district awards program to ensure that the division's awards complement, not duplicate, the district's. Look for gaps and find ways to fill them.
- Coast Guard Meritorious Awards** Generally speaking, any member can nominate another for a Coast Guard meritorious award. Each year, every DCDR should review the division roster for those who have made outstanding contributions to the division's success. The VCDR should review the staff to see whose efforts deserve recognition. Chapter 11 of the Auxiliary Manual contains a full description of the criteria for every award, and the Chief Director's website contains extensive advice on preparing an effective award nomination.

L. Publications

- Introduction** Every division should develop some means of keeping members informed about activities and changes in programs and policy. A unit newsletter or other publication is an effective instrument for this purpose. The widespread availability of inexpensive computer software has made electronic publishing the vehicle of choice for many units. E-publishing virtually eliminates the cost of paper and printing and greatly reduces the work required to produce a unit publication.
- Approval** Prior to printing and distributing any division publication it must be submitted to the DIRAUX for approval, according to district policy. A copy of each division publication will be sent to the DIRAUX, the DCO, the District Chief of Staff (DCOS), the DCAPT (if applicable) and the DSO-PB. Further information concerning Auxiliary publications can be found in the Auxiliary Manual.
- Website** The national information technology staff has developed the WOW (Without Webmasters) utility, a pushbutton website development platform that permits flotillas and divisions with no advanced computer skills to develop and maintain modern, attractive websites with no programming required. Detailed information is posted on the national Auxiliary site under the Information Technology Directorate.
- Maintenance** Desktop publishing software has made newsletter production much easier, and the national IT staff advises that it takes an average user less than 25 seconds to create a basic division website. For a publication or website to have value to the division, it has to contain fresh information and give members a reason to spend their time. Every elected and appointed officer should support the newsletter or website with fresh content to promote the programs they lead.

M.Civil Rights

Sexual Harassment

Sexual harassment in any form on the part of Auxiliary members is prohibited. In their relations with each other, all members shall treat one another with respect, courtesy, equality and personal consideration. It is especially desirable that division officers set an example of fairness and consideration in their association with all fellow members. The Auxiliary Manual contains detailed instructions for handling any complaints; any FC or DCDR who feels a need for advice should do so early in the process.

Sexual Assault

Rape and sexual assault will not be tolerated in the Coast Guard. These criminal acts violate the Coast Guard's core values. All Auxiliarists must foster and maintain an environment of mutual respect and trust to ensure the safety and security of others. All personnel shall become familiar with and follow the contents of Reporting and Responding to Rape and Sexual Assault Allegations, COMDTINST 1754.10 (series), when reporting rape and sexual assault and responding to rape and sexual assault allegations. It is available through the Director's office.

Equal Opportunity

The division, like all other Auxiliary levels of organization, is subject to the provisions of the Civil Rights Act of 1964 and the current policies of the Commandant of the Coast Guard regarding equal opportunities. All qualified members should have an equal opportunity to participate in all Auxiliary programs and activities regardless of race, creed, color, sex, age, religion, disability or national origin. This includes the right to become a candidate for elected office, provided required qualifications are met, and to be considered for appointment as an SO. See the Auxiliary Manual for complete details on civil rights provisions.

Spiritual Elements

In planning Auxiliary functions, senior leadership shall determine whether spiritual elements, including prayers, invocations, benedictions, or other religious or faith-based features traditionally or customarily incorporated into public functions, are appropriate. In considering the propriety for inclusion of a spiritual element, senior leadership should assess the setting and context of the function and the diversity of faith that may be represented among the participants. If a spiritual element is deemed appropriate, an individual shall be designated in advance to administer it. The individual so designated shall be advised that the spiritual element must be pluralistic and non-sectarian in nature, and that the language shall be inclusive. Every effort shall be made to ensure the spiritual element is simple, clear, and non-offensive. It is proper courtesy to remain reverent and respectful during spiritual elements of any function. A designated

individual who cannot fully and consistently comply with these guidelines shall not be used for such service.

N. Auxiliary University Program (AUP)

Description	<p>The U.S. Coast Guard Auxiliary University Program (AUP) establishes partnerships between the Coast Guard Auxiliary and higher education institutions (e.g. colleges, universities, technical institutions). Persons participating in the Auxiliary University Program are Auxiliary members, or members of the US Coast Guard acting in a supervisory role.</p> <p>AUP is a leadership development program whose participants adhere to proper uniformed customs, courtesies, protocol, and models of address. These customs are rooted in the service’s guiding principles as expressed through the Coast Guard’s motto and Core Values, the Coast Guard Ethos, and the Auxiliary University Programs motto of Leaders in Service.</p> <p>The AUP is managed by the Auxiliary Strategic Planning Directorate (“AUP national staff”) in cooperation with sponsoring local Auxiliary units and active duty elements in the field, exactly the same as other authorized Auxiliary programs. The <i>AUP Leadership and Management Guide</i> (LMG) is provided to integrate policy from the Auxiliary Manual and the Auxiliary Operations Policy Manual for personnel participating in or otherwise interacting with the program for AUP operations and administration.</p>
AUP Units	<p>Auxiliary units are established in accordance with Chapter 4 of the Auxiliary Manual. Any established flotilla or flotilla detachment may be recognized as an “AUP Unit” upon the concurrence of the District Commodore, Director of Auxiliary, and the Director of Strategic Planning provided that the unit conform to several administrative guidelines specific to AUP units and are advised by a more experienced active or reserve Coast Guardsman or Auxiliarist serving as a Unit Officer.</p>
Flotilla and Division Responsibilities	<p>Flotillas (for AUP units set up as detachments) and divisions (for AUP units set up as flotillas) serve as the parent organizations for AUP units. This role is important because students, particularly the Unit Leader, require professional mentoring from a more experienced FC or DCDR.</p>
AUP Unit Responsibilities	<p>Flotillas and detachments recognized as AUP units are responsible for making the program successful locally, in addition to the typical unit responsibilities enumerated in the Auxiliary Manual, Chapter 4.</p>
More About AUP	<p>In-depth information concerning AUP can be found on the AUP website at www.cgau.edu.us, and in the <i>AUP Leadership and Management Guide</i> that is available for download there.</p>

O. Division Relationships

Division – Flotilla Relationships The division exists to assist flotillas in performing their mission of service to the Coast Guard, the boating public and the members. Every DCDR should insist that SOs maintain a close working relationship with their counterpart FSOs. The DCDR should also maintain close liaison with the elected officers of the flotillas and schedule periodic visits to these units to determine their needs and assist in resolving their problems. It is helpful for DCDRs to think of themselves as coaches, helping the FCs become more effective and assisting them with problem-solving.

Division – District Relationships The DCDR and the VCDR are expected to attend meetings of the district board and represent the interests of their division, and by extension, its flotillas and members at district meetings. SOs must maintain a close working relationship with their counterpart DSOs and pass information from district to the flotillas. For each district board meeting, the DCDR should prepare a written report, addressed in accordance with district policy, summarizing division activities. It is also a good practice for each SO to furnish their counterpart DSO a copy of their monthly report to the division board.

District Administrative Procedures Each district establishes policies governing routine administrative functions. It is important for the DCDR and VCDR to become familiar with these policies, and observe the routing procedures and deadlines. Discuss the administrative policies with the DCAPT or other district officer responsible for the division.

P. Keys to Success

Elements of a Successful Division	Successful divisions require plenty of hard work from many contributors. It is the DCDR's responsibility to create an environment for success and lead by example.
Develop Leadership in Depth	The DCDR can only serve a maximum of two consecutive years before someone else must take the reins. Wise leaders always consider a plan for succession, and provide opportunities for the VCDR, FCs, SOs, and other division members to acquire and develop leadership abilities. The division should promote and provide leadership training, and encourage junior members to tackle greater responsibility.
Build Personal Leadership Skills	Commit to personal professional development as an Auxiliary leader. Attend training whenever possible, and read books and articles on leadership. Observe the actions of leaders you respect, and emulate them.
Develop Vigorous Division Programs	Organize division-wide activities, and plan every meeting so that members have a reason to attend, even if they aren't division officers. Those reasons can include training, guest speakers, practical exercises, and social occasions. Make meetings businesslike and efficient, and learn to use the gavel to curtail excursions into the boondocks. Expect members to wear appropriate uniforms, and set an example of correct uniform wear.
Training	A strong training program is a hallmark of a top division. Develop a year-long training program, crafted to support the division strategy and the desires of the members. Remember that one of the key functions of the division is to offer training that the flotillas cannot provide.
Support the Flotillas	The DCDR must develop a personal relationship with each FC, so that there's a detailed awareness of developing trouble and a keen sense of when assistance should be offered. The next new elected division officer is probably a current FC, and everyone who shows interest and promise should be given encouragement, training, and mentoring. Expect every flotilla to have a voting representative at each board meeting, and counsel FCs who are absent.
Appoint Effective Staff	Staff members need a passion for their program and a habit of providing cheerful service to the members. Write a clear appointment letter to each, setting out duties and expectations in detail. Present certificates of appointment, and remember to present certificates of appreciation when the year is complete. Be alert for stagnation, and take effective action to correct it. The VCDR should develop a personal relationship with each

staff member, and provide training, coaching, advice, and direction to each.

Plan Ahead

The division should have a five-year strategic plan, coordinated with the plans of flotillas and the district. Members should be aware of the plan, and be committed to reaching its objectives. Talk often about the progress being made under the plan.

Manage the Small Things Well

Members notice when the leaders drop the ball. Small things such as timely agendas, adequate notice of division events, and prompt handling of communications develop the expectation that others will manage with the same efficiency. Strategic vision and inspirational leadership is highly desirable, but members will lose sight of the big picture if the details that affect them are being bungled.

Build an Effective Awards Program

Review the division awards program to ensure that appropriate recognition is given to the members and flotillas that make the division successful. A good program provides certificates to everyone who achieves good baseline participation, and higher recognition to solid performers and the real stars. Develop the habit of writing nominations for Coast Guard meritorious awards.

Chapter 3: Meetings

Introduction This chapter describes considerations and procedures for division meetings and special events.

In this Chapter This chapter contains the following sections:

Section	Title	See Page
A	Division Meetings	3-2
B	Meeting Procedures	3-5
C	Ceremonies and Special Occasions	3-10
D	Division Change of Watch	3-11
E	Awards Ceremonies	3-13
F	Flotilla Chartering Ceremony	3-15

A. Division Meetings

General

Meetings can ignite or douse the spirit, camaraderie, and effectiveness of a division. Poorly planned, poorly run, boring, counterproductive meetings are always high on the list of the things members like the least about the Auxiliary. Clearly, meetings merit the thoughtful, careful attention of the DCDR and everyone else who plays a part in presenting division meetings.

Purpose of Division Meetings

Successful meetings start with a good answer to the question, “What is the purpose of the meeting?” Some members have suffered through so many bad meetings they doubt the possibility of good meetings, and that’s a shame. Good meetings should send everyone back to work with a sense of common purpose, pride in their membership, and a renewed dedication to the division’s goals. Here are a few examples of what can be done at a good meeting.

- a. **Honor our service** through the Pledge of Allegiance, the National Anthem, and observing appropriate customs and ceremonies. We wear the Auxiliary uniform correctly and proudly. We are part of something big, enduring, and important.
- b. **Honor our visitors.** Welcome senior Coast Guard and Auxiliary officers, boating safety partners, and civic dignitaries. Strengthen our relationships and seek mutual benefits.
- c. **Build *esprit de corps*.** Review the division’s progress toward its goals, and rally support for the effort to complete the tasks. Celebrate accomplishments, and reinforce devotion to duty.
- d. **Pass the word.** Meetings are an opportunity to announce and explain new policies and procedures, and promote coming events. By discussing the reasons for change and resolving questions, we build support and maintain morale.
- e. **Decide course adjustments.** Respond to changed conditions and new opportunities in an atmosphere of mutual respect. Capitalize on our diverse skills and experiences to hear every voice and make the best choices, together.
- f. **Celebrate member accomplishments.** We rejoice in the accomplishments of our shipmates and celebrate them publicly.

We respect the importance of member milestones, from the new member pledge, through qualifications and meritorious awards, to retirement; we present the certificates and devices with dignified, public ceremony.

- g. **Share good fellowship.** Fellowship is the force that binds us together as a team, and it needs to be refreshed and renewed.

**Meeting
Frequency**

Divisions should meet at least quarterly to maintain a cohesive unit working effectively toward its goals and enjoying the benefits listed above. Some divisions, particularly those in densely-populated metropolitan areas, may choose to meet bi-monthly or monthly. Before deciding to hold more frequent meetings, the board should consider whether the benefits outweigh the considerable demand on members' time. Often, the main business of frequent division meetings is the coordination of multi-flotilla events and operations; one or more committees might handle the same work more efficiently.

Meeting Location

The division board should give careful consideration to the division meeting location. The place should be convenient to a majority of the board and staff. If travel time and distance are a problem for those attending, it may be appropriate to move the meeting site throughout the division area with each flotilla rotating as host. Avoid situations that inconvenience one or two flotillas for the convenience of the others. The room should be well lighted, have temperature control, and be reasonably quiet to provide a minimum of distractions. In searching for a suitable meeting place, buildings, offices and other establishments owned or occupied by federal, state and local governments should be considered. Many divisions hold meetings in public or church school facilities. When Coast Guard units are located nearby, their facilities are often available.

**Meeting Time
and Date**

Choosing the right time and date for meetings is also important. Consider seasonal Auxiliary activities and the scheduled dates of district meetings to avoid conflict. It is preferable that division meetings follow district meetings and precede flotilla meetings. For example, some districts plan their meetings for the latter part of the month so division meetings can be scheduled during the first week and flotilla meetings during the second week of following month. This provides for the flow of information from higher to lower organizational level with minimum delay. In most districts, the DCO or representative will try to attend all Change of Watch and election meetings. There is considerable competition for a limited number of dates, and the prudent DCDR will consult with the DCAPT well in advance.

Attendance

It is important that every member of the division board and every SO attend meetings. When they cannot be present, an alternate should attend

so business can be transacted. Every member should wear the uniform prescribed by the DCDR; it builds a spirit of unity and lends significance to awards and other ceremonies.

B. Meeting Procedures

Streamline the Meeting

Handle business that needs approval, and delegate the rest to a committee to handle off-line. One main reason that meetings take too long is that items come before the board that aren't well thought out and ready for board approval. The board then, by default, becomes the Committee of the Whole, thrashing out all the particulars in agonizing detail. After about 15 minutes of this, many of the board members are filling the margins of their agenda sheets with elaborate doodles. The DCDR shouldn't stand for it, and should instead dispatch the item off to committee (by entertaining a motion to refer or a motion to table) for more development. Many divisions have found that winning meeting elements include:

- a. **Written agenda.** Distribute the draft agenda at least two weeks in advance, soliciting additional items from each member of the board. Describe each item in sufficient detail to permit everyone to be prepared to act. Avoid open-ended items such as "new business," that encourage members to bring up items on the floor without any advance thought or notice to the board. The first item on the agenda, following the call to order and opening formalities, should be "Adoption of agenda." By formally adopting the agenda, with any amendments from the floor, the board binds itself to a set order of business. If anyone wants to detour into left field, they will need the board's permission.
- b. **Greet, introduce, and welcome guests,** especially members of the Auxiliary not on the board. Each FC should introduce members of their flotilla, and should be privately discouraged from introducing the VFC as "my vice." That common, base habit violates the Coast Guard core value of Respect. It's far more considerate to say, "...and John Jones is our Flotilla Vice Commander."
- c. **Keep reports informative and useful.** Many bad meetings contain a heavy dose of boring staff and flotilla reports, read in a monotone voice, and featuring a stifling measure of statistics that inform no one and annoy everyone. Break the pattern by encouraging all oral reports to follow these guidelines:
 - 1) **Tell something that you did** that worked (so the rest of us can try it) or failed (so we can learn from it) in plain, acronym-free language. Remember that newer members will be confused and put off by language they don't understand.

- 2) **Reports should include progress** toward assigned goals, and statement of work in progress, and the next milestone. If help is needed, this is the time to ask.
 - 3) **Use numbers we can understand.** If 50 vessel safety checks represent a 10 percent increase, simply say, “We had a 10 percent increase in vessel safety checks.” That’s good, and everyone will recognize it instantly. Otherwise, that droning list of numbers might as well have come from a phone book.
 - 4) **Give public credit to someone** who did something special: “Bravo Zulu to Ron Smith, who organized three vessel safety check stations.”
 - 5) **Stick to a time limit** set by the board. Anything else can go in your written report, which can be of any length.
- d. **Use Robert’s Rules of Order** to move things along at a snappy pace. Don’t railroad, but don’t let it bog down. Take advantage of *unanimous consent* to dispose of routine items; it goes like this. The DCDR says, “You all received the minutes of the last meeting. Are there any additions or corrections? ... Hearing none, is there any objection to approving the minutes as submitted? ... Hearing none, the minutes of the last meeting are approved by unanimous consent, as submitted (or corrected).” It’s just as valid as a motion, second, etc. and takes a lot less time.
 - e. **General membership opportunity.** Auxiliarists who are not part of the board or staff should be encouraged to attend the division meetings, so they can hear about the division’s work and be inspired to help reach its goals. Most divisions don’t permit the general membership to speak during the meeting. To keep this reasonable and necessary policy from breeding resentment, schedule a separate line item on the agenda, for non-board members to address the board, typically for two or three minutes each.
 - f. **Adjourn on time** or, better yet, early. Everyone will appreciate it.
 - g. **Now, the good part.** Properly executed, most formal board meetings should have taken 90 minutes at most.
 - h. **Every meeting should include training.** In the spring, there is usually a slate of workshops to offer, and there are lots of other

topics of general interest to the members. Select good instructors and make your meetings worth attending.

- i. **Every meeting should include fellowship.** It's amazing what the DCDR who listens carefully can learn during this time.

Sample Division Meeting Agenda

No DCDR should expect busy people to attend a meeting that has not been well planned. Here is a sample division meeting agenda for a simple division meeting. Every division will need to adjust it to match both the continuing needs of the division and the demands of current events.

- a. Call to order.
- b. Pledge of Allegiance.
- c. Invocation (optional).
- d. Introduction of guests.
- e. Adoption of agenda
- f. Approval of prior meeting minutes.
- g. DCDR's report. Should include information from district board meeting (if applicable) and progress toward goals. This is a good time to verbally recognize noteworthy performances by division members.
- h. Communications and notices.
- i. VCDR's remarks.
- j. VCDR takes staff and committee reports.
- k. DCDR resumes the chair. Take up postponed and tabled items, if any.
 - 1) Consideration to take from the table the boat crew training schedule.
- l. (General business itemized here)
- m. Division VE ramp schedule
- n. Meeting schedule for 20XX

- o. Presentation of awards. May be performed by the IPCDR and/or by visiting officers.
- p. Comments by guests.
- q. Comments by members (3 minute limit).
- r. Adjourn business meeting. Present feature event for the meeting such as guest speaker, training session, lecture, demonstration, etc.
- s. Adjourn for fellowship and light refreshments.
- t. The agenda should specify the uniform(s) of the day for the meeting. Try to be as inclusive as possible, consistent with the level of formality and decorum appropriate to division-level functions.

Purpose of Rules The division standing rules and Robert's Rules both serve to protect the rights of the participants, particularly the rights of a sizeable minority (typically one-third plus one).

