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## Section G. Staff Officers

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|--------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Introduction</b>                        | <p>Every unit's senior elected Auxiliary leader appoints staff officers. Staff duties are purely administrative, providing functional supervisory program management over specifically authorized activities. The appointment and delegation of duties should be given to each staff officer in writing.</p> <p>The Auxiliary is organized and administered along parallel staffing principles, which requires staff officers at all levels to report to senior levels and to monitor activities at lower levels. Mission accomplishment will be difficult unless Auxiliarists carefully follow the parallel staffing concept. Staff officers are charged with carrying out their part of the unit mission.</p> |
| <b>G.1. Appointment</b>                    | <p>Staff officers are appointed and serve at the elected Auxiliarist's pleasure. A staff officer's appointment starts and expires with the term of the appointing leader unless the appointment is terminated earlier. Staff officers may be removed from a position any time the appointing leader deems it appropriate. District Staff Officer (DSO) appointments are made by the DCO only with Director's concurrence. National staff officer appointments are made only with the NACO approval. ANACOs and national Directors and their Deputies are appointed by the NACO with the Chief Director's concurrence.</p>                                                                                       |
| <b>G.2. New Auxiliarists</b>               | <p>New Auxiliarists are not normally 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. Time may also be spent working with elected leaders or staff officers in areas of the new Auxiliarist's interest. The Auxiliary unit's elected leader has full discretion to waive the year's service to make appointments, as deemed useful for both the Auxiliarist's and unit's benefit and to encourage Auxiliarist contributions. However, such waiver may not be made until the new Auxiliarist receives a favorable PSI determination.</p>                                         |
| <b>G.3. Staff Officer Responsibilities</b> | <p>To be successful, elected leaders must make certain that staff officers are well briefed on their duties and responsibilities. To carry out these duties, staff officers are encouraged to appoint committees to help them. Staff officers must report progress monthly to the Vice or appointing elected leader. Staff officers will maintain records and correspondence concerning their office. These documents shall be turned over, with all publications and other pertinent material, to the successor when relinquishing office.</p>                                                                                                                                                                 |

**G.4. Elected  
Leader and  
Program  
Responsibilities**

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An elected leader's delegation of management capability to a staff officer does not relieve the elected leader from any responsibility. Elected leaders must ensure that leadership and management capabilities are properly exercised and instructions are properly carried out. Staff officers may assign qualified Auxiliarists to duties in their responsible area. The Auxiliary Flotilla Procedures Manual, COMDTINST 16791.5 (series), contains sample appointment letters and specific duties for Flotilla Staff officers. The Auxiliary Division Procedures Guide, COMDTPUB P16791.3 (series), provides for Division Staff Officers.

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**G.5.  
Simultaneous  
Offices**

Staff officers are not barred from holding simultaneous elected offices or another staff office. Before appointment of additional jobs, however, the added burden on the Auxiliarist should be considered by the elected leader and by the unit membership. It is wholly reasonable and prudent for an elected leader to review associated workloads and expectations with staff officer candidates before making appointments in order to ensure clear understanding of how programs shall be managed.

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**G.6. Flotilla  
and Division  
Staff Officers  
List**

To carry out the Auxiliary program, DCDRs and FCs may appoint up to sixteen (16) flotilla and division staff officers only from the group listed below, unless specifically authorized by the NACO and Chief Director. The DCO may appoint up to twenty-one (21) DSOs from the group listed below. An appointed DSO - Legal/Parliamentarian (DSO-LP) shall be a licensed attorney. If a licensed attorney is not available to serve, the ANACO-CC shall designate a national staff attorney to handle that district's legal matters. In such case, an appointed DSO-LP may serve as the District Parliamentarian.

