



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

MEMO

To: Members of Division Four
From: Gerald Schneider, Division Commander
Date: 19 August 2015
Re: Orders

As each of you know, the United States Coast Guard Auxiliary is a volunteer organization. Each of you are here voluntarily, and, as you know, your volunteer efforts are sincerely appreciated.

The United States Coast Guard Auxiliary Manual provides that the Auxiliary, as uniformed organization of civilian volunteers, presents unusual leadership and management challenges. "There is no authority to hire or fire an Auxiliarist, nor is there any military command authority".

The Auxiliary utilizes a chain of leadership and management rather than a chain of command, as no military command authority exists in the Auxiliary. Instead, leadership and management capability rests on Auxiliarists' consent and on effective leadership skills. Leaders must conduct planning; provide coordination; and employ appropriate motivational techniques to attain desired objectives. Most successful leaders are individuals who practice good human relations skills. Effective Auxiliary leaders convince Auxiliarists to accept personal responsibility for task and mission accomplishment for which they have volunteered.

This is to reiterate that each of you serves as a volunteer. As such, you cannot be ordered to do anything. Your Flotilla commanders may only encourage you to work as a cohesive team to address either the task at hand or the Flotilla goals. There are no minimum performance standards for members which are established by the Flotilla. Instead, standards are established by the National Organization or the Auxiliary manual. Under no circumstances may anyone threaten you with "termination" if you do not comply with performance standards which are not authorized by the Coast Guard Auxiliary.

If you have been "ordered" to comply with "performance standards" under threat of termination, I encourage you to address this with the appropriate chain of leadership. If you are unsure as to whom you should address your complaints or concerns with, please do not hesitate to contact me and I will place you in touch with the proper person.

I trust that the content of this memorandum is clear and that there will be no further issues moving forward.

On behalf of the Auxiliary and all of the staff officers of the Division, I thank you for your service and look forward to working with and for you as our year continues.

GERALD SCHNEIDER DCDR 4