Robert's Rules of Order The division standing rules require that meetings be conducted under Robert's Rules, and the DCDR should become familiar with the common actions before assuming the chair for the first time. The DCDR may wish to appoint a knowledgeable member as parliamentarian, to advise the chair when the need arises. An ability to handle, correctly and smoothly, a main motion, a motion to amend, and a motion to table will get the presiding officer through most meetings. Handling routine matters with ease and aplomb will usually discourage those who might be tempted to make the chair's job difficult. A summary of Robert's Rules appears in Appendix H.

Functions of the Presiding Officer Under most conditions, the DCDR acts as the presiding officer at a division meeting. If the DCDR cannot be present, then the VCDR performs this task. When both division elected officers are absent, the IPCDR or most senior member of the board (highest office held or service length in that order) may preside with the concurrence of the board, unless not permitted by the standing rules. They must apply these rules impartially. It is also their responsibility to keep the meeting on track. Whenever discussion has reached the point where a motion might be in order and no one has volunteered to make it, as presiding officer the DCDR may state, "The chair is ready to entertain a motion to...." Presiding officers cannot make motions, they can only "entertain" a motion. In other words, they can suggest that another person make a motion. If someone makes a motion and has difficulty putting it into suitable words, the presiding officer may offer suggestions, but cannot

change the substance of the motion without the maker's approval. Once a motion is made, it must be seconded, then debated and followed by a vote.

Following the Agenda

The presiding officer should follow the adopted agenda unless there is a compelling reason to deviate from it. These reasons arise from time to time, and include malfunctioning projectors, delayed guest speakers, and requests from the kitchen staff to move a meal time. There are two ways to depart from the agenda.

- a. Ask unanimous consent to amend the agenda as needed to meet the contingency. This wonderful device maintains accountability and consideration for the time of the board members, but moves the meeting along smoothly.
- b. Entertain a motion to amend the adopted agenda. Upon motion made and seconded, a simple majority carries the motion.

Guests and Visitors

No division should ever be discourteous to guests or visitors. The DCDR should assign one of the more responsible SOs the specific duty of meeting guests and visitors and making them feel welcome. Senior Auxiliary officers and Coast Guard officers should be promptly introduced to the DCDR. Visitors and guests should be introduced personally to each member of the board and staff; this is especially true if they are first time visitors. The senior Auxiliary officer (by highest office) and Coast Guard officer present should be accorded the courtesy of seats at the presiding officer's table.

C. Ceremonies and Special Occasions

- Arrangements** Proper room arrangement is a key element of any ceremonial occasion. A little planning will prevent embarrassing difficulties and ensure a dignified and effective ceremony.
- Quarterdeck** The most important element of any special occasion is a suitable quarterdeck, or clear ceremonial area at the front of the room. It should be large enough for the biggest group that will participate. For a flotilla chartering ceremony, for example, that means the entire membership of the flotilla who will be called forward to take the membership pledge. For a change of watch ceremony, this may mean all the staff officers. The quarterdeck area should be appropriately lighted, and may be on an elevated stage. It should be clearly visible to and accessible from the entire audience. Accessories may include a lectern, flags and staffs, a projection screen, and tables as needed for awards, certificates, and other items to be presented. There should be enough room that those who wish to take photographs may do so from an appropriate angle.
- Participants** Everyone who will participate in the ceremony should be briefed in advance, particularly visiting senior officers. They are generally delighted to lend their prestige to the occasion, but need to know what will be expected of them and when it will happen.
- Where to stand** With a little practice, it becomes easy for the presenting officer to shift position by a step or two so that the persons being honored are at the center of attention, facing the audience and properly positioned for the photographers. Those being honored should never be positioned with their backs to the audience, and the presenting officer must never stand on the other side of a table from them. Take a moment to come around the table and stand beside them in the quarterdeck area; it will make the ceremony far more effective and dignified.
- Music** A selection of marches, bugle calls, the National Anthem, and other ceremonial music can be found on the websites of the various military bands; check to be sure it is in the public domain and that no permission is required to use it.

D. Division Change of Watch

Scheduling	The first few weekends of the year are very busy for the district's Coast Guard and senior Auxiliary officers as they strive to cover the Change of Watch ceremonies within the district. It is essential that arrangements be made early and coordinated in accordance with district policy.
Purpose	While the division's elected and appointed officers automatically assume office at the beginning of the new year, it is appropriate that the occasion be marked by an appropriate ceremony. Modeled after the Coast Guard's change of command ceremonies, the Change of Watch is a public recognition that new officers have assumed leadership responsibilities. Their pledges, spoken aloud before the assembled membership, mark their acceptance of the duties and responsibilities of their offices.
Format	Because the Change of Watch marks a solemn and noteworthy occasion, it is generally conducted as part of an evening dinner meeting. Care should be taken to ensure the dignity and solemnity of the occasion. Many divisions have developed local traditional ceremonies to emphasize the passing of leadership and responsibility.
Scope	<p>It is desirable, if practicable, to include all division and flotilla officers in the proceedings. The pledges should be administered in the following order:</p> <ol style="list-style-type: none">a. DCDR and VCDRb. Division staff officersc. FCs and VFCsd. Flotilla staff officers; for large divisions, it may be necessary to break the flotillas into groups so the number of people doesn't overwhelm the available quarterdeck space.
Suggested Procedure	To emphasize the partnership between the Coast Guard and the Auxiliary, it is useful to have both represented in the ceremony. This may be done by having the DCO (or representative) read the prologue, and the DIRAUX (or representative) administer the pledge. Both officers should memorize their parts or use scripts in large type to facilitate reading. Copies of the prologue and pledge may be found in Appendix J.

Certificates of Appreciation

It is appropriate for the previous year's DCDR and VCDR to present certificates of appreciation to the previous year's staff officers, regardless of whether they are continuing in the same positions.

Remarks

It is appropriate that the outgoing and incoming DCDRs offer brief remarks, if they wish. Such comments should be appropriate for the occasion and promote cohesion and continuity. The thoughtful leader will have something appropriate to say, and sit down when it has been said.

E. Awards Ceremonies

Precedence	Awards serve to recognize and encourage those who contribute to the division's success, and are an essential part of a healthy division program. Many divisions have an extensive awards program, requiring considerable time to make the presentations. Lower-level awards should be presented first, with others following in increasing order of significance. Coast Guard Auxiliary awards should usually be presented at or near the end of the program. If the event includes a daytime business meeting followed by an evening awards dinner, it may be advisable to break the presentation into two parts.
Preserving Surprise	Using surprise and other dramatic elements helps make the ceremony memorable. Keep plaques and trophies covered until the actual presentation is made.
Put Their Name Up In Lights	Use of presentation software has become commonplace in member training and public education. The same software can easily be used to flash award recipients' names onto a screen at the front of the room for everyone to see, as their names are read. The public display is a large part of the recognition given.
Coast Guard Auxiliary Meritorious Awards	As the busy activity season winds down and the election season nears, the thoughtful DCDR and VCDR will reflect on the accomplishments of the division's members and staff. If those accomplishments have been solid, they should nominate deserving members for appropriate meritorious awards. Excellent guidance is available on the Chief Director's website, and the DCAPT should be able to offer helpful advice on how to write an award package.
Re-Presenting Awards Presented at Higher Levels	If division members are active at the district or national levels, they may be recognized with awards at district or national meetings. It is always appropriate to re-present those awards before the member's home division. Encourage anyone who receives such awards to inform the DCDR.
Presenting Meritorious Awards	Meritorious award presentations should follow this general outline: <ol style="list-style-type: none">a. The recipient is called forward to the quarterdeck, to be joined by the DCO (or senior Auxiliarist present), the DCDR, and the DIRAUX (or senior Coast Guard officer present). All face the audience.

- b. A member designated by the DCDR hands the award folder and the miniature medal to the DIRAUX.
- c. A narrator skilled at reading aloud then reads a duplicate copy of the award citation.
- d. During the reading, the DIRAUX and the recipient display the open award folder showing the citation and certificate.
- e. As the narrator finishes reading the citation, the DIRAUX hands the folder to the recipient, pins the medal, and shakes hands.
- f. All other accompanying officers on the quarterdeck shake the recipient's hand.

F. Flotilla Chartering Ceremony

Discussion

When the requirements have been met to form a new flotilla, arrangements should be made for a formal chartering ceremony. Generally, this includes an appropriate dinner and installation ceremony for the new flotilla officers and members. Establishment of a new flotilla can be an important and exciting event and it is suggested the chartering ceremony be given the widest possible publicity. Arrange to invite local civic leaders. Prepare news releases for prompt dissemination to the media. Invite as many members as possible from other flotillas to attend in appropriate uniform. Plan for a dignified and impressive occasion.

Outline Agenda

Formal programs should be prepared, containing the agenda and background information regarding the new flotilla. The following is a suggested format for the chartering ceremony:

- a. Senior Auxiliarist present (by highest office held) appoints a secretary to take minutes of the meeting. In addition, a Record of Unit Meeting form (ANSC-7017) should be completed.
- b. Pledge of Allegiance and invocation.
- c. Introduction of all Auxiliary and Coast Guard officers by the master of ceremonies.
- d. DIRAUX reads the flotilla charter.
- e. Senior Auxiliarist present administers the prologue and pledge to all new members, everyone rises.
- f. Senior Auxiliarist present conducts the nomination and election of officers. Results are recorded on the Change of Officers Report form (ANSC-7006).
- g. Senior Auxiliarist present administers the prologue and pledge of office to newly elected officers, everyone rises.
- h. DCDR or DCO presents a unit flag, if available.
- i. DIRAUX presents United States flag, if available.
- j. Present plankowner certificates, if available

- k. In appropriate order, remarks by newly elected officers, VCDR, DCDR, senior Auxiliarist present and DIRAUX.
- l. Entertainment, if planned.
- m. Adjournment of the meeting.
- n. Prologue and Pledge for New Members.

Pledges for New Members and for Officers

The prologues and pledges for new members and for officers may be found in Appendices I and J. Those administering the pledges should do so with proper regard for the importance and dignity of the occasion.

Plankowner Certificates

“Plankowner” is the traditional title given to members of the first crew of any ship, and by extension the members of the first crew of any unit. Plankowner certificates are available from the United States Naval Institute, and may be ordered inscribed with the member’s name. Presentation of the certificates may be preceded by the following prologue:

“From the days of wooden ships, members of the first crew of a Coast Guard vessel have been called ‘plankowners,’ and today the title extends to the original members of other units as well. As plankowners of Flotilla [Name of flotilla], you will set the tone and establish the reputation of the flotilla for years to come. The traditions you establish will endure, setting the standards for performance and integrity for each generation of new members to follow. I now direct you to set the watch and bring Flotilla [Name of flotilla] to life. May you have fair winds and following seas.”

Chapter 4: **Courtesy and Protocol**

Introduction This chapter describes courtesy and protocol for division meetings and special events.

In this Chapter This chapter contains the following sections:

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B	Saluting	4-4
C	Flag Etiquette	4-7
D	Invitations	4-8
E	Duties of the Host	4-10
F	Formal Occasions	4-12
G	Introduction of Guests	4-13
H	Seating of Guests	4-16
I	Speaking Order for Guests	4-19

A. Introduction

Courtesy Courtesy is simply the proper consideration for the feelings and rights of others. It is essential to successful human relationships. In the Auxiliary, courtesy kindles the friendly association of members, promotes a spirit of teamwork between units, and enhances the success of social activities.

Protocol "Protocol" is closely tied to courtesy. It consists of universally accepted customs and regulations which govern the formality, precedence and etiquette practiced on a day-to-day basis within a civilized society. In simple words, courtesy is nothing more than proper consideration for the feelings and rights of others and protocol is the body of accepted rules of social behavior practiced by thoughtful and considerate people. For elected and appointed division officers, courtesy and protocol are necessary for successful performance of their duties. Courtesies and protocol practiced in the Auxiliary are part of the ceremonial procedures that contribute dignity and color to our lives as civilian members of the Coast Guard family.

Traditions of Our Service The seagoing services, including the Coast Guard of which we are a part, share a body of rich traditions, and it is our privilege to observe many of them. For example, we hold an annual Change of Watch, rather than an installation of officers. We wear a uniform that is quite similar to the active-duty Coast Guard, and observe certain customs, such as saluting the flag, when in uniform. At the end of a member's life, we hold a ceremony commemorating that they have crossed the bar. If asked to attend a funeral in uniform, we need to know and observe the customs involved.

Avoid Slights and Snubs We don't observe protocol because we are stuffy and aloof. We do it so that people know what to expect, and don't feel slighted or snubbed. If we introduce and seat people in the proper order, we neatly avoid an opportunity to hurt someone's feelings. Such slights are almost always inadvertent, but the damage caused can be real and lasting.

Precedence in the Auxiliary Throughout the Auxiliary, the responsibility of individuals can be identified by insignia related to the position to which they have been elected or appointed. These insignia do not reflect ranks as in the military, because Auxiliarists are civilian volunteers and hold no position of rank. However, by using distinctive insignia, the Auxiliary does identify and recognize the increasing responsibility and authority of elected and staff officers from lower to higher levels. Under this system, leaders can be easily identified by the insignia appropriate to the level of their position.

Because members wear a modified Coast Guard uniform and insignia of position, the requirements for courtesy and protocol are thereby simplified and form the basis for an effective working relationship between Auxiliarists and their Coast Guard counterparts.

B. Saluting

When Appropriate

Saluting is not usually the custom of greeting between Auxiliarists. However, there are situations when rendering or returning a salute may be appropriate. When out of doors and in uniform, the hat is always worn. In military terms, the member is “covered.” When outdoors in uniform and wearing a hat, the hand salute is usually proper under the following conditions:

- a. Saluting is proper courtesy for Auxiliarists when greeting commissioned officers of the Armed Forces, including National Oceanic and Atmospheric Administration (NOAA) and the U.S. Public Health Service (USPHS), and giving an appropriate greeting.
- b. There may be occasions, when in uniform and covered, where courtesy and custom indicate that a salute is in order such as when returning a salute rendered by a member of the Armed Forces. It is also customary to exchange greetings such as, “Good morning,” “Good afternoon,” “Good evening,” etc. along with the salute. The exchange of greetings should also be accompanied by a smile and a cheerful expression.
- c. Rendering the salute to the passing uncased national flag during a parade, review or similar ceremonial occasion. When the national colors are cased no salute is given. Salute when the colors are 6 paces (15 feet) from you, and hold the salute until the colors are 6 paces beyond you.
- d. Saluting whenever and wherever the National Anthem is played. The person rendering the salute will face the national flag or face the music if the flag is not displayed.
- e. Saluting during the morning or evening ceremonies of hoisting or lowering the national flag on board ship or at a military installation.
- f. Saluting is observed when boarding or leaving a military vessel. Each person in uniform coming aboard or leaving a ship of the Armed Forces shall upon reaching the top of the ship's ladder, stand at the gangway where one crosses the gunwale, face and salute the National Ensign at the stern staff, then salute the Officer of the Day (OOD) or watchstander and say “Request permission to

come aboard, sir/ma'am." They will return the salute and invite the person aboard. When leaving the ship a person approaches the OOD or watchstander, salutes, and says: "Request permission to leave the ship, sir/ma'am." After they have returned your salute and given permission to leave, step to the gangway. As you cross the gunwale, turn and salute in the direction of the National Ensign and then proceed ashore. When a person in uniform is accompanied by guests who are not, only the uniformed person renders the salute and requests permission to board or leave the vessel. It is not necessary for persons out of uniform to salute before coming aboard or leaving, however, they must request permission.

How to Salute

Execute the hand salute by raising the right hand smartly until the tip of the forefinger touches the lower part of the headdress or forehead, above and slightly to the right of the right eye, thumb and fingers extended and joined, palm to the left, upper arm horizontal, forearm inclined at 45 degrees, hand and wrist straight. At the same time the head is turned toward the person saluted. To complete the salute, the arm is dropped to its normal side position and eyes are returned to the front. It is also customary to exchange an appropriate greeting along with the salute, such as "Good morning, sir," or "Good afternoon, sir," when addressing a senior commissioned officer of the armed forces. If carrying an object such as briefcase, purse, or umbrella, carry it in the left hand and leave the right hand free.

Common Errors

Some of the more frequently observed saluting errors are:

- a. Failing to hold the position of the salute until it is returned by the person saluted.
- b. Failure to look at the person or colors being saluted.
- c. Failure to assume the position of attention when saluting.
- d. Failure to have the fingers, hand and arm in the proper position for saluting as mentioned above.

Gross errors include:

- a. Saluting with a cigarette in the hand or mouth.
- b. Saluting with the left hand in a pocket.
- c. Returning the salute in a casual manner.

Pledge of Allegiance

Guidance regarding the Pledge of Allegiance is based in 4 U.S.C. § 4 which states, “The Pledge of Allegiance...should be rendered by standing at attention facing the flag with the right hand over the heart. When not in uniform, men should remove any non-religious headdress with their right hand and hold it at the left shoulder, the hand being over the heart. Persons in uniform should remain silent, face the flag, and render the military salute.” When the pledge is given, if a man or woman is seen in uniform saluting but not reciting it, then that is the likely reason for their silence.

In lieu of the above, when the Pledge of Allegiance is given, Auxiliarists, in uniform or not, may stand at attention facing the flag with their right hand over their heart while reciting the Pledge. If in uniform and covered, Auxiliarists shall render the hand salute whether reciting the Pledge or not.

Hats or Covers

In the uniformed services, the hat, cap, or other headgear is often referred to as a *cover*. It is (with a few exceptions) considered a serious breach of decorum to pass outdoors without donning a cover, and an equally serious breach to come indoors without removing it. Aboard ship, hats should be removed in wardrooms, mess decks, and sick bays. Ashore, wearing a hat into a military club room can be expensive, as the offender is customarily expected to buy a round of drinks for all present.

Indoors

The Auxiliary follows the custom of the Naval Services (Coast Guard, Navy, and Marine Corps), who do not salute indoors when uncovered. When colors are presented indoors, all present should stand attention, whether in uniform or not. The color guard should be covered, and will salute or present arms at the playing of the National Anthem and upon posting the colors. For some ceremonies, such as an active-duty change of command, those in uniform may be directed to be covered and render appropriate salutes. In these circumstances, follow the guidance of the active-duty command holding the ceremony.

C. Flag Etiquette

Introduction	Division officers are primarily concerned with those rules of flag etiquette that pertain to display of the National Ensign at meetings and social events. The flag is often referred to by other names such as “color,” “ensign” and “standard.” Regardless of name, it is important that the flag always be displayed properly so as not to commit a breach of protocol. Protocol for flag display is contained in 4 U.S.C. 1.
Displayed on a Wall	In a meeting room, when displayed flat behind the speaker's podium or DCDR's table, the flag should be placed above and behind the speaker with the union uppermost and to the audience's left. The union should be uppermost and to the flag's own right, that is, to the observer's left.
Displayed on Flagstaffs	When displayed from a staff in the meeting room, the national flag will be accorded a position of prominence over any other flag displayed in the same room. It is the only flag that may be displayed behind and to the left of the speaker's podium or DCDR's table when viewed from the audience. All other flags displayed in the same room, including the Auxiliary Ensign, are placed to the audience's right. If the flag is displayed on crossed flagstaffs, the national flag should be on the audience's left, the flag's own right, and its staff should be in front of the staff of the other flag
Covering a Casket	When the flag is used to cover a casket, it should be so placed that the union is at the head and over the left shoulder. The flag should not be lowered into the grave or allowed to touch the ground

D. Invitations

In General	For most division social functions, invitations are issued by the DCDR. Two basic formats are usually used. The format selected should be that most suited to the specific function and the individual invited. Normally, formal invitations, either printed or handwritten, should be used for Change of Watch banquets, awards banquets, formal dinners, and ceremonial occasions. A less formal style of invitation format may be used for such events as informal dinner meetings, rendezvous, picnics, etc.
Non-Paying Guests	Division financial considerations will usually determine how many non-paying guests are to be invited. Among those who might be considered as guests for a division function are the DCO, the DCOS, the DIRAUX and/or the Assistant DIRAUX, the DCAPT of the sector in which the division is located, and the commanders of local Coast Guard units. At times, the Chief of the District Boating Safety Division and a special guest speaker may be included among honored guests.
If the Division Will Pay	When the division plans to pay for the cost of the event, the invitation should read, "It is our pleasure to extend an invitation to you and your spouse (or 'you and your guest') to attend our Change of Watch banquet as our guests." The invitee will assume that payment for the meals will not be required.
If the Guest Will Pay	If the invitee is expected to defray the cost, the invitation should read: "It is our pleasure to ask you and your spouse (or 'you and your guest') to join us at our Change of Watch." Include within the invitation a reservation form reflecting the cost of the event and address to which a reply and remittance can be made.
Details of the Event	Regardless of the format of an invitation, courtesy to the person invited requires that there be details regarding the activity for which the invitation is extended. This includes specific information regarding the place, date, and time of the event; guests whom the invitee may bring; whether the invitee will have a participating role in the program; and the prescribed uniform and civilian attire to be worn. For division-sponsored functions, it is the DCDR who prescribes and announces the uniform, consistent with district policy. In making this selection, the uniform most widely available for wear by a majority of those attending the function should be considered. For example, the preferred uniform for formal occasions might be Dinner Dress Blue rather than (or as an alternative to) the Dinner Dress Blue Jacket, especially if only a few division members own a dress jacket.