- a. Aviation (AV) (district level only)
  - b. Communications (CM)
  - c. Communications Services (CS)
  - d. Redacted content per Presidential Executive Order No.14151
  - e. Finance (FN)
  - f. Flight Safety Officer (DFSO) (district level only)\*
  - g. Human Resources (HR)
  - h. Information and Communication Services (IS)
  - i. Legal/Parliamentarian (LP) (district level only)
  - j. Recreational Boating Safety Visitation Program (PV)
  - k. Marine Safety and Environmental Protection (MS)
  - l. Marketing and Public Affairs (PA)
  - m. Materials (MA)
  - n. Member Training (MT)
  - o. Navigation Systems (NS)
  - p. Operations (OP)
  - q. Public Education (PE)
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- r. Publications (PB)
  - s. State Liaison (SL) (district level only)
  - t. Secretary/Records (SR)
  - u. Vessel Examination (VE)

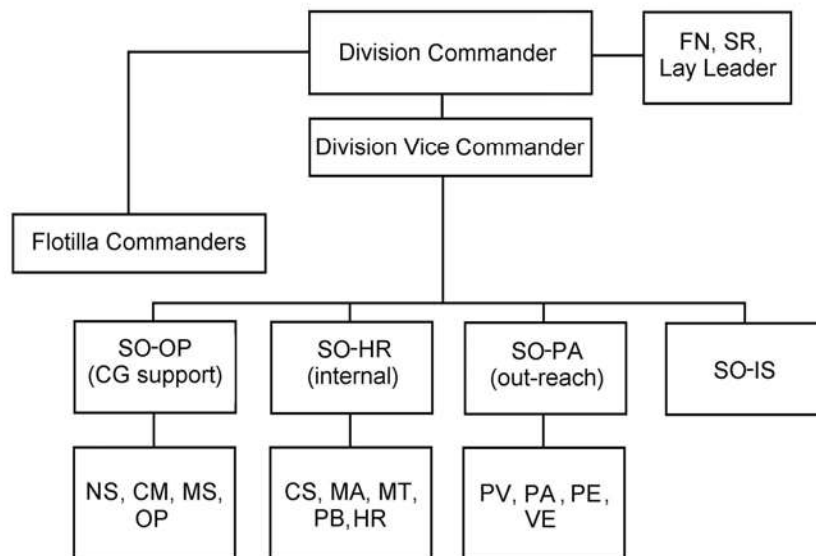
\* The DFSO has joint reporting responsibilities for safety issues. The DFSO is a member of the District Aviation Board and advises the DSO-AV on safety issues. The DFSO also reports to the DCO on the safety of the aviation program.

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#### G.6.a. Division Staff Positions

The current authorized division staff positions include all Auxiliarists authorized in paragraph G.6 above. A division member may hold more than one appointed staff office concurrently at various Auxiliary unit levels or within the same unit level. Functions and programs may be combined and, if so, do not require separate staff appointments. An example of combined positions is illustrated in Figure 4-2.

