
C. Duties of the Flotilla 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 FC. Each leader must maintain close liaison with other officers in the flotilla. 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 FC is responsible for every aspect of the flotilla 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:

- Review national, district, and division Auxiliary missions and visions with the membership, and lead the members in creating and adopting appropriate goals and milestones to support them. A given flotilla is not expected to be able to contribute directly to every Auxiliary goal; it should review local circumstances and capabilities to determine how it can best support the nationwide effort. Select and supervise flotilla activities to accomplish those goals and meet commitments.
- 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 flotilla 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.
- Lead, manage, and supervise the operation of the flotilla, including member training, qualification, assignment to duty, recognition, and corrective action.
- Encourage fellowship activities within the flotilla that will enhance teamwork, friendship and cooperation with other flotillas and performance on the part of members.
- Be alert for praiseworthy performance in the flotilla, and give prompt, public recognition. Maintain and support an effective flotilla awards program. Promote nominations for Coast Guard meritorious awards from flotilla members, and lead by example by writing and submitting recommendations.

- 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.
- Recruit and retain membership. Ensure that the flotilla has member development plans for each new member, and that the plans are revisited and updated to meet changing interests and opportunities.
- Maintain close liaison with the elected officers of other nearby flotillas and schedule periodic visits to these units to identify areas for cooperation. As a courtesy, unit visits should be previously coordinated with FCs.
- Maintain close liaison with the elected officers at the Auxiliary division level and attend all meetings of the division board. Advise the DCDR and VFC when it is not possible to attend.
- Draft and publish an agenda in advance of each meeting. Attend and preside over flotilla meetings and notify the VFC as early as possible when unable to attend.
- Appoint the flotilla staff officers. The appointment and delegation of duties should be given to each staff officer in writing. Because the VFC is responsible for supervising the staff, the FC should ordinarily consult closely with the VFC in making the selections. The FC should consider the flotilla's 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)

- Appoint standing committees and other committees as may be required.
- Ensure that every member participating in an Auxiliary activity is properly assigned to duty by an appropriate elected or staff officer.
- Promptly submit required reports and correspondence, and promptly endorse and forward “thru” correspondence.
- Approve payment of routine financial obligations as set forth in a budget approved by the flotilla membership, and emergency expenditures up to the limit set by the flotilla standing rules. Report emergency expenditures to the flotilla membership in accordance with the standing rules.
- Prepare an article for each issue of the flotilla and division publications to give information of general nature and interest to all members of each unit.
- Encourage and participate in fellowship activities that will enhance teamwork, coordination, and friendship between members
- Arrange for an annual audit of flotilla financial records and funds and for the preparation of annual required financial reports.
- Upon expiration of term of office, or when so directed by proper authority, conduct a physical inventory of flotilla property and records, conduct an audit of flotilla funds, and transfer all property,

funds and records to the new FC. The FC's successor should participate in all these actions if possible.

Preparing for Succession

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

- Take an active role in preparing the current VFC for succession to FC. Share communications, information, planning, responsibilities, workload, and credit. Seek and offer opportunities that will help the VFC grow.
- Be alert for other rising performers in the flotilla 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.
- See that every member interested in leadership attend the Auxiliary Leadership and Management School (AUXLAMs). The FCs should also consider attending the Auxiliary Mid-Level Officers Course (AMLOC). These courses are designed to build key leadership competencies for the aspiring leader.
- Do not anoint a successor; it is like putting a target on their back. Besides, unpredictable things happen, and people change jobs, move away, fall ill, or leave the Auxiliary. It is best to develop as much talent in as many individuals as possible.