Requesting a Response

If it is important for planning purposes to know how many invited persons and their guests will be present for a function, invitations should include the request for an “R.S.V.P.” (acronym for a French phrase meaning “Reply, if you please.”) When requesting a response, the invitation should include the phone number and address of the person to whom a reply is to be made and the date by which a reply is expected. Persons who receive an invitation with an R.S.V.P. requirement are obligated to respond whether they are accepting or declining because failure to do so might place the host member or unit in an embarrassing position.

Timing of Invitations

More senior invited guests require more advance notice to prepare a schedule. If the invitation is to a senior Coast Guard Officer or a national representative of the Auxiliary, it has a better chance of being accepted if it is received at least eight weeks ahead.

E. Duties of the Host

Helping the Host Normally, the DCDR is the host for division-sponsored social and ceremonial functions and is responsible for the reception and well-being of invited guests. If it is not possible for the DCDR personally to look after the needs of each guest, the IPDCDR or another member of the division board or staff can be appointed to act as an “aide” to an important guest or group of guests. The DCDR should arrive for the event before the guests in order to be on hand to greet them. Both the host and aide(s) should make certain that the guests are made welcome and are introduced to board and staff members as soon as possible.

Planning Ahead One secret of being a gracious host is planning ahead for the pleasure and comfort of invited guests. The following actions in planning more formal events, such as the division Change of Watch or awards ceremony where dinners are served, should be considered by the DCDR:

- a. Issue invitations and announcements well before the event to allow guests time to reply. Be sure to state time, date, location, and dress requirements in the invitation or announcement. Cost should be stated for guests expected to pay.
- b. Have a prepared agenda for the event that clearly spells out required responsibilities for those involved in the program and issue a copy to each participant. This is a more detailed document than the general public program listed below.
- c. Have a seating plan for the head table and other tables to take care of attendees and guests. Appoint someone to handle the seating arrangements. A chart posted outside the dining area showing table numbers, locations and seating assignments can be helpful, especially for large affairs. By numbering tables and placing a table number on each attendees dining ticket, seating can be expedited.
- d. Place name cards at the head table and honors tables so guests will know which seat they are expected to occupy.
- e. If attendees are seated at tables by flotilla, make certain that FCs and VFCs are seated with their units. If attendees of different flotillas are seated together at tables, avoid placing the FC and VFC of a flotilla at the same table.

- f. Have a place for all to place their coats and hats.
- g. If dinner tickets are used, have a plan for issuing them to members and guests upon arrival.
- h. Have a printed program for the affair for the use of all in attendance.
- i. If refreshments are served before the meal, be sure that guests are served if they so desire. A good host will usually purchase the first round of refreshments for the senior invited guest and spouse shortly after they arrive.
- j. Check to see that a speaker podium, audio equipment, etc. are in place and in working condition.
- k. Assign a person to handle the sale of dinner tickets and to take care of any immediate cash expenditures.

Socializing

When invited as guests at a structured function, most people enjoy meeting the other people present, particularly if they are not acquainted with the membership of the local group. Either the host, or someone assisting as a local host for guests at a structured function, has an unwritten obligation to not allow one person to monopolize the time of invited guests in lengthy conversations, especially on subjects that could become embarrassing. In such a situation, it is appropriate to interrupt the discussion in a courteous manner, either by asking the guest if you could have a few words, or simply by taking someone else to the guest for an introduction.

F. Formal Functions

DCDR's Duties DCDRs usually preside at formal social and ceremonial functions sponsored by the division, and at times may be invited to attend similar functions given by other Auxiliary units or outside organizations. These formal activities include Changes of Watch, Changes of Command, dinners, award banquets, luncheons, and social affairs in a person's home. On those occasions where one is a guest, it is customary to greet the host and hostess as soon as possible after arriving. Before departing it is also common courtesy to express appreciation to the host and hostess for being invited. When a senior officer is present, such as the DCO or District Commander, it is proper to delay leaving until they have paid respects and departed. When a senior officer, such the DCO or District Commander, arrives and their presence is announced, it is customary to stand briefly out of courtesy.

Receiving Lines At functions where a receiving line has been established and the time for beginning this activity has been specified, it is courteous to be present and to proceed through the line at, or immediately after, the starting time indicated. When passing through the line, it is considered discourteous to carry food, beverage, cigarette, etc. It is also customary to limit ones conversation with persons in the receiving line, so other people passing through the line will not have to wait. Individuals entering the line state their name distinctly to the first official member of the line, usually the person acting as an aide. This enables each person passing through the line to be properly introduced to each member of the official party.

G. Introduction of Guests

Procedure

When guests are introduced, it is important that their names and titles be correctly stated. Lengthy introductions should be avoided as they might be embarrassing to a guest or speaker, especially if they already know most of the other people present. Except for the principal speaker or a distinguished guest, the only requirement for introduction is name and title. With respect to the principal speaker or an honored guest, only a brief résumé of their experience, achievements and qualifications is necessary. In no case, should the introduction be longer than the speech.

Introduction of Military Guests

Certain military titles cause trouble to those who are unfamiliar with them. Broadly speaking, military guests will fall into one of three categories, each with its own peculiarities.

- a. Enlisted Petty Officers each have a rating and a rate. The rating has a corresponding abbreviation and tells what the person's job is, e.g., Yeoman (YN), Storekeeper (SK), and Boatswain's Mate (BM). There are many others, but these three are most likely to be seen at Auxiliary events. The title, "Boatswain's Mate" is pronounced, "Bosun's Mate." They also have a rate, or military grade, such as Third Class, Second Class, and so on. The three top rates, in ascending order, are Chief Petty Officer, Senior Chief Petty Officer, and Master Chief Petty Officers.
- b. The district's operations training officer is generally a warrant officer. They will have one of three grades (W-2, W-3, W-4), but these are usually not relevant for our purposes.
- c. A commissioned officer, usually a Commander, is assigned as DIRAUX in each district.

Customary styles of introduction are shown in the following table:

Pay Grade	Abbreviation	Title	At first introduction, say:	In subsequent references, say:
E-3	SN	Seaman	Seaman John Jones	Seaman Jones
E-4	PO3 or BM3*	Petty Officer	Petty Officer 3 rd Class John Jones	Petty Officer Jones
E-5	PO2 or BM2*	Petty Officer	Petty Officer 2 nd Class John Jones	Petty Officer Jones
E-6	PO1 or BM1*	Petty Officer	Petty Officer 1 st Class John Jones	Petty Officer Jones
E-7	CPO or BMC*	Chief Petty Officer	Chief Petty Officer John Jones	Chief Jones
E-8	SCPO or BMCS*	Senior Chief Petty Officer	Senior Chief Petty Officer John Jones	Senior Chief Jones
E-9	MCPO or BMCM*	Master Chief Petty Officer	Master Chief Petty Officer John Jones	Master Chief Jones
W-2	CWO2	Chief Warrant Officer	Chief Warrant Officer John Jones	Mr. Jones
W-3	CWO3	Chief Warrant Officer	Chief Warrant Officer John Jones	Mr. Jones
W-4	CWO4	Chief Warrant Officer	Chief Warrant Officer John Jones	Mr. Jones

*This symbol assumes that the individual is a Boatswain's Mate (BM). Others who commonly work with the Auxiliary include those whose rating is Yeoman (YN), Machinery Technician (MK), and Storekeeper (SK).

Commissioned officers:

Pay Grade	Abbreviation	Title	At first introduction, say:	In subsequent references, say:
O-1	ENS	Ensign	Ensign John Jones	Ensign Jones or Mr. Jones
O-2	LTJG	Lieutenant Junior Grade	Lieutenant Junior Grade John Jones	Lieutenant Jones or Mr. Jones
O-3	LT	Lieutenant	Lieutenant John Jones	Lieutenant Jones or Mr. Jones
O-4	LCDR	Lieutenant Commander	Lieutenant Commander John Jones	Commander Jones or Mr. Jones
O-5	CDR	Commander	Commander John Jones	Commander Jones
O-6	CAPT	Captain	Captain John Jones	Captain Jones
O-7	RDML	Rear Admiral (Lower Half)	Rear Admiral John Jones	Admiral Jones
O-8	RADM	Rear Admiral (Upper Half)	Rear Admiral John Jones	Admiral Jones
O-9	VADM	Vice Admiral	Vice Admiral John Jones	Admiral Jones
O-10	ADM	Admiral	Admiral John Jones	Admiral Jones

Introduction of Senior Auxiliary Guests

Commodores are the only Auxiliary members with titles. Introduce formally as, “Commodore Sue Allen,” then in subsequent references say, “Commodore Allen.” Introduce “Mr. Ron Wilson, District Chief of Staff,” then in subsequent references say, Mr. Wilson.” Introduce “Mr. Bill Smith, District Captain,” then in subsequent references say, “Mr. Smith.”

Protocol for Senior Leader Entering Room

If in a room and seated when the Commandant, District Commander, any Admiral, the NACO or other elected national leader enters the room, it is courtesy to stand. Coast Guard personnel must stand at attention when a senior Coast Guard officer enters the room. As a courtesy, Coast Guard personnel are encouraged to stand to recognize leaders of the Auxiliary. Discontinue any conversation until at least a senior officer in the room has had an opportunity to greet the new arrival and assure that a seat is provided, if they indicate a desire to remain. It is not necessary to call for attention on these occasions. If you are the first to observe them entering the room, simply say, “Ladies and Gentlemen, the District Commander (or other appropriate title) has joined us.”

H. Seating of Guests

- General Rules** The seating of guests at a structured division social or ceremonial function is one of the least understood responsibilities of the DCDR. Typically, the greatest concern is over the proper seating of guests at the head table. The number of guests to be seated at the head table should not exceed the total number of attendees at other tables. For a division affair such as a Change of Watch dinner or an awards banquet, the maximum number of guests seated at the head table should be limited to ten. These would normally include the DCDR and spouse, and eight of the most distinguished invited guests and their spouses or guests. If there are more than this number of invited guests (such as past DCDRs, officers of local Coast Guard units, civilian dignitaries, etc.) they may be seated at honors tables located on the main floor directly in front of the head table.
- Head Table** The seating of guests at the head table is made relatively easy if an attempt is made to follow protocol and precedence. The preferred arrangement for a division function is to “mix and match” guests and their spouses when developing the seating plan. This permits persons at the head table to meet, talk and become better acquainted. An acceptable alternative is to seat guests and their spouses together. Regardless, the DCDR usually occupies the center seat at the table with distinguished guests and their spouses seated alternately to the right and left on each side, following precedence of rank and/or position. Under the provisions of protocol, spouses are treated with status comparable to that accorded the guest with them. To avoid the seating of a lady at the end of a head table, it is permissible to seat two ladies next to each other regardless of seating arrangement used. Many divisions choose not to have an elevated head table at all, but seat the senior party at a round table centered at the front of the room, in a position convenient to the microphone.
- Precedence** It is easy to determine the precedence of military officers because they have formal rank. For Auxiliary officers, the accepted procedure is to seat by precedence according to level of office held. For example, the DCO has precedence over the DCOS, DCAPT, and DCDRs. In the absence of the District Commander, the DIRAUX, Assistant DIRAUX, or other Coast Guard commissioned officer representing the District Commander is seated to the right of the DCDR. When the District Commander or a designated representative is not present, the DCO is seated to the right of the DCDR. Otherwise the DCO is seated to the immediate left of the DCDR. When present, the DIRAUX will always be seated at the head table even if other Coast Guard officers of higher rank are present. Honors then continue right and left of the host in turn until all guests and their

spouses are seated. Other invited Coast Guard commissioned officers and petty officers will be seated at honors tables unless they have been invited to fill the role of guest speaker.

Example Seating Arrangements

Sample seating arrangements for the head table at a division Change of Watch dinner are shown below, both for "mix and match" seating and for the seating of guests as couples. In the examples, some ladies are seated next to each other to avoid placing them at the end of the table.

- a. Division Commander (presiding officer)
- b. Division Commander's spouse
- c. District Commodore
- d. District Commodore's spouse
- e. Director
- f. Director's spouse
- g. District Chief of Staff
- h. District Chief of Staff's spouse
- i. District Captain
- j. District Captain's spouse

g f b c a* d e j h i

Mix and Match Seating

Audience

g h d c a* b e f j i

Couples Seating

Audience

Change of Watch For a Division Change of Watch dinner involving both outgoing and incoming DCDRs, the seating of both at the head table is not necessary, although both may play a role in the program. If the function is scheduled during the month of December, the outgoing DCDR will preside as the host. If the function takes place after 31 December, the new DCDR presides regardless of whether the new DCDR has been ceremonially inducted. In either case, if there is insufficient room at the head table for both the outgoing and incoming DCDRs to be seated, that individual not serving as host should be seated at an honors table. Should flotilla and individual awards and certificates of appreciation be given out for the past year's performance, as a courtesy the IPDCDR should present the awards and certificates.

I. Speaking Order for Guests

When a number of distinguished invited guests are scheduled to make remarks, the question arises as to the order in which each should speak. A special guest may be invited to address a specific subject and is usually accorded a special place on the program before remarks are made by other guests. The order for speeches by other distinguished guests is ascending order according to position of rank or office (low to high). If both the DCO and the DIRAUX are present, the DCO speaks next to last and the DIRAUX speaks last. For those ceremonial occasions where it may be desirable for the DCO to speak last, upon request the DIRAUX will usually agree to such change. The following is a suggested speaking order for remarks by invited guests:

- a. Special Guests - Local Mayor, etc.
- b. IPDCO
- c. DCAPT(s)
- d. DCOS
- e. DCO
- f. DIRAUX or representative
- g. District Commander or representative if not the DIRAUX
- h. The presiding Coast Guard officer or Auxiliary leader closes the meeting.

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Chapter 5: Leadership

Introduction This chapter describes leadership development, skills, and practice.

In this Chapter This chapter contains the following sections:

Section	Title	See Page
A	Introduction	5-2
B	Leadership Fundamentals	5-10
C	Leadership Processes	5-12
D	Human Relations Skills	5-14
E	Responsibility for Success	5-15
F	The Division Staff	5-16
G	Leadership Styles	5-18
H	Qualities of a Good Leader	

A. Introduction

What is Leadership?

The Coast Guard defines leadership as:

- a. YOU
- b. Influencing OTHERS
- c. To accomplish a GOAL.

Developing and honing leadership ability doesn't come by merely taking a course or reading a book, although there are many courses and books that will prove helpful. It is a lifelong process, and requires continuous study, observation, and practice.

Resources

The Auxiliary's Training Directorate has developed a family of training schools and other resources to help you along your leadership journey, and any bookstore or library has plenty of books on every facet of leadership. To assist you in knowing and developing the skills and abilities needed at each step along the way, the Auxiliary Leadership Guidance Team has adapted the Coast Guard's Leadership Framework to reflect the competencies an effective Auxiliary leader needs. They are broadly divided into four categories and 28 competencies:

Leading Self

Accountability and Responsibility
Followership
Self-Awareness and Learning
Aligning Values
Health and Well-Being
Personal Conduct
Technical Proficiency

Leading Others

Effective Communication
Influencing Others
Respect for Others and Diversity Management
Team Building
Taking Care of People
Mentoring

Leading Performance and Change

- Customer Focus
- Management and Process Improvement
- Decision Making and Problem Solving
- Conflict Management
- Creativity and Innovation
- Vision Development and Implementation

Leading the Auxiliary

- Stewardship
- Technology Management
- Financial Management
- Human Resource Management
- Partnering
- External Awareness
- Entrepreneurship
- Political Savvy
- Strategic Thinking

Most Auxiliary members have developed these competencies to some degree in their private lives. To become an effective leader of volunteers in the Auxiliary requires desire, study, and application. As one rises in the organization, greater degrees of proficiency will be required and more intensive training will be appropriate. The following table describes the degree of proficiency expected at each level.

Competency	Member	FC, VFC, FSO	DCDR, VCDR, SO
Leading Self			
Accountability and Responsibility	Recognizes the impact of personal behavior and job performance on co-workers, the Auxiliary, and the Coast Guard. Complies with Auxiliary policies and procedures and accepts responsibility for personal performance and the performance of the work group.	Supervises the job activities and performance of Flotilla members to ensure compliance with Auxiliary policies and procedures. Solves individual and team performance problems. Refers individuals for rewards or corrective action as warranted. Accountable for the overall performance assessment of those being supervised.	Applies Auxiliary policies and procedures and solves performance/compliance issues within activity, section, or department. Makes recommendations to senior managers concerning rewards and corrective actions. Accountable for the overall performance assessment of the Auxiliary Division and component Flotillas.
Followership	Looks to elected and selected Auxiliary leadership for guidance and feedback and actively seeks to understand through listening. Is responsible for asking questions and providing feedback when appropriate. Accountable to leadership for the efficient and effective performance of tasks assigned. Responsible to subordinates and peers for requesting and obtaining the resources needed to ensure proper mission performance. Attempts to anticipate current and future requirements and makes preparations to fulfill such requirements through appropriate use of time and resources.		

