
Section C. Auxiliary Leadership and Management

Introduction	Under Coast Guard administration, Auxiliarists are organized into the following four unit levels of administrative and supervisory responsibility: 1. Flotilla 2. Division 3. District/Region 4. National Each level is discussed in later chapters. Auxiliary leaders responsible for unit administration and supervision are elected at each level. These elected Auxiliary leaders in turn appoint appropriate staff officers to carry out Auxiliary missions and programs.
C.1. Chain of Leadership and Management	The four administrative levels are coordinated through an Auxiliary chain of leadership and management. This organizational concept functions where elected officers at one level are responsible to elected officers at the next higher administrative level and to all members they represent by virtue of elected office.
C.1.a. Definition	In the Auxiliary, the phrase “chain of leadership and management” describes a system of organizational communication and responsibility providing for 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.
C.1.b. Elected Leaders	Auxiliary elected leaders must convey policy frequently, accurately, and consistently to Auxiliary unit members via the chain of leadership and management. Likewise, all Auxiliarists are expected to use the chain of leadership and management for giving and getting information and voicing appropriate concerns. All members should recognize that an elected leader’s experience offers a great potential to solve problems.
C.1.c. Leadership	When an Auxiliarist submits correspondence via an Auxiliary elected or appointed officer in the chain of leadership and management, that officer is obligated to rapidly endorse and forward such correspondence. Good leadership and management demand the existence of proper channels for Auxiliarists to follow and respect, except as otherwise provided or directed. This process assures that every activity is well monitored and carried out by the ablest members, prevents confusion and delay of actions, and allows for orderly and courteous flow of information.

C.1.d. Directors	Auxiliarists should keep in mind that the Director is a vital source of Coast Guard information who provides the latest guidance on special projects and routine Auxiliary administration. Auxiliarists must utilize the chain of leadership and management in communicating ideas, information, and requests to the Director. This process is important for the orderly conduct of organizational activities and is proven to actually speed work results, since many solutions are found directly at the flotilla or division leadership level.
C.2. Parallel Staffing	Parallel staffing is a communications process for appointed staff officers and is similar to the Auxiliary chain of leadership and management. 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. 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.
C.3. Regions	In Coast Guard districts with large geographical areas or large population concentrations, Auxiliary administrative responsibility is further divided into regions. Generally, these regions are organized, are administered, and function exactly the same as a district. Specific area and district/regional boundaries, together with a map, are found in Appendix G.
C.4. Areas	For National administration, the Auxiliary is divided into the following three geographic areas: a. Atlantic (East) b. Atlantic (West) c. Pacific Each Auxiliary area is represented on the National Executive Committee (NEXCOM) by a Deputy National Commodore (DNACO) who has been elected in accordance with provisions of Appendix D and appointed to the specific DNACO office by the NACO in accordance with the provisions of section 4.D of this Manual.
C.4.a. Atlantic Area East	The Atlantic Area East includes: (1) First District (Northern and Southern Regions) (2) Fifth District (Northern and Southern Regions) (3) Seventh District

C.4.b. Atlantic
Area West

The Atlantic Area West includes:

- (1) Eighth District (Eastern, Western Rivers, and Coastal Regions)
 - (2) Ninth District (Eastern, Central, and Western Regions)
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C.4.c. Pacific
Area

The Pacific Area includes:

- (1) Eleventh District (Southern and Northern Regions)
 - (2) Thirteenth District
 - (3) Fourteenth District
 - (4) Seventeenth District
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**C.5. Chain of
Leadership and
Management
for Resolution
of Concerns**

The primary purpose of the Auxiliary chain of leadership and management is to quickly and efficiently communicate information up and down its organizational levels. It does not exist to provide progressively higher and higher levels of redress for routine decisions and determinations made by Auxiliary leaders and program managers.

An Auxiliarist who is not satisfied with a decision or determination regarding Auxiliary administration, operations, or programs rendered by an elected leader or an appointed staff officer in their capacity as an Auxiliary program manager for their respective organizational level does not have an unlimited path of appeal to the Commandant. Rather, an Auxiliarist effectively has two opportunities to resolve their concern through their chain of leadership and management.

- a. If not satisfied with a decision or determination, then an Auxiliarist may request that their concern be readdressed by the next higher level in the chain of leadership and management. In order to do so, the Auxiliarist must first notify in writing (e-mail is acceptable) the leader who made the decision of their concern and of their intent to readdress it with the next higher level in the chain. The Auxiliarist may then seek a preliminary review by notifying the leader in the next higher level of the chain of their concern.
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- b. Any Auxiliary leader who receives a written notification of concern pursuant to the previous provision must reply in writing (e-mail is acceptable) to the Auxiliarist within 15 days of receipt of the notification. If no reply is received within this time or if the Auxiliarist is still not satisfied, then the Auxiliarist may seek a secondary review by notifying the leader in the next higher level of the chain of leadership and management of their concern. Any Auxiliary leader who receives a written notification of concern pursuant to this provision must reply in writing (e-mail is acceptable) to the Auxiliarist within 15 days of receipt of the notification. This decision or determination shall be final. The Auxiliarist's continued pursuit of the concern to higher levels of the chain may be construed as an abuse of the chain of leadership and management and may subject the Auxiliarist to administrative disciplinary action.

Matters involving complaints that stem from inappropriate behavior that may result in administrative disciplinary action shall be handled in accordance with sections 3.F through 3.J of this Manual.