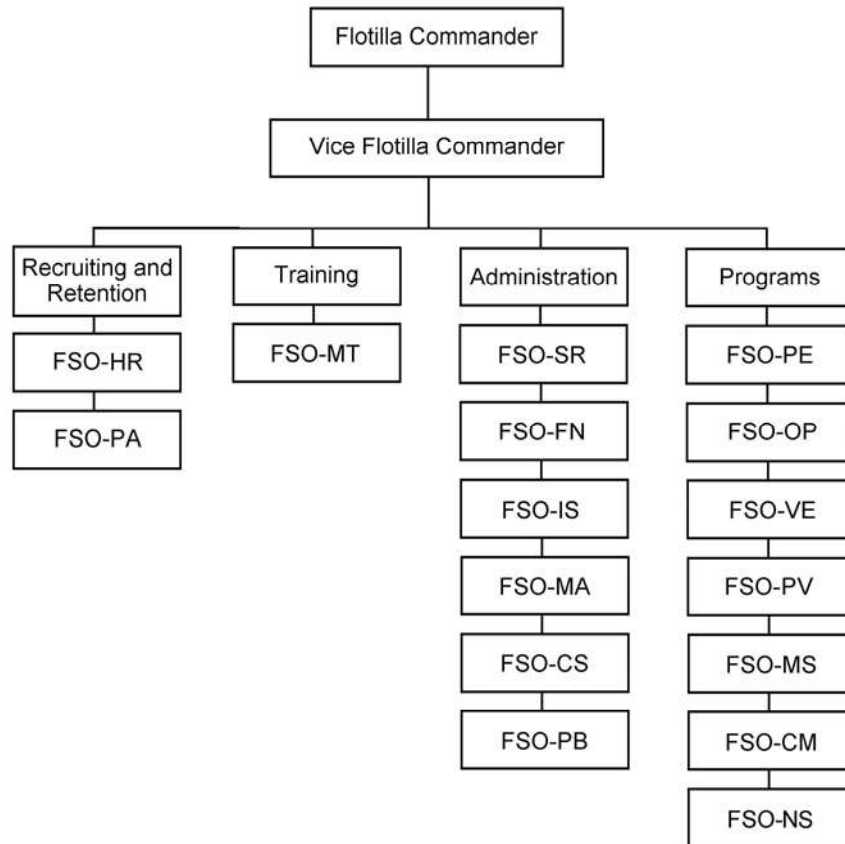
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**Figure 4-2**  
**Consolidation of Responsibility – Division Model**

G.6.b. Flotilla Staff Positions

The FC should appoint appropriate staff to conduct the business of the flotilla including finance, record keeping, information services, and other administrative areas; to manage recruiting/retention and training; and to conduct programs as desired. Moreover, the FC should pay particular attention to ensure that appropriate staff officers are appointed to manage key operational and RBS programs (e.g., operations (FSO-OP), vessel examinations (FSO-VE), marine safety (FSO-MS)). A flotilla member may hold more than one appointed staff office concurrently at various Auxiliary unit levels or within the same unit level. Functions and programs may be combined and do not require separate staff appointments. An example of combined positions is illustrated in Figure 4-3.



**Figure 4-3**  
**Consolidation of Responsibility – Flotilla Staff Model**

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**G.7. Assistant District Staff Officers**

DCOs may create assistant District Staff Officer (ADSO) positions for any program area. The DSO, in accordance with district policy, may delegate to an ADSO any authority and responsibility given to the DSO, except in those cases in which the DSO is specifically designated to perform an activity or duty. The DSO's delegation constitutes assignment to duty in accordance with 14 U.S.C. § 831. Appointments may be apportioned according to need in the various functional areas. Examples of appropriate ADSOs are:

- a. District Historian – ADSO-PAH
- b. Operations – ADSO-OP/QE

For aviation assignments, there shall be one assistant position per air station actively involved in issuing Auxiliary aviation orders within the district. This assistant is normally designated as an ADSO-AAC (Auxiliary Aviation Coordinator). Other aviation ADSO positions may be authorized, and examples of these are:

- a. Aviation Training – ADSO-AVT
- b. Aviation Management – ADSO-AVM

An assistant to the DFSO may be designated, but it is not an ADSO position. It shall be designated ADFS.

Divisions and flotillas are not authorized assistant division (SO) or assistant FSOs. Appointment of informal assistants is encouraged, however, wearing of insignia for such informal appointment is not authorized.

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**G.8. Special Duties**

The Director, in consultation with the DCO, may designate qualified Auxiliarists to perform special Coast Guard duties to include Qualification Examiners (QEs), IT trainers, and examination proctors. Other Auxiliarists may be designated to perform duties pertaining to a mission or program, consistent with the provisions of appropriate directives.

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**G.9. Director's Administrative Assistants**

Directors, in consultation with the DCO, may also appoint Auxiliarists to serve as a Director's administrative assistant to perform specific directed duties. Auxiliary office insignia for this staff position shall be the same as that for a DCO's administrative assistant.