Competency	Member	FC, VFC, FSO	DCDR, VCDR, SO
Leading Self (continued)			
Self-Awareness and Learning	Seeks out individual education, training and development opportunities. Explores possible long-term "career options;" identifies personal strengths and weaknesses and undertakes a plan to achieve technical and tactical expertise and ensure member satisfaction.	Conducts training of Flotilla members. Continues to develop personal knowledge, skills and abilities through continuing education, intermediate level service schools, professional military education, and Auxiliary-specific training opportunities with goal of mastery of all technical and leadership abilities necessary for success and advancement in field(s) of expertise.	Plans, supervises, schedules, trains, and evaluates the preparation and development of subordinates using guidance provided by senior management. Continues to develop personal knowledge, skills and abilities through advanced education, and Auxiliary leadership schools. Together with technical and tactical expertise, develops critical and strategic analysis skills and expanded Coast Guard/Auxiliary interoperability literacy.
Aligning Values	Employs Coast Guard core values to guide performance, conduct and decisions. Aligns personal values with Coast Guard core values.	Communicates the meaning of Coast Guard's core values to others and holds peers and Flotilla members accountable for demonstrating same in performance and conduct.	Assists subordinates in the alignment of personal values with Coast Guard core values and reconciles differences through counseling, training or other interventions.
Health and Well-Being	Maintains personal health and well-being.	Maintains personal health example and encourages Flotilla members to develop personal programs including physical and mental well-being. Works with others as necessary to ensure that members are physically qualified to perform their duties.	Implements policies and methods developed by Auxiliary leaders and supervises subordinates' activities. Evaluates performance and satisfaction of those in their care and takes corrective action as necessary
Personal Conduct	Recognizes the impact of personal behavior and conduct on fellow members and the Coast Guard. Complies with applicable Auxiliary policies and procedures and accepts responsibility for personal conduct and the conduct of other team members.	Supervises others to ensure compliance with Auxiliary policies and procedures and demonstrates good leadership by exemplary personal conduct. Solves individual and team conduct problems. Refers individuals for rewards or corrective action as warranted. Accountable for the overall performance of Flotilla members.	Applies Auxiliary policies and procedures and solves conduct issues within activity, section, or department. Makes recommendations to leaders concerning rewards and corrective actions. Accountable for the overall conduct of the activity, section, or department.
Technical Proficiency	Knows the Auxiliary's roles and missions and understands personal role in fulfilling mission tasks. Takes responsibility for personal development.	Understands Auxiliary roles and missions and is capable of leading their units in completing mission under the direction of elected and selected leaders. Assists Flotilla members in developing skills and assists manager in the delivery of training. Take responsibility for development of Flotilla members.	Understands Coast Guard and Auxiliary roles and missions and capable of completing mission tasks with limited supervision. Directs completion of missions and supporting tasks. Capable of planning and conducting training and development activities for elements of the membership.

Competency	Member	FC, VFC, FSO	DCDR, VCDR, SO
Leading Others			
Effective Communications	Can communicate with others both in writing and orally. Understands and follows the basic conventions of work place communication. Candid, honest and unbiased when presenting facts. Listens to others and asks relevant questions to better understand or to gain additional needed information. Actively seeks to make leadership aware of concerns and suggestions for improvement.	Writes succinctly and produces written materials that are clear and articulate. Speaks in concise, effective, organized manner; tailored to the audience and situation. Listens attentively, understands and absorbs the message of others. Observes body language and other forms of non-verbal communication. Communicates to members and transmits member concerns/ideas to elected and appointed leaders.	Writes persuasively and follows the conventions of Auxiliary correspondence. Speaks with authority and demonstrates comprehensive understanding of issues and options. Instills trust in others and motivates them to speak openly and candidly. Serves as a communications interface.
Influencing Others	Seeks out individual education, training and development opportunities. Explores possible long-term "career options;" identifies personal strengths and weaknesses and undertakes a plan to achieve technical and tactical expertise and ensure member satisfaction.	Conducts training of Flotilla members. Continues to develop personal knowledge, skills and abilities through continuing education, intermediate level service schools, professional military education, and Auxiliary-specific training opportunities with goal of mastery of all technical and leadership abilities necessary for success and advancement in field(s) of expertise.	Plans, supervises, schedules, trains, and evaluates the preparation and development of subordinates using guidance provided by senior management. Continues to develop personal knowledge, skills and abilities through advanced education, and Auxiliary leadership schools. Together with technical and tactical expertise, develops critical and strategic analysis skills and expanded Coast Guard/Auxiliary interoperability literacy.
Respect for Others and Diversity Management	Treats all individuals fairly and without bias. Acts in compliance with applicable Auxiliary policies.	Demonstrates sensitivity and responds considerately to the needs, feelings and capabilities of others. Shows respect for cultural differences. Navigates easily in an environment of shifting relationships, anticipates socially sensitive issues and takes appropriate action. Promotes awareness of benefits of diversity.	
Team Building	Is open to views of others; works in collaborative, inclusive, outcome-oriented manner with leaders, peers, and Flotilla members. Clearly understands the benefits of the team concept.	Facilitates open exchange of ideas; fosters cooperation and collaboration among peers and those in their care; motivates and guides team members toward a common goal.	

Competency	Member	FC, VFC, FSO	DCDR, VCDR, SO
Leading Others (continued)			
Taking Care of People	Projects high expectations of leaders, peers, and fellow members. Expresses confidence in the abilities of others and recognizes their efforts. Takes appropriate action to safeguard the welfare of other crew or work team members. Makes leaders aware of their interests and is aware that leaders depend upon their cooperation, support, and performance.	Identifies others' needs, abilities, and interests. Ensures fair, equitable treatment; projects high expectations of superiors, peers, and those in their care alike. Expresses confidence in the abilities of others and recognizes their efforts. Uses reward systems effectively and fairly. Appropriately supports and assists in professional and personal situations and uses formal programs to resolve situations positively. Works (at appropriate levels) to help ensure member satisfaction.	
Mentoring	Recognizes own strengths and weaknesses and pursues self-development. Actively seeks to identify and participate in interesting and important programs. Shares abilities and knowledge with others.	Seeks out job related knowledge and readily grasps its implication for the workplace. Seeks and provides informal feedback and learns from others. Coaches others and provides sound, thoughtful advice. Helps others to gain insight regarding professional development needs and opportunities. Works with Flotilla members to increase member satisfaction by channeling members into programs that fit their interests and skills.	Develops plans to broaden own knowledge and to teach others in the units supervised; provides informal feedback to colleagues. Recognizes, develops, and recommends talent.
Leading Performance and Change			
Customer Focus	Demonstrates quality service by responding professionally and competently to both internal and external customers.	Understands the importance of professional responsiveness to the changing needs of customers. Monitors the performance of individuals and work teams to ensure a service orientation consistent with Auxiliary policy. Requests resources (physical or personnel) when necessary to support unit missions.	Encourages and assists subordinates to maintain and strengthen Auxiliary orientation. Anticipates and meets the changing needs of customers. Monitors the performance of work sections/departments to ensure a service orientation consistent with Auxiliary policy. Uses metrics and customer feedback systems to identify customer needs and to ensure appropriate customer service levels. Supplies resources to local units as necessary.

Competency	Member	FC, VFC, FSO	DCDR, VCDR, SO
Leading Performance and Change (continued)			
Management and Process Improvement	Plans and organizes personal work activities insuring personal activities contribute to successful performance of the larger team/section/workgroup tasks. Looks for ways to improve personal performance and makes recommendations to leaders concerning ways to improve work processes.	Identifies key information, central issues and common themes to identify strengths and weaknesses of various approaches. Participates in the preparation of work requirements for self and works with Flotilla members in preparing their work requirements. Plans, organizes and directs activities effectively, ensures that projects within area of responsibility are completed in a timely manner. Asks for help and guidance from other units. Is familiar with available resources and seeks methods to employ them where necessary.	Isolates key points, central issues, and common themes to determine best solution or a range of options. Objectively analyzes the organization's strengths and weaknesses and takes appropriate action. Monitors plans to accomplish work requirements, delegates appropriately, and ensures that effective internal controls are in place. Continually reviews significant tasks and processes for possible improvement. Assesses and integrates available resources to achieve mission results.
Decision Making and Problem Solving	Solves routine problems and makes appropriate decisions consistent with the performance of primary duties. Keeps leaders informed on matters requiring their involvement.	Carries out the decisions of leaders effectively and efficiently. Solves issues within own authority and refers others to leader(s) promptly, providing all pertinent facts without bias.	Identifies issues within the context of own activity, division, or department which require decisions or other action and arrives at logical recommendations. Acts confidently and decisively within own purview, relying on guidance provided by leaders.
Conflict Management	Resolves conflicts and disagreements in a positive and constructive manner to minimize negative impact.	Identifies and takes steps to prevent potential situations that could result in unpleasant confrontations. Manages and resolves conflicts and disagreements in a positive and constructive manner to minimize negative impact.	
Creativity and Innovation	Applies innovative methods to accomplish individual and team tasks. Recommends innovations to Auxiliary leadership.	Designs, recommends and implements new or cutting-edge programs and processes. Encourage creative thinking and innovation among those in their care. Seeks and recommends the adoption/investigation of new methods, skills, and techniques.	
Vision Development and Implementation	Incorporates the shared vision to guide personal actions and to prioritize activities.	Influences others to translate the shared vision into action. Uses the shared vision to guide personal actions and to prioritize activities.	

Competency	Member	FC, VFC, FSO	DCDR, VCDR, SO
Leading the Auxiliary			
Stewardship	Develops a foundational understanding of issues and responsibilities related to leading the Auxiliary by observing those currently leading the Coast Guard and the Auxiliary. Seeks opportunities to prepare self for greater responsibilities and to gain a deeper understanding of the elements of stewardship. Work to ensure adequate risk management for members engaged in operational or other potentially hazardous activities. Seeks to learn more about methods and techniques of risk management.		Conducts mission related tasks in accordance with guidance provided by Auxiliary leaders and Coast Guard personnel. Makes operational decisions applying the same critical analysis of performance/risk as superiors. Ensures the proper use and maintenance of Auxiliary resources. Evaluates the effectiveness of risk management at the Division and Flotilla levels.
Technology Management	Develops a foundational understanding of issues and responsibilities related to leading the Auxiliary by observing those currently leading the Auxiliary and the Coast Guard. Seeks out opportunities to prepare self for greater responsibilities and to gain a deeper understanding of all elements of technology management.	Responsible for the proper use of technology in the workplace and for training of Flotilla members.	Integrates technology into the workplace. Identifies possible opportunities for improvement through the use of technology and makes recommendations concerning same. Responsible for the technical competency of those supervised.
Financial Management	Develops a foundational understanding of issues and responsibilities related to leading the Coast Guard and Auxiliary by observing those currently leading the Auxiliary and the Coast Guard. Seeks opportunities to prepare self for greater responsibilities and to gain a deeper understanding of all elements of financial management. Working with others as necessary helps to ensure prudent management of Flotilla finances and the maintenance of accurate financial records. Provides feedback to Auxiliary and Coast Guard leaders on the limits of available financial resources. Provides a mechanism/framework whereby unit and members are able to support the financial needs of their activities in an ethical manner.		Applies Auxiliary guidance, policy and procedures in managing finances within an activity, section, or department. Exercises first level control and accountability, ensures adherence with previously determined cost-benefit priorities and cost-effective approaches. Evaluates the costs and benefits of assisting local units.
Human Resource Management	Develops a foundational understanding of issues and responsibilities related to leading the Auxiliary by observing those currently leading the Auxiliary. Seeks opportunities to prepare self for greater responsibilities and to gain a deeper understanding of all elements of human resource management.	Supervises the job activities and performance of Flotilla members to ensure compliance with Auxiliary policies and procedures. Uses available tools in supervising members and makes recommendations or referrals concerning other personnel actions as warranted.	Applies Auxiliary personnel policies and procedures to successfully perform assigned mission responsibilities. Uses available tools in supervising subordinates and makes recommendations or referrals to senior managers concerning personnel development, utilization, appraisal, rewards and discipline actions outside of the mid-level manager's authority. Communicates personnel requirements to superiors.
Competency	Member	FC, VFC, FSO	DCDR, VCDR, SO

Leading the Auxiliary (continued)		
Partnering	Develops a foundational understanding of issues and responsibilities related to leading the Auxiliary by observing those currently leading the Auxiliary. Seeks opportunities to prepare self for greater responsibilities and to gain a deeper understanding of all elements of effective partnering. Makes Divisions aware of available contacts.	As appropriate, develops local contacts. Develops and maintains network and alliances to enhance and support assigned missions and tasks. Engages in across boundaries collaborations and cross-functional activities. Makes local units aware of available contacts.
External Awareness	Develops a foundational understanding of issues and responsibilities related to leading the Auxiliary by observing those currently leading the Auxiliary. Seeks out opportunities to prepare self for greater responsibilities and to gain a deeper understanding of all elements of external awareness. Fosters appropriate level of contact and interaction with community. Is aware of and fosters understanding of issues important to the local community and seeks ways to be of service.	Keeps up to date on key issues critical to current and future operations. Maintains appropriate level of contact with local, regional, and subject area communities. Understands national, local, regional and subject area issues with immediate and future impact on the Auxiliary as it applies to their specific areas.
Entrepreneurship	Develops a foundational understanding of issues and responsibilities related to leading the Auxiliary by observing those currently leading the Auxiliary. Seeks out opportunities to prepare self for greater responsibilities and to gain a deeper understanding of all elements of responsible, effective entrepreneurship. Looks for ways to improve team and individual performance. Makes recommendations concerning possible innovations.	Assists in the development and marketing of new methods. Looks for new and innovative methods and encourages innovation on the part of subordinates.
Political Savvy (awareness, knowledge)	Develops a foundational understanding of issues and responsibilities related to leading the Auxiliary by observing those currently leading the Auxiliary. Seeks opportunities to prepare self for greater responsibilities and to gain a deeper understanding of the elements of political savvy. Seeks counsel of others as appropriate.	Implements the approach to each situation with a clear understanding of organizational and political reality. Takes action consistent with those realities and recommends alternative courses of action. Seeks counsel of others as appropriate.
Strategic Thinking	Develops a foundational understanding of issues and responsibilities related to leading the Auxiliary by observing those currently leading the Auxiliary. Seeks opportunities to prepare self for greater responsibilities and to gain a deeper understanding of all elements of strategic thinking. Provides input to the development of action plans to implement the national strategy.	Assists Auxiliary leaders in the formulation of policy and strategic plans or in the implementation of these strategies. Provides direction and supervision to subordinates to ensure efficient and effective execution. Prepares self for greater responsibility through education and through completion of appropriate Coast Guard or Auxiliary schools. Develops action plan(s), consistent with national strategic and District or Department operational plans.

B. Leadership Fundamentals

Two Kinds of Power	The ability of an Auxiliary leader to influence others to accomplish a goal flows from two kinds of power. The first, <i>position</i> power, flows from the position the individual holds in the organization. The second, <i>personal</i> power, comes from the leader's personal qualities and attributes.
Position Power	One of the purest forms of position power is held by a military officer, whose orders have the force of law upon subordinates. No Auxiliary officer has that authority, and it is a serious error to behave as if they did. That doesn't mean, however, that an Auxiliary officer has no position power. After all, they have won an election or received an appointment to perform an important job, and most members will grant them respect and a certain measure of deference. The stripes on the DCDR's shoulders can be valuable tools, but only when used with discretion and for the benefit of all. Auxiliarists must use position power sparingly and with great caution, because members will quickly turn away from egotists, martinets, and petty dictators.
Personal Power	Personal power comes from one's personality, knowledge, skills, abilities, reputation, and fairness, among other things; it is bestowed by the people being led. Most people who join the Auxiliary want to help accomplish its missions, and are willing to follow leaders if they believe in them. The skillful leader works to develop and add to the abilities that will increase their personal power. DCDRs who habitually use effective human relations skills, and who are concerned about the impressions their personal actions make on other people, enjoy the best chance of success.
Stewardship	The thoughtful DCDR will recognize that, at most, their tour at the helm will last just two short years. Division leaders are entrusted with their positions by the members, and in return owe them the duty of good and faithful stewardship. They don't just lead their members, they lead on behalf of their members. The DCDR is not only a person in whom the members have placed their trust, but also one who represents the Auxiliary, Coast Guard and the government. Unlike the military leader who is assigned to a position and periodically rated on performance by superiors, The DCDR is honored by selection, and then unofficially judged by the members of the Division Board, the Staff and other fellow members. The kind of leadership image created may well influence the DCDR's ability to lead. An effective leader is expected to direct and supervise functional activities of assigned flotillas, within policy guidelines provided and with the personnel and equipment available. Sound leadership requires the proper use of all resources. This includes the

ability to work with people who may have different economic, cultural, social and educational backgrounds. For this reason, being able to work harmoniously with other people – to successfully manage human resources – is essential for success.

**Servant
Leadership**

Some of the best leaders **lead with the heart of a servant**. They work for the organization; they never think that the organization works for them. They are constantly on the lookout for conditions that keep people from performing at their best, and take effective action to remove those impediments. The servant leader is drawn to leadership because it offers an opportunity to serve more effectively.

C. Leadership Processes

- Starting Out** As a DCDR you cannot be certain of ultimate success, but there are some things you can do that will make your job easier and improve chances of a positive outcome. Soon after election to office, appoint a strong staff. This should be a group you can work with, who can work together, and who will support your program. Consult closely with the VCDR when making your selections. Remember, the VCDR will be acting as Chief of Staff and working closely with those selected. In making staff selections, look for people who have a talent for working with and relating to other people. Be certain they have communications skills, professional experience, and the ability to learn their duties. Pick only the most motivated and qualified people. Friends are fine, but not all friends are necessarily competent. If they do not meet the selection criteria, they should not be appointed. It is better to send them a letter of appreciation for applying and regrets over not being able to appoint them than position them for failure.
- Staff Ground Rules** After appointing the Division Staff, meet with them with the VCDR present. Let the SOs know how you plan to operate and what you expect of them. It is especially important that the SOs understand to whom they must report. Normally, it is the VCDR who exercises direct staff supervision, and SOs must understand that you will fully support the VCDR. SOs must feel empowered to take initiative, but should keep the VCDR informed of their plans.
- Setting a Course** Prepare a proposed annual program and seek comments and ideas from the FCs and SOs. Even though the VCDR manages the division staff, the DCDR, by virtue of position, still bears responsibility for the division program. How well the leader communicates intended plans and objectives to the board and staff may well determine the success or failure of the program.
- Careful Use of Position Power** Division leaders are elected, which in itself conveys a message of legitimacy. Good administration requires that the leader consult with, listen to, and seek the advice of the division board and staff. After the leader has consulted and reached a decision, it becomes the duty of each member of the board and staff to abide by and give complete support to the decision. DCDRs are entitled to this support since they bear the ultimate responsibility for the decisions they make. In reaching a decision, however, the DCDR must be careful not to use their office as an excuse to perform in an autocratic or inflexible manner. Working with volunteers, leaders seldom achieve results when they order or demand performance from the team. Better results come from having a good plan, offering valid

ideas, and explaining a need. It also helps if the leader reflects knowledge and professionalism in contacts with board and staff members.

D. Human Relations Skills

Staying in Tune The successful leader uses human relations skills to work effectively and develop a cooperative spirit among members of the management team. Effective communication creates an atmosphere of empowerment and security, in which subordinates feel free to express themselves without fear of censure or ridicule. Their relationship with the DCDR encourages them to participate in planning and energizes them in their assigned areas. When considering alternative actions, DCDRs must be sensitive to the needs and motivations of others. This will help them judge the reactions of the team and the likely outcome of the proposal. Leaders must keep themselves in tune with the expectations, goals, and feelings of the division management team.

E. Responsibility for Success

Coordination and Responsibility The division is a complex and diversified organization by virtue of being responsible for a number of separate flotillas. For this reason, coordination of functions at the division level is critical. This requires a competent staff effort. However, the final responsibility for division success or failure rests upon the DCDR.

Delegation It is impossible for DCDRs personally to take care of everything that needs to be done. They must delegate authority to others to act for them and be prepared to support the decisions of those to whom this authority has been granted. It is a firm principle of good management that whenever responsibility is delegated, authority commensurate with the responsibility is also delegated. Authority at the division level includes the right to make agreements that are binding upon those involved. Lines of authority should be as definite and direct as possible. Problems arise and people are dissatisfied because of conflicting authority or lack of authority.