**C.6. Auxiliary
Leadership and
Management**

The Auxiliary, as a 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.

**C.7.
Leadership**

Leadership and management capability rests on Auxiliarists' consent and on effective leadership skills. No group, including the Auxiliary, can function effectively without direction and goals. 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. Elected Auxiliary leaders are encouraged to seek help from past leaders and use their experiences whenever possible.

**C.8.
Established
Management
Procedures**

There are certain established actions that can facilitate effective Auxiliary unit management. First and foremost is proper planning. New Auxiliary unit elected leaders should carefully choose staff, develop schedules of events and meetings, and establish budgets. Newly elected leaders must be thoroughly familiar with Auxiliary and Coast Guard manuals governing Auxiliary missions and programs.

C.8.a. Staff	Staff officers, once selected, should be delegated management responsibility associated with the task assigned. An early consultation by the elected leadership with Staff officers is required in order to coordinate programs, plan public education (PE) and member training (MT) classes, public affairs (PA) campaigns, and other activities.
C.8.b. Auxiliary Unit Coordinator (AUC)	The AUC shall be an experienced Auxiliarist appointed by the DCO in consultation with the Director and the Coast Guard unit commander to which assigned. The primary purpose of an AUC shall be to facilitate the timely provision of high-quality administrative and operational support by the Auxiliary to the associated Coast Guard unit. The AUC shall work closely with the Coast Guard unit to develop and maintain the necessary relationships to deliver such service.
C.8.c. Auxiliary Sector Coordinator (ASC)	The ASC is the most important and pivotal AUC position. An ASC shall be assigned to every Sector. An ASC shall be appointed by and serve under the general direction of the DCO. Such appointment shall be made in consultation with the appropriate District Captain. It shall also be made in consultation with, and have the concurrence of, the Director and the respective Sector Commander. The DCO shall ensure that any gap in ASC appointments shall be absolutely minimized. If a Sector Commander is ever dissatisfied with ASC performance, they shall immediately notify the Director and the DCO who shall take action and effect an appropriate resolution. An ASC is authorized to wear the same appointed position insignia as a Division Chief on National staff.
C.8.c.(1) Minimum Requirements	In order to be appointed as an ASC, a candidate shall meet the following minimum requirements: (a) Possess excellent communication and organizational skills. (b) Hold a current or prior qualification in at least one of the Auxiliary boat crew, personal watercraft, aviation, or telecommunications programs (in lieu of operational program qualification, a candidate may have successfully completed Auxiliary Specialty Courses in communications, patrols, and search and rescue), or; hold a current or prior qualification in at least one of the Auxiliary marine safety programs (in lieu of marine safety program qualification, a candidate may have successfully completed the Introduction to Marine Safety and Environmental Protection and Initial Indoctrination to Marine Safety courses). (c) Have successfully completed ICS 100, ICS 200, ICS 210, IS 700, IS 800, and TCT or CRM. Have a demonstrated and thorough knowledge and understanding of the missions and capabilities of the Auxiliary.

C.8.c.(2)
Functional
Responsibilities

ASC functional responsibilities include:

- (a) Establishing, developing, and supporting a constructive and cooperative relationship between the Auxiliary and the Sector.
- (b) Monitoring and improving Auxiliary performance and readiness in support of Sector needs by using appropriate measures and courses of action.
- (c) Coordinating the full range of contingency and readiness planning among all Auxiliary components to address operational requirements and needs in support of the Sector.
- (d) Ensuring timely Sector awareness of Auxiliary readiness and capabilities as well as training and support needs.

Performance of other duties as assigned through the chain of leadership.

C.8.d. Meetings

Use of the following guidelines will help ensure meeting success:

- (1) Decide the purpose of the meeting.
- (2) Develop a written agenda.
- (3) Choose the time, place, and date to best accommodate members.
- (4) Conduct the meeting under the rules of parliamentary procedure (Robert's Rules of Order).
- (5) At each meeting, assign an Auxiliarist to welcome guests.
- (6) Ensure senior Auxiliarists and Coast Guard personnel are promptly greeted and introduced, if not generally known.
- (7) Introduce guests and prospective Auxiliarists to the members, and try to make each person feel welcome.

Elected and appointed leaders and staff are expected to wear uniforms at business and official meetings. To enhance esprit de corps, members are encouraged to attend meetings in the prescribed uniform or Auxiliary Blue Blazer outfit.

C.8.e. Flotilla
Administration

The Auxiliary Flotilla Procedures Manual, COMDTINST M16791.5 (series), contains many other ideas and suggestions for successful flotilla administration.

C.8.f. Division
Administration

The Auxiliary Division Procedures Manual, COMDTPUB P16791.3 (series), contains many other ideas and suggestions for successful division administration.

C.9. Annual Budget

To plan expenditures properly, every Auxiliary unit should have a clearly established annual budget. An example of a flotilla budget is contained in the Auxiliary Flotilla Procedures Manual, COMDTINST M16791.5 (series).

C.10. Auxiliary Information System

The Coast Guard Operations Systems Center (OSC) in Martinsburg, West Virginia operates an Auxiliary Database (AUXDATA) that contains personal and activity data about Auxiliarists and units. The database functions as a management tool that is only effective when Auxiliarists provide accurate and timely input. Complete descriptions of proper Auxiliary forms that provide input data are found on the Auxiliary National web site. (see Appendix I)