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**G.10. Chief Director's Executive or Special Assistants**

The Chief Director, in consultation with the NACO, may also appoint Auxiliarists to serve as the Chief Director's Assistants. Auxiliary office insignia for this staff position shall be the same as that for a DVC.

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**G.11. Auxiliary  
Civil Rights  
Coordinator**

Each district/region's CGAUX-CRC should normally be selected from the group of past DCOs. Alternatively, other experienced Auxiliarists who have served as DCDR or higher may be selected. The Auxiliarist's education, training, business, or professional experience must be considered in the selection process. If a candidate who meets the requisite elected officer criteria cannot be identified, then the Director may waive that criteria with due consideration of these elements for any other candidate. The Director, with DCO concurrence, nominates the Auxiliarist to the District Commander for approval. On approval, the District Commander will designate the nominee, in writing, as the district/region CGAUX-CRC. The CGAUX-CRC shall perform their duties according to Chapter 7 of this Manual. No unique office insignia is authorized.

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**G.12. Lay  
Leaders**

An Auxiliary unit elected leader may designate a Lay Leader for the unit. Upon designation, the elected leader shall forward the name and contact information of the Lay Leader, along with a written endorsement from the individual's Faith Group indicating that the Lay Leader is a member in good standing, to the appropriate Coast Guard District Chaplain (copy to the Director). The District Chaplain will provide regional Lay Leaders with materials that will enable them to perform related functions in the proper manner and consistent with Coast Guard policy. The District Chaplain may directly contact and/or visit regional Lay Leaders. If time and funding allow, the District Chaplain may also conduct training forums for them.

This position is not an authorized Auxiliary staff position and will not be recorded in AUXDATA. The title and any insignia relating to a chaplain will not be used for this position. The duties associated with chaplains are not authorized for designated Lay Leaders. Lay Leaders, in performing invocations, moments of silence, and other activities, must adhere to the provisions of section I of Chapter 12. Redacted content per Presidential Executive Order No.14176

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**G.13. Optional  
Staff  
Organization**

Auxiliary districts/regions may determine that it is beneficial to organizationally align their staffs with Coast Guard sectors in order to efficiently carry out administrative functions while supporting Coast Guard missions. Such determination must be made and approved by the District Board.

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An optional organization to accommodate such a determination is authorized as described in Figure 4-4. This organization entails establishment of any or all four new positions, appointed by the DCO and recognized in AUXDATA, at the district/regional level. These positions are not members of the District Board, though due to the nature of and extent to which Auxiliary programs report to them, they may be included in EXCOM agendas:

- a. District Planner (D-PL) who reports directly to the DCO.
  - b. District Directorate Chief of Response (DDC-R) who reports directly to the DCOS.
  - c. District Directorate Chief of Prevention (DDC-P) who reports directly to the DCOS.
  - d. District Directorate Chief of Logistics (DDC-L) who reports directly to the DCOS.
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G.13.a.  
Alignment at  
District/Regional  
Level