F. Follow Through

The Essential Follow-Through

History is littered with good ideas that failed because they weren't pressed to a successful conclusion. The leader must find a balance between proper concern and micromanagement. Periodic meetings or conference calls can keep everyone supplied with current information and help projects stay on track; often the upcoming meeting date will prod lagging performance and aid in on-time delivery. Tailor the follow-up to the member's talents and background; those with less experience might require closer supervision and support. Periodic visits to each flotilla can boost morale ("Hey, we're important to the division!") and give early warning of developing problems.

The VCDR as Executive Officer

It is almost always true that the DCDR and VCDR have different skills, strengths, and weaknesses. They should frankly discuss these, and divide some of the work accordingly. It is important that the DCDR maintain a focus on broad objectives, and it is appropriate to delegate some follow-through to the VCDR. If the VCDR can keep the trains running on time, it frees the DCDR to concentrate on where they should go.

General Responsibilities

The general management responsibilities for the DCDR usually include those listed below. As just mentioned, the VCDR can lend valuable assistance in completing all the tasks.

- a. Planning includes identifying the division's mission objectives and procedures for mission accomplishment. In planning, the DCDR should:
 - 1) Recognize the need for a division program.
 - 2) Recognize problems that might need solving.
 - 3) Gather information regarding mission requirements.
 - 4) Gather information on resources available.
 - 5) Get input from board and staff.
 - 6) Analyze information and data collected.
 - 7) Develop a program to meet division goals.
 - 8) Get board and staff approval.

- 9) Activate and publish the planned program.
 - 10) Evaluate the finished program. Does it work?
 - 11) Make adjustments as needed.
- b. Organizing is the process of gathering all resources available for implementation of a planned program such as personnel, facilities, supplies and equipment.
 - c. Staffing is the assignment of qualified people to implement provisions of the planned program and make it work.
 - d. Directing is checking to make certain that the division board, staff, and flotillas understand the purposes of the division program and their roles in reaching program objectives.
 - e. Coordination is ensuring that all concerned coordinate the activities within their functional areas with other staff members and with unit counterparts to achieve objectives of the division program.
 - f. Reporting is adoption of measures to ensure that FCs, FSOs, and SOs properly report data for use in tracking progress toward the attainment of division and flotilla mission objectives.
 - g. Budgeting is monitoring fiscal activities in the division and its units to make certain that sound monetary policies and practices are carried out. This includes the gathering of financial information, preparation of an annual budget, and the annual audit of funds.

G. Leadership Styles

Be Yourself, But...	Each newly elected DCDR will develop a unique leadership style. But remember that volunteers respond better when they are asked rather than being told to perform a task. The needs and problems of people and units often vary due to geographic location, environmental and economic factors, and the extent of previous experience and training. It may be necessary to adjust your preferred leadership style to accommodate the differences among members and the flotillas in the division.
Styles of Leadership	There are three fundamental leadership styles. Each has advantages and disadvantages, and each may be appropriate in certain circumstances and not in others.
Laissez-Faire	The first style, termed “laissez faire” (a French phrase roughly translated as “leave alone”), is a hands-off leadership approach. Laissez-faire leaders tend to withdraw from the scene and allow others to perform with minimum direction and supervision. This leadership style is rarely suitable for a volunteer organization where teamwork is essential. The use of this style can result in little or no direction of effort and confusion among participants regarding their duties and extent of authority. It allows latent troublemakers a free rein, and seldom yields good performance over the long term.
Autocratic	The autocratic style is a favorite of those leaders who prefer to retain as much power and decision-making authority as possible. They do not consult with members, nor do they welcome input from others. They expect others to obey orders without question. The leader who practices this style may be reluctant to delegate authority, or may feel that others are incompetent or unwilling to do the job. Whatever the reason, adopting this leadership style with volunteers is seldom productive and is likely to generate hostility among others. Except in unusual circumstances, it is a poor choice for leading unpaid volunteers. When operating in an emergency, when risk is great, and when immediate compliance is essential, an autocratic approach may be required.
Democratic	Leaders who adopt the democratic style involve themselves directly as participating players in activities of the division. Those who choose this form of leadership are usually more team oriented and take a more active hands-on role with respect to duties relegated to the Board and Staff. Leaders who follow this style are generally perceived as interested in results, willing to lend a hand, and being involved. This style usually works well when dealing with Auxiliarists. However, taken to an extreme,

excessive participation in division activities can cause other members to lose initiative to participate fully.

Which is Best?

In the Auxiliary, democratic leadership is most likely to succeed, especially if the leader employs good human relations in its practice. However, there are times when the other two styles could be appropriate. There are times when the leader may be required to adopt a firm and unyielding position in resolving a problem. At other times, it may be best for the leader to withdraw from the scene once the job gets underway. It is important to consider what kind of leadership the situation demands, and to depart from the democratic style if another seems most appropriate.

H. Qualities of a Good Leader

The DCDR's Purpose

Thoughtful DCDRs always remember that the division exists solely to serve the flotillas and the members of the division. In the Auxiliary, leaders focus on people because those people, not the organization, get the job done. At its best, the division serves to energize, coordinate and properly channel the efforts of flotilla members to assist the Coast Guard and to serve the boating public.

Desirable Qualities

The following qualities are essential for successful leadership. Effective DCDRs must:

- a. Lead by example and put personal ego aside.
- b. Be enthusiastic and have a “can do” attitude.
- c. Plan for the future.
- d. Train to be professionally knowledgeable.
- e. Be tactful, fair and unbiased in dealing with other members.
- f. Be understanding of the weaknesses and failures of others.
- g. Accept the responsibilities of leadership.
- h. Be flexible to changing situations.
- i. Be receptive to new ideas and procedures.
- j. Delegate authority and check on performance.
- k. Be considerate and show appreciation.
- l. Accept responsibility for things that go wrong.
- m. Make rational and practical decisions.
- n. Keep a sense of humor, especially when times get rough.
- o. Practice honesty and integrity above all else.

Appendix A. Example Staff Appointment Letters

- Format** The letter on the following page is an Auxiliary example of the standard Coast Guard memorandum, established as the standard format for most intra-service correspondence by the Coast Guard Correspondence manual, COMDTINST M5216.4 (series). There are two enclosures to be sent with each letter; one lists general duties for all division staff officers, and the other gives specific duties for each of the 17 authorized division staff officers. Review the text of letter to determine whether amendments are needed for your locality. Sign the memorandum above the typed name in the “From” line.
- Duties of Offices** The duties of offices have been divided into two parts, to emphasize the position of each staff officer first as a division officer, charged with supporting the overall division program, and second as a subject matter expert, with lead responsibility for a segment of that program. Attach Enclosure (1) and the appropriate Enclosure (2) to each letter.
- Electronic Copies of Documents** Electronic copies of the appointment letter and duties may be found on the Coast Guard Auxiliary website.

U.S. Department of
Homeland Security
**United States
Coast Guard
Auxiliary**



123 Blue Boulevard
Anytown, AZ 80146-2132
Staff Symbol: DCDR 1 4WR
Phone: (888) 555-1212
Cell (123) 456-7890

16790
1 Jan YYYY

MEMORANDUM

From: M. L. Allen
Division 1

Reply to
Attn of:

To: [Appointee name]

Subj: APPOINTMENT AS DIVISION STAFF OFFICER, [NAME OF POSITION]

Ref: (a) Auxiliary Manual, COMDTINST M16790.1 (series)

1. In accordance with the applicable provisions of Ref (a), I hereby appoint you as Division Staff Officer – [name of position] for the calendar year YYYY.
2. You are charged to develop and administer the Division's [name of program] program to deliver the highest possible level of service to our members, the U.S. Coast Guard, and the public. Your enthusiastic support of our team effort is needed and appreciated.
3. Specific duties of division staff members are contained in Enclosure (1).
4. Specific duties of your office are contained in Enclosure (2). You will at all times administer your programs in conformity with the governing policies established by the Commandant of the United States Coast Guard, and executive direction from the Division Vice Commander.
5. I am pleased to have you as a member of our division staff, and look forward to a most successful year.

#

2 Enclosures

Enclosure (1)

General Duties of Division Staff Officers

Your duties and responsibilities, consistent with the provisions of the Auxiliary Manual, are as follows:

1. As a division officer, actively support and promote those portions of the division program for which you are responsible.
2. Maintain current knowledge of all publications and directives affecting your program area.
3. Policy matters are the province of the DIRAUX, district board, and division board. Significant program modifications, except as set forth in the Auxiliary Manual and other relevant Coast Guard publications, must be cleared by the VCDR.
4. Immediate supervisory responsibility for your office is vested in the VCDR. Cooperate with the VCDR in every way to ensure that your program is effectively administered.
5. Maintain such records as may be required to effectively discharge your responsibilities.
6. Upon expiration of your term of office, or when so directed by me, transfer all property and records of the office to your successor.
7. Attend all meetings of the division board and division staff. Give the VCDR prior notice when such attendance is not possible.
8. When possible at your own expense, attend district board meetings.
9. Be prepared to assist with any workshops, seminars and training sessions called, particularly those for the training of elected and staff officers.
10. Conduct whatever workshops or training programs may be necessary to ensure that division policy is followed in your program.
11. Take positive steps to ensure that your counterpart staff officers at the flotilla level are well trained. Provide leadership and guidance, and seek opportunities to answer questions and offer mentoring.
12. Initiate and maintain contact with your counterparts on the district staff. Report division innovations, and assist in securing prompt resolution of questions and difficulties reported by division members.
13. Prepare one or more articles for the division publication, to pass information of a general nature or of widespread interest to members of the division.
14. Be alert for any reports on problems with supplies from the Auxiliary National Supply Center that affect your area of responsibility. Bring these matters to the attention of the VCDR.

National Training Directorate

15. Establish goals and objectives for your area of responsibility and prepare the necessary plans to achieve them. The objectives should be measurable and relate to the objectives established by the division board. Maintain periodic review of achievements, compare with the progress made in previous years and report status to the division board at each meeting.
16. As a division staff officer, you are a direct representative of the DCDR, and as such, you are authorized to assist the various flotillas. Prior coordination of any visits to the units will be made with the VCDR and applicable FCs.
17. Report at each division meeting, in writing, to the division board on activities and progress in your program area. Give special emphasis to successful and deficient areas, noting praiseworthy achievements and making recommendations for improvement. Upon request from the VCDR, present a brief oral report at meetings of the division board.
18. Copies of all correspondence from you, when appropriate, are to be provided to the DCDR, VCDR, and the applicable DSO(s) (for matters concerning their particular areas).

Enclosure (2)

Duties of Division Staff Officer Communications (CM)

Your duties and responsibilities, consistent with the provisions of the Auxiliary Manual, are as follows:

1. If not previously qualified, become qualified as a Communications Specialist.
2. If not previously qualified, become qualified as a Telecommunications Operator.
3. Collaborate with the SO-MT to develop and execute an aggressive program to train and qualify communications specialists and operators. Ensure that required or optional workshops are presented to all program participants early in the year.
4. Prepare regular notices to the FSOs-CM. The frequency of such notices will be as needed to pass down all information received from the DSO-CM. A communication should be sent as an introduction prior to the start of the year, with any directions, procedures, and reminders that may be necessary to start new FSOs-CM off in the right direction. When appropriate, provide copies to the division board and applicable district staff officers. Supplement formal communications with visits, both by phone and in person.
5. With help from the SO-IS, review the appropriate AUXINFO data at least quarterly to track the status of the division's communications stations. When a weakness is observed within a flotilla, talk with the appropriate staff officer. Request advice on the nature of the problem and offer assistance. When appropriate, prepare correspondence for the DCDR or VCDR to use in requesting information from the flotilla commanders on perceived problems.
6. Manage the fixed-land and land-mobile radio facilities in the division. Maintain the records required by the DSO-CM and provide any reports that may be required.
7. Assist the FSOs-CM, as may be required, to inspect Fixed Land and Land Mobile Radio Facilities.
8. Work with the area communication coordinators and the DSO-CM in planning, organizing, directing, and controlling Auxiliary communications.
9. In cooperation with the SO-MT and the SO-OP, encourage the inclusion of communication items in any required operations workshop. Coordinate development of training programs to establish member proficiency in chart updating activities.
10. Maintain an up-to-date list of communications specialists in the division.
11. Be alert for program members who have not met annual currency maintenance requirements, and ensure that they are given an opportunity to meet the requirements before season's end.

Enclosure (2)

Duties of Division Staff Officer Communication Services (CS)

Your duties and responsibilities, consistent with the provisions of the Auxiliary Manual, are as follows:

1. Exercise staff responsibility and supervision over electronic communication services throughout the division. Keep the division board informed of all developments in these areas.
2. Maintain close liaison with the DSO-CS to implement the CS programs established for nationwide, district-wide or division use and to encourage increased activity and maintenance of uniformly high standards.
3. Establish and maintain the division websites in accordance with Auxiliary standards, including Coast Guard policies on safeguarding personally identifiable information.
4. Review flotilla websites for conformity with Auxiliary standards, including Coast Guard policies on safeguarding personally identifiable information.
5. Foster interest in electronic communication among the members. Encourage and facilitate the use of electronic communication throughout the division.
6. Maintain personal email and Internet access. Be registered in the national e-mail directory and keep your registration information current. Encourage all division members to obtain and use a unique email address, not shared with any other member.
7. Serve as division web watcher. Monitor all flotilla Auxiliary sites and the district and national websites for important information. Ensure that such information reaches the appropriate elected and staff officers in a timely fashion.
8. Coordinate and cooperate with the SO-PB and SO-PA to ensure that both electronic and printed media are used to their fullest extent in providing appropriate information to the membership and to the public.
9. Prepare regular notices to the FSOs-CS. The frequency of such notices will be as needed to pass down all information received from the DSO-CS. A communication should be sent as an introduction prior to the start of the year, with any directions, procedures, and reminders that may be necessary to start new FSOs-CS off in the right direction. When appropriate, provide copies to the division board and applicable district staff officers. Supplement formal communications with visits, both by phone and in person.

Enclosure (2)

Duties of Division Staff Officer Diversity (DV)

Your duties and responsibilities, consistent with the provisions of the Auxiliary Manual, are as follows:

1. Encourage every member to work toward the diversity goals of inclusion and engagement.
2. Assist division leaders in managing diversity by identifying and capitalizing on every member's talents.
3. Prepare regular notices to the FSOs-DV. The frequency of such notices will be as needed to pass down all information received from the DSO-DV. A communication should be sent as an introduction prior to the start of the year, with any directions, procedures, and reminders that may be necessary to start new FSOs-DV off in the right direction. When appropriate, provide copies to the division board and applicable district staff officers. Supplement formal communications with visits, both by phone and in person.
4. Encourage FSOs-DV to help their flotillas qualify for the National Commodore's 3-Star Diversity Award.
5. Collaborate with the SO-MT to develop and execute a division training program in diversity management. Ensure that required or optional workshops are presented to all members.

Enclosure (2)

Duties of Division Staff Officer Finance (FN)

Your duties and responsibilities, consistent with the provisions of the Auxiliary Manual, are as follows:

1. Be familiar with the division standing rules and the various other Auxiliary publications that pertain to handling and accounting for Auxiliary finances.
2. Promptly mail out statements as specified in the division's standing rules. You are responsible for the collection of all dues from the Flotillas.
3. Ensure prompt payment of district dues and/or any other financial obligations as authorized by the approved division budget, by the division commander as permitted by the standing rules, or by approval voted by the division board.
4. Provide a complete financial report, including year-to-date budget tracking, for each meeting of the division board.
5. Provide data required for the annual financial report to the division board and DIRAUX.

Enclosure (2)

Duties of Division Staff Officer Human Resources (HR)

Your duties and responsibilities, consistent with the provisions of the Auxiliary Manual, are as follows:

1. Become thoroughly familiar with current requirements for new member enrollment, including fingerprinting and background investigations. Understand the abilities and limitations of members whose applications are pending (AP) and those who are initially qualified (IQ). Coach FSOs-HR in the nuances of the process, and work with them to enhance understanding among flotilla officers.
2. Develop and implement programs and activities to promote the growth of the Auxiliary through member recruiting and retention.
3. Encourage programs and activities designed to retain members, with particular emphasis on contacting members who are drifting into inactivity by failing to attend meetings or by not actively participating in one or more programs. Continually stress that flotilla staff officers look for symptoms of potential drop-out: missed meetings, and no activity. Encourage FSOs-HR to contact these members directly and trying to involve them in programs or in advanced training.
4. Ensure that FSOs-HR become involved before all disenrollment actions in their flotilla, and that retired membership was offered if appropriate. Advise the VCDR of the flotilla's actions.
5. Cooperate with the SO-PE to encourage instructors to present the Auxiliary story to each public education class and invite the students to apply for membership.
6. Cooperate with the SO-PA to encourage presentation of the Auxiliary story in articles and by Auxiliary speakers.
7. Collaborate with the SO-MT to ensure that new members are guided through the process of basic qualification without undue delay and are given encouragement for further training.
8. Ensure that each flotilla conducts a thorough prospective member interview with each potential member. This interview should fairly and honestly explain the application process, as well as the advantages and obligations of Auxiliary membership.
9. Prepare regular notices to the FSOs-HR. The frequency of such notices will be as needed to pass down all information received from the DSO-HR. A communication should be sent as an introduction prior to the start of the year, with any directions, procedures, and reminders that may be necessary to start new FSOs-HR off in the right direction. When appropriate, provide copies to the division board and applicable district staff officers. Supplement formal communications with visits, both by phone and in person.
10. With help from the SO-IS, review the appropriate AUXINFO data at least quarterly to track the status of the division's membership recruiting and retention. When a weakness is observed within a flotilla, talk with the appropriate staff officer. Request advice on the nature of the problem and

offer assistance. When appropriate, prepare correspondence for the DCDR or VCDR to use in requesting information from the flotilla commanders on perceived problems.

11. Establish procedures to ensure that the retired members in the division are not forgotten but are afforded the privileges to which they are entitled.

Enclosure (2)

Duties of Division Staff Officer Information Services (IS)

Your duties and responsibilities, consistent with the provisions of the Auxiliary Manual, are as follows:

1. Prepare regular notices to the FSOs-IS. The frequency of such notices will be as needed to pass down all information received from the DSO-IS. A communication should be sent as an introduction prior to the start of the year, with any directions, procedures, and reminders that may be necessary to start new FSOs-IS off in the right direction. When appropriate, provide copies to the division board and applicable district staff officers. Supplement formal communications with visits, both by phone and in person.
2. Receive from the FSOs-IS, and check for errors and omissions, all required AUXDATA reports and enter all member data into AUXDATA.
3. You are **not** to act as gatekeeper to ascertain the veracity of reports submitted through you. Report any questionable activity to the appropriate flotilla commander, thru the VCDR.
4. Encourage and assist all division members to make full and timely reports of all Auxiliary activities. Establish sign-in sheets for all division workshops, meetings, and training sessions to improve reporting of these activities.
5. Review AUXDATA summaries on a regular basis to track the input of the Division's activities. When a weakness is observed within a Flotilla, correspond with the appropriate staff officer. Request advice on the nature of the problem and offer assistance. When appropriate, prepare correspondence for the DCDR or VCDR to use in requesting information from the FCs regarding perceived problems.
6. Be knowledgeable of the contents of AUXDATA and the procedures for members to follow when submitting AUXDATA-related forms.
7. Provide timely feedback to FSOs-IS concerning member-caused errors to reduce processing and transaction error recovery time.
8. Coordinate appropriate Division IS/AUXDATA matters with the Director's office.
9. Establish a training program so that all FSOs-IS will be aware of the procedures required for real-time reporting, to the flotilla officers and staff, of flotilla performance toward flotilla objectives.
10. Periodically check members' training records and certifications against your submittals. Ensure that all transactions are correctly entered into AUXDATA. Where possible, correct errors. Where correction is not possible, return the input with errors to the FSO-IS for correction and resubmittal. Ensure that all errors are corrected and credit is received for all member/flotilla activity. Resolve all discrepancies with the DSO-IS or Director's office, in accordance with district policy.

National Training Directorate

11. Establish a system so that you are able to provide current reporting of data to the division board and staff. This includes preparing reports showing attainment in key areas, for all of the flotillas.
12. If a workshop is required, establish a system so that you are able to provide to the appropriate division staff officer the names of those members, by flotilla, that have not yet taken the workshop, at least one month prior to the deadline.
13. Establish a system so that on 1 July you are able to provide to the appropriate SO the names of those members who have not performed the requirements for currency maintenance.
14. Keep division staff officers informed of pertinent data regarding their program areas, and assist them in using AUXINFO to manage their activities.

Enclosure (2)

Duties of Division Staff Officer Marine Safety and Environmental Protection (MS)

Your duties and responsibilities, consistent with the provisions of the Auxiliary Manual, are as follows:

1. Promote the MS/MEP program to the division and flotilla leadership and to individual Auxiliary members.
2. Cooperate with the SO-PE to expand presentation of MS/MEP education topics in Auxiliary public boating safety education courses.
3. In coordination with the DSO-MS, work with division and flotilla staff officers to further the Sea Partners program, America's Waterway Watch, and other MS/MEP public outreach education programs.
4. Initiate and maintain contact with the Auxiliary sector coordinator, furnishing up-to-date information regarding qualifications and capabilities. Assist members seeking to earn MS qualifications by identifying Coast Guard needs and training opportunities.
5. If appropriate in your area, work toward and earn the Marine Safety (Trident) Device.
6. Prepare regular notices to the flotilla marine safety staff officers. The frequency of such notices will be as needed to pass down all information received from the DSO-MS. A communication should be sent as an introduction prior to the start of the year, with any directions, procedures, and reminders that may be necessary to start new FSOs-MS off in the right direction. When appropriate, provide copies to the division board and applicable district staff officers. Supplement formal communications with visits, both by phone and in person.
7. With help from the SO-IS, review the appropriate AUXINFO data at least quarterly to track the status of the division's marine safety program. When a weakness is observed within a flotilla, talk with the appropriate staff officer. Request advice on the nature of the problem and offer assistance. When appropriate, prepare correspondence for the DCDR or VCDR to use in requesting information from the flotilla commanders on perceived problems.
8. Be alert for program members who have not met annual currency maintenance requirements, and ensure that they are given an opportunity to meet the requirements before season's end.

Enclosure (2)

Duties of Division Staff Officer Marketing and Public Affairs (PA)

Your duties and responsibilities, consistent with the provisions of the Auxiliary Manual, are as follows:

1. Develop and direct an organized program of activities to obtain publicity for boating safety and Auxiliary.
2. Maintain close liaison with local Coast Guard public affairs officers, cooperating in every way to establish effective working relationships and coordination of the Coast Guard's and Auxiliary's efforts with the newspaper, radio and television media to improve coverage of Coast Guard and Auxiliary activities.
3. Establish an effective working relationship with the newspapers, radio and television news media in a manner which will facilitate maximum coverage of the Auxiliary's activities.
4. Constantly look for new ways to get the Auxiliary message to the public. Examples are the use of milk carton, grocery bag, bottle hangers, mailers, dealers' advertisements, etc. All programs of this nature must be approved at division and district levels before formal agreements are made with the firm providing the printed messages.
5. Encourage and oversee participation in the National Safe Boating Week activities by all Auxiliary flotillas in the division.
6. Establish and oversee a program to have a boating safety booth at all home shows and boat shows in the division, insofar as practicable,. Strive to establish a boating safety booth in major shopping malls during National Safe Boating Week. Work with and coordinate with the FSOs-PA in this effort.
7. Assist the SO-PE and SO-VE with advertising and publicity.
8. Cooperate with the SO-HR to publicize the Auxiliary and to attract new members.
9. Cooperate with the SO-PB in obtaining Action Photos of Flotilla activity for publication in the district and national publications, and for entering in any district and national photo contests. Retains a file of photos received for possible future use.
10. Prepare regular notices to the flotilla public affairs staff officers. The frequency of such notices will be as needed to pass down all information received from the DSO-PA. A communication should be sent as an introduction prior to the start of the year, with any directions, procedures, and reminders that may be necessary to start new FSOs-PA off in the right direction. When appropriate, provide copies to the division board and applicable district staff officers. Supplement formal communications with visits, both by phone and in person.
11. With help from the SO-IS, review the appropriate AUXINFO data at least quarterly to track the status of the division's public affairs program. When a weakness is observed within a flotilla, talk

with the appropriate staff officer. Request advice on the nature of the problem and offer assistance. When appropriate, prepare correspondence for the DCDR or VCDR to use in requesting information from the flotilla commanders on perceived problems.

Enclosure (2)

Duties of Division Staff Officer Materials (MA)

Your duties and responsibilities, consistent with the provisions of the Auxiliary Manual, are as follows:

1. Encourage the use of the district material center. Ensure that all division members have the information on how to order, have the order forms, and have the latest price list.
2. Maintain an up-to-date inventory and custody list of all division owned property and Coast Guard property assigned to the division. Coordinate and cooperate with the applicable division staff officers in keeping the inventory and custody list correct.
3. Supply property information as needed for annual reports.
4. It is the SO-MA's responsibility to advise the division board and staff and the FSOs-MA of any changes or updates to the publications and forms, when notification of such changes is received.
5. Prepare regular notices to the flotilla materials staff officers. The frequency of such notices will be as needed to pass down all information received from the DSO-MA. A communication should be sent as an introduction prior to the start of the year, with any directions, procedures, and reminders that may be necessary to start new FSOs-MA off in the right direction. When appropriate, provide copies to the division board and applicable district staff officers. Supplement formal communications with visits, both by phone and in person.
6. Order material from the ANSC as required for the DCDR, VCDR, and division staff.

Enclosure (2)

Duties of Division Staff Officer Member Training (MT)

Your duties and responsibilities, consistent with the provisions of the Auxiliary Manual, are as follows:

1. During the first 30 days of your term, consult with the DCDR, VCDR, and other members of the division staff to prepare a division training plan for approval by the VCDR. Assist in preparing and presenting workshops and member training for each program where division needs and member interest warrant.
2. Assist the SO-OP, SO-CM, and SO-MS in preparing and presenting operational exercises and training.
3. Collaborate with the SO-CM, -NS, -OP, -PE, -PV, and -VE to ensure that all required and optional workshops are presented early in the year.
4. Assist the SO-HR and SO-PE in ensuring that new members are trained in the basics of Auxiliary membership and advanced as soon as possible to BQ status.
5. Arrange appropriate member training at each division meeting.
6. Serve as custodian of all member training owned by or issued to the division, and keep the SO-MA informed of its status.
7. Maintain current knowledge of on-line training opportunities available to Auxiliary members, and assist members in accessing and using that training. Issue training bulletins as needed to keep division members informed of changes in availability and procedures.
8. Prepare regular notices to the FSOs-MT. The frequency of such notices will be as needed to pass down all information received from the DSO-MT. A communication should be sent as an introduction prior to the start of the year, with any directions, procedures, and reminders that may be necessary to start new FSOs-MT off in the right direction. When appropriate, provide copies to the division board and applicable district staff officers. Supplement formal communications with visits, both by phone and in person.
9. With help from the SO-IS, review the appropriate AUXINFO data at least quarterly to track the status of the division's training. Maintain a current log of members' progress toward completion of required training, and assist the DCDR, VCDR, flotilla commanders, and FSOs-MT in promoting and tracking the training. When a weakness is observed within a flotilla, talk with the appropriate staff officer. Request advice on the nature of the problem and offer assistance. When appropriate, prepare correspondence for the DCDR or VCDR to use in requesting information from the flotilla commanders on perceived problems.

Enclosure (2)

Duties of Division Staff Officer Navigation Systems (NS)

Your duties and responsibilities, consistent with the provisions of the Auxiliary Manual, are as follows:

1. Be familiar with the contents of all the various publications that pertain to aids to navigation and chart updating, including the Aids to Navigation and Chart Updating Manual.
2. Prepare regular notices to the flotilla Navigation Services staff officers. The frequency of such notices will be as needed to pass down all information received from the DSO-NS. A communication should be sent as an introduction prior to the start of the year, with any directions, procedures, and reminders that may be necessary to start new FSOs-NS off in the right direction. When appropriate, provide copies to the division board and applicable district staff officers. Supplement formal communications with visits, both by phone and in person.
3. Collaborate with the SO-MT to develop and execute an aggressive program to train and qualify aid verifiers. Ensure that required or optional workshops are presented to all program participants early in the year.
4. With help from the SO-IS, review the appropriate AUXINFO data at least quarterly to track the status of the division's navigation systems program. When a weakness is observed within a flotilla, talk with the appropriate staff officer. Request advice on the nature of the problem and offer assistance. When appropriate, prepare correspondence for the DCDR or VCDR to use in requesting information from the flotilla commanders on perceived problems.
5. Keep the automated NOS chart distribution records current. Annually advise the DSO-NS of any changes needed. Distribute all nautical charts delivered to the division under the automatic system to the flotillas.
6. Request, assign and follow-up on special aid investigation projects and help members complete and submit special investigation reports.
7. Request, assign and follow-up on private aid inspections and help members complete and submit the required reports.
8. Receive reports from flotillas and review them immediately for readability, accuracy and any errors of omission. Correct any obvious errors and forward the reports as prescribed in the Aids to Navigation and Chart Updating Manual.
9. Compile the Monthly Activity Report from flotilla reports and forward to the DSO-NS, with a copy to the DCDR.
10. Cooperate with local Coast Guard units in establishing and maintaining Auxiliary ATON patrols, and assist or transport Coast Guard personnel for emergency ATON servicing. Ensure any movement of Auxiliary facilities is performed under Coast Guard patrol orders.

11. In cooperation with the SO-MT and the SO-OP, encourage the inclusion of aids to navigation information in any required operations workshop. Coordinate development of training programs to establish member proficiency in chart updating activities.
12. Be alert for program members who have not met annual currency maintenance requirements, and ensure that they are given an opportunity to meet the requirements before season's end.

Enclosure (2)

Duties of Division Staff Officer Operations (OP)

Your duties and responsibilities, consistent with the provisions of the Auxiliary Manual, are as follows:

1. Collaborate with the SO-MT to develop and execute an aggressive program to train and qualify boat crew members. Ensure that required or optional workshops are presented to all program participants early in the year.
2. Collaborate with the SO-CM to encourage activities for the planning and conduct of communications watchstanding, drills, and the general use of Auxiliary communication stations.
3. Monitor the operations program to ensure integrity and quality.
4. Prepare regular notices to the FSOs-OP. The frequency of such notices will be as needed to pass down all information received from the DSO-OP and the DRAUX (oto). A communication should be sent as an introduction prior to the start of the year, with any directions, procedures, and reminders that may be necessary to start new FSOs-OP off in the right direction. When appropriate, provide copies to the division board and applicable district staff officers. Supplement formal communications with visits, both by phone and in person.
5. With help from the SO-IS, review the appropriate AUXINFO data at least quarterly to track the status of the division's operations program. When a weakness is observed within a flotilla, talk with the appropriate staff officer. Request advice on the nature of the problem and offer assistance. When appropriate, prepare correspondence for the DCDR or VCDR to use in requesting information from the flotilla commanders on perceived problems.
6. Be alert for program members who have not met annual currency maintenance requirements, and ensure that they are given an opportunity to meet the requirements before season's end.

Enclosure (2)

Duties of Division Staff Officer Public Education (PE)

Your duties and responsibilities, consistent with the provisions of the Auxiliary Manual, are as follows:

1. Effectively lead the FSOs-PE to develop and maintain an effective public education program throughout the division. Assist flotillas in coordinating their course offerings to offer a comprehensive mix while maintaining a customer focus.
2. Assist the FSOs-PE in identifying suitable locations for classes.
3. Collaborate with the SO-MT to develop and execute an aggressive program to train and qualify instructors. Ensure that required or optional workshops are presented to all program participants early in the year.
4. Monitor the public education program to ensure integrity and quality of customer service. Develop a program to monitor and improve instructor quality.
5. Cooperate with the SO-HR to encourage the presentation of information on the Auxiliary and Auxiliary membership to the students of each public education course.
6. Cooperate with the SO-PA to encourage programs and activities to promote and publicize boating safety and Auxiliary public education courses in school systems, camps, clubs and industry groups.
7. Cooperate with the SO-VE to promote and publicize Auxiliary public education courses at vessel examination stations.
8. Serve as the custodian of division equipment and material used for public education.
9. Prepare regular notices to the FSOs-PE. The frequency of such notices will be as needed to pass down all information received from the DSO-PE. A communication should be sent as an introduction prior to the start of the year, with any directions, procedures, and reminders that may be necessary to start new FSOs-PE off in the right direction. When appropriate, provide copies to the division board and applicable district staff officers. Supplement formal communications with visits, both by phone and in person.
10. With help from the SO-IS, review the appropriate AUXINFO data at least quarterly to track the status of the division's public education program. When a weakness is observed within a flotilla, talk with the appropriate staff officer. Request advice on the nature of the problem and offer assistance. When appropriate, prepare correspondence for the DCDR or VCDR to use in requesting information from the flotilla commanders on perceived problems.
11. Be alert for program members who have not met annual currency maintenance requirements, and ensure that they are given an opportunity to meet the requirements before season's end.

Enclosure (2)

Duties of Division Staff Officer Publications (PB)

Your duties and responsibilities, consistent with the provisions of the Auxiliary Manual, are as follows:

1. Serve as editor of the division publication. Solicit and edit articles from all elected and staff officers of the division, as well as contributions from the general membership. Encourage action photos showing Auxiliary members and missions, and feature them prominently in the publication.
2. Ensure that all flotilla and division publications comply with established DIRAUX review and approval procedures.
3. Ensure that all mailings made at government expense conform with the requirements contained in the Manual.
4. See that all flotilla and division distribution lists include all flotilla commanders and publications officers in the division; the VCDR, DCDR, and IPDCDR; the DCO and DIRAUX; and other individuals as prescribed by district policy.
5. Make the publication an important and effective instrument to advance the division's missions and objectives, and provide encouragement, news, information, and recognition to the members.
6. Auxiliary newsletters are subject to public scrutiny; ensure that flotilla and division publications comply with all applicable regulations and meet high standards of propriety and taste.
7. Maintain a file of all unit publications and articles submitted to other publications.
8. Maintain the required sets of flotilla and division publications for entry in any district publication contest.
9. Cooperate with the SO-PA in obtaining action photos of flotilla activity for publication in the division, district and national publications, and for entering in any district and national photo contests. Ensure that all photos are identified and captioned in accordance with national policy.
10. Prepare regular notices to the FSOs-PB. The frequency of such notices will be as needed to pass down all information received from the DSO-PB. A communication should be sent as an introduction prior to the start of the year, with any directions, procedures, and reminders that may be necessary to start new FSOs-PB off in the right direction. When appropriate, provide copies to the division board and applicable district staff officers. Supplement formal communications with visits, both by phone and in person.

Enclosure (2)

Duties of Division Staff Officer Recreational Boating Safety Visitation Program (PV)

Your duties and responsibilities, consistent with the provisions of the Auxiliary Manual, are as follows:

1. Oversee the issuance and use of decals, in accordance with the current national standard operating procedure. Report any problems encountered to the DSO-PV, with a copy to the VCDR.
2. Collaborate with the SO-MT to develop and execute an aggressive program to train and qualify RBS program visitors. Ensure that required or optional workshops are presented to all program participants early in the year.
3. Monitor the RBSPV program to ensure integrity and quality of customer service.
4. Prepare regular notices to the FSOs-PV. The frequency of such notices will be as needed to pass down all information received from the DSO-PV. A communication should be sent as an introduction prior to the start of the year, with any directions, procedures, and reminders that may be necessary to start new FSOs-PV off in the right direction. It is highly recommended that the SOs-PV, working in conjunction with the DSO-PV and any ADSOs-PV, assist the FSOs-PV in developing quarterly goals in each of their respective flotillas. This will provide the ability to monitor the progress of the program, and adjust goals if necessary. When appropriate, provide copies to the division board and applicable district staff officers. Supplement formal communications with visits, both by phone and in person.
5. With help from the SO-IS, review the appropriate AUXINFO data at least quarterly to track the status of the division's recreational boating safety visitation program. When a weakness is observed within a flotilla, talk with the appropriate staff officer. Request advice on the nature of the problem and offer assistance. When appropriate, prepare correspondence for the DCDR or VCDR to use in requesting information from the flotilla commanders on perceived problems.
6. Be alert for program members who have not met annual currency maintenance requirements, and ensure that they are given an opportunity to meet the requirements before season's end.
7. Establish and oversee a program to identify area marine dealers and other appropriate establishments and ensure that they are contacted by a program visitor.

Enclosure (2)

Duties of Division Staff Officer Secretary/Records (SR)

Your duties and responsibilities, consistent with the provisions of the Auxiliary Manual, are as follows:

1. Maintain a copy of the division standing rules with appendices, and other records as may be required to ensure the correctness and continuity of administration.
2. Prepare and send notices of all division board meetings.
3. Prepare detailed minutes of all division board meetings and transmit copies of the minutes to every board member for review at least two weeks prior to each board meeting. Maintain a permanent file of all approved board minutes.
4. Call the roll at each board meeting and otherwise assist the DCDR as requested.
5. During the first 30 days of the year, notify each FSO-SR of the correct distribution for flotilla minutes.

Enclosure (2)

Duties of Division Staff Officer Vessel Examination (VE)

Your duties and responsibilities, consistent with the provisions of the Auxiliary Manual, are as follows:

1. Monitor the issuance and use of decals, in accordance with the current national standard operating procedure. Report any problems encountered to the DSO-VE, with a copy to the VCDR.
2. Collaborate with the SO-MT to develop and execute an aggressive program to train and qualify vessel examiners. Ensure that required or optional workshops are presented to all program participants early in the year.
3. Monitor the VE program to ensure integrity and quality of customer service.
4. Use appropriate and effective promotional outreach to improve the program's effectiveness in reaching at-risk watercraft, including small motorboats, personal watercraft, and paddle craft.
5. Prepare regular notices to the FSOs-VE. The frequency of such notices will be as needed to pass down all information received from the DSO-VE. A communication should be sent as an introduction prior to the start of the year, with any directions, procedures, and reminders that may be necessary to start new FSOs-VE off in the right direction. It is highly recommended that the SOs-PV, working in conjunction with the DSO-VE and any ADSOs-VE, assist the FSOs-VE in developing quarterly goals in each of their respective flotillas. This will provide the ability to monitor the progress of the program, and adjust goals if necessary. When appropriate, provide copies to the division board and applicable district staff officers.
6. When appropriate, provide copies to the division board and applicable district staff officers. Supplement formal communications with visits, both by phone and in person.
7. With help from the SO-IS, review the appropriate AUXINFO data at least quarterly to track the status of the division's vessel examination program. When a weakness is observed within a flotilla, talk with the appropriate staff officer. Request advice on the nature of the problem and offer assistance. When appropriate, prepare correspondence for the DCDR or VCDR to use in requesting information from the flotilla commanders on perceived problems.
8. Be alert for program members who have not met annual currency maintenance requirements, and ensure that they are given an opportunity to meet the requirements before season's end.