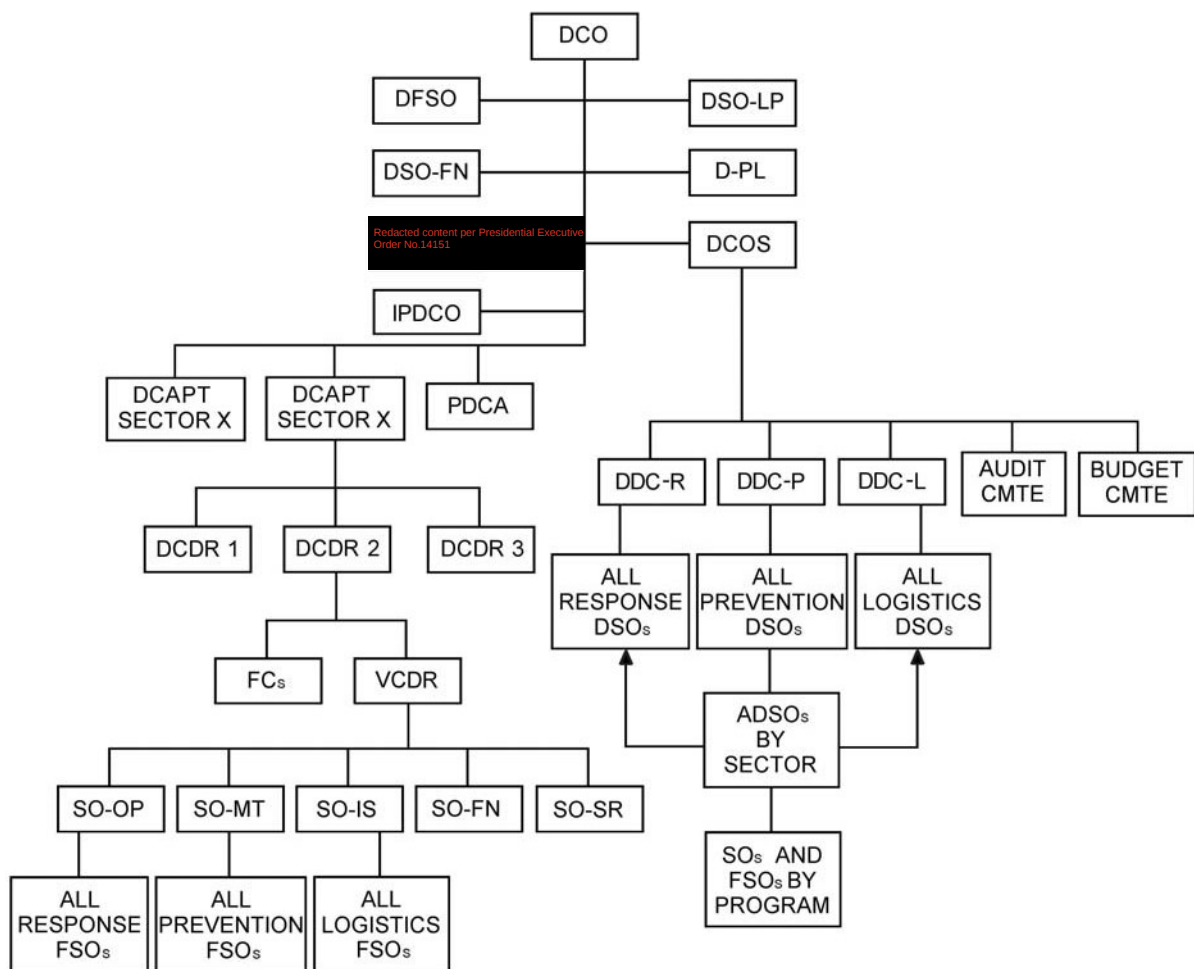
This organization capitalizes on alignment of specific Auxiliary programs under response, prevention, and logistics elements at the district/regional level. Accordingly, the following DSOs report to their respective District Directorate Chiefs:

- (1) DDC-R – DSO-AV, DSO-CM, DSO-OP.
  - (2) DDC-P – DSO-NS, DSO-MS, DSO-MT, DSO-PA, DSO-PE, DSO-PV, DSO-VE, DSO-SL.
  - (3) DDC-L – DSO-CS, DSO-IS, DSO-MA, DSO-PB, DSO-HR, DSO-SR.
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G.13.b.  
Alignment at  
Division Level

Similarly, at the division level, the following SOs report to their respective VCDRs and the associated FSOs and corresponding SOs report to them:

- (1) SO-OP – FSO-CM, FSO-OP, and corresponding SOs.
  - (2) SO-MT – FSO-NS, FSO-MS, FSO-MT, FSO-PA, FSO-PE, FSO-PV, FSO-VE, and corresponding SOs.
  - (3) SO-IS – FSO-CS, FSO-IS, FSO-MA, FSO-PB, FSO-HR, FSO-SR, and corresponding SOs.
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**Figure 4-4**  
**Optional District/Region Organization**