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Appendix B. Sample Flotilla Commander Report

[Date]

From: Flotilla Commander, Flotilla _____

To: Division Commander, Division _____

Subj: FLOTILLA ACTIVITY REPORT FOR _____

1. Meetings, conferences, seminars or workshops presented and/or attended during previous month. (Give locations, dates, purpose, results and any resulting requirements for the division.)
2. Public affairs activities, projects, events, etc. completed during previous month or planned for the immediate future.
3. Unit participation in Coast Guard support activities during prior month or planned for the immediate future. (Training exercises, radio watch standing, patrols, etc.)
4. Member training during prior month and planned for the immediate future. (Courses, practical exercises, boat crew qualification, etc.)
5. Memoranda of interest to DCDR prepared by FC or FSOs distributed to members. (If not of general interest, omit.)
6. Situations requiring assistance of the DCDR, VCDR or Division Staff.
7. Flotilla members or staff to be commended by the DCDR for specific tasks or actions. (Give names and include a brief description of task or action performed.)

(Signature)

(Printed Name)

Copy: VFC

INSTRUCTIONS: The written report may be printed on the Auxiliary memorandum form shown in Appendix A, or on Auxiliary letterhead. If there is no information to report in one or more of the paragraphs above, delete the paragraph and renumber others. When giving an oral report, please **do not** read the written report. Simply describe two or three flotilla successes, and two or three challenges, that you believe will be of general interest to the division.

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Appendix C. Sample Division Staff Officer Report

[Date]

From: SO-_____, Division _____

To: Division Vice Commander, Division _____

Subj: ACTIVITY REPORT FOR _____

1. Meetings, conferences, seminars or workshops presented or attended during previous month. (Give locations, dates, purpose, results and any resulting requirements for the division.)
2. Activities, projects, events, etc. completed or scheduled for the immediate future.
3. Training conducted for flotilla staff and division members.
4. Flotillas visited and assistance furnished to flotilla officers and members.
5. Memoranda distributed to flotilla staff and elected officers. (Enclose information copy for DCDR if of interest.)
6. Actions recommended for the DCDR with respect to unit problems.
7. Names of flotilla officers or other members to be recognized by the DCDR for exemplary performance.

(Signature)

(Printed Name)

Copy: VFC

INSTRUCTIONS: The written report may be printed on the Auxiliary memorandum form shown in Appendix A, or on Auxiliary letterhead. If there is no information to report in one or more of the paragraphs above, delete the paragraph and renumber others. When giving an oral report, please **do not** read the written report. Simply describe two or three successful activities, and two or three challenges you face, that you believe will be of general interest to the division. Unit and personnel problems should never be presented in a public report, but be taken up privately with the VCDR.

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Appendix D. Sample Division Introduction List

When the DCDR, VCDR, or SO-SR stumble over names, or leave someone out when calling for flotilla or staff reports, it makes everyone uncomfortable. Even worse is to omit a distinguished visitor, or forget to introduce visitors altogether. An easy way to avoid these blunders is to **use a script**. Simply expand the meeting agenda to include the appropriate list of names wherever people will be called upon by the chair. Even the smoothest presiding officers can use this tip; in many cases, that's why they appear smooth. Another useful tip is to ask each flotilla commander to introduce their flotilla members and their guests.

MEETING INTRODUCTION LIST

DIRAUX or representative: _____

DCO or representative: _____

Division Board

_____, DCDR
_____, VCDR
_____, IPDCDR
_____, FC __
_____, FC __
_____, FC __
_____, FC __
_____, FC __
_____, FC __
_____, FC __
_____, FC __
_____, FC __
_____, FC __
_____, FC __
_____, FC __

Division Staff

_____, SO-CM
_____, SO-CS
_____, SO-DV
_____, SO-FN
_____, SO-HR
_____, SO-IS
_____, SO-MS
_____, SO-MA
_____, SO-MT
_____, SO-NS
_____, SO-OP
_____, SO-PV
_____, SO-PE
_____, SO-PA
_____, SO-PB
_____, SO-SR
_____, SO-VE

Visitors: _____

Other district, national officers: _____

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Appendix E. Sample Division Annual Budget

DIVISION ____ BUDGET FOR THE YEAR _____

INCOME:

Member dues (200 x \$30.00)	6,000.00
Pro rata dues (20 x \$ 10.00)	200.00
Sale of materials	300.00
Charges for meals at division meetings	3,500.00
Miscellaneous	220.00
TOTAL INCOME	<u>\$10,220.00</u>

EXPENDITURES:

District dues (200 x \$20.00)	4,000.00
District pro rata dues (20 x \$ 6.00)	120.00
Cost of materials	150.00
Gift and flower fund	300.00
Awards program expense	400.00
Cost of meals at division meetings	3,300.00
Office expense	300.00
Boat show expense	550.00
Training materials and supplies	300.00
Past Division Commanders' Association dues	30.00
Coast Guard Mutual Assistance contribution	200.00
DCDR contingency allowance	300.00
Anticipated surplus	270.00
TOTAL EXPENDITURES	<u>\$10,220.00</u>

Note that income and expenditures are equal. Income, particularly dues income, is fairly inelastic. The income from sale of meals will be nearly offset by the cost of the meals. The prudent division usually sets the meal cost a few dollars higher than the cost of the meals, including tips and taxes, to defray any unforeseen costs associated with the meeting.

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Appendix F. Sample Division Financial Report

Period ending _____, 20 ____

INCOME:	This Period	Year to Date	\$ Budget	Variance
Member dues	\$ 0.00	\$ 5,940.00	6,000.00	\$(60.00)
Pro rata dues	36.00	142.00	200.00	(58.00)
Sale of materials	62.58	235.63	300.00	(64.37)
Charges for meals	926.00	2,835.00	3,500.00	(665.00)
Miscellaneous	<u>50.25</u>	<u>242.66</u>	<u>220.00</u>	<u>22.66</u>
TOTAL INCOME	\$ 1,074.83	\$ 9,395.29	\$10,220.00	\$(824.71)

EXPENDITURES:

District dues	0.00	3,960.00	4,000.00	(40.00)
District pro rata dues	24.00	94.00	120.00	(26.00)
Cost of materials	14.38	127.56	150.00	(22.44)
Gift and flower fund	50.00	275.00	300.00	(25.00)
Awards	0.00	380.00	400.00	(20.00)
Cost of meals	908.12	2,594.44	3,300.00	(705.56)
Office expense	44.26	128.23	300.00	(171.67)
Boat show expense	0.00	515.00	550.00	(35.00)
Training materials	52.30	211.38	300.00	(88.62)
PDCA dues	30.00	30.00	30.00	0.00
CG Mutual Assistance	0.00	200.00	200.00	0.00
DICDR contingency	48.21	166.25	300.00	(133.75)
Anticipated surplus			<u>270.00</u>	<u>(270.00)</u>
TOTAL EXPENDITURES	1,171.27	8,681.86	\$10,220.00	(1,538.14)

Beginning checking account balance	\$ 2,321.04
Income deposited	1,074.83
Expenses paid	<u>(1,171.27)</u>
Ending balance	\$ 2,224.70
Savings balance	<u>8,321.87</u>
Total	\$ 10,546.57

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Appendix G. Sample Division Awards Program

Appendix _____ to Division _____ Standing Rules

DIVISION ANNUAL AWARDS PROGRAM

A. ORGANIZATION

1. An awards program is established for the division to enhance member morale through the recognition and reward of flotillas and members on an annual basis for their performances and achievements.
2. An Awards Committee shall be appointed by the newly elected DCDR in January each year to serve for the calendar year. This committee shall consist of the IPDCDR, the VCDR, the SO-IS, and one or more current or past members of the Division Board. The IPDCDR shall chair the committee. The DCDR shall be an ex-officio member of this committee.
3. The cost of division award plaques, certificates, trophies, etc. shall be approved by the division board and paid from division funds.
4. The awards program shall be operated on a calendar year basis. Data for determining awards shall be obtained from the latest available end-of-year AUXDATA report and/or Division IS records. In the event of a tie, duplicate awards shall be made. The names of the awards recipients shall be confidential and not announced prior to the official annual awards presentation ceremony.

B. FLOTILLA AWARDS

FLOTILLA OF THE YEAR

This award consists of plaques for the winner and runner-up, and is given to the flotilla with the highest score, computed as the total points for each member of the flotilla, divided by the total number of Flotilla members as of January 1st of the award year. No more than 25percent of a flotilla's total points can come from any one item. Points are awarded as follows:

- Five (5) points for each new member accepted by the DIRAUX and sworn in as a member of the Auxiliary during the award year.
- One (1) point for each approved Public Education (PE) hour recorded as Instructor or Instructor Aide, Categories 14A, B, C, D, E, F, G, & H.
- One (1) point for each Operational Patrol hour performed as Coxswain or Crew Categories 01A, 02, 03, 07C, 22A, 24, 26, 28G, 55A, 70B.

- One (1) point for each Member Training (MT) hour completed and recorded in Category 06A, 06B, 22B.
- Five (5) points for each Specialty Course successfully completed. 6. One (1) point for each Public Appearance (PA) hour recorded in Categories 10B, 10C, 10D, 10F, 10K.
- One (1) point for each VSC conducted.
- One (1) point for each hour of Recruiting Assistance reported in Categories 09, 90A, 90C.
- One (1) point for each hour of Marine Safety reported in categories 28A, B, G and 70B, C, D, E, F, G, H, K, M, N, R, T, U, V and 80A, B, C, D, E, F, & G.
- One (1) point for each RBS Program Visit reported on Form 7046.

OUTSTANDING FLOTILLA IN OPERATIONS

This award consists of plaques for the winner and runner-up, and is given to the flotilla with the highest score, computed as the total points for each member of the flotilla, divided by the total number of Flotilla members as of January 1st of the award year. Points are awarded as follows:

- Seven (7) points for each member who qualifies or re-qualifies as a Coxswain during the award year.
- Two (2) points for each member who qualifies or re-qualifies as a Crew Member during the award year.
- Two (2) points for each hour of participation as Coxswain in an ordered Regatta or Safety Patrol or Operation Support mission recorded in Categories 01A, 02, 03, 07C, 22A, 24, 26, 28G, 55A, 70B.
- One (1) point for each Crew Member participating in an ordered Regatta or Safety Patrol or Operation Support mission recorded in Categories 01A, 02, 03, 07C, 22A, 24, 26, 28G, 55A, 70B.
- Three (3) points for each SAR assistance report completed and accepted by AUXDATA in Category 24.
- Seven (7) points for a member who receives the Trident Device in the award year.

MEMBER TRAINING AWARD

The Awards Committee will tabulate the Member Training hours. Hours are retrieved from workshop reports, flotilla minutes, forms 7030, 7038, & 7039 which show a checkmark for “trainee,” and other reports that are MT 06B OTHER. The total points for each flotilla will then be divided by the total number of Flotilla members as of January 1st of the award year.

DISTINGUISHED FLOTILLA(S) AWARD

This award is presented to each flotilla meeting the listed criteria. All activity must be completed during the calendar year and recorded in AUXDATA to be considered.

- Expend a minimum average of one hour per member on Public Affairs activities.

- Expend a minimum average of one hour per member on Marine Safety/Environmental Protection activities.
- Submit to the DSO-PB or SO-PB at least two flotilla-related articles and at least two Auxiliary related photographs for inclusion in the Auxiliary national, district or division publication.
- Update the flotilla web page quarterly to reflect current flotilla activities and officers, meeting dates, and schedule of public education course offering(s). FSO-CS hours must be reported quarterly.
- Complete a minimum average of two RBS program visits per member.
- Enroll one new member. This does not include transfers from other Flotillas.
- Teach at least one PE course.
- Conduct monthly flotilla meetings.
- Complete the annual finance report and submit on time.
- Complete a minimum of 10 hours of member training.
- Complete a minimum of 10 vessel exams per qualified Vessel Examiner as of January 1st of the award year.
- Complete a minimum of 5 hours of operations activity per member.
- Submit flotilla meeting minutes monthly to DIRAUX, SO-IS and DCDR.
- Submit the annual flotilla elected and staff officer report on time.
- Have voting representation by the FC, VFC or IPFC at each division meeting.

C. INDIVIDUAL AWARDS

OUTSTANDING MEMBER AWARD

The greatest total point accumulation in any of two (2) areas on the Mission Hours Report, ANSC 7046 PV's, ANSC 7038 VSC's, ANSC 7030 Activities, provided that the lower score is 40% or more of the higher total and must include two (2) or more of the following areas:

- Operations: Categories 01A, 02, Boat Crew HRS, 22A, 24, 07A, 07B, 07C, 07D, 20B.
- Member Training: Categories 06A, 06B, 06 Aide, 22B.
- Public Education: Categories 14, 14 Aide.
- Program Visitor: Category 11, visits.
- Vessel Examination: Vessel exams given, all types.
- Recruiting Assistance: Categories 09, 90A, 90B, 90C.
- Marine Safety and MEP: Categories 28A, B, G and 70B, C, D, E, F, G, H, K, M, N, R, T, U, V and 80A, B,C, D, E, F, & G.
- Public Affairs: Category 10A, B, C, D, E, F, G, H, J, K, L.

OUTSTANDING MEMBER IN OPERATIONS AWARD

The greatest total point accumulation in operational hours, Categories 01A, 02, Boat Crew HRS, 70B, 22A, 24, 07A, 07B, 07C, 07D, 20B.

OUTSTANDING MEMBER IN EDUCATION AWARD

The greatest total point accumulation in Member Training and Public Education hours providing that the lower point score is 20% or more of the higher total including Public Education, Member Training, and Recruiting, and Public Appearances.

OUTSTANDING MEMBER IN CAREER DEVELOPMENT AWARD

This award has 14 items. This award is that of an individual member's accomplishments as reported on the qualification reports for the flotilla and in AUXDATA.

- Seven (7) points for becoming AUXOP.
- One (1) point for submitting an article to a flotilla, division or district publication.
- Three (3) point for initial qualification of AUXAPC.
- Four (4) points for initial qualification of Vessel Examiner (VE).
- Six (6) points for initial qualification of Instructor (IT).
- Four (4) points for initial qualification of Program Visitor (PV).
- Four (4) points for initial passing of Navrules test.
- Six (6) points for initial qualification of Crew.
- Seven (7) points for initial qualification of Coxswain.
- Seven (7) points for initial qualification of attaining the Trident Device
- Four (4) points for initial qualification of Air Crew Person (APC).
- Two (2) points for all re-qualifications.
- One (1) point for all courses passed as are listed in AUXDATA.
- Six (6) points for qualification as a Personal Watercraft Operator.

OUTSTANDING NEW MEMBER AWARD

This award is that of a new member's accomplishments during first full year of membership as reported on the qualification reports for the flotilla and in AUXDATA.

- Seven (7) points for becoming AUXOP.
- One (1) point for submitting an article to a flotilla, division or district publication.
- Three (3) points for qualification in AUXAPC.
- Four (4) points for qualification as a Vessel Examiner (VE).

- Six (6) points for qualification as an Instructor (IT).
- Four (4) points for qualification as a Program Visitor (PV).
- Four (4) points for passing the navigation rules exam.
- Six (6) points for qualification as Crew.
- Seven (7) points for qualification as a Coxswain.
- Six (6) points for qualification as a Personal Watercraft Operator.
- Four (4) points for qualification as Air Crew (APC).
- One (1) point for all courses passed that are listed in AUXDATA.

Most division awards criteria rely heavily on data available from the SO-IS, so it is only natural to make that key officer a member of the awards committee. The awards listed are only detailed by way of example, and should be modified to reflect the priorities of the division. Plaques are available for relatively low cost, and can be used to honor one or more runners-up for each award.

It has become easy to create handsome certificates using a personal computer and modestly-priced color printer. Certificates can be used to honor baseline contributions two or three times the currency maintenance level, *e.g.*, 10 hours of instruction, 15 vessel safety checks, and so on. Some units have creative names for these non-competitive awards: Apple Award for instruction, Traveler Award for RBS program visits, and the like.

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Appendix H. Rules of Order

Introduction

Any business meeting of the U. S. Coast Guard Auxiliary, whether at the flotilla, division, district or national level, must proceed in an orderly way to achieve satisfactory results. There are certain widely accepted rules of conducting such meetings. These “Rules of Order” are a part of that large body of practices which are grouped under the term “parliamentary procedure.” Parliamentary rules are intended to protect the rights of the individual participant and of minorities at a meeting, while enabling the majority to get things accomplished without unreasonable delay. The parliamentary rules of particular importance are easy to understand.

A. Background

Auxiliary Manual and Standing Rules No Auxiliary unit may take any action in violation of the policies contained in the Manual, nor amend the standardized portions of the unit's standing rules. The presiding officer must be familiar with both, lest the board inadvertently take impermissible action and be faced with the embarrassing prospect of undoing the error. Every DCDR and VCDR should have available at each unit meeting a copy of the Manual and the standing rules, as well as a reference listing the key points of Robert's Rules. The easiest way is to load them onto a laptop computer and take it to each meeting.

The Presiding Officer The presiding officer of a division board meeting is the DCDR, but the VCDR must be prepared to take the chair in the absence of the DCDR or when requested to do so by the DCDR. The presiding officer has the right to vote, but has certain responsibilities beyond those of other members. The presiding officer is expected to act as moderator and coordinator, rather than as a partisan. The presiding officer is not supposed to speak for or against a motion while in the chair. If the presiding officer wants to take part in the debate, the VCDR or another officer should be asked to act as presiding officer temporarily so that the impartiality of the chair will be preserved.

Fairness and Efficiency It is up to the Presiding Officer of a meeting to ensure that the rules of order are applied democratically and without favoritism, so that all important matters may receive adequate discussion and that the decisions made at the meeting reflect the careful judgment of the voting majority. But no one enjoys a tedious meeting, and the presiding officer should also be an energetic leader who can keep the business of the meeting moving along without dragging. The presiding officer cannot make a motion, but can suggest that someone else do so. Whenever discussion has reached the point when a motion seems in order, but no one volunteers to make it, the presiding officer may state: "The chair is ready to entertain a motion ... (whatever the occasion calls for)". If someone tries to make a motion but finds it difficult to put it into suitable words, the presiding officer may make suggestions, but cannot change the form of the motion without the maker's approval.

Parliamentarian The DCDR may wish to appoint a member who is proficient in Robert's Rules to serve as parliamentarian. However, if the division board meetings routinely require the DCDR to handle the more arcane portions of the rules, it may signal a need to privately coach one or more board members in the rudiments of working and playing well with others.

**General
Guidance**

The DCDR should strive to apply these principles to every meeting:

- a. **Fair Play:** The Presiding Officer should be a fair-minded moderator, not a dictator.
- b. **Preserve order:** Do not let more than one person talk at a time. The Presiding Officer decides who is to have the floor.
- c. **Speak to the Point:** The Presiding Officer should insist that members be brief and speak to the point.
- d. **Speak Loudly Enough:** It is necessary for everyone (including the Presiding Officer) to speak loudly enough for the entire meeting to hear what is being said. If a person cannot be heard by everyone, the presiding officer should repeat the gist of what was said.
- e. **Avoid Hasty Action:** Decisions on important matters should be made only after all the facts are known and have been considered fairly. It is safer in most instances to delay action than to act in ignorance of the facts. However, it is usually possible to have a committee look into any particular matter of importance in advance of the meeting, so that the facts can be put before the meeting and intelligent action taken.
- f. **Common Sense Rule:** While the Rules of Order are provided for the purpose of conducting business in an orderly manner, there are occasions when informality can reach the same results. Quite often the decision of the meeting can be reached by merely asking “Is there any objection to...(state what the proposed action is).” If there is no objection, the presiding officer can rule that “It is unanimous that...(again, state what the unanimous decision was).” The secretary will then record the matter accordingly.

B. General Rules Governing Meetings

Quorum	A quorum as required by the Standing Rules must be present at a meeting before business can be transacted. For Division, District, and National Boards, the Auxiliary Manual, COMDTINST M16790.1 (Series), requires a majority of the board present for a quorum.
Starting Time	The meeting should be called to order at the hour set in the notice, or as soon thereafter as a quorum has assembled.
Adjournment for Lack of Quorum	A majority of the members of the division board must be present to conduct business, and the DCDR, VCDR, or IPDCDR must be present. If no quorum can be assembled, those present must adjourn the meeting without transacting any business except that they may set a date of the reconvening of the adjourned meeting.
Agenda	At every meeting there should be a list of the matters to be acted on, arranged in the order in which they are to be taken up. This list should be prepared in advance by the presiding officer in consultation with the secretary. Additional matters may be brought up at the meeting, except those matters which, according to the standing rules, require advance notice.
Voting Definitions	A majority is a number that is more than half of any given total. Thus, providing a quorum exists, a majority vote would be a vote by a majority of the eligible voting members; a two-thirds vote is a vote by two-thirds (2/3) of the voting members. For example, for a board with 13 members voting, a majority is seven and a two-thirds majority is nine.
Preliminaries	Most divisions have, at the beginning of the meeting, certain preliminary formalities. These often include: <ol style="list-style-type: none">a. Pledge of Allegiance and Invocation.b. Introduction of bridge, board, members, and guests.c. DCDR, VCDR, and FC reports.d. Approval of agenda (may be by unanimous consent, after board members have the opportunity to offer any additions or amendments).e. Approval of minutes (likewise may be by unanimous consent).

C. Conduct of Business

- Motions** A motion is a formal statement of a proposal or question to an assembly for consideration and action. Any member entitled to a vote may present a motion. The presiding officer may rule a motion temporarily out of order if it does not conform to the order of business. A motion may also be out of order for certain other reasons which will be discussed later. To reach a decision on any matter to be decided by vote, a definite procedure must be followed. Briefly, this consists of three main steps: the making of a motion, discussion and the voting itself.
- The Main Motion** The main motion is the foundation of the conduct of business. Its purpose is to bring a proposal before the meeting for consideration and action. The member desiring to make a motion gets the presiding officer's attention by raising the hand and addressing the presiding officer. When given the floor, begin: "I move that..." and state the proposal as simply and clearly as possible. If the motion is in order, the presiding officer asks: "Is there a second to this motion?" and gives the floor to the first member indicating a wish to do so. This member says: "I second the motion." If no one is willing to second the motion, the presiding officer declares that, "The motion fails for want of a second," and proceeds with the next order of business. If the motion is seconded, it enters the discussion stage.
- Discussion** After a motion has been made and seconded, the presiding officer should say: "It has been moved and seconded that...(repeat the motion so that everyone can hear it distinctly). Is there any discussion on the motion?" Allow enough time for an adequate discussion of the question.
- Voting** There are two ways of bringing a motion to a vote. Normally, the presiding officer waits until there is no further discussion and then calls for the vote. But if a discussion drags on too long and it seems that no new facts or opinions will be brought out by further discussion, any member may "Move to close debate and vote on the question." This motion of Previous Question, if properly seconded, is not debatable and the presiding officer must at once let the meeting decide by voice vote or show of hands, whether or not the discussion shall be allowed to continue. If two-thirds of the voting members vote for the motion to close debate, then the presiding officer must call for a vote on the motion under discussion.
- a. In certain cases, such as the election of officers, the Standing Rules usually provide that the voting must be done by written ballot, which means a secret ballot. This allows each member to vote

according to their best judgment, without exposing themselves to the ill will of the rejected candidate.

- b. Any member may also request a vote by ballot on any motion or resolution. If this request is made, the presiding officer must conduct the vote by secret written ballot.
- c. The presiding officer must then appoint a teller committee to count the ballots and report the result. It is important that the tellers be selected have unquestioned reputations for fairness and impartiality, lest the outcome be questioned.
- d. Whenever voting by ballot is not required, the usual method of voting is by voice. When the presiding officer is ready to put the motion to vote, repeat the motion or have the secretary read it aloud so that it is clear to everyone. Then say, "All in favor of the motion, please say 'Aye.'" After those in favor have voted, say, "All opposed to the motion please say 'no.'" Then announce the result by saying, "The motion is carried," or "The motion fails," as the case may be.
- e. If there is the least doubt as to whether the motion was carried or lost, take the vote again, but this time by a show of hands. If the vote is still uncertain, ask the secretary and another officer to count the hands raised for and against. In the case of a tie vote, the motion is lost.

Subsidiary Motions

A motion that concerns the main motion on the floor is known as a subsidiary motion. Its intention may be to amend the main motion, or to have the matter proposed in the main motion referred to a committee, or to postpone or stop action on the main motion. It is obvious that such a motion is secondary and must be disposed of before the main motion is voted on.

- a. **Motion to Amend.** If any member likes the general idea expressed in the main motion up for discussion, but wants the wording changed or added to, the member can "Move to amend the motion by (adding, taking out, etc.) the words..." If such a motion to amend is seconded, it is then open for discussion and must be voted on before the main motion is again taken up. The presiding officer then calls for the vote on a motion to amend, making it clear that the vote will not yet be on the acceptance or rejection of the main motion. The vote will only be on whether the members want the wording of the main motion changed. If the amendment is accepted, then discussion may resume on the main motion, as

amended. If the amendment is rejected, then discussion may resume on the main motion as originally worded.

- 1) An amendment to a motion may itself be amended. In such a case the motion to amend the amendment is discussed and voted on first. If it is defeated, discussion is again on the original amendment. If the amendment to the amendment is adopted, it becomes a part of the original amendment. Discussion is then opened on the revised amendment to the main motion.
- b. **Limiting or Extending Debate.** Although full discussion on a motion is desirable, it may sometimes be necessary to limit debate in order to allow time to take up all the items on the agenda or to complete action on some important business before late hours draw away voting members and leave the meeting without a quorum for further business. If it becomes necessary to limit debate, someone may "Move that debate on this motion be limited to ___ minutes." If the motion is passed and it is found desirable later to extend debate a little longer, this can be done by another motion.
 - c. **Motion to Refer.** If any member thinks that the meeting does not possess enough facts or information concerning the subject of the main motion to be able to vote intelligently on it, the member may "Move that this question be referred to (name of person or committee), with instructions to report at the next meeting." This motion should state the person or committee, and, if a special committee, whether it is to be appointed by the presiding officer or by the board. A motion to refer can be applied only to the main motion under discussion. It is in order at practically any time before the vote is taken on the main motion itself. It requires a second and may be debated. If it is passed, the main motion is put aside but is made the first item of unfinished business at the next meeting.
 - d. **Motion to Table.** The motion to table is one of three means to delay action on a motion; the others are motion to postpone definitely and motion to postpone indefinitely. The motion to table ranks above all other subsidiary motions, which means that it can be introduced even when another subsidiary motion is being considered. "To table" means to put the main motion aside without taking any action on it. This motion requires a second, is not debatable, and must be voted on at once. A main motion which has been tabled may again be brought up for consideration later in the same meeting or not later than the next regular meeting of the body, but only at a time when no other motion is being considered.

This can be done by a motion to “Take from the table the motion that....”

- e. **Motion to Postpone Definitely.** A motion to postpone definitely defers consideration of a main motion to a later time and also fixes a definite date for its consideration. The motion would take the form, “I move to postpone the motion until (the afternoon session, the October meeting, etc.)” Debate is limited to discussion of the time or reason for postponement. Once passed, such a motion may be reconsidered. It is therefore more flexible than a motion to table.
- f. **Motion to Postpone Indefinitely.** This motion takes the form, “I move to postpone the motion indefinitely.” It is fully debatable and also opens the main question to debate. Although called a motion to “postpone,” it actually has the effect of killing the pending main motion for the current meeting. At a later meeting, the motion which was postponed indefinitely can come up, but only as a new main motion.

Incidental Motions

Incidental motions arise incidentally out of the business before the assembly. They do not relate directly to the main motion but usually relate to matters that are incidental to the conduct of the meeting. Some incidental motions do not take the form of a motion but are actually requests directed to and decided by the presiding officer.

- a. **Request for Information.** Any member who wants an answer to a specific question about a motion on the floor may, if necessary, interrupt whoever is speaking by rising and saying “I rise for a point of information.” The presiding officer must immediately ask, “What is your question?” If the request is reasonable and pertinent to the motion on the floor, the presiding officer answers it or asks someone else to do so.
- b. **Point of Order.** If a member is convinced that the rules of order, standing rules, or Manual are being disregarded, the member may interrupt, regardless of who is speaking, by rising and saying: “I rise for a point of order.” No second is required. the presiding officer must immediately ask, “State your point of order.” The member must then give a brief explanation of what is out of order and why. If satisfied that the member is right, the presiding officer says, “Your point is well taken,” and does whatever is necessary to correct the error. If the presiding officer considers the member wrong, the response is, “Your point is not well taken,” and drops the matter. If the presiding officer is not certain, the question can be referred to someone better acquainted with the rules of order,

standing rules, or Manual, or can ask the meeting to vote on the matter.

- c. **Motion to Appeal.** If the member is convinced that the presiding officer's decision is wrong, the member can say immediately after the presiding officer has announced the decision, "I appeal from the decision of the chair." If the appeal is seconded by another member, the presiding officer then states the reasons for the decision. After discussion, the vote is taken, not on the appeal, but on sustaining or overruling the chair's decision. The presiding officer's decision is sustained by a majority or tie vote.
- d. **To Withdraw a Motion.** The maker of a motion may become convinced that the action proposed is really unnecessary or undesirable, or that it has become so confused or twisted by the addition of an amendment that the intended purpose will not be served. It is the member's privilege, at any time before the final vote on the main motion is taken, to address the presiding officer and say, "I desire to withdraw my motion." If no one objects, the presiding officer declares the motion withdrawn. If any member objects, the presiding officer put the question on granting the request to the members or, a motion may be made to grant it. This request or motion is not debatable. If a majority is in favor, the main motion is withdrawn.
- e. **Motion to Rescind.** It may happen that an action agreed upon at a meeting is later found to be undesirable. If it is a matter that can still be remedied by reversing the action, the way to accomplish this is by a motion "to rescind (or repeal) the formerly approved motion that (state the action which is to be rescinded)." Such a motion can be made at any later meeting by any member entitled to vote at the meeting. It requires a second and it may be debated. To carry, it requires the affirmative vote of two-thirds of those voting, unless the proposed repeal was mentioned in the notice of the meeting. In that case, a majority of those voting is all that is necessary.
- f. **Motion to Reconsider.** A motion carried (or lost) may be reopened for further discussion and consideration by a vote "to reconsider," if this is done at the same meeting in which the original vote was taken. Reconsideration may be particularly advisable if the original vote was nearly equally divided and it is felt that further discussion might result in greater unanimity of decision. Any member who originally voted with the prevailing side has the right to make a motion for reconsideration. Adoption

of a “motion to reconsider” means that the original motion is again before the meeting just as if it had never been voted on.

- g. **Division of Question.** It is possible to divide for separate consideration the parts of a complicated main motion which has been put on the floor. This is done by a motion calling for a division of the question. If the subjects in the motion are clearly unrelated, no second is required for a motion for division of a question. The motion is not debatable. It can be amended, but not reconsidered.

Privileged Motions

Privileged motions have no direct connection with the main motion. They are emergency motions of such urgency that they are entitled to immediate consideration. They relate to the members and to the organization rather than to particular items of business.

- a. **Motion to Recess.** A motion to recess for a short designated time often helps to rest fatigued participants in a long or controversial meeting. The motion may be worded, “I move we recess for ___ minutes,” or “I move we recess for lunch and reconvene at ___ o'clock.” The motion requires a second. It is not debatable, but may be amended. A recess may be taken while a main motion remains on the floor. In this case, debate on the motion is resumed following the recess.
- b. **Motion to Adjourn.** This is another undebatable motion. It requires a second and the affirmative vote of a majority of the members present.
- c. **Motion to Fix the Time to Which to Adjourn.** This motion is privileged only when another question is pending, and if the board has made no provision for another meeting on the same or the next day. The time fixed cannot be beyond the time of the next meeting. It requires a second, is not debatable, can be amended only as to the date and time, and needs a majority vote. When privileged, it ranks ahead of all other motions.

D. Nominations

Nominations From the Floor

When electing officers, the standing rules require an opportunity for nominations not only by petition but also from the floor. When the presiding officer declares that nominations are open, any board member may, when recognized by the presiding officer, nominate a candidate. No second is needed for nominations. No one may nominate themselves. The board member making the nomination is responsible for verifying the qualifications of the nominee. Any candidate nominated from the floor must be present, and must answer in the affirmative these two questions asked by the presiding officer:

- a. Do you accept this nomination?
- b. Will you serve if elected?

Presiding Officer Closing Nominations

After ample opportunity has been given for the nomination of candidates, the presiding officer may say, “Are there further nominations?” Wait a few seconds then state: “If there are no further nominations, I declare nominations closed.”

Motion to Close Nominations

Nominations may be closed by a motion from the floor, but the presiding officer should recognize such a motion only after it is apparent that there are no more nominations forthcoming. A motion to close nominations must be seconded and requires a two-thirds vote. After nominations are closed they may be reopened by a motion from the floor; if seconded, and passed by a two-thirds vote. Motions to close or to reopen nominations are not debatable.

E. Summary Of Motions

Purpose A Summary of Motions table is provided below for your convenience. It lists for each type of motion, whether a second is required, if the motion can be debated, what vote is required (2/3, majority, or presiding officer decides), whether the motion once voted on can be reconsidered (see E.6.f), and whether the speaker or proceedings may be interrupted to present the motion. It is recommended that this be copied and carried to the meetings for a quick reference to parliamentary procedures.

Limitations This discussion and the table that follows are limited to the motions and circumstances likely to be encountered in Auxiliary meetings. It is, by design, not exhaustive; a strict concentration on parliamentary procedure will prove exhausting for everyone. The DCDR can play an essential role in keeping the proceedings informal and collegial, while remaining businesslike. The presiding officer must guard against any tendency to let parliamentary wrangling take the place of handling the division's business with dispatch, in a spirit of teamwork.

Type of Motion		May Interrupt	Requires Second	Debatable	Amendable	Can Be Reconsidered	Vote to Carry
Privileged Motions	Fix Time to Which to Adjourn	No	Yes	Yes ¹	Yes	Yes	Majority
	Adjourn	No	Yes	No	No	No	Majority
	Take a Recess	No	Yes	Yes ²	Yes	No	Majority
	Question of Privilege	Yes	No	No	No	No	PO
	Call for the Order of the Day	Yes	No	No	No	No	Majority
Incidental Motions	Appeal the Ruling of the Chair	Yes	Yes	Yes ³	No	Yes	Majority
	Point of Information	Yes	No	No	No	No	PO
	Point of Order	Yes	No	No	No	No	PO
	Suspend the Rules	No	Yes	No	No	No	2/3
	Object to the Consideration of the Question	Yes	No	No	No	No	2/3
	Divide the Question (or consideration by paragraph)	Yes	Yes ⁴	No	Yes	No	Majority ⁴
	Divide the Assembly (ask for show of hands)	Yes	No	No	No	No	none
	Request Written Ballot	Yes	No	No	No	No	none
	Question Quorum	Yes	No	No	No	No	PO
	Reopen Nominations	Yes	Yes	No	Yes	No ⁵	Majority
	Close Nominations	Yes	Yes	No	No	No	2/3
	Withdraw a Motion	No	No	No	No	No	PO
Withdraw a Second	No	No	No	No	No	PO	
Subsidiary Motions	Lay on the Table	No	Yes	No	No	No	Majority
	The Previous Question	No	Yes	No	No	Yes ⁷	2/3
	Limit or Extend Debate	No	Yes	No	Yes	Yes	2/3
	Postpone to a Definite Time	No	Yes	Yes	Yes	Yes	Majority
	Refer to Committee	No	Yes	Yes	Yes	Yes	Majority
	Amend the Amendment	No	Yes	Yes ²	No	Yes	Majority
	Amend the Main Motion	No	Yes	Yes ²	Yes	Yes	Majority
	Postpone Indefinitely	No	Yes	Yes	No	No ⁶	Majority
Main Motion		No	Yes	Yes	Yes	Yes	Majority
Misc.	Take from the Table	No	Yes	No	No	No	Majority
	Reconsider	Yes	Yes	Yes ²	No	No	Majority
	Rescind	No	Yes	Yes ²	Yes	No ⁵	2/3

- (1) Undebatable if another question is before the board.
 - (2) Undebatable if motion to be amended, reconsidered, or rescinded is undebatable.
 - (3) An appeal is undebatable only while an undebatable question is pending, or related to indecorum or order of business.
 - (4) If motion relates to two or more independent subjects, they must be divided on the request of a single member.
 - (5) May only reconsider negative vote.
 - (6) May only reconsider affirmative vote.
 - (7) Previous Question cannot be reconsidered after a vote has been taken under it.
- PO Decided by presiding officer, who then takes any action required to resolve the matter.

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Appendix I. Pledge for New Members

The pledge you are about to take is your commitment to support the United States Coast Guard Auxiliary, an organization dedicated to the promotion of boating safety and providing assistance to the United States Coast Guard in the fulfillment of its civil functions. You accept this membership as a volunteer, and as a member you are charged with certain responsibilities and obligations. These include your willingness to support the Coast Guard Auxiliary and its purposes, to faithfully execute your duties, and to participate in its authorized programs to the best of your ability and to the extent that time and circumstances permit.

As an Auxiliarist, you enjoy certain honors and privileges, among them, wearing the Auxiliary uniform and flying the Auxiliary Ensign. Wear the uniform neatly and correctly, and fly the Blue Ensign proudly. Remember that your conduct reflects directly upon the image of both the Coast Guard and the Auxiliary.

The satisfaction you derive from your Auxiliary membership will be in proportion to your level of participation in the organization's activities. The success of the Coast Guard Auxiliary will depend upon the extent of your participation and upon the quality of the leaders that you, the member, select.

(ASK THE AUDIENCE TO RISE)

If you feel that you can be an active and productive member of the United States Coast Guard Auxiliary, please raise your right hand and repeat after me:

**I, (state your name),
solemnly and sincerely pledge myself
to support the United States Coast Guard Auxiliary
and its purposes,
to faithfully execute my duties,
and to abide by the governing policies
established by the Commandant
of the United States Coast Guard.**

Congratulations!

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Appendix J. Pledge for Staff and Elected Leaders

You have offered your talents and services in the interest of a better Coast Guard Auxiliary. The pledge you are about to take admits you to an office of greater responsibilities and high honor. Along with this honor, you must be prepared to accept certain obligations, as well as the administrative and supervisory responsibilities of your office.

Your task is to develop the Auxiliary programs to the maximum efficiency that conditions permit. You are expected to encourage closer liaison between the Auxiliary and local Coast Guard units, constantly reminding Auxiliarists that their actions reflect not only on the Auxiliary, but also on the Coast Guard.

As a leader, you are charged with maintaining high standards in all Auxiliary programs, never compromising honesty and integrity.

(EVERYONE PLEASE RISE)

With the full realization of the demands of your office in terms of time, travel, and dedication, if you are willing to accept this honor, please raise your right hand and repeat after me:

**I, (state your name),
solemnly and sincerely pledge myself
to support the United States Coast Guard Auxiliary
and its purposes
to promote its authorized activities
to properly discharge the duties of my office
and to abide by the governing policies
established by the Commandant
of the United States Coast Guard.**

Congratulations